

Southeast Missouri State University  
Course Syllabus (rev Oct 7-05).

College of Business

Course New 6-05

Title of Course: Management of Health Systems: Strategy and Quality.

Course No.: BA680

**I. Catalog Description.**

An introduction to comparative health systems, impact on strategy and quality, 3 credits

**II. Prerequisites.** Admissions into the MBA program or approval of MBA Director

**III. Purposes or Objectives of the Course.**

- a. To understand different care systems, their origins, strengths and weaknesses.
- b. To understand the present health systems and the factors that affect them.
- c. To understand how systems influence strategy.
- d. To understand how systems impact quality of care.

**IV. Expectations of Students.**

- a. Students will complete all case assignments and exams.
- b. Students will participate in class discussions.
- c. Students will complete final paper.
- d. Students will complete group project.

**V. Course Content or Outline (estimated hours per section)**

**Introduction (1)**

**Systems of Health Care (7)**

- a. Service vs product Industries
- b. What is a system
- c. Why is health care different
- d. How do different societies respond to the need for care
- e. Advantages and Disadvantages of systems of care
- f. For Profit vs. Not-for-profit Systems

**The Need for Care (6)**

- a. Five measure of care

- b. Special population needs
- c. The future that has already happened
- d. How does America compare
- e. Future care: Is universal care feasible, desirable
- f. At Odds: Payors, Patients and Providers

### **Paying for Care (7)**

- a. Sources of Funds, The Ultimate Payer
- b. American Health Care payment systems
- c. The role of budgets
- d. Influencing system development
- e. Government and the health system

### **Midterm Exam (2)**

#### **Legal Aspects of Health Care (7)**

- a. Federal Issues
- b. State and local issues
- c. The unique constraints on providers and institutions
- d. Tort
- e. Regulation and Accreditation

#### **Strategy in Health Systems (7)**

- a. Organizational Issues
- b. Formulation of strategic goals
- c. Development of Strategic Objectives
- d. Measurement of processes and outcomes in health care organizations
- e. The Balanced Scorecard

#### **Quality of care (6)**

- a. What is quality care
- b. Measuring and managing
- c. Independence of providers
- d. Professionals and attitudes
- e. Rewarding quality (assuming quality care)
- f. Public information strategies and their impact

#### **Final Exam (2)**

## VI Textbooks or Other Reading Material

1. Management Challenges for the 21<sup>st</sup> Century  
Drucker, P.  
Harper Business press—ISBN 0-88730-998-4 (1999).
2. 20/20 Foresight  
Courtney, H.  
Harvard Business Press—ISBN 1-57851-266-2 (2001).
3. Strategic Planning for Public and Nonprofit Organizations  
Bryson John M. 3<sup>rd</sup> Ed  
Jossey-Bass ---ISBN 0-7879-7660-1
4. The Strategy-focused Organization  
Kaplan Robert M and Norton David P.  
Harvard business School Press—ISBN 1-57851-250-6
5. Introduction to Quality Assurance in Health Care  
Donabedian A.  
Oxford University Press—ISBN 0-19-515809-1 (2003).
6. Back to Basics-Foundations of Healthcare Management  
Several authors  
Health Administration Press—ISBN 1-56793-140-5 (2001).
7. Finance in Brief-Six Key Concepts for Healthcare Leaders  
Kaufman K. 2<sup>nd</sup> Ed  
ACHE Management Series  
Health Administration Press—ISBN 1-56793-195-2 (2003).
8. The Financial Management of Hospitals and Healthcare organizations  
Nowicki M.  
Health Administration Press---ISBN 1-56793-092-1 (1998)
9. Human Error  
Reason James  
Cambridge University Press ISBN 0-521-31419-4 paperback (2003)
10. Managing the Risks of Organizational Accidents  
Reason James  
Cambridge University Press ISBN 1-84014-105-0 paperback
11. Winning the Service Game  
Schneider B and Bowen D.E.

Harvard Business School Press ISBN 0-87584-570-3

12. The Medical Care System-a Conceptual model  
Long Michael J.  
Health Administration Press—ISBN 1-56793-016-6
13. Health and Healthcare in the United States  
Long Michael J.  
Health Administration Press ISBN 1-56793-086-7

## **VII Basis for Student Evaluation**

	Percentage of Grade
a. Performance on scheduled exams	30%
b. Performance on group project	10%
c. Performance on case assignments	20%
d. Performance on final paper	30%
e. Performance in class discussions	10%

The weight of evaluation criteria may vary at the discretion of the instructor and will be indicated at the beginning of each course.

### **Grading Policy:**

100%--90%	A
89.9%--80%	B
79.9%--70%	C
Below 70%	F

### **Academic Honesty Policy**

Students are expected to adhere to the Policy on Academic Honesty in the University Graduate Bulletin of Southeast Missouri State University. This statement includes expectations concerning cheating and plagiarism. Please refer to <http://www6.semo.edu/judaffairs/code.html>.

### **Students with Disabilities**

Reasonable accommodations for students with disabilities may be arranged by contacting the instructor of this course on an individual basis.

The percentage for grades may vary at the discretion of the instructor and will be indicated at the beginning of each course.