

# HCMG 213: Healthcare Strategy & Management

Monday/Wednesday 12:00 - 1:30  
Colonial Penn Center Auditorium

Emi Terasawa  
emit@wharton.upenn.edu

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## 1 Logistics

### 1.1 Office Hours

Day/Time: Wednesday 2:30 - 4:00 or by appointment  
Location: Chestnut Room, Colonial Penn Center

### 1.2 Overview

This course presents a framework for strategy analysis grounded in economics and focusing on the healthcare industry. Specifically, we examine how healthcare organizations have gained, sustained, and lost competitive advantage amidst growing competition and significant change. Students will develop generalized skills in analyzing strategy and the ability to apply those skills in producer (e.g. pharmaceutical and biotech), purchaser (e.g. insurance), and provider (e.g. hospital and physician) sectors. The course is organized around a number of readings, problem sets, cases, and a required project.

### 1.3 Required Readings

Required readings will be posted/listed each week. These readings consist of two types:

1. Copyrighted articles you must purchase from Study.net
2. Articles posted on Webcafe

The recommended textbook for the course is *Economics of Strategy* by Besanko et al. (5th edition). This textbook is available at the Penn bookstore and on Amazon.com and is a good resource for the strategy topics we'll be covering. The relevant chapter numbers will be posted for the topics addressed.

### 1.4 Webcafe Access

Students who have a Wharton Computing account will automatically have access to Webcafe once they are registered for the class. Students who do not yet have a Wharton computing account can create one at: <http://accounts.wharton.upenn.edu> . If you have problems, contact the webcafe consultants at the WCIT computer consulting office or online.

## 2 Grading and Assignments

### 2.1 Grading Breakdown

- Participation: 10%  
Participation will be graded on both attendance and contribution (quality and quantity) in class.
- Problem sets and case write-up: 20%  
Regular problem sets will be assigned. You may collaborate with your classmates on these unless otherwise stated, however, each student must submit his or her own problem set. All problem sets must be typed. One extension will be granted upon request (excludes case write-ups).
- Project: 10%  
You will be asked to form teams of three students to work on a group project. Using primary and/or secondary data, you will prepare a strategic profile of a healthcare organization of your choice. The project includes both a written and a verbal component. Verbal presentations will be scheduled during class time.
- Quizzes: 10%  
There will be approximately three very brief in-class quizzes covering the basic concepts from assigned readings. Quiz dates will not be announced in advance.
- Midterm: 20%  
The midterm will cover material addressed in the first half of the course.
- Final exam: 30%  
The final exam will cover material from throughout the semester but will emphasize concepts from the second half of the course.

## 3 Class Policies

### 3.1 Phones and Laptops

Phones and laptops are not permitted in class. If laptops will be used in a particular class, you will be notified in advance.

### 3.2 Namecards

Please bring a namecard to class to ensure that you receive participation credit for your contributions. (A folded 8.5 x 11 sheet of paper will do.)