

Course	HLTH 5020: Organizational Planning and Change in Health Administration								
Term	Spring 2, 2008								
Instructor	Name: Gene Meyer Phone: 785-749-6130 Email: meyere@webster.edu OR gene.meyer@lmh.org								
Catalog Description	This course identifies the various ways of introducing change in organizations and larger organizational systems as adaptive responses to the external environment. Change efforts at the macro, meso, and micro levels of organization are considered. Particular attention is given to the leadership role in health organizations and health systems. Organizational responses to the issues of market changes, managed care, and system consolidation and systems integration are analyzed.								
Prerequisites	HLTH 5000								
Course Level Learning Outcomes	<ul style="list-style-type: none"> • The student will be able to identify external and internal forces of organizational change. • The student will be able to differentiate the three major levels of organization. • The student will be able to determine the need for organizational change and apply the appropriate change processes to the appropriate organizational level. • The student will be able to appraise the increased efficiency and effectiveness of the organization as a result of the change process. 								
Materials	<p><u>Required Text: Ginter, P.M., Swayne, L.E., & Duncan, W.J. (2006). Strategic Management of Health Care Organizations, Fifth Edition, MA: Blackwell Publishers, ISBN-13: 978-1-4051-2432-4, ISBN-10: 1-4051-2432-6.</u></p> <p>Text is available through MBS Direct Books at 1-800-352-3252 or www.mbsdirect.net. Checks and credit cards accepted</p>								
Grading	<p>Grading:</p> <table> <tr> <td>Exam I</td> <td>20pts</td> </tr> <tr> <td>Exam II</td> <td>20pts</td> </tr> <tr> <td>Paper</td> <td>40pts</td> </tr> <tr> <td>Presentation</td> <td>20pts</td> </tr> </table>	Exam I	20pts	Exam II	20pts	Paper	40pts	Presentation	20pts
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	<p>Point Grading</p> <table style="margin-left: 40px;"> <tr><td>A</td><td>93+</td></tr> <tr><td>A-</td><td>90-92.9</td></tr> <tr><td>B+</td><td>87-89.9</td></tr> <tr><td>B</td><td>84-86.9</td></tr> <tr><td>B-</td><td>81-83.9</td></tr> <tr><td>C</td><td>75-80.9</td></tr> <tr><td>F</td><td><75 pts</td></tr> </table> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course 	A	93+	A-	90-92.9	B+	87-89.9	B	84-86.9	B-	81-83.9	C	75-80.9	F	<75 pts
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<p>Activities</p>	<ol style="list-style-type: none"> 1. Students will develop a framework for the application of effective and efficient management planning and problem resolution. Throughout the session students will discuss current problems within the healthcare management sector, identify appropriate theories, use problem-solving processes, and develop potential solutions. Class discussion and presentations provide students the opportunity to demonstrate self-motivation, intellectual curiosity, integrity, and openness to differing perspectives. Case study methodology will be utilized to discuss current problems in the hospital and healthcare system arena. Additionally, class discussion, student interaction, and text journal readings will allow students to expand their horizons and achieve a new perspective on current issues. Students will prepare and deliver a well-organized verbal presentation on a current healthcare issues as related to healthcare planning and strategic management thinking. 2. Course Requirements: Class attendance, class participation (including presentation of 1-2 articles [topic selected first night of class]), two exams, paper and oral presentation. See "Additional Information" at end of syllabus for more detail. 3. Course Methodology: A variety of methods will be used throughout the trimester including: lecture, interactive presentations, guest lectures, group discussion, and case study 														

	<p>analysis. Participation is expected. All content can be included in examinations.</p> <p>4. Additional Readings from the following journals: To be selected.</p>
<p>Policy Statements: University Policies</p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><i>Academic Honesty</i></p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><i>Drops and Withdrawals</i></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><i>Special Services</i></p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><i>Disturbances</i></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><i>Student Assignments Retained</i></p>

	<p>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><i>Contact Hours for this Course</i></p> <p>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<ol style="list-style-type: none"> 1. Class Attendance: Attendance for all scheduled class periods is an expectation. The final course grade will be lowered proportionally for absences, late arrivals and early departures. This means a deduction of 1 percentage point off the final grade for each hour of class missed. 2. Cell Phones/Pagers: These devices are to be in the OFF or Vibrate mode during class. If you must be on call during class, please sit close to the door so disruption may be minimized when you leave to answer a page.
<p>Weekly Schedule</p>	<p>Week 1:</p> <ol style="list-style-type: none"> I. <i>Overview of Course, Syllabus and Requirements</i> II. <i>Topics: Strategic Management, External Analysis, Futurism & Change Theory</i> III. <i>Readings: Chapter1- The Nature of Strategic Management; Chapter 2- Understanding and Analyzing the General Environment and Healthcare Environment; Journal- two articles on the future of healthcare</i> IV. <i>Group Discussion: Strategic Management and Futurism</i> <p>Week 2:</p> <ol style="list-style-type: none"> I. <i>Topics: Internal Analysis & SWOT techniques</i> II. <i>Internal Analysis Readings: Chapter 3- Service Area Competitor Analysis; Chapter 4- Internal Environmental Analysis and Competitive Advantage; Two articles on internal strategic analysis</i>

	<p><i>III. Group Discussion: Case Study 2</i></p> <p>Week 3:</p> <p><i>I. Topics: Directional Strategies, Market Research, Healthcare Shortages & Paradigm Thinking</i></p> <p><i>II. Readings: Chapter 5- Directional Strategies; Two articles on marketing strategies in healthcare (i.e., surveys, focus groups)</i></p> <p><i>III. The Nursing & Healthcare worker shortages; Journals: Two articles on nursing/healthcare worker shortages</i></p> <p><i>IV. Group Discussion: Market Research in Healthcare</i></p> <p><i>V. Case Study 3</i></p> <p><i>VI. Video: Joel Barker, Paradigm Hunting</i></p> <p>Week 4:</p> <p><i>I. Topics: Developing & Implementing Strategy</i></p> <p><i>II. Developing & Implementing Strategy Readings: Chapter 6-Developing Strategic Alternatives; Chapter 7- Evaluation of Alternatives and Strategic Choice; Chapter 8- Value Adding Service Delivery Strategies</i></p> <p><i>III. Group Discussion on Case Study 5</i></p> <p><i>IV. Exam I: First 5 Chapters</i></p> <p>Week 5:</p> <p><i>I. Topics: Legal Issues in Healthcare; Guest Speaker: Employment Law Issues in Healthcare Arena; Journals: Two articles on healthcare employment law issues, i.e., ADA; Labor Relations & Unionization Trends in Hospitals & Health Systems; Journal: Two articles on unionization in healthcare</i></p> <p><i>II. Group Discussion: Managing in a unionized environment & ways to stay union-free</i></p> <p><i>III. Group Discussion: Effective policy & practice</i></p> <p><i>IV. Exam Review</i></p> <p>Week 6: Thanksgiving—No Class.</p> <p>Week 7:</p>
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	<p>I. <i>Topics: Implementing Strategy continued & Paradigm Theory</i></p> <p>II. <i>Readings: Chapter 9- Value Adding Support Strategies; Chapter 10- Communicating the Strategy and Developing Action Plans</i></p> <p>III. <i>Group Discussion: Case Study 15 or 16, TBA</i></p> <p>IV. <i>Video: Joel Barker, Paradigm Partners</i></p> <p>V. <i>Student Discussion: Articles</i></p> <p>Week 8:</p> <p>I. <i>Topics: TQM, Controlling Strategy & Paradigm Theory continued</i></p> <p>II. <i>Total Quality Management & Improvement; Journal: Two articles on TQM and one article on the Deming philosophy</i></p> <p>III. <i>Group Discussion: TQM cases</i></p> <p>IV. <i>Inventing the Future Through Strategic Planning;</i></p> <p>V. <i>Joel Barker: The Paradigm Curve</i></p> <p>VI. <i>Exam & Presentation Review</i></p> <p>VII. <i>Paper Due</i></p> <p>Week 9:</p> <p>I. <i>Wrap-up Topics not fully addressed in previous weeks</i></p> <p>II. <i>Student Presentations, Course Evaluations</i></p>
<p>Additional Information</p>	<p>ISSUES PAPER: The student may choose a topic of interest and apply a strategic planning process to the issue. The student is expected to use references from the class plus additional journal/text references. The topic should be current to healthcare. The paper is to be no less than 15 double-spaced typed written pages and no more than 20 pages. APA format is expected.</p> <p>FORMAL PRESENTATION: Students will be presenting their papers in a formal oral format the last session. The presentations should be of high quality using appropriate audio-visuals, i.e., power point. Each presentation should last between 20-30 minutes. Students will be graded by the professor and students.</p>

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