



The School of Business & Technology

Course Syllabus

| | |
|---------------------------------------|---|
| Course | HLTH 5020 KE Organizational Planning and Change in Health Administration |
| Term | Fall 2, 2009 Lackland Air Force Base, Texas |
| Instructor | Name: Robert F. Bories, Jr., FACHE Phone: Home: 210-493-2937 Cell: 210-722-2037 Email: RobertBories38@webster.edu |
| 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 | Title: <i>Strategic Management of Health Care Organizations</i> , 6th edition Author: Ginter, Peter M., Swayne, Linda E., and Duncan, Jack Publisher: John Wiley & Sons (formerly Blackwell Publishers) ISBN: 978-1-4051-7918-8 |

| | |
|---|---|
| Grading | <p>Requirements:</p> <ul style="list-style-type: none"> • Examination 30% • Case Study Analyses and Presentations 50%* • Class participation 20% <p>Grading Scale: 91-100 A 81- 90 B 70- 80 C</p> <p>* Written case study analyses are due on the date of the oral presentation. Any work turned in after that will be considered late and will receive a substantially lower grade.</p> |
| Activities | <p>Much of the course material will be presented in lecture format by the instructor. In addition, students will complete and discuss a series of case studies related to the topics under discussion. A final examination will be used to determine the student's comprehension of course material.</p> |
| Policy Statements: University Policies | <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>Academic Honesty 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>Drops and Withdrawals 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>Special Services 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>Disturbances 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</p> |

| | |
|------------------------|--|
| | <p>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>Student Assignments Retained 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>Contact Hours for this Course 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> |
| Course Policies | <p>Cheating and Plagiarism Of course, students are expected to do their own work. Students who claim that someone else's work is theirs may face disciplinary action. Plagiarism can be avoided simply by the use of quotation marks when quoting and citation when paraphrasing someone else's work. In line with the University's policy on academic honesty, please be advised that instances of academic dishonesty will result in a zero for the assignment and will be reported to the Dean of the School of Business and Technology for further disciplinary action. In this course we will use TurnItIn.com, an electronic database which assists students and faculty with academic work.</p> <p>Absenteeism Students who miss more than one class will have to make up additional work. Students who miss more than two classes may be advised to drop the course or may have their grade lowered commensurately.</p> <p>This syllabus may be revised or changed without prior notice by the instructor.</p> |
| Weekly Schedule | <p>Pre-Assignment for Week 1</p> <ul style="list-style-type: none"> • Read Chapters 1 and 2, text. |
| | <p>Week 1 Topics:</p> <ul style="list-style-type: none"> • Course Overview • Strategic Management • General and Health Care Environments <p>Assignment for Week 2:</p> <ul style="list-style-type: none"> • Read Chapters 3 and 4, text • Read Appendices A and B, text |

| | |
|--|---|
| | <p>Week 2</p> <p>Topics:</p> <ul style="list-style-type: none"> • Analyzing Strategic Health Care Cases • Financial Analysis for Health Care Organizations • Competitor Analysis • Internal Environmental Analysis and Competitive Advantage <p>Assignment for Week 3:</p> <ul style="list-style-type: none"> • Read Chapter 5, text • Prepare Case Study |
| | <p>Week 3</p> <p>Topics:</p> <ul style="list-style-type: none"> • Directional Strategies • Case Study # 1 (Cases 2-5) <p>Assignment for Week 4:</p> <ul style="list-style-type: none"> • Read Chapters 6 and 7, text |
| | <p>Week 4</p> <p>Topics:</p> <ul style="list-style-type: none"> • Developing Strategic Alternatives • Evaluation of Alternatives and Strategic Choice <p>Assignment for Week 5:</p> <ul style="list-style-type: none"> • Read Chapters 8 and 9, text • Prepare Case Study |
| | <p>Week 5</p> <p>Topics:</p> <ul style="list-style-type: none"> • Value Adding Service Delivery Strategies • Value Adding Support Strategies • Case Study #2 (Cases 6-10) <p>Assignment for Week 6:</p> <p>Read Chapter 10, text</p> |
| | <p>Week 6</p> <p>Topics:</p> <ul style="list-style-type: none"> • Communicating the Strategy and Developing Action Plans • Control of the Strategy <p>Assignment for Week 7:</p> <ul style="list-style-type: none"> • Prepare Case Study |
| | <p>Week 7</p> <p>Topics:</p> <ul style="list-style-type: none"> • Inventing the Future through Strategic Thinking • Case Study #3 (Cases 11-15) <p>Assignment for Week 8:</p> <ul style="list-style-type: none"> • Prepare Case Study |
| | <p>Week 8</p> <p>Topics:</p> <ul style="list-style-type: none"> • Case Study #4 (Cases 16-20) • Final exam review <p>Assignment for Week 9:</p> <ul style="list-style-type: none"> • Prepare for final examination |

| | |
|-------------------------------|---|
| | Week 9 Topics: <ul style="list-style-type: none">• Strategic Management for the 21st Century• Final Examination• Course Review |
| Additional Information | Please notify the instructor as soon as possible regarding absences. It is the student's responsibility to obtain notes and materials for class time missed. |