HCM580: Capstone: Organizational Management: Strategy and Execution

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 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information

Name: Phone: CSU-GC Email: Virtual Office Hours:

Course Description and Outcomes

In this Capstone course, you will synthesize and apply what you’ve learned in the MS in Healthcare Administration and Management program. The focus for this course is on the creation of a Capstone Project that’s designed to integrate the components of organizational strategy development and execution. Using the provided case study, you will assess the given scenario and proposed project and make recommendations based on your assessment.

Course Learning Outcomes:

1. Demonstrate knowledge of the principles of leadership and management associated with dynamic organizations within a global context.
2. Identify facets of organizational systems and leadership and management practices that enable organizations to maintain a strategic competitive advantage.
3. Analyze and integrate theories for organizational development and change, and effective leadership and management.
4. Synthesize the functional areas of finance, human resources, information systems, and marketing.
5. Synthesize the organizational impact of economic, political, legal and social environment factors.
6. Make appropriate strategic recommendations based in theory for effective organizational change.
7. Demonstrate research and written communication skills and the ability to adhere to specific standards.

**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**

**Required:**

There is no required textbook for this course; however, be sure to read the required readings in each module.

**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 12 midnight MT and Peer Responses posted by Sunday 12 midnight MT. Late posts may not be awarded points.
- Capstone Project Assignments: Assignments are due Sunday at 12 midnight MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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</table>
• Miller, T. (2012). Looking for better health in all the wrong places: | • Discussion (25 points)  
• Capstone Project—Reference List (30 points) |
|  | The road to ‘equality’ hits a dead end. *Journal of Law, Medicine, & Ethics, 40*(1), 33-44.  
- Yelken, T., Kilic, F., & Ozdemir, C. (2012). The strategic planning (SWOT) analysis outcomes and suggestions according to the students and the lecturers within the distance education system. *Turkish Online Journal of Distance Education, 13*(2), 267-276.  
|Discussion (25 points) | Capstone Project—Market Analysis (120 points)  
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Assignment Details

This course includes the following assignments/projects:

Module 2

Capstone Project: Reference List (30 Points)

Submit a list of 8–10 references you plan to use in your Capstone Project. Your reference list should be formatted according to CSU-Global APA guidelines. The CSU-Global Library is a good place to find these references.

Module 3

Capstone Project: Market Analysis (120 Points)

Use the Capstone Project Case Study (provided in Week 8 Assignments) to conduct a market analysis. In your market analysis, identify the segments (potential patients, physicians, etc.) and provide a summary of your findings. The market analysis produced will be used in the final submission of your Capstone Project.

Your well-written market analysis should meet the following requirements:

- Be 3-4 pages in length
- Formatted according to CSU-Global APA guidelines

Module 5

Capstone Project: Capstone Outline (50 Points)

This week you will submit an outline of your Capstone Project. Your outline should include the four sections listed in the Capstone Project description (introduction, assessment, recommendation, conclusion), with sources from your reference list (created in Week 2) linked to the appropriate section. Your outline should be detailed and specific.

Your well-written outline should meet the following requirements:

- Be 2-3 pages in length
- Be formatted according to CSU-Global APA guidelines

Module 8

Capstone Project: Providing Health Services in a Rural Community: A Report on Project Feasibility (600 Points)

Providing healthcare services to residents in rural areas has presented increased challenges that include access and cost. For your Capstone Project, you will be using a case study that focuses on Pocahontas Memorial Hospital located in Pocahontas County, West Virginia. For case study details, click here.

Pocahontas Memorial Hospital (PMH) would like to offer a comprehensive satellite health clinic within Pocahontas County. You have been contracted to prepare a report for the PMH Board of Directors that will guide them in determining the feasibility of doing this.

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

- Introduction: This is where you introduce your audience to what this report will cover.
Discussion of whether the organization’s mission statement and goals support the project

- Assessment: This is your evaluation of various factors that affect the feasibility and development of the project.
  - The environmental challenges, access for consumers, and technology required
  - A market analysis
  - A SWOT analysis
- Recommendations: This is where you detail your recommendations. Your recommendations should be based directly on what you outlined in your assessment.
  - Strategies for attracting healthcare professionals
  - Develop strategic initiatives
- Conclusion: This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of what can be done.

Your well-written report should meet the following requirements:

- Be 11–15 pages in length
- Be formatted according to the APA guidelines
- Include at least ten peer-reviewed references to support your report. The CSU-Global Library is a good place to find these sources.
- Include market analysis and SWOT analysis in the Appendix

Course Policies

Late Work
Students are permitted a 7 day grace period during which they may submit a Critical Thinking assignment after the original due date without penalty. Papers submitted between 8 and 14 days after the original due date will be accepted with a potential 10 percent reduction in grade for late submission. Papers submitted 15 or more days beyond the original due date may not be accepted unless prior arrangements have been made with the instructor. No Portfolios will be accepted late and no assignments will be accepted after the last day of class unless a student has requested an incomplete grade in accordance with the Incomplete Policy.

Course Grading

20% Discussion Participation
80% Capstone Project

Grading Scale and Policies

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<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
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<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<tr>
<td>C</td>
<td>70.0 – 74.9</td>
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<tr>
<td>D</td>
<td>60.0 – 69.9</td>
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<tr>
<td>F</td>
<td>59.9 or below</td>
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<tr>
<td>FN*</td>
<td>Failure for Nonparticipation</td>
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<tr>
<td>I**</td>
<td>Incomplete</td>
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</table>
* Students who stop attending class and fail the course for nonparticipation will be issued the “FN” grade. The FN grade may have implications for financial aid and scholarship awards.

** An “I” grade may be assigned at the Instructor’s discretion to students who are in good standing (passing) in the course. Students should have completed a majority of the coursework in order to be eligible for the “I” grade. Students should request an "I" grade from the Instructor with a written justification, which must include explanation of extenuating circumstances that prevented timely completion of the coursework. If the request is approved, the Instructor will require a written agreement consisting of a) the specific coursework to be completed, b) the plan to complete the coursework, and c) the deadline for completion. The agreement will be kept on file at CSU-Global Campus. An incomplete course must be satisfactorily completed within the time frame stipulated in the agreement, but no later than the end of the following semester from the date the “I” was given. An incomplete not removed within one year shall convert to an F and be included in the computation of the student’s grade point average.

** 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, plagiarism, unauthorized possession of academic materials, and falsification. The Student Handbook provides information on how students can avoid plagiarism by understanding what it is and how to use library and internet resources appropriately with proper citation. Please refer to the Academic Catalog for complete policies regarding plagiarism and academic dishonesty.

**APA**
Students are expected to follow the CSU-Global APA requirements when citing in APA (based on the APA Style Manual, 6th edition). For details on CSU-Global APA style, please review the APA resources located under the Library tab in Blackboard.

**Netiquette**
All posts and classroom communication must be conducted in a professional and respectful manner 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? Any derogatory or inappropriate comments regarding race, gender, age, religion, sexual orientation, are unacceptable and subject to disciplinary action. If you have concerns about something that has been said, please let your instructor know.

**Institutional Policies**
Refer to the Academic Catalog for comprehensive documentation of CSU-GC institutional policies.