

**Graduate Program in Health Administration
Indiana University
School of Public and Environmental Affairs
Indianapolis, Indiana**

**H 623 – Health Care Applications of Strategic Management
Spring, 2007**

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Office Hours: Thursdays from 3:30 to 5:30 PM and by appointment

Class Time: Thursdays from 6:00 PM to 8:40 PM

Course objectives and description:

The central objectives of this course are that the student be able to:

1. Develop and refine problem solving and decision making skills through class and practical experience designed to integrate knowledge acquired from prior coursework and related experience.
2. Extend acquired skills of analysis, problem definition, negotiation, persuasion, presentation, and deliberation.
3. Analyze managerial needs and develop recommended solutions in health care organizations using different analytical and problem solving concepts.
4. Analyze and apply the impact of the external and internal environments on operations and decision making within a health care organization.
5. Develop communication skills by presenting opinions and ideas regarding managerial issues through class discussion and team presentations.
6. Understand and apply skills needed to perform field consulting projects.

These course objectives will be achieved by: (a) in-class lectures, (b) in-class participation and discussion, (c) group meetings with the professor, (d) group meetings with the professor and project sponsor, and (e) an external project and presentation.

This course requires extensive work and coordination outside of class. It is expected that students taking this class are generally in their last semester prior to graduation and, therefore, have the knowledge and experience from at least three semesters of class work from which to draw. Organized teams will work with external organizations to develop realistic recommendations for their defined problem.

Learning Outcomes

1. Students will be able to do the following:

- a. Synthesize issues into a clear distinct statement of project objectives and timelines.
 - b. Develop an action plan to meet project objectives.
 - c. Effectively interface with healthcare practitioners to conduct the project work and achieve project goals and objectives.
 - d. Develop cohesive recommendations for the healthcare organization that provides them clear direction.
2. Students will be able to effectively present their plan and recommendations to senior healthcare practitioners.
 3. Students will be able to use diverse quantitative and qualitative skills to address a real problem in a healthcare organization.
 4. Students will know how to process work in large complex healthcare organizations.

Prerequisites:

Students should have taken or be concurrently enrolled in all required courses of the MHA program, unless authorized by the professor.

Grading and Assessment:

| Grades will be based on: | <u>Percent</u> | <u>Points</u> |
|--|----------------|---------------|
| Project Outline | (10%) | 100 |
| Interim Project Meetings | | |
| a) Professor/Group (1) | (5%) | 50 |
| b) Professor/Group/Sponsor (2) | (20%) | 200 |
| Class Presentation/prior to sponsor presentation | (10%) | 100 |
| Final presentation to Sponsor with Professor | (15%) | 150 |
| Written report to Sponsor | (35%) | 350 |
| Team and Peer Evaluations | (5%) | 50 |

All assignments are expected on the day assigned. Assignments may be submitted via e-mail prior to class or handed to the professor at the beginning of class. Late assignments will be given one lower grade for each week they are late. Only in extreme cases will this procedure be waived.

Grades will be awarded on the following scale:

| | |
|-------------|-------------|
| 93-100% = A | 90-92% = A- |
| 87-89% = B+ | 83-86% = B |
| 80-82% = B- | 77-79% = C+ |
| 73-76% = C | 70-72% = C- |

All students are expected to observe the Indiana University honor code in all portions of this class. Plagiarism or any other form of cheating or deception will not be tolerated. Policies regarding P/F, I, and W marks are given in the **SPEA Graduate Programs Bulletin**. Policies regarding academic dishonesty are described in the **IUPUI Code of**

Student Rights, Responsibilities, and Conduct (1997) available electronically at www.hoosiers.iupui.edu/studcode/stucode.htm.

All assignments are to be typed in a legible font (prefer Times New Roman 12 font) and single spaced.

Description of Assignments

1. Sponsor Project Meetings – Groups are to schedule a minimum of three meetings with their project sponsor, their team, and the professor. The first meeting is the initial meeting to clarify the scope of the project. The next meeting should be to update the sponsor and solicit information and assistance from the sponsor and professor. There are no specific time periods recommended for the middle meetings, but it should realistically be held following the completion of some project component (e.g., data gathering, initial analysis, first phase, etc.) of the project. The last meeting should be the final presentation of findings to the sponsor.
2. Professor/Group Meeting – The group should feel free to meet with the professor as the project progresses. At least one scheduled meeting should be held during the course of the project. It is recommended that this occur around the fourth or fifth week of class.
3. Project Outline –A project outline will be completed by the third week of class (if the group is ready to proceed, it can be handed in earlier). The outline will contain the following: 1) Project description (include a description of the problem, your approach to analyze the issues, and the manner to derive recommendations), 2) Group members, e-mails, phone numbers, and a description of how project duties will be divided among group members (for example, who is the team leader, what parts will be accomplished by whom, etc.), 3) Project sponsor and contact methods, 4) a project Gant chart describing key activities (data gathering, key meetings with sponsor, data analysis, and presentations, etc.) and their respective time-lines with final completion prior to the end of the semester, 5) a sign-off (signature) indicating approval and acceptance by the project sponsor. A sample outline will be distributed at the first class on January 11, 2007.
4. Group Project Analysis – The principal class assignment is the group project. The assignment is to develop and present the findings of your external project. It has three graded parts: a class presentation (to be used to prepare for the sponsor presentation and, therefore, to be given prior to the sponsor presentation); a written report to be given to the professor and sponsor: and a group presentation given to the sponsoring organization. The final presentation to the sponsor with your professor in attendance is required for class completion. A written report will be due on the day of the sponsor presentation and should have a minimum text of 5 pages (single spaced) with additional supporting appendices. Many of the best projects in the past were far in excess of this minimum. The written report should contain an executive summary, project description, analysis, and summary. This should be comparable to a polished consultant report. You will present your group's analysis to the class and to the sponsor in presentations of 30-45 minutes.

You will complete this assignment in teams typically of 3 people. Teams will be allowed to self-select unless problems develop.

5. Team and peer evaluations – All students will be required to complete team and peer evaluations. The forms to do these will be distributed in class.

There are days scheduled for the presentations in the class schedule. However, these dates are only suggestions and the dates may be scheduled according to sponsor and group needs. The sponsor presentations should occur following the class presentations. General performance criteria for grading include thoroughness of analysis, logic of recommendations, excellence of communication, and professionalism of presentation materials. This class is considered a capstone course, and as such, the group project should reflect the cumulative learning of the course and MHA program. Plan to use one or more analytical methods used in your prior course work.

Group projects will be distributed and assigned at the January 11, 2007 class. These projects will consist of a reasonably complicated analysis that will take approximately 100 work hours or more by each student. Significant time should be spent in data acquisition, collation, and analysis.

Required texts:

Collins, Jim (2001). Good to Great. HarperCollins, New York.

Lencioni, Patrick (2002). The Five Dysfunctions of a Team. Jossey-Bass, San Francisco.

Class Schedule (**indicates class to meet as a whole)

1. **January 11 - **Class expectations**
 - Team Organization
 - Project Discussion
 - Developing Performance Contracts
2. **January 18 – No Class – Group Project Development**
3. **January 25 - **The Importance of Teamwork in an Organization and in Projects**

Reading: The Five Dysfunctions of a Team
4. **February 1 - **Class Presentation of Outlines and Presentation: Understanding and Dealing with Resistance and Gathering Data**
5. **February 8 – No Class – Group Meetings – Project Preparation**
6. **February 15 - **Presentation - Leadership**

Reading: Good to Great
7. **February 22 – No Class – Group Meetings – Project Preparation**

Meetings with Sponsors

8. March 1 - ****Presentation – Preparing and Managing Feedback**
9. March 8 – **** Selected Health Care Topic**
10. March 15 – **Spring Break – No Class**
11. March 22 - ****Selected Health Care Topic**
12. March 29 – **No class – Project Preparation**
13. April 5 – ****Presentation – Implementation and Engagement and Effective Meetings**
14. April 12 – **No Class – Group Meetings – Project Preparation**
15. April 19 - ****Suggested Class Presentations**
16. April 26 - ****Suggested Class Presentations**