

Strategy & Competitive Analysis for Health Sciences
BUSMHR 7714
2nd Summer Session, 2017
All Classes are from 5:30 pm to 8:30 pm in Gerlach 265

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Course Pack: There is a required reading packet available through Harvard Business Review Publishing that includes both articles and cases. This is copyrighted material and **each student must purchase an individual copy of the reading packet**. Use the link <http://cb.hbsp.harvard.edu/cbmp/access/64815651>. When you follow the link, you'll be prompted to register with HBR if you have not done so before, and then you will be able to purchase the course pack.

Textbook: Healthcare Strategic Planning, Alan Zuckerman, third edition
ACHE Management Series, Health Administration Press
(Available on Amazon.com)

Course Description: This course will be offered to students in the Business Minor in Health Sciences; it is designed to be taken in the 2nd term. The course is also offered for the Working Professional MBA program.

This course focuses on the creation and maintenance of long term value for an organization in the health sciences industry. It provides specific practical tools of strategic analysis to help students analyze the health sciences industries and individual practices' competitive strategies. Through a combination of lectures, readings, class discussions, cases analysis and group projects, the course will introduce the concepts of strategic management, business planning, and program development within the framework of health sciences management. We will examine strategic factors critical to understanding why some firms are more successful than others and how industry structures evolve and change over time.

Course Objectives:

1. Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a practice in the health sciences fields, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.
2. Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to execute the desired strategy. Assess the sustainability of practice strategies and competitive positions.
3. Analyze the types of data that practitioners need to evaluate alternative scenarios. Make quantitative assessments of strategic alternatives and develop logical, coherent and persuasive analyses for a desired course of action.
4. Consider the actions of competitors in the health sciences fields and how that impacts your ability to reach your strategic goals. Develop courses of actions that incorporate the actions of multiple players in the health sciences industry.
5. Identify and analyze strategic issues and develop solutions in the form of actionable plans with the purpose of developing and sustaining competitive advantage in a practice.
6. Consider how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations. Each student should be able to effectively communicate his or her conclusions in both oral and written form. Assess

differing styles of management and leadership and consider the essential role of personal values in leading an organization in the health sciences industry.

Grading:

Class Contribution and a peer evaluation)	40% (at the end of the class, students will do a self-evaluation
Written assignments	30%
Mid-Term Exam	15%
Final Exam	<u>15%</u>
Total	100%

As required by school policy, grading will be based on relative rather than absolute standards.

**Course Policy
Statements:**

- *Disability Statement:* Any student who feels she/he may need an accommodation based on the impact of a disability should contact me privately to discuss your specific needs.
- *Academic Integrity:* Central to any institution that aspires to excellence, academic integrity is a fundamental expectation we have for all of our students and faculty. Please review the University's Code of Student Conduct (Sect. 3335-23-04) if you are not already familiar with its contents. In this class we will hold ourselves accountable for the standards outlined in the code, and will confront and remediate any actions determined to be outside the letter and spirit of the code. In addition, students should hold instructors accountable to an equally high standard of personal and professional ethical conduct.

Class Format:

Classes will include case discussions, group & individual presentations, exams, panel discussions, and guest lectures. This course is designed to stimulate thinking about real world strategy in healthcare. Most strategy questions are complex, uncertain, and ambiguous. Thus, rigorous analysis, debate, and exchange of ideas are a must. This approach results in multiple possible options and therefore helps students to refine their skills as insightful questioners.

The classroom environment will be an open one and debate will be encouraged. Everyone will be expected to participate in class projects and discussions and therefore attendance is crucial.

We will rely heavily on articles and case work and will use the text book as our guide.

SESSION 1

Monday, June 26, 5:30-8:30pm

TOPIC: Course Introduction: Healthcare Strategic Planning.

ARTICLES: "What Is Strategy?"
Michael E. Porter

"Redefining Competition in Health Care"
Michael E. Porter; Elizabeth Olmsted Teisberg

AGENDA:

- Discussion of course expectations. Student panels will lead discussions of two articles.
- Pre-read first 7 chapters of "Healthcare Strategic Planning"
- Questions for July 3 articles will be distributed. Students will submit written answers.

SESSION 2

Monday, July 3, 5:30-8:30pm

TOPIC: Making Strategic Choices. Read remaining chapters in "Healthcare Strategic Planning"

CASES: Liberty Medical Group (A)
David Caldwell; Robert Pearl; Charles O'Reilly, 2014 (5 points)

Schon Klinik: Eating Disorder Care
Michael Porter; Emma Stanton; Jessica A. Hohman; Caleb Stowell, rev. 2013 (5points)

AGENDA: Students will be selected in class to lead the discussion of the questions assigned on 6/28

SESSION 3

Monday, July 10, 5:30-8:30pm

Mid-Term: Essay questions will be distributed and students will have three hours to complete the open-book and open-note exam. "Bridge Adult Service Center" case. (15 points)

SESSION 4

Monday, July 17, 5:30-8:30pm

TOPIC: Strategy for Treating Chronic Disease

CASE: Joslin Diabetes Center
Michael E. Porter; Elizabeth Olmsted Teisberg; Scott Wallace, rev. 2010

LECTURER: Steven G. Gabbe, M.D.

AGENDA:

- Presentation by Dr. Steven Gabbe
- Class will divide into teams to prepare a case write-up that addresses pre-determined issues
- One representative from each group will support the group's position in a debate (5 points)
- Final exam case distributed

SESSION 5

Thursday July 20, 5:30-8:30pm

FINAL EXAM: Questions will be distributed and students will have three hours to complete (15 points)