



**MIDWESTERN**  
STATE UNIVERSITY

**HSAD 5213**  
**Health Services Operational and Strategic Management**  
**Spring 2026**

**Contact Information:**

Instructor: Joel M. Brown II, MSM-HCA, RRT, FAARC, FNAP

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Office Hours: By appointment, please contact via email to schedule

**Class Information:**

Class Meeting: Asynchronous, Online Course

Prerequisites: HSAD 5013 – Health Services Administration and Foundations and HSAD 5103 – Health Care Organization Behavior & Management Theories

**Course Description:**

Along with short-term planning, this is an integrated course on the formulation, implementation, and evaluation of strategy in health care organizations. Emphasizes concepts dealing with industry structure, the strategic management process, and achieving/implementing planned programs to sustain a competitive advantage.

**Course Objectives:**

Upon completion of this course, the student will be able to:

- Understand short-term planning processes in healthcare organizations.
- Learn the fundamentals of strategy formulation in the healthcare industry.
- Develop skills in strategy implementation for healthcare organizations.
- Integrate knowledge of planning, implementation and evaluation into a cohesive strategic management approach.
- Gain knowledge of methods for evaluating strategic initiatives in healthcare.
- Analyze healthcare industry structure and competitive dynamics.
- Master core strategic management concepts and frameworks as applied to the healthcare industry.

**Required Course Materials and Text:**

Healthcare Strategic Planning, 5th Edition, John M. Harris & Meredith Inniger, Health Administration Press, 2024.

**Attendance and Punctuality:**

This is an online course. **\*You must be vigilant in logging onto D2L. \*Regular checks will ensure that messages from the instructor are received in a timely manner.** See the Course Schedule for specific information about activities and due dates.

### **Communication with the Professor:**

Individual questions and concerns should be handled through an email directly to the professor using the email address at the top of this syllabus or through D2L email. Email is the best way to contact the instructor. Throughout the semester, the professor may post announcements on D2L. Contact information for the professor is listed at the beginning of this syllabus. Email is the preferred mode of communication. Students must use the MSU Student Email system. The professor will respond to or at least acknowledge email messages from students within a maximum of five (5) business days when MSU is in session. Beyond standard university holidays and breaks, the professor will notify students of any extended periods of time when email contact is not practical (professional meetings, etc).

The professor will be available to meet by appointment with any interested students via Zoom/Teams at the student's request.

### **Teaching Strategies:**

Independent reading assignments, asynchronous discussions, and a final project.

### **Evaluation:**

#### **Grade Items and Grade Determination:**

<b>Assignments</b>	<b>Grade Percentage</b>
Discussion Boards	70%
Final Project	30%

### **Approximate Grading Scale:**

**A: 90-100**

**B: 80-89**

**C: 75-79**

**D: 60-74**

**F: 59 and below**

The last opportunity to drop this course with a grade of "W" is 4:00 p.m. on April 30th. Refer to the Undergraduate Bulletin for details about receiving a grade of "Incomplete" in a course. In an emergency or extenuating circumstance, a student may request a grade of "Incomplete" in a course before grades are submitted. If the instructor grants the "Incomplete," the student has until thirty (30) days after the beginning of the next long semester to complete the course requirements. If the student does not complete the course requirements within the deadline, the grade of "Incomplete" will automatically convert into a grade of "F."

## **COURSE MODULES**

### **(Activities and Assignments)**

Students can proceed through the course content at their own pace within the boundaries set by the Course Schedule and the MSU Academic Calendar. See the Course Schedule at the end of this syllabus for specific information about activities and due dates.

If students have technical difficulties, they should use the “Help” link on D2L, contact the MSU Information Systems Support Staff, and send an email to the professor explaining what happened.

- **All work submitted to the instructor will be considered complete and final and will be graded as such.**
- **All reading assignments are mandatory and the student's comprehension of the content will be applied in the weekly discussion board and in the final project.**
- **All assignments must be written at the graduate level and will be graded for accuracy, completeness, quality, spelling, grammar, and integrity.**
- **Because of the nature of discussion boards, late submissions will not be accepted.**

### **Welcome (Students should start here!)**

Students should begin the course by viewing the documents found in the Welcome module. There is an overview of the course and the textbook, as well as a document about discussion board etiquette. **Finally, complete the Introduction Discussion Board.**

### **Module 1 – The Value of Strategic Planning**

Students should begin by reading Chapters 1 & 2 in the text along with the provided course Power Points. **Complete the discussion board (Making the Case for Strategic Planning).**

### **Module 2 – Setting the Stage for Successful Strategic Planning**

Students should begin by reading Chapters 3, 4, & 5 in the text along with the provided course Power Points for the chapters in this module. **There is also a discussion board question for this module. Complete the discussion board (Strategic Planning Retreats – Are they Effective?)**

### **Module 3 – Analyzing the Environment**

Students should begin by reading the Chapters 6 in the text along with the provided course Power Points. **Complete the discussion board (The SWOT Analysis).**

### **Module 4 – Organizational Direction**

Students should begin by reading Chapter 7 in the text along with the provided course Power Points. **Complete the discussion board (The Mission and Vision Statement).**

### **Module 5 – Strategy Formulation**

Students should begin by reading Chapter 8 in the text along with the provided course Power Points. **Complete the discussion board (Bringing a Vision Statement to Life).**

### **Module 6– Implementation**

Students should begin by reading Chapter 9 in the text along with the provided course Power Points. **Complete the discussion board (Strategic Planning: The Inevitable Challenges).**

### **Module 7 – Annual Review and Update**

Students should begin by reading Chapter 10 in the text along with the provided course Power Points. **Complete the discussion board (The Value of the Annual Review and Update).**

### **Module 8 – Optimizing Strategic Planning**

Students should begin by reading Chapter 11 and 12 along with the provided course Power Points. **Complete the discussion board (Future Challenges for Strategic Planners).**

### **Final Project – EPIC Corporation SWOT Analysis**

Students should review the attached assignment details for the Course Final Project. **Complete and submit the project to the Dropbox by May 11, 2025 11:59 PM.**

### **2026 Tentative Spring Course Schedule**

(Requirements for each activity can be found in the appropriate module instructions; all activities are due by 11:59 pm, CST)

<b>Date</b>	<b>Activity Due</b>
<b>*Tuesday, January 20</b>	<b><i>Classes Open</i></b>
<b>Sunday, January 25</b>	<b><i>Discussion Board Introduction</i></b>
<b>Sunday, February 1</b>	<b><i>Discussion Board for Module 1 Due</i></b>
<b>Sunday, February 15</b>	<b><i>Discussion Board Module 2 Due</i></b>
<b>Sunday, March 1</b>	<b><i>Discussion Board Module 3 Due</i></b>
<b>*March 9-14</b>	<b><i>Spring Break</i></b>
<b>Sunday, March 22</b>	<b><i>Module 4 Discussion Board Due</i></b>
<b>Sunday, April 12</b>	<b><i>Module 5 Discussion Board Due</i></b>
<b>Sunday, April 26</b>	<b><i>Module 6 Discussion Board Due</i></b>
<b>Sunday, May 3</b>	<b><i>Module 7 Discussion Board Due</i></b>
<b>Sunday, May 10</b>	<b><i>Module 8 Discussion Board Due</i></b>
<b>Sunday, May 10</b>	<b><i>Final Project – EPIC Corporation SWOT Analysis</i></b>

### **Campus Concealed Handgun Carry Policy**

**Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the University's webpage at [MSU Texas Campus Carry Policies](#)**

If you have questions or concerns, please contact MSU Chief of Police Steve Callarman:  
[steven.callarman@msutexas.edu](mailto:steven.callarman@msutexas.edu)

### **Special Needs**

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable adjustments in its policies, practices, services, and facilities to ensure equal opportunity for qualified persons with disabilities to participate in all educational programs and activities.

Disability Support Services provides information and assistance, arranges accommodations, and serves as a liaison for students, instructors, and staff. The Disability Office has assistive devices such as books on tape, recorders, and adaptive software which can be loaned to qualified individuals. A student/employee who seeks accommodations on the basis of disability must register with Disability Student Services in Clark Student Center Room 168. Documentation of a disability from a competent professional is required. Individuals with grievances related to discrimination or lack of accommodation on the basis of a disability are encouraged to resolve the problem directly with the area involved. If the matter remains unresolved, advice and/or assistance will be provided by Disability Student Services for resolution. The grievance procedure maybe found in the Student Handbook and Activities Calendar.

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring accommodation, please contact the Disability Support Services in Room 168 of the Clark Student Center, at (940) 397-4140.

### **Administrative Process**

Unresolved issues related to this course should be first addressed between the student and the course instructor. If there is no resolution, students must follow this sequence:  
College Dean – Dr. Jeff Killion (940-397-4594) Dean of Students – Matthew Parks (940-397-7500)

### **Appeal of Course Grade:**

The two bases on which a student can appeal a course grade are as follows:  
The student has not been evaluated according to the same criteria as his/her classmates, OR  
An error has been made in grading and/or posting of the grade.

Students wishing to appeal the final course grade given in this course will find additional information regarding the appeal process at the following link: [Appeal of Course Grade](#)

### **Honor System**

HSAD 5213 adheres to the MSU Code of Conduct. In particular, academic dishonesty, however small, creates a breach of academic integrity. A student's participation in this course comes with the expectation that his or her work will be completed in full observance of the MSU Code of Student Conduct. A student should consult the current Student Handbook for answers to any questions about the code.

Many components of HSAD 5213 are designed to be interactive with students helping each other learn. Students are encouraged to take full advantage of many resources available including online D2L course resources, Internet sites, other textbooks and journals, faculty, and peers when answering objectives. This interactive collegial learning environment is conducive to lifelong learning.

Specific components of HSAD 5213 are designed to represent the efforts of each student INDIVIDUALLY and are NOT to be shared or copied (plagiarized) from other sources. These components include the weekly discussion boards as well as the final project. When students submit their efforts for grading, they are attesting they abided by this rule.

Cheating includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or completing other assignments; or (3) the acquisition of tests or other academic materials belonging to the university faculty or staff without permission.

Plagiarism includes but is not limited to, the use of, by paraphrase or direct quotation without correct citation in the text and on the reference list, the published or unpublished works of another person. Students may NOT submit papers and assignments that they have previously submitted for this or other courses. The use of materials generated by agencies engaged in "selling" term papers is also plagiarism. Students are encouraged to review the tutorials and suggested websites for more information about plagiarism. Papers and other assignments may be submitted to an external agency for verification of originality and authenticity.

Academic dishonesty (cheating, plagiarism, etc.) will not be tolerated in this class. Whenever a student is unsure of whether a particular situation will be interpreted as academic dishonesty, he/she should ask the instructor for clarification. If students are guilty of academic dishonesty, a grade of zero (0) may be given for the quiz, assignment, etc. Cases may also be referred to the Dean of Students for possible dismissal from the university.

### **AI Generated-Submissions:**

Since writing, analytical, and critical thinking skills are part of the learning outcomes of this course, all writing assignments should be prepared by the student. Developing strong competencies in this area will prepare you for a competitive workplace. Therefore, AI-generated submissions are not permitted and will be treated as plagiarism.

### **PLEASE NOTE**

***By enrolling in this course, the student expressly grants MSU a "limited right" in all intellectual property created by the student for the purpose of this course. The "limited right" shall include but shall not be limited to the right to reproduce the student's work product in order to verify originality and authenticity, and for educational purposes. Specifically, faculty may submit student papers and assignments to an external agency to verify originality and authenticity, and to detect for plagiarism.***

### **Student Honor Creed**

**"As an MSU Student, I pledge not to lie, cheat, steal, or help anyone else do so."**

As students at MSU, we recognize that any great society must be composed of empowered, responsible citizens. We also recognize universities play an important role in helping mold these responsible citizens. We believe students themselves play an important part in developing responsible citizenship by maintaining a community where integrity and honorable character are the norm, not the exception. Thus, we, the Students of Midwestern State University, resolve to uphold the honor of the University by affirming our commitment to complete academic honesty. We resolve not only to be honest but also to hold our peers accountable for complete honesty in all university matters. We consider it dishonest to ask for, give, or receive help in

examinations or quizzes, to use any unauthorized material in examinations, or to present, as one's own, work or ideas which are not entirely one's own. We recognize that any instructor has the right to expect that all student work is honest, original work. We accept and acknowledge that responsibility for lying, cheating, stealing, plagiarism, and other forms of academic dishonesty fundamentally rests within each individual student. We expect of ourselves academic integrity, personal professionalism, and ethical character. We appreciate steps taken by University officials to protect the honor of the University against any who would disgrace the MSU student body by violating the spirit of this creed.