

Course Title	Strategic Management in Health Care Organizations				
Course Code	HSA-534				
Course Type	Elective				
Level	2 nd Cycle				
Year / Semester	2 / 1				
Teacher's Name	Dr Neophytos Karamanos				
ECTS	10	Lectures	14	Interactive learning activities	42
Course Purpose and Objectives	<p>The main objectives of the course are to:</p> <ul style="list-style-type: none"> • Discuss the interconnected nature of strategic issues and how strategic decisions set the overall direction of a health care organisation and determine its ultimate viability in the face of an increasingly complex and rapidly evolving health care industry. • Examine the strategic position of a health care organization by assessing the external environment, the internal strategic capabilities, the purpose and culture of the organization. • Analyse a health care organization's strategic alternatives for the future in terms of both the directions in which strategy might move and the methods by which strategy might be pursued. • Discuss the multitude of issues involved in the formation and implementation of strategy in the health care sector (e.g. strategy performance and evaluation, strategy development process, leadership and strategic change) • Examine the development and management of implementation strategies and specific action plans for health care organizations. 				
Learning Outcomes	<p>After completion of the course students are expected to be able to:</p> <ol style="list-style-type: none"> 1. Analyse the strategic position of a health care organization (e.g. environmental opportunities and threats, competitor analysis, internal strengths and weaknesses, basic purpose of the organization etc.) 2. Assess and formulate strategic alternatives forward for a health care organization (e.g. competitive, adaptive and market entry strategies, radical transformation of provided health care products and services through innovation, forming of alliances, making acquisitions etc.) 3. Assess the performance of a health care organization and evaluate the developed strategic alternatives (e.g. analyse the performance of the organization using multiple perspectives and evaluate the available alternatives forward using the criteria of suitability, acceptability and feasibility). 4. Design effective value adding service delivery and support strategies. 				

	<p>5. Formulate specific action plans from service delivery and support plans.</p> <p>6. Design a suitable strategy development process for a health care organization (e.g. analyse the organization context, assess alternatives for strategy development considering both deliberate and emerging options).</p>		
Prerequisites	None	Required	None
Course Content	<ol style="list-style-type: none"> 1. Introduction to Strategy for Health Care Organizations: The foundations, dimensions and benefits of strategic management, the importance of leadership, lessons for health care managers. 2. The Environment of a Health Care Organization: The general macro environment, the health care environment and its components, markets, the process of environmental analysis, scenario analysis, opportunities and threats. 3. Service Area Competitor Analysis: Competitor analysis in the health care sector, the service area for a health care organization, service area structure analysis, strategic groups, opportunities and threats. 4. Strategic Capabilities of Health Care Organizations: Foundations of strategic capability, value creation in health care organizations, diagnosing strategic capabilities, strengths and weaknesses. 5. Strategic Purpose: Mission, vision, values and objectives, stakeholder expectations, social responsibility and ethics, governing boards and directional strategies. 6. Culture and Strategy: Why is history important, what is culture and why it is important in a health care environment, strategic drift. 7. Developing Strategic Alternatives - Directional and Adaptive Strategies: The decision logic for strategy development, directional strategies, adaptive strategies (expansion and reduction of scope strategies). 8. Developing Strategic Alternatives – Market Entry Strategies: Market selection and entry, organic development, mergers and acquisitions, strategic alliances, geographic sources of advantage, international strategies. 9. Developing Strategic Alternatives - Competitive Strategies: Identify strategic business units, generic competitive strategies, interactive strategies. 10. Innovation and Entrepreneurship: Innovation approaches in health care organizations, innovation diffusion, innovators and followers, entrepreneurship and relationships. 11. Evaluation of Alternatives and Strategic Choice: Organizational performance, evaluation of adaptive, market entry and competitive strategies against a variety of criteria. 		

	<p>12. Creating Value-Adding Delivery and Support Strategies: Strategies based on the value chain, value-adding service delivery strategies (pre-service, point-of-service, after-service) and value adding support strategies for health care organizations.</p> <p>13. Communicating the Strategy and Developing Action Plans: strategy communication, implementation through action plans, action plan evaluation.</p>																									
Teaching Methodology	This programme is delivered via distance learning (online) and includes recorded lectures and video, real-time interactive online meetings, tutorials (Webinars) and discussion forums, directed and background reading, case study analysis, student-led online discussions (fora) as well as a field project.																									
Bibliography	<p>Required Textbooks / Reading:</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Author(s)</th> <th>Publisher</th> <th>Year</th> <th>ISBN</th> </tr> </thead> <tbody> <tr> <td>The Strategic Management of Healthcare Organizations</td> <td>Ginter, P., Duncan, J. & Swayne, L.</td> <td>Wiley</td> <td>2018 8th Edition</td> <td>978-1-119-34970-9</td> </tr> </tbody> </table> <p>Recommended Textbooks / Reading:</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Author(s)</th> <th>Publisher</th> <th>Year</th> <th>ISBN</th> </tr> </thead> <tbody> <tr> <td>Exploring Strategy: text and cases</td> <td>Johnson, G, & Scholes, K. & Whittington R & Angwin, D. & Regner, P</td> <td>Pearson</td> <td>2017 11th Edition</td> <td>978-1-292-14517</td> </tr> <tr> <td>Redefining Health Care: Creating Value-Based Competition on Results</td> <td>Porter, M. & Teisberg, E.</td> <td>Harvard Business Review</td> <td>2006</td> <td>PRODUCT #: 7782 -HBK-ENG</td> </tr> </tbody> </table>	Title	Author(s)	Publisher	Year	ISBN	The Strategic Management of Healthcare Organizations	Ginter, P., Duncan, J. & Swayne, L.	Wiley	2018 8 th Edition	978-1-119-34970-9	Title	Author(s)	Publisher	Year	ISBN	Exploring Strategy: text and cases	Johnson, G, & Scholes, K. & Whittington R & Angwin, D. & Regner, P	Pearson	2017 11 th Edition	978-1-292-14517	Redefining Health Care: Creating Value-Based Competition on Results	Porter, M. & Teisberg, E.	Harvard Business Review	2006	PRODUCT #: 7782 -HBK-ENG
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Assessment	<p>Online quiz (formative) Participation (10%) Written assignment (30%) Final exam (60%)</p>																									
Language	English																									