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 21st Century
   Drucker, P.

2. 20/20 Foresight
   Courtney, H.

3. Strategic Planning for Public and Nonprofit Organizations
   Bryson John M. 3rd Ed

4. The Strategy-focused Organization
   Kaplan Robert M and Norton David P.

5. Introduction to Quality Assurance in Health Care
   Donabedian A.

   Several authors

7. Finance in Brief-Six Key Concepts for Healthcare Leaders
   Kaufman K. 2nd Ed
   ACHE Management Series

8. The Financial Management of Hospitals and Healthcare organizations
   Nowicki M.

9. Human Error
   Reason James

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.
VII Basis for Student Evaluation

<table>
<thead>
<tr>
<th>Percentage of Grade</th>
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<tbody>
<tr>
<td>a. Performance on scheduled exams  30%</td>
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<tr>
<td>b. Performance on group project  10%</td>
</tr>
<tr>
<td>c. Performance on case assignments  20%</td>
</tr>
<tr>
<td>d. Performance on final paper  30%</td>
</tr>
<tr>
<td>e. Performance in class discussions  10%</td>
</tr>
</tbody>
</table>

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.