

**DEPARTMENT OF HEALTHCARE ADMINISTRATION AND POLICY  
SCHOOL OF PUBLIC HEALTH  
UNIVERSITY OF NEVADA, LAS VEGAS**

**Course Syllabus**

**EMHA 730 Strategic Management of Health Services**  
**Semester/Year: Summer 2021**

**Course Description:**

Emphasis on concepts of strategic and operational management for health care organizations. Also covers managerial epidemiology and marketing. Utilizes case studies.

**Course Narrative:**



<b>Points in %</b>	<b>Letter Grade</b>
93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
70-79	C
<70	F

Any grade below a “B” will not qualify for graduate credit. A student who receives a B- or lower will be placed on academic probation.

**Grading Components:**

See course schedule for due dates for all assessments and other assignments.

Total Points available for the course: 100 pts.

- Will include the first two papers plus sections # 1(Executive Summary), 13-17, and a Table of Contents The final strategic plan should be approximately 15-20 pages in length and include a minimum of ten references from your text or supplemental readings. The paper and references should be in APA format.

colleagues' final strategic plans during Week # 8.

*Note: Each module, you must read all assigned readings (text and articles).*

**Additional Considerations:**

*Program Use of Student Work:*

Assignments completed for this course may be used as evidence of student learning in accreditation reports. Students who do not wish their work to be used for accreditation purposes must inform the course instructor in writing by the end of late registration. Your participation and cooperation are appreciated.

*Missed Assignments:*

Students may request an extension for an assignment (i.e., exam, paper, and project) but students must ask more than 4 days before the assignment is due and propose a new due date for submitting the assignment within the time frame of the course. Extension requests *on* the due date, without an excusable reason, will not be considered. Students will need to discuss with the instructor a new due date for the assignment and will be held to that new date. If the extension is requested for medical reasons a note from the health care provider must be submitted.

For any late assignments the instructor can choose to deduct 10% of the grade for each day beyond the due date. After five days a grade of zero will be given for any student missing an assignment due date without a satisfactory excuse.

Discussion boards will close on their due date. If a student misses a discussion board assignment the instructor can choose to record a grade of 0, or allow students to make up the work in an alternate assignment that will be decided upon by the instructor. Discussion boards serve the purpose of

WEEK OF	TOPICS & ASSIGNMENTS (due by Midnight)	RESOURCES
UNIT 1	Introduction to Healthcare Strategy	EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5
Module 1 05/03/2021	Introduction to Business Strategy, Competitive Analysis and Mission Statements/Core Values	<p>Porter, M. E. (1996). What is strategy? <i>Harvard Business Review</i>, Nov.- Dec, 61-78. (Located in the Let's Get Started tab on WebCampus).</p> <p>Text: Chapter 1 – Introduction to Business Strategy Chapter 2 –Team Techniques for Strategy Development Chapter 3: Research and Competitive Analysis Chapter 4: Corporate Mission</p> <p>Resources: Module PowerPoints</p> <p>Azaddin, S.K. (2012). Mission, purpose and ambition: Redefining the mission statement. <i>Journal of Strategy and Management</i>, 14 (4), 237-247.</p> <p>Collins, J.C., &amp; J. Porras. (1996). Building your company's vision. <i>Harvard Business Review</i>, Sep-Oct, 65-77.</p> <p>Dyer, J.H., Gregerson, H.B. &amp; Christensen, C.M. (2009). <a href="#">The innovator's DNA</a>. <i>Harvard Business Review</i>, 61-67.</p> <p>Martin, R. L. (2016). <a href="#">Strategy and Execution are the Same Thing</a>. <i>Harvard Business Review</i>.</p> <p>Sattari, S. (2011). How readable are mission statements? An exploratory study. <i>Corporate Communications</i>, 16(4), 282-292.</p> <p>Valentine, S. &amp; Fleishman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. <i>Journal of Business Ethics</i>, 77(2), 159-172.</p> <p>Videos: <a href="#">TED Talk: Atul Gawande: How do we heal medicine?</a> <a href="#">TED Talk: What healthcare will look like in 2020. What's the Difference Between Mission and Vision?</a> <a href="#">The Benefits of Core Values</a></p>
05/06/2021	<b>#1 DB Post</b>	Initial Post
05/09/2021	<b>#1 DB Reply</b>	Respond to another peer on their DB post

<p><b>Module 2</b> 05/10/2021</p>	<p><b>Strategic Industry Map and Five Forces, Pest Analysis, Competitive Analysis and Blue Ocean Strategy</b></p>	<p>Text: Chapter 5: Strategic Industry Map Chapter 6: Five Forces in an Industry Chapter 8: PEST Analysis of the Environment Chapter 9: Competitive Benchmark Analysis</p> <p>Resources: Module PowerPoints</p> <p>Niemiec. A. (2016). Strategic map for hospital management: Perspectives and priorities. <i>Economics and Sociology</i>, 9(3), 63- 75.</p> <p>Porter, M.E. (2008). The five competitive forces that shape strategy. <i>Harvard Business Review</i>, January, 78-93.</p> <p>Kim, W.C. &amp; Mauborgne, R. (2004). Blue ocean strategy. <i>Harvard Business Review</i>, October, 76-84.</p> <p>Sheehan, N.T. &amp; Ganesh, V. (2009). Using a value creation compass to discover ‘blue oceans’. <i>Strategy and Leadership</i>, 37(2), 13-20.</p> <p>Videos: <a href="#">Environmental Scanning, what is it and how to do it</a> <a href="#">What is Environmental Scanning? What does Environmental Scanning mean?</a> <a href="#">Shell Energy Scenarios 2050</a> <a href="#">Blue Ocean Strategy, Create New Markets and Leave the Competition Behind   Renée Mauborgne   WOBI</a></p>
<p>5/13/2021</p>	<p><b>#2 DB Post</b></p>	<p>Initial Post</p>
<p>5/16/2021</p>	<p><b>#2 DB Reply</b></p>	<p>Respond to another peer on their DB post</p>
<p><b>UNIT 2</b></p>	<p><b>Analyses and Models Used in Strategic Planning</b></p>	<p><b>EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5</b></p>

<p><b>Module 3</b> 5/17/2021</p>	<p><b>External Analysis and Evaluation, Financial Ratio Analysis, BCG Matrix and Balanced Scorecard</b></p>	<p>Text: Chapter 9: SWOT: External Opportunities and Threat Chapter 10: External Factor Evaluation Chapter 11: Financial Statement Ratio Analysis Chapter 12: Boston Consulting Group Matrix</p> <p>Resources: Module PowerPoints</p> <p>Helms, M.M. &amp; Nixon, J. (2010). Exploring SWOT analysis – where are we now? A review of academic research from the last decade. <i>Journal of Strategy and Management</i>, 3 (3), 215-251.</p> <p>Helms, M.M., Moore, R. &amp; Mohammed, A. (2008). Information technology (IT) and the healthcare industry: A SWOT analysis. <i>International Journal of Healthcare Information Systems and Informatics</i>, 3(1), 75-92.</p> <p>Kaplan, R.S. &amp; Norton, D.P. (2016). Linking the balanced scorecard to strategy. <i>California Management Review</i>, 39 (1), 53-79.</p> <p>Research and markets: What doctors need to know about reading financial statements – understanding the most important parts of income statements, balance sheets and cash flow statements. (2012). <i>Investment Weekly News</i>, 1122.</p> <p>Video: <a href="#">The Five Competitive Forces That Shape Strategy (Michael Porter Interview – Harvard Business Publishing)</a></p>
<p>05/20/2021</p>	<p><b>Part 1 of the Strategic Plan</b></p>	<p>Submit via Assignment Tab and post a copy on the Discussion Board for your peers to critique.</p>
<p>5/21/2021</p>	<p><b>#3 DB Post</b></p>	<p>Initial Post</p>
<p>5/23/2021</p>	<p><b>#3 DB Reply</b></p>	<p>Respond to another peer on their DB post</p>
<p>5/23/2021</p>	<p><b>Part 1 Critique Due</b></p>	<p>Review two of your colleagues' posted Part 1 strategic plan papers and compose a 150-200-word critique noting positive elements as well as suggestions for improvement. Your intent should be to help provide a view that is helpful to your colleague in the development of his or her plan.</p>









<b>Module 8</b> 06/21/2021	<b>Preparing the Final Strategic Plan</b>	No assigned readings or videos this week. Time to focus on your final strategic plan preparation. <b>Draft of the Strategic Plan Due. Post to Discussion Board 06/23/2021</b>
06/25/2021	<i>Final Strategic Plan Critique Due</i>	Critique is due for 1 of your classmates' Final Strategic Plan.
06/26/2021	<i>Final Strategic Plan Due</i>	Post to the Assignments tab