

A - New Course Proposal V. 7.2022 : Entry # 2129**DEAN Decision**

Approved

Date

08/26/2022

Is this course intracollegiate or intercollegiate?

Intracollegiate

DEAN Comments

Interesting course, similar to an MBA Healthcare Management course offered.

SCHOOL EPC Decision

Approved

Date

11/30/2022

SCHOOL EPC Comments

Course approved by Business EPC, 11/30/2022.

Begin Form**Today's Date**

08/26/2022

Your Name:

Dave Tofanelli

Your Email:dtofanel@highpoint.edu**Are you a Department Chair?**

Yes

By checking below I am certifying that my department chair has seen and approved the new course that is in this proposal

Yes

Please select the appropriate school overseeing this proposal:

Business

Please type the name of the school(s) overseeing this proposal

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Earl N. Phillips School of Business

Which semester is this course to be taught for the first time?

Fall 2023

Information for the Registrar**Choose the department designator for your proposed course from the list below.**

MGT

Proposed Course Number

4690

Is this course cross listed?

No

Does this course replace a current course?

No

Enter the title of your proposed course

Healthcare Strategic Management

Enter the catalog description of your proposed course

To maintain a competitive advantage in a highly dynamic environment, it is necessary that healthcare managers possess the requisite knowledge, skills, and abilities to favorably position their organizations for success. This requires healthcare leaders to promote strategic thinking, create well-developed strategic plans, and engage in strategic management. This course will enable students to critically examine organizational, strategic business unit, and functional-level vision, mission, and values statements; analyze and draw meaningful conclusions from internal and external assessments using a variety of established tools and techniques; formulate well-conceived organizational goals, objectives, and strategies; and present tactical implementation and monitoring plans. Students will also be exposed to the processes involving data analytics, planning, and implementation designed to favorably position an organization to achieve and sustain a competitive advantage in the market. Prerequisite: Junior Standing and MGT 2220, or permission of the instructor. Four credits.

Choose your proposed course's number of credits from the list below

4

How will the course be graded?

Letter grade

Please select the course repeat option for your proposed course:

Not repeatable for credit

Offering cycle for your proposed course:

Spring semester

A - New Course Proposal V. 7.2022 : Entry # 2129**Does your course have any prerequisites?**

Yes

Please list all prerequisites this course requires:

MGT 3600, Introduction to Healthcare Management

Junior Standing and MGT 2220, or permission of the instructor

Is this new course being proposed because of a proposal for a new or revised major or minor?

Healthcare Management major (BSBA, Healthcare Management), August 26, 2022, Dr. Dave Tofanelli

UPDATE: The Healthcare Management Major pro forma was rejected, however, the Phillips School of Business is still interested in offering this new course. Dean Hall has requested that this course along with MGT3650 and MGT3670 be unbundled from the major so that they may be reviewed as new standalone courses."

From Dean Daniel Hall, "Please add the note of the unbundling so we can review these new courses as new standalone and part of the Healthcare Management Minor revision. The minor revision can continue as that does not require additional resources."
10/28/2022

Gen Ed and Academic Programs**Is this course part of Gen Ed?**

- No

Does this course count towards a major or a minor?

Yes

Will this course fulfill any of the below University academic program requirements?

- This course does not fulfill academic program requirements

Information for Curriculum Review**Rationale for new course & consistency with departmental mission**

This course supports the creation of a Healthcare Management major within the Department of Management and Entrepreneurship of the Phillips School of Business. The Department currently has a minor in Healthcare Management. There has been a significant amount of student interest in creating the option to major in Healthcare Management.

HPU has begun offering a Masters in Healthcare Administration within the Congdon School of Health Sciences. Within the Phillips School of Business MBA program, we offer a concentration in Healthcare Management. The Department of Management & Entrepreneurship's minor in healthcare management has become very popular. HPU is positioning itself as a premier educational institution for the study of healthcare-related careers, which includes programs in Exercise Science, Doctor of Physical Therapy, Master of Science in Physician Assistant Studies, Master of Athletic Training, Master of Science in Biomedical Sciences, Doctor of Social Sciences, as well as the Fred Wilson School of Pharmacy, Workman School of Dental Medicine and Oral Health, a School of Nursing, and a School of Optometry. With this concentration in clinically-based healthcare programs, it follows that the School

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of Business should create an undergraduate major in healthcare management that supports the MHA and MBA programs as well as taking advantage of a potential future interface with other medical/dental programs.

Please list all student learning outcomes for this course

1. Understand, articulate and define strategy for health care organizations
2. Be able to analyze and evaluate the internal and external environment to which a strategy must respond
3. Understand the steps required to formulate a strategy for a healthcare organization and lead a strategic planning process
4. Understand and identify the financial implications of a strategy and evaluate the returns on strategic investments
5. Be able to recommend a strategy for a healthcare organization and lead the execution of strategy

Please list any units or content areas that will be required for all sections of this course

Strategy and Strategic Management

- Strategy in Healthcare Today
- Prospective and Emergent Strategies

Understanding Market Structure and Strategy

- The Societal Environment
- Measuring Market Structure
- Product Life Cycle

Business Models and Common Strategies

- Healthcare Business Model
- The Threat of Disruptive Innovation
- The Dynamics of Competitive Strategies

Growth and Integration Strategies

- Growth Strategies
- Vertical, Horizontal, and Diversified Expansion

Strategic Alliances

- Potential Benefits of Strategic Alliances
- Interdependencies and Strategic Alliances
- Types of Alliances
- Management of Alliances

Stakeholders, Values, Mission, and Vision

- Stakeholders and Organizational Purpose
- Strategic Intent

The External Environment and Strategy

- Strategic Groups
- Industry Driving Forces
- Understanding External Market Data

The Internal Environment and Strategy

- Use and Misuse of SWOT Analysis
- TOWS Analysis
- Value Chain
- Portfolio Analysis

Strategic Financial Analysis

- Exploring a Healthcare Organization's Financial Strengths and Weaknesses
- Comparative Use of Ratio Analysis
- Comparing Alternative Investments
- Break Even Analysis

Development and Execution of Strategic Plan

- Understanding an Organization's Current Status
- Key Stakeholder Involvement
- Environmental Analysis

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- Format of a Strategic Plan
- Marketing Plans
- Business Plans and Strategic Management
- Differences Between Strategic Plan and Business Plan
- Components of a Business Plan
- Organizational Structure and Strategy
- Span of Control
- Common Organizational Structures
- Future Structures
- Strategic Change Management
- Strategic Change
- Strategic Leadership
- Strategic Thinking
- Strategic Management
- Implementing, Monitoring, and Evaluating Strategy
- Monitoring Strategic Efforts
- Monitoring Tools
- Integrating Strategy and Budgets

Please list any assignments, tests, or other assessments that will be required for all sections of this course

N/A

Please list any readings or other materials that will be required for all sections of this course

Walston, S. L. (2018). Strategic Healthcare Management: Planning and Execution, Second Edition. Health Administration Press. ISBN 9781567939606.

Please list any course policies that will be required for all sections of this course

Standard Business School and University-Wide Syllabus Statements:

REMOTE ACCESS TO CLASS: Unless otherwise noted, face-to-face attendance in classes, laboratories, and studios is required. A student may attend approved classes remotely ONLY if*:

(a) They are approved by the Office of Accessibility Resources and Services (OARS);

(b) They have approved Title IX accommodation;

(c) They are approved by Karen Naylon, Assistant Dean of Academic Services. (This includes, but is not limited to students who are isolated or quarantined as a result of a positive COVID 19 test or who have been identified as close contact.); or

(d) They are an international student who has received special permission for remote access because they are unable to enter the United States due to COVID-19 restrictions.

STUDENTS WITH DISABILITIES: High Point University is committed to ensuring all students have equal access to all services and benefits at High Point University. If you are a student with a disability and require academic accommodations due to a diagnosed disability, you must register with the Office of Accessibility Resources and Services (OARS) and submit the appropriate documentation. Requests for accommodations should be made as early in the semester as possible, as accommodations are not retroactive. Contact us at oars@highpoint.edu or by telephone at 336-841-9026, for additional information. The Office of Accessibility Resource and Services is located on the 4th Floor of Smith Library.

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OUT OF CLASS WORK: In addition to attending class, students are expected to spend at least 2 hours each week engaged in out-of-class work (i.e., reading, studying, doing homework, etc.) for every hour of credit earned in this course.

WRITING CENTER STATEMENT: The Writing Center provides writing assistance for students at any level of study – from freshman to graduate – at any stage in the writing process, from invention through revision. Visit <http://www.highpoint.edu/academic-services/writing-center/> to learn more. Go to <https://highpoint.mywconline.com/> to make an appointment. Appointments can only be made through the online portal. Writing Center tutors do not proofread or edit students' papers for them, but they do work with students to help them develop strategies for improving their writing in light of their respective assignments, instructors, and writing styles. For more information, contact Writing Center Director, Dr. Justin Cook at jcook3@highpoint.edu or (336) 841-2841.

STARFISH STATEMENT: High Point University cares about your success! All courses at HPU utilize Starfish, a communication tool for students and faculty. Through Starfish, instructors, coaches, and advisors provide feedback to you about course progress by emailing you about your academic performance. The emails are designed to be helpful by identifying strategies that increase your success in courses. Be sure to open any emails you receive and follow the recommendations. Your instructor, coach, or advisor may also recommend that you contact a specific campus resource, such as the Learning Lab or Counseling Center. If an instructor makes a referral, you may also be contacted directly by this campus service as a follow-up. Starfish also allows you to schedule appointments with various offices and individuals across campus and request help on a variety of topics.

LIBRARY: HPU Librarians provide research and citation assistance to all students in any subject area. During regular semesters, experienced librarians are available at Smith Library and the Wanek Center Learning Commons (both open 24/5 with extended weekend hours). You can also call, email, text, or chat online with a librarian anytime the libraries are open. Visit our help guides for access to class and subject resource guides. For more information about the library, or to schedule a research appointment with a subject specialist, visit HPU Libraries' website at <http://www.highpoint.edu/library/>. Phone: 336-841-9101 Text: 336-289-9974 Email: reference@highpoint.edu

COUNSELING SERVICES: Students may sometimes experience a range of issues that can cause barriers to learning. These might include strained relationships, anxiety, high levels of stress, substance use concerns, feeling down, or loss of motivation. Counseling Services is here to help year-round with these or other concerns you may experience. These services are covered in your student fees and are confidential. You may reach Counseling Services by calling 336-888-6352 or check out their website at www.highpoint.edu/counseling. Office hours are Monday-Friday from 8:30-5:00. Follow them on Instagram (@pantherprevention).

DIVERSITY AND INCLUSIVITY: High Point University considers a strong commitment to diversity, equity, and inclusion as a core component of our mission and an essential ingredient to a holistic education in the liberal arts tradition. A liberal arts education develops critical thinkers, moving students from a fixed-mindset to a growth-mindset. This approach to learning prepares students for reflective action in an interdependent and diverse world. We not only understand and respect the unique talents and perspectives of all individuals, but we also embrace and utilize their contributions. Our breadth of inclusiveness creates a path by which all individuals can achieve their highest potential in an increasingly complex and pluralistic society.

We welcome and respect all students, faculty, and staff of all races, ethnicities, religions, genders, sexual orientations, sexual identities and gender expressions, abilities, classes, ages, and political ideas. We recognize that diversity also includes a range of geographic locations, communication styles, family makeup, educational background, military service, and other unique life experiences. To encourage diversity and inclusion we endorse dynamic curricula and research agendas—through the university's core education as well as all fields of study, programming, and community engagement—that include a multiplicity of views and perspectives.

Diversity, equity, and inclusion are not merely moral imperatives or societal goals, they can be a competitive advantage. Our continued success as a university rests in our collective ability to embrace a multitude of opinions, ideas, and beliefs so that we can effectively educate the next generation of leaders who are culturally responsive, knowledgeable, and globally engaged. Our commitment to diversity, equity, and inclusion cultivates students' desire for citizenship in complex global communities.

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TITLE IX: High Point University faculty are committed to supporting students and upholding the university's non-discrimination policy. Under Title IX, discrimination based upon sex and gender is prohibited. If you or someone you know experiences sexual misconduct, sexual harassment, stalking, and/or intimate partner violence we encourage you to report it. Please know that you are not alone.

While faculty want you to feel comfortable coming to them with issues you may be struggling with or concerns you may be having, please be aware that they have some reporting requirements. As "required reporters" of High Point University, all faculty must report to the university's Title IX Coordinator what you share. For example, if you inform a faculty member of an issue of sexual harassment the faculty member will keep the information as private as possible, but they are required to bring it to the attention of HPU's Title IX Coordinator.

If you would like to speak with someone who may be able to afford you confidentiality, you can get confidential support at the campus Counseling Center (336-888-6352 or counseling@highpoint.edu). You can also contact the Minister of the University (Rev Preston Davis, pdavis@highpoint.edu, or (336) 841-9241) or the Manager of Chapel Programs (Rev Andria Williamson, awillia5@highpoint.edu, or 336-841-9132).

If you would like to talk to the Title IX Coordinator directly, call (336) 841-9138 or email TitleIX@highpoint.edu. The Title IX Coordinator will provide individualized support, resources, and options. You can also report using the online form located on the HPU Title IX webpage. Additionally, you can also report incidents or complaints to law enforcement (High Point Major Crimes 336-887-7820 or High Point Non-Emergency 336-883-3224). For additional resources, visit the HPU Title IX webpage and add @PantherPrevention on Instagram.

UNIVERSITY HONOR CODE: Every student is expected to fulfil the HPU Honor Code:

University Honor Code

We, the students of High Point University, believe that honesty and integrity are essential to student development, whether personal, social, or academic. Therefore, we assert that: Every student is honor-bound to refrain from conduct which is unbecoming of a High Point University student and which brings discredit to the student and/or to the University;

- Every student is honor-bound to refrain from cheating;
- Every student is honor-bound to refrain from collusion;
- Every student is honor-bound to refrain from plagiarism;
- Every student is honor-bound to confront a violation of the University Honor Code;
- Every student is honor-bound to report a violation of the University Honor Code.

Full details of the High Point University Honor Code are found in the Student Handbook and are online.

COURSE EVALUATIONS: All students are expected to complete course evaluations in the week preceding final exams. These evaluations, which are delivered online, are an important part of High Point University's assessment program, so your cooperation in completing them is greatly appreciated. As the end of the semester or academic session draws near, you will receive information from the Office of Institutional Research and Assessment about how to complete the online evaluations. IMPORTANT NOTE: All communications from the Office of Institutional Research and Assessment will be sent to your High Point University e-mail account, so please be sure to check and maintain your account regularly.

Phillips School of Business Statements:

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EARL N. PHILLIPS SCHOOL OF BUSINESS PRESENTATION POLICY: Communication skills are very important in the business world. To help students develop their presentation skills throughout their college careers, a standard rubric called "BSBA Standard Oral Communication Rubric" will be utilized. The goal of this rubric is to teach students the various aspects of good presentations and, thus, help students prepare their own presentations. The consistency of using the same rubric over time should also help students build on prior presentation skills to continuously improve their presentation abilities.

EARL N. PHILLIPS SCHOOL OF BUSINESS EMAIL ETIQUETTE GUIDELINES: Your time at HPU is a time to develop and practice professionalism skills. Understanding and utilizing professional email etiquette is a professional skill that will serve you throughout your career and set you apart in your professional life.

PSB has adopted the following basic email etiquette guidelines for communication with PSB faculty and staff. In the event these guidelines are not followed, your professors have the option of requesting that you re-write the email before they will respond. We encourage you to apply these guidelines to all of your email correspondence within and outside of the University.

Include an appropriate greeting such as Hello Dr. Smith, or Good afternoon Professor Smith, for example). BE CERTAIN you have spelled the recipient's name correctly. If you are unsure, look it up. This shows respect for the individual you are writing. Also, it is not good etiquette to call your professor (either in class or in writing) by just their last name UNLESS they tell you that it is appropriate.

Include an email specific informative subject line that will alert the recipient about the content or request. For example, instead of "Grade," say "Question about Grade on Homework #4"; instead of "Recommendation," say "Recommendation Request for Summer Abroad Program."

Keep your messages brief and to the point. This shows an appreciation for the recipient's time.

Double-check grammar and spelling. Be sure you use appropriate capitalization and ALWAYS capitalize "I." Careless errors show disrespect and reflect badly on you and your professional abilities -- even your intelligence!

Since it is hard to determine tone in email communication, it is important to be respectful and calm and avoid writing reactive and emotional emails. Businesses fire people all the time for sending ill-advised emails so NEVER send something by email that you would not say to the recipient in person.

Remember to actually attach any attachments and refer to the fact that there is an attachment in the text of the email.

If you are writing to request a meeting, a favor or any other type of request please be sure to include your availability and/or the time frame within which you need a response or action.

If you would like to specify anything about how requirements for contact hours must be met for all sections of this course, please indicate below (e.g., if any experiential learning activities will replace seat time)

Contact hours will be met during normally scheduled class times.

Is there anything else the reviewing parties should know about this new course proposal that hasn't already been asked/addressed?

N/A

Sample Syllabus

- [Proposed-Syllabus-MGT-4690-Healthcare-Strategic-Management.docx](#)