

HM706 - Health Management Foundations I Summer 2019 Course Outline

COURSE OBJECTIVE / PROFILE

This course is designed to provide students with the knowledge and skills to understand strategic management and marketing principles, theoretical perspectives and practices, and to apply them in the health care industry. The accelerated movement towards system reform and increased competition in health care requires that today's professional health care managers be aware of proven strategic management practices and models from other industries and have the skills and knowledge to apply them in the delivery of health care services, tangible products and "ideas" (social marketing) in diverse and dynamic settings. The course concentrates on the strategic management process and its relationship to strategic planning, human resources, marketing, communications and crisis management in health care organizations.

INSTRUCTORS AND CONTACT INFORMATION

Course Coordinator: Dr. Patricia A. Wakefield

Course Instructor for Modules 1-4:

Dr. Patricia A. Wakefield,
Associate Professor, Health Policy and Management
DeGroote School of Business
Email: wakefie@mcmaster.ca
Phone: 905-525-9140 x 27447

Course Website: <http://avenue.mcmaster.ca>

COURSE DESCRIPTION

This course is the third term course for the Master of Health Management program. Course concepts and their application in health care management include theories, principles and strategies in: strategic planning, organizational behaviour and human resources management, marketing and communications.

LEARNING OUTCOMES / OBJECTIVES

Upon completion of this course students will be able to:

- Understand the activities involved in the strategic management planning process and the interrelationships between functional areas within healthcare organizations (e.g., operations, human resources, and marketing).
- Be familiar with tools to analyze the general environment in which organizations operate to gain understanding and aid strategic thinking and planning (e.g., SWOT analysis).
- Understand the role of human resources in strategy development and implementation for competitive advantage.
- Understand the key concepts of strategic marketing and how to apply them in the health care sector (both for profit and not-for profit).
- Be familiar with how to generate superior value for customers and achieve profitability by applying marketing mix elements: product, channels of distribution, communication and promotion, and pricing.
- Understand how to identify an organization's competitive advantage and develop an effective and sustainable competitive positioning strategy.
- Develop and apply metrics to monitor and evaluate progress.

REQUIRED COURSE MATERIALS AND READINGS

Avenue to Learn (A2L) for course content, readings and case questions
<http://avenue.mcmaster.ca>

\$ FREE

Health Care Market Strategy: From Planning to Action, 5th edition (2020),
Steven G. Hillestad & Eric N. Berkowitz, Jones and Bartlett Learning.
Purchase a copy at:

- the Campus Store, McMaster (905-505-9140 X 24751 bookstore, or
- online from Amazon (Look for used copies as they will be less\$)

OPTIONAL COURSE MATERIALS

Essentials of Health Care Marketing, 3rd Edition (2011), Eric N. Berkowitz

Purchase a copy at:

- The Campus Store, McMaster (905-505-9140 X 24751 bookstore, or
- Online from Amazon (Look for used copies as they will be less\$)

DELIVERY METHOD AND TECHNICAL REQUIREMENTS

This course is delivered in an online format using Avenue to Learn (A2L) as the principal mode of instruction. Topics are explored through a review of documents, course assignments, case studies and online discussions. Students are expected to be adult learners who will independently read course content posted on the course website, analyze

information, and share their experiences, new knowledge and understanding with their classmates so that they learn from each other as well as from the instructor(s). Students will use course content posted on the course A2L site, readings and texts as resources for learning. Instead of face-to-face small group discussions, students will interact online with other students and the course instructor(s). Typically, discussions will occur asynchronously (not in real time) as this enables students from different time zones to participate more easily and to organize their learning activities around work, family and personal demands. The instructor(s) and students will also maintain contact with students as necessary by email and/or Skype. Students require access to a computer that meets the program technical requirements as set out in the MHM student handbook.

EVALUATION

Learning in this course comes from readings, reflection and analysis of the readings, participation in online class discussion, and preparation of assignments. All work will be evaluated on an individual basis except where group work is expected. In these cases group members will share the same grade, unless all group members agree to an adjustment.

Components and Weights

Assessment Activity	The Student	Value	Modules/Weeks
Participation in Online Discussion	Students are expected to answer online questions as posted for each Module and to share ideas and provide feedback to other students during online discussion	20%	Modules 1-4: (weeks 1-12)
Assignment #1	Students are to submit their response to the Module 1 Assignment (detailed requirements will be posted online)	15%	Module 1 (weeks 1-3)
Assignment #2	Students are to submit their response to the Module 2 Assignment (detailed requirements will be posted online)	20%	Module 2 (weeks 4-5)
Assignment #3	Students are to submit their response to the Module 3 Assignment (detailed requirements will be posted online)	25%	Module 3 (weeks 6-9)
Assignment #4	Students are to submit their response to the Module 4 Assignment (detailed requirements will be posted online))	20%	Module 4 (weeks 10-12)

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme

PERCENT	LETTER GRADE
90 - 100	A+
85 - 89	A
80 - 84	A-
77 - 79	B+
73 - 76	B
70 - 72	B-
00 - 69	F

Assignments & Participation

A detailed description of the requirements for each Assignment will be provided by the instructor for each Module. If individual assignments are required to be submitted, students should do so using the appropriate Drop Box on the course A2L site by midnight (EST) of the due date. Assignments are to be submitted as Word documents.

Please note that should there be any problems with the A2L site that limits students' ability to participate in discussions or submit assignments, all deadline times will be extended.

Complete the task as posted online for each of the weeks in which tasks are required to be completed. These tasks may range from reading course materials and participating in an online discussion to posting answers to specific questions.

Students are expected to post at least one main response to the weekly question and to participate in the overall discussion by commenting on other students' responses at least 2 times per week while sharing ideas and experiences related to the topics presented during online discussions. Make sure you are adding value and not simply repeating what others have already said. Postings should be reflective, concise and respectful (students may be penalized for excessively long posts; as a general guide, try to keep main posts to under 400 words and follow-up posts to under 200 words).

Details of posting times will be on the main Avenue page for the course.

Please note that the evaluation of your online participation will be based on the quality of your overall contribution.

At the discretion of individual instructors, students may be assigned one week during which they will be responsible for facilitating discussion (getting the discussion started and intervening as necessary) and/or for summarizing the main discussion points at the end of the week (keeping the summary brief and posting it prior to the closing of the discussion time window).

The course instructor(s) and/or TAs will limit their participation so as not to overly influence the direction of the discussion. To further facilitate discussion, students in each course section may be further divided into groups. If groups are formed, information about which group a student has been assigned to will be posted on the A2L course site.

There is also a General Discussion area where students may interact with each other. Instructor(s) will not be monitoring this area routinely so if you have an important question, please phone or email the instructor(s) directly using McMaster email (do not email from the A2L site unless you have enabled the Reply-to settings as noted below in the "Use of Avenue to Learn System" section).

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/univsec/policy/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

USE OF AVENUE TO LEARN SYSTEM

In this course we will be using Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology

used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

Avenue to Learn is currently configured to provide users with an email account that they can use to send and receive email from other users within Avenue only. Users cannot receive emails within the Avenue system from external email accounts. Avenue to Learn Mail settings have been expanded to include the ability for users of Avenue to set their own Reply-To settings. Please review the documentation for information about: **Configuring the Reply-To Settings in Avenue Mail**. For any questions or concerns, please contact the Centre for Leadership and Learning by email at support.avenue@cll.mcmaster.ca or by phone at 905-525-9140 ext. 22911.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course website during the term and to note any changes.

COURSE CONTENT

A schedule providing detailed descriptions of course content will be provided to students on the site. Course content is divided into the following learning modules:

Module 1: Introduction to Strategic Management and Planning

- Week 1: Understanding strategic management and developing strategic plans
- Week 2: Environmental assessment and analytic tools to support strategic decisions
- Week 3: Developing Metrics and Evaluating Performance

Module 2: Human Resources Management

- Week 4: Implementing Strategies and Mobilizing Resources
Human Resources Management in Health Care
- Week 5: Emerging Issues in Human Resource Management in Health Care

Module 3: Strategic Management and Marketing

- Week 6: The Health Care Industry and the Marketing Environment
- Week 7: Segmentation Strategies
- Week 8: Managing and Delivering the "Product"
- Week 9: Managing Pricing and Promotion in Health Care

Module 4: Strategic Management and Communications

- Week 10: Effective Communications
- Week 11: Reputation Management
- Week 12: Crisis Communications

Final Week: Week 13: Wrap-up, Course Evaluation

This course runs from **April 28 - July 27, 2019**.

A detailed schedule for each week will be posted on the Course A2L site.