

King Saud University  
College of Business Administration  
Department of Health Administration - Masters` Program

PA 518 – Strategic Management in Healthcare Organizations  
Second Semester 1436/ 1437

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**Course Description:**

Strategic management explores how healthcare organizations can create sustainable competitive advantage, which leads to long-term success. The course identifies the various ways of introducing change, whether at the macro or the micro levels, in organizations and larger organizational systems as adaptive responses to the internal and external environment of health organizations, forecasting methods, future research in health care, dynamics of organization's culture and analysis, and other issues related to the strategic planning in health care.

**Course Objectives:**

*At the end of this course, the students will be able to:*

- Identify current trends in the health care field and describe how such trends may impact health care organizations.
- Think strategically about an organization, its present position, long-term direction, resources and competitive capabilities, and its opportunities for sustainable growth.
- Determine the need for organizational change and apply the appropriate change processes to the appropriate organizational level.
- Describe the core activities when developing and implementing strategy.
- Understand the concepts of strategic planning and their applications to meet the needs of unique organizational situations.

**Readings:**

**Walston, Stephen L.** *Strategic Healthcare Management: Planning and Execution*. Health Administration Press; ( 2013).

**Articles:**

A course pack containing the article citations and electronic references for each session will be available to students.

**Grading:**

**5 %**..... Attendance and participation in class discussions

**15%**..... Case Study I

**20 %**..... Group Project

**20%**.....Mid-term exam

**40%**..... *Final Exam*

**Schedule**

| Week | Topic   | Chapter |
|------|---|---------|
| 1    | Strategy and Strategic Management                                   | 1       |
| 2    | Understanding Market Structure and Strategy                         | 2       |
| 3    | Business Models and Common Strategies                               | 3       |
| 4    | Growth and Integration Strategies                                   | 4       |
| 5    | Strategic Alliances   | 5       |
| 6    | Stakeholders, Values, Mission, and Vision                           | 6       |
| 7    | The External Environment and Its Relationship to Strategy           | 7       |
| 8    | Mid-term exam   |         |
| 9    | The Internal Environment and Strategy                               | 8       |
| 10   | Strategic Financial Analysis  | 9       |
| 11   | Development and Execution of a Strategic Plan                       | 10      |
| 12   | Business Plans and Strategic Management                             | 11      |
| 13   | Organizational Structure and Strategy - Strategic Change Management | 12 – 13 |
| 14   | Implementation, Monitoring, and Evaluation of Strategy              | 15      |
| 15   | Final Exam  |         |