Credit Hours: 3  

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

COURSE DESCRIPTION AND OUTCOMES

Course Description:
This course explores contemporary issues within the healthcare operating environment that impact the strategic management of healthcare organizations. As the capstone course for the program, it synthesizes concepts from all previous courses with special emphasis on economic and financial analysis, the legal and regulatory environment, ethical considerations, organizational theory and leadership, and quality improvement. The course will employ case studies that allow the student to explore concepts and apply techniques in a holistic manner to develop innovative solutions for challenging problems in the industry.

Course Overview:
In this course, students will synthesize and apply what they’ve learned in the Bachelor of Healthcare Administration and Management program. The focus for this course is on the creation of a final project that is designed to identify, integrate, and apply components of analysis, strategy development, and execution.

Course Learning Outcomes:
1. Examine the implications that legal, political, economic, social, and technological changes have on the development of strategic plans.
2. Analyze the impact of cultural demographics on the healthcare market.
3. Assess the impact of government regulation on the healthcare industry.
4. Analyze the effect of healthcare reform on healthcare strategic planning.
5. Analyze and evaluate cutting-edge practices that leading healthcare organizations have implemented to address changes in their operating environments.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.
Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- Opening Exercises: Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.
- Live Classroom: Although participation is not required, Live Classroom sessions are held during [Week 2 and Weeks 5 or 6/Weeks 1, 3, 5, and 7]. There are [two/four] total sessions. (Note that your course may have NO live sessions. If not, remove this section and all Live Classroom sessions from the course schedule.)

Weekly Reading and Assignment Details

Module 1

Readings
- Chapters 1, 2, 3, & 4 in Strategic Analysis for Healthcare: Concepts and Practical Applications

Discussion (25 points)

Critical Thinking (45 points)

Option #1: Interview Presentation
One of the top global healthcare management firms has approached CSU-Global to hire from their students pursuing a BSHAM. You have been selected as one of nine candidates for an interview. The potential job offer is a management trainee role, after which the individual will be placed to lead a team. The interview process is unique in that the interviewee will be required to show why they are the perfect fit for the job, not only in written or word form, but also in providing examples of how they fit the criteria; e.g., by a situation they may have encountered and solved in the classroom, workplace, or personal life.

On the job advertisement, your professor highlights the following attributes the organization is looking for:

- Seeking an individual who works with the end goal in mind.
- Seeking a goal-oriented individual.
- Seeking a team-player who can delegate responsibility accordingly.
- Seeking an individual with ability to direct and execute necessary strategic change.

**Presentation**

Students should provide a cogent 4-5 slide PowerPoint presentation of the attributes they possess that will persuade the global hiring firm to hire them. Key concepts to include:

1. **Goal setting, beginning with the end goal in mind:** Can the student demonstrate they understand and can execute or direct a given mission or vision?
2. **Leadership skills:** Can student delegate to get the work done?
3. **Self-marketing:** Ability of an individual to effectively market themselves.
4. **Effective communication:** Students should be in a position to communicate presence or lack of attributes indicated and indicate desire for the position.

Your assignment must conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

There is no one true answer for this question.

For the PowerPoint: Professionalism of presentation etc. will be observed.

**Option #2: Interview Video**

One of the top global healthcare management firms has approached CSU to hire from their students pursuing an MHA. You have been selected as one of nine candidates for an interview. The potential job offer is a management trainee role, after which the individual will be placed to lead a team. The interview process is unique in that the interviewee will be required to show why they are the perfect fit for the job, not only in written or word form, but also in providing examples of how they fit the criteria; e.g., by a situation they may have encountered and solved in the classroom, workplace, or personal life.

On the job advertisement, your professor highlights the following attributes the organization is looking for:

- Seeking an individual who works with the end goal in mind.
- Seeking a goal-oriented individual.
• Seeking a team-player who can delegate responsibility accordingly.
• Seeking an individual with ability to direct and execute necessary strategic change.

Video

Students should provide a cogent 5-7 minute video presentation of the attributes they possess, that will persuade the global hiring firm to hire them.

Key concepts to include:

1. Goal setting, beginning with the end goal in mind: Can the student demonstrate they understand and can execute or direct a given mission or vision?
2. Leadership skills: Can student delegate to get the work done?
3. Self-marketing: Ability of an individual to effectively market themselves.
4. Effective communication: Students should be in a position to communicate presence or lack of attributes indicated and indicate desire for the position.

At least 3 pertinent references should be provided as a separate attachment to the presentation.

There is no one true answer for this question.

For the video: Appropriate dress for the position will be observed.

If you need assistance with captioning to access any video posts within the weekly Discussion assignments, please reach out to CSU-Global’s Disability Services Office at ada@csuglobal.edu or by calling 720-279-0650.

Mastery Exercise (10 points)

Module 2

Readings

• Chapters 5, 6, 7, 8, 9, & 10 in *Strategic Analysis for Healthcare: Concepts and Practical Applications*


Discussion (25 points)

Live Classroom (0 points)

Critical Thinking (75 points)

Option #1: SWOT and PEST Analysis

For this assignment you will compare and contrast, as well as assess the usefulness of SWOT and PEST analyses, which are frequently used by healthcare organizations in their strategic planning efforts. Your paper is expected to briefly describe each tool and explain how each is used in formulating strategy. In addition, you must describe the strengths, limitations, and challenges of each.
The paper should be well-written and meet the following requirements:

- 3-4 pages in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

**Option #2: Five Forces Framework and Strategic Industry Map**

For this assignment you will compare and contrast, as well as assess the usefulness of the Five Forces framework and the strategic industry map, which are frequently used by healthcare organizations in their strategic planning efforts. Your paper is expected to briefly describe each tool and explain how each is used in formulating strategy. In addition, you must describe the strengths, limitations, and challenges of each.

The paper should be well-written and meet the following requirements:

- 3-4 pages in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

**Mastery Exercise (10 points)**

**Module 3**

**Readings**

- Chapters 11, 12, 15, 16, & 17 in *Strategic Analysis for Healthcare: Concepts and Practical Applications*

**Discussion (25 points)**

**Critical Thinking (25 points)**

**Option #1: Workplace Communication Paper**

To be based off of the following reading: 4 Ways to Combat Workplace Communication Breakdowns.

**Goal:** From the article and flow-chart within, identify your communication style. Research one strength and weakness of your communication style. Of the communication styles listed, which one do you find most challenging to work with? Explain one way you would address a communication barrier and communicate effectively to an individual bearing the communication style you find most challenging to work with. Present these findings in a paper.
The paper should be well-written and meet the following requirements:

- 3-4 pages in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Option #2: Workplace Communication Presentation

To be based off of the following reading: 4 Ways to Combat Workplace Communication Breakdowns.

Goal: From the article and flow-chart within, identify your communication style. Research one strength and weakness of your communication style. Of the communication styles listed, which one do you find most challenging to work with? Explain one way you would address a communication barrier and communicate effectively to an individual bearing the communication style you find most challenging to work with. Present these findings in a PowerPoint presentation.

The presentation should be well-written and meet the following requirements:

- 4-6 slides in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Mastery Exercise (10 points)
Portfolio Milestone (25 points)

Option #1: Annotated Bibliography – Paper

Students should provide the instructor with an annotated bibliography for four to five scholarly resources that will be used in support of the Portfolio Project in Module 8. Each source referenced should be accompanied by a brief (approximately 150 words) descriptive and evaluative paragraph clarifying why the reference is included in the student’s research. The annotation should inform the reader of the relevance, accuracy, and quality of the sources cited.

See the CSU-Global Online Research and Writing Lab’s Tips for Annotated Bibliographies.

Option #2: Annotated Bibliography – PowerPoint

Students should provide the instructor with an annotated bibliography for four to five scholarly resources that will be used in support of the Portfolio Project in Module 8. In this instance, instead of submitting a paper, each reference can be a bulleted slide for each reference (the annotation for each reference should be found within the speaker notes or on the slides themselves). Each source referenced should be accompanied by a brief (approximately 150 words) descriptive and evaluative paragraph clarifying why the reference is included in the student’s research. The annotation should inform the reader of the relevance, accuracy, and quality of the sources cited.

See the CSU-Global Online Research and Writing Lab’s Tips for Annotated Bibliographies.
Module 4

Readings

- Chapters 22, 23, & 24 in *Strategic Analysis for Healthcare: Concepts and Practical Applications*

Discussion (25 points)

Critical Thinking (75 points)

**Option 1: Towards Successful Mergers & Acquisitions: Executive Proposal**


From the Healthcare Financial Management Association (HFMA) article, we learn that Mergers and Acquisitions (M&A) have been increasing since 2009, as the industry seeks to scale. The presentation provided is a collaboration of HFMA and the Deloitte Center for Health Solutions and provides quantitative and qualitative research to understand the impact of M&A activity on acquired hospitals.

In the presentation, they identify that not all M&A have been successfully implemented (p. 16).

Three of the aspects they identified as having led to successful M&A include:

1. A clearly defined operating model for the acquired facility (p. 18);
2. Effective and efficient communication (p. 19);
3. Work culture that supported proposed strategy (p. 20); and
4. After much negotiation, the healthcare company you work in, will be acquiring a smaller healthcare company and a related physician practice in the area. You have been placed in charge of the acquisition team for this project.

**Executive Proposal**

Present to senior management a 3-4-page executive proposal of how you would implement the said acquisition. Specifically explain (1) how and (2) why you would incorporate the three aspects identified, and (3) the consequences of not incorporating any of the aspects.

The paper should be well-written and meet the following requirements:

- 3-4 pages in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

**Option #2: Towards Successful Mergers & Acquisitions: Workflow Diagram and Written Summary**
From the Healthcare Financial Management Association (HFMA) article, we learn that Mergers and Acquisitions (M&A) have been increasing since 2009, as the industry seeks to scale. The presentation provided is a collaboration of HFMA and the Deloitte Center for Health Solutions and provides quantitative and qualitative research to understand the impact of M&A activity on acquired hospitals.

In the presentation, they identify that not all M&A have been successfully implemented (p. 16).

Three of the aspects they identified as having led to successful M&A include:

1. A clearly defined operating model for the acquired facility (p. 18);
2. Effective and efficient communication (p. 19);
3. Work culture that supported proposed strategy (p. 20); and
4. After much negotiation, the healthcare company you work in, will be acquiring a smaller healthcare company and a related physician practice in the area. You have been placed in charge of the acquisition team for this project.

**Workflow Diagram and Written Summary**

Present to senior a management a work-flow diagram and a 1-page executive summary of how you would implement the said acquisition. Specifically explain (1) how and (2) why you would incorporate the three aspects identified, and (3) the consequences of not incorporating any of the aspects.

In addition to the workflow, the summary should be well-written and meet the following requirements:

- 1 page in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

**Mastery Exercise (10 points)**

**Module 5**

**Readings**

- Chapters 18, 19, 20, & 21 in *Strategic Analysis for Healthcare: Concepts and Practical Applications*

**Discussion (25 points)**
Live Classroom (0 points)
Critical Thinking (75 points)

Option #1: Internal Factor Evaluation & Internal–External Matrix

Scenario: You are the Director of Strategic Planning for a large hospital. In three weeks, the senior leadership team will embark on its annual strategic planning cycle. The CEO has decided that the team needs a “refresher course” on two important topics: Internal Factor Evaluation and Internal–External Matrix. Therefore, she has asked you to develop a one-page flyer that compares each in a side-by-side format, and invites the team to the course. The flyer should briefly describe each tool, and bullet the following items: Application of the tool, strengths of the tools, limitations of the tools, and challenges an organization may face in using the tools.

The flyer should be well-written and meet the following requirements:

- 1 page in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- In an addendum, include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Some resources with information about developing flyers:

- How to Design an Awesome Flyer Even if You’re Not a Graphic Designer (https://designshack.net/articles/graphics/how-to-design-an-awesome-flyer-even-if-youre-not-a-designer/)
- How to Design Flyers (https://www.canva.com/learn/how-to-design-flyers/)

Option #2: Educational Flyer: Grand Strategy Matrix and SPACE Matrix

Scenario: You are the Director of Strategic Planning for a large hospital. In three weeks, the senior leadership team will embark on its annual strategic planning cycle. The CEO has decided that the team needs a “refresher course” on two important topics: Grand Strategy Matrix and the SPACE Matrix. Therefore, she has asked you to develop a one-page flyer that compares each in a side-by-side format, and invites the team to the course. The flyer should briefly describe each tool, and bullet the following items: Application of the tool, strengths of the tools, limitations of the tools, and challenges an organization may face in using the tools.

The flyer should be well-written and meet the following requirements:

- 1 page in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- In an addendum, include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Some resources with information about developing flyers:
Mastery Exercise (10 points)

Module 6

Readings


Discussion (25 points)

Critical Thinking (75 points)

**Challenges for Hospitals in Aligning Strategy and Structure: The Multi-Generational Workforce and EHR Adoption**

**Scenario:** The healthcare industry is steadily shifting towards adoption of more Health-IT practices. One of them is the adoption of Electronic Health Records (EHR).

You are the Director of Planning of a large hospital in an urban market. The hospital is one of the largest employers in the market and is composed of a culturally-diverse and multi-generation workforce. Some employees agree that adoption of EHR is the best way forward and are for the change. However, other employees disagree and are not particularly ready for EHR adoption.

As the organization continues to move forward and prepare for its annual strategic planning retreat, the CEO has asked you to create a “white paper” (similar to a short research paper) that will:

a. Educate the organization on the benefits of adopting an EHR system. Benefits include but are not limited to pecuniary, strategy, and quality of care.

The CEO is also aware of the discord within the workforce with regards to adoption of EHR. Towards this, she requests you:

b. Identify three culturally diverse or multi-generation workforce issues towards EHR adoption that you foresee.
Option #2: Challenges for Hospitals in Aligning Strategy and Structure: Addressing the Healthcare Needs of the Aging Population

Scenario: The healthcare industry is steadily observing an increase of the aging population in its geriatric and hospice wards.

You are the Vice-President of development of a group of 7 hospitals. After much research and discussion, the necessity to address the healthcare needs of the aging population has become top priority. Having taken courses in leadership and strategy development, you have arrived at a short-term and long-term solution. The short-term solution is the building of additional geriatric and hospice wards at each of the seven hospitals. The long-term solution lies in strategically partnering with existing independent and assisted living homes to provide a continuum of care for the aging population. This strategic partnership will enable access to preventive healthcare when in independent living, medical healthcare when in assisted living, and hospice care, when required. It would be a win-win scenario for the aging patients, assisted living organizations, and the seven hospitals. After much discussion, the long-term solution was approved by senior management and the Board of Directors.

Given the decision, the CEO has asked you to create a “white paper” (similar to a short research paper) that will:

a. Briefly educate the organization on the current status of the aging population in the USA, and enunciate the burden faced by the healthcare industry.

b. Explain the proposed strategic plan of continuum of care and discuss two benefits that lie within, specifically for the aging population.

c. Identify three strategic partnership issues that may arise in the partnering of your hospitals with the assisted and independent living organization

d. Outline strategies to mitigate the issues and the implementation of a continuum of care for the aging population.

The “white paper” should be well-written and meet the following requirements:

- 2-3 pages (single-spaced) in length,
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
Readings

- Chapters 25 & 26 in Strategic Analysis for Healthcare: Concepts and Practical Applications

Discussion (25 points)
Mastery Exercise (10 points)
Portfolio Milestone (25 points)

Option #1: Essay: Phases of Strategic Analysis, Research, and Implementation

Students should be able to demonstrate an understanding of the application of the phases of organizational strategic analysis, research, and implementation. This milestone will provide perspective concerning how integration and application of these phases inform their approach to the Portfolio Project case study, which will be due in Module 8.

As you have been conducting/working on your capstone project, you have used analytical tools, conducted research, and analyzed possible barriers towards implementation of your proposed plan. Your goal is to explain how you have applied/intend to apply these concepts to build your capstone project.

a. Analysis: Select one type of analytical method learned in this class. Explain how you would use this to arrive at one of your decision(s) in the capstone project.

b. Research: Select one type of research method learned in the class or prior classes. Explain how you would use this to arrive at one of your conclusion(s) in the capstone project.

c. Implementation: Select one type of implementation barrier you may face when implementing your capstone project. Explain how you would address this implementation barrier.

At least three of the sources cited in your annotated bibliography should be included in this submission to show evidence of research being applied in the final project (new references might also be used as well).

The paper should be well-written and meet the following requirements:

- 1-2 pages in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
Option #2: PowerPoint: Phases of Strategic Analysis, Research, and Implementation

Students should be able to demonstrate an understanding of the application of phases of organizational strategic analysis, research, and implementation. This milestone will provide perspective concerning how integration and application of these phases inform their approach to the Portfolio Project case study which will be due in Module 8.

As you have been conducting/working on your capstone project, you have used analytical tools, conducted research, and analyzed possible barriers towards implementation of your proposed plan. Your goal is to explain how you have applied/intend to apply these concepts to build your capstone project.

a. Analysis: Select one type of analytical method learned in this class. Explain how you would use this to arrive at one of your decision(s) in the capstone project.

b. Research: Select one type of research method learned in the class or prior classes. Explain how you would use this to arrive at one of your conclusion(s) in the capstone project.

c. Implementation: Select one type of implementation barrier you may face when implementing your capstone project. Explain how you would address this implementation barrier.

Submit a 3-4 slide PowerPoint presentation that demonstrates an understanding of the various phases of organizational strategic analysis, research, and implementation. The slides should provide perspective concerning how these phases inform their approach to the Portfolio Project case study which will be due in Module 8.

At least three of the sources cited in your annotated bibliography should be included in this submission to show evidence of research being applied in the final project (new references might also be used as well).

The presentation should be well-written and meet the following requirements:

- 3-4 slides in length (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA Requirements, and
- Include at least three current references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Module 8
Readings

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (300 points)

**Option #1: Strategic Business Plan Presentation & Video Interview**

**Department, Hospital Wing, Service Line, or Program**

For this project, you are to evaluate an existing service line or program (such as a diabetes management program, comprehensive oncology center, geriatric wing of a hospital, etc.) for an actual/real healthcare organization (you may select a hospital, large medical group, nursing home, or an ambulatory care facility) within your community.

For the purpose of the assignment, assume that you are the Director of Strategic Planning for this organization, and the CEO has assigned you the responsibility for assessing (1) where the program is in its life cycle and (2) making an informed decision as to the best way forward strategically; i.e., should the organization expand the program, continue the current strategy it employs, change certain aspects of operational strategy, fully maintain the program as is, merge the program with an existing one, or close the program? The summary of your assessment will be presented to the Board of Directors, CEO, COO, and CFO.

Your presentation should be organized according to the following structure and contain the following elements:

- **Title Page**
- **Introduction:**
  - A brief description of the current program.
  - Alignment with the organization’s mission, vision, and goals that support the project.
- **Assessment:** An evaluation of various factors that affect the feasibility and project development.
  - Where the program is in its life cycle.
  - Whether the organization should expand the program, continue the current strategy and maintain the program as is, or close the program.
  - Justification via a robust assessment of the internal and external environment, using at least two tools discussed in our course; such as SWOT+PEST, Five Forces, BCG, etc.
  - Consideration of organizational restrictions and constraints, mission, vision, values, capabilities, strengths, and weaknesses.
  - Relevant organizational issues, context, and multiple perspectives and dimensions are considered.
  - Consideration of relevant market forces.
- **Action Plan:** Provide a summary of your recommendations and strategies for implementation.
  - Realistic strategies and tactics identified with sufficient detail for either growth,
maintenance, or closure of the program.

- Articulates the who, what, when, where, and why.

- **Program Evaluation:** A brief discussion of how you will evaluate and benchmark the project post-implementation.
  - Specifies measures that would be tracked and trended post-implementation to ensure the action was effective and efficient.
  - Relevant organizational issues, context, and multiple perspectives and dimensions are considered.

- **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of your results and the next steps in light of the overall vision of the organization.

Presentation requirements:

- 12-15 slides in length (excluding title and reference slides).
- Be submitted as a PowerPoint file. Do not submit presentation as a PDF or MS Word file type.
- Each slide must provide detailed speakers notes—a minimum of 75 words. Notes must draw from and cite relevant reference materials.
- Format citations and reference list according to the CSU-Global Guide to Writing and APA Requirements.
- Include at least 15 current references from the peer-reviewed articles.

Interview video requirements: Student is required to perform video interview with the management of a healthcare organization. The video:

- Is of a student interviewing the healthcare executive asking relevant questions,
- Should be approximately 10 minutes in length, and
- Have a title and acknowledgement of interviewer and location.

**Option #2: Strategic Business Plan Paper & Infographic**

**Stand-Alone Hospital or Another Healthcare Organization**

For this project, you are to evaluate an existing strategic initiative, or program (e.g., addition of a hospital wing, opening of a new location, closing of an existing branch) for an actual/real stand-alone hospital or other independent healthcare organization (you may select a hospital, large medical group, nursing home, or an ambulatory care facility) within your community.

For the purpose of the assignment, assume that you are the Director of Strategic Planning for this organization, and the CEO has assigned you the responsibility for assessing (1) where the program is in its life cycle and (2) making an informed decision as to the best way forward strategically; i.e., should the organization expand the program, continue the current strategy it employs, change certain aspects of operational strategy, fully maintain the program as is, merge the program with an existing one, or close the program? The summary of your assessment will be presented to the Board of Directors, CEO, COO, and CFO.

Write a paper that proposes the process you would implement for assessing this project.

The paper should include the following:
• **Executive Summary**
• **Introduction:**
  - A brief description of the current program.
  - Alignment with the organization’s mission, vision, and goals that support the project.
• **Assessment:** An evaluation of various factors that affect the feasibility and project development.
  - Justification for the project via a robust assessment of the internal and external environment, using at least two tools discussed in our course; such as SWOT+PEST, Five Forces, BCG, etc.
  - Consideration of organizational restrictions and constraints, mission, vision, values, capabilities, strengths, and weaknesses.
  - Consideration of organizational issues, context, and multiple perspectives and dimensions are considered.
• **Implementation:** Provide a summary of your recommendations and strategies for implementation.
  - Realistic strategies and tactics identified with sufficient detail.
  - Articulates the who, what, when, where, and why.
  - Considers organizational restrictions and constraints, mission, vision, values, capabilities, strengths, and weaknesses.
  - Relevant forces are adequately considered.
• **Program Evaluation:** A brief discussion of how you will evaluate and benchmark the project post-implementation.
  - Specifies measures that would be tracked and trended post-implementation to ensure the action was effective and efficient.
  - Organizational issues, context, and multiple perspectives and dimensions are considered.
• **Infographic depicting the various strategic development stages you will employ, as learned in Module 5**
• **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of your results and the next steps in light of the overall vision of the organization.

The paper should be:

• 8-12 pages (not including the required cover and reference pages),
• Be supported with a minimum of seven recent (within the past three to six years), scholarly sources to substantiate your position in the matter,
• Be formatted according to the CSU-Global Guide to Writing and APA Requirements, and
• The Infographic should be on one page. It should have notes within or an addendum highlighting the various aspects of strategic analysis that you undertook.
## Course Policies

### Course Grading

- **20% Discussion Participation**
- **37% Critical Thinking Assignments**
- **35% Final Portfolio Project**
- **0% Live Classroom**
- **8% Mastery Exercises**

### Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
</tr>
<tr>
<td>B</td>
<td>83.3 – 86.6</td>
</tr>
<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
</tr>
<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
</tr>
<tr>
<td>C</td>
<td>70.0 – 74.9</td>
</tr>
<tr>
<td>D</td>
<td>60.0 – 69.9</td>
</tr>
<tr>
<td>F</td>
<td>59.9 or below</td>
</tr>
</tbody>
</table>
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

**Academic Integrity**
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

**Citing Sources with APA Style**
All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

**Disability Services Statement**
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

**Netiquette**
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.