

		<b>Course Title</b>		<b>Strategic Leadership of Healthcare Organizations</b>			
				HMGT 6321.001	MON	4:00PM - 6:45PM	
		<b>Term</b>		Fall	2020		
<b>Professor's Contact Information</b>			Name	Kannan Ramanathan			
			Email	kxr087000@utdallas.edu			
			Office Hours	Virtual Office Hours - (email for appointment)			
<b>Instructional Mode</b>			Instruction will be through live but remote sessions. These sessions will be recorded and students can access these at a different time/day as required.				
<b>Course Platform</b>			MS Teams				
<b>Expectations</b>			Students can attend the live sessions or take the class asynchronously.				
<b>Asynchronous Learning Guidelines</b>			<a href="https://www.utdallas.edu/fall-2020/asynchronous-access-for-fall-2020/">https://www.utdallas.edu/fall-2020/asynchronous-access-for-fall-2020/</a>				
<b>COVID-19 Guidelines and Resources</b>			The information contained in the following link lists the University's COVID-19 resources for students and instructors of record. Please see <a href="http://go.utdallas.edu/syllabus-policies">http://go.utdallas.edu/syllabus-policies</a> .				
<b>Course Description</b>							
<p>This course explores how healthcare organizations can create sustainable competitive advantage in a volatile, reimbursement driven industry. Topics include external and internal environmental analysis, strategy formulation, organizational design and control, and the impact of mergers and alliances on industry performance. Healthcare case studies are used to illustrate key concepts.</p> <p>Healthcare organizations face an environment unlike any other firm. They are highly regulated, they are politicized, and they do not behave according to normal supply and demand economics. The effects of shifting demographics and technological changes are amplified on the health care industry. Third party payees and the societal aspects of health care interrupt the usual transactional nature of the business. Health care employees are atypical – they tend to be independent professionals, who may consider their organizational commitment to be lower than that to their profession, and who would not consider themselves as providers of a business service. In addition, health care organizations may be for profit, nonprofit, or state funded – each category carrying its respective strategic problems.</p> <p>This course integrates learnings from accounting, finance, marketing, MIS, organizational behavior, and other business courses in the creation of sustainable competitive advantage for health care organizations. Please note that although titled Strategic Leadership for Healthcare Organizations, the course focuses primarily on strategic management of healthcare organizations.</p>							
<b>Learning Objectives</b>							
	At the conclusion of this course, the student should be able to:						
1	Communicate a health care organization's strategic vision and mission						
2	Identify the external environmental trends affecting health care organizations						
3	Determine the value chain of a health care organization and its related competitive advantage						
4	Identify the strategic position of the health care organization within its competitive environment						
5	Determine the pros and cons of alternative market entry strategies						
6	Develop health care service delivery strategies that fit the value chain						
7	Integrate functional to craft a successful strategy						
8	Explain the importance of health care organization culture and top management team leadership on strategic implementation						
<b>Required Text</b>							
<u>Strategic Management of Healthcare Organizations</u> by Kannan Ramanathan				Book is available for purchase only at the UTD Bookstore for about \$25.00. Copies of the book will be on reserve in the library.			
<b>Classes</b>			Classes will be through lectures starting at the time for the class. We will be using Microsoft Teams. The lectures will be recorded. You will be able to access these recordings at a later time.				

Exams		On	Start time	Cumulative scope of quiz	% of grade	
	Mid-Term	Mon 10/12/20	4:00pm to 5:00pm	Chapters 1 to and including 10	45%	
	Final	Mon 11/23/20		Chapters 11 to and including 22	53%	
There is no class when we have an exam. You MUST start your exam between 4pm and 5pm on the day of your exam. Even a single second's delay will mean you cannot access the exam. So, do not wait till the last moment, and allow for technical issues, internet delays and so forth.						
<b>Exams/Quizzes will be proctored using HonorLock</b>						
<b>Exams/Quizzes will be proctored using HonorLock</b>	<p>Enrollment in this course requires the use of Honorlock for online assessment proctoring. Your webcam is recording you during your test or assessment, but no one is watching your exam in real time. Honorlock uses technology to monitor your session, and, if it senses that something is wrong, it will trigger a pop in by a live proctor. The proctor will assess the situation, help you get back on track, and document this for your instructor. After your test, exam proctors may review the exam session to look for any potential violations, and the recording will also be sent to your instructor along with any notes from our proctors.</p> <p>To successfully take an exam, you must have a web camera with microphone, a laptop or desktop computer (no tablets/phones), Chrome browser, a reliable internet connection and your photo ID. You will be prompted to install the Honorlock Chrome Extension (which you can remove after you finish the test). You will then access the exam within your eLearning course and go through the authentication process. Your microphone and web camera will be used by Honorlock to monitor you throughout your test or assessment. YOUR ACTIVITIES ARE RECORDED WHILE YOU ARE LOGGED INTO OR TAKING YOUR ASSESSMENT(S). THE RECORDINGS SERVE AS A PROCTOR AND WILL BE REVIEWED AND USED IN AN EFFORT TO MAINTAIN ACADEMIC INTEGRITY.</p> <p>Please see the Testing Guidelines and Support Information links below for additional information.</p>					
<b>Guidelines</b>	<a href="https://drive.google.com/file/d/1-UPNwioHh4fmnKVv_8X48KipG9rnQ8DD/view">https://drive.google.com/file/d/1-UPNwioHh4fmnKVv_8X48KipG9rnQ8DD/view</a>					

**Support** <https://honorlock.com/support/>

	<u>Please Note:</u>						
	Grades will NOT be curved.						
	Mid-term and final are weighted 45% and 53% respectively. Class participation accounts for 2% of your total grade. Format for the exams is multiple choice questions. This means that you need to study the textbook, listen to the lectures and participate in the discussions, and prepare very carefully for the exams to ensure you get a good grade.						
	<b>There are no make up quizzes or other provisions for extra credit - please do not ask.</b>						
	<b>I cannot reschedule any quiz/exam to a different date - please do not ask.</b>						
	Grades will be based on the following point ranges:						
	Points	Letter Grade			Weight	Minutes	MCQ Questions
	0%	F		Mid-Term	45%	75	85
	70%	C		Final	53%	90	100
	72%	C+		Participation	2%		
	75%	B-					
	78%	B					
	81%	B+					
	85%	A-					
	90%	A					
<b>Class Recordings</b>	Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.						

The instructor may record meetings of this course. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom experience. Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

**UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

**This syllabus is subject to change at the discretion of the Professor.**