



St. George's University

34-Credit MBA in Multi-Sector Health Management Course Description

MGMT 900 Professional Practice:

Most individuals in this program will not have an undergraduate business degree. This lab course, offered during the first month, begins the online program and continues throughout the year, providing knowledge support in the specific areas of general management, accounting, finance, marketing and operations management. It will introduce basic accounting and financial functions, principles of general management, strategy, marketing, and operations - all delivered in the context of making effective managerial decisions within a global health organization case study - in order to enable students to understand how they contribute to business decisions in the health sector. The content of this course creates a "leveling" mechanism, providing a common knowledge foundation across individuals in each cohort, and works as a kind of "MBA boot-camp" for participants without a specific business background. Participants with an undergraduate degree in business, or an extensive business background, as profiled and approved during the admissions process, may waive this course. The course continues in the form of mentoring and coaching throughout the program as needed.

MGMT 901 Total Health Management

The course is offered during the second month of the program, and includes the initial residential week in Grenada. It introduces total health management as theory and functional practice, evolving out of SGU's concept of "one health: one medicine". Coursework covers application in the competency areas that are needed to be capable managers in individual organizational contexts, addressing performance, relationships, values and culture, sustainability and responsible leadership. The approach features high-level dialogue within the group, supplemented by readings, case studies, and online interaction before and after the residency. Topics include how we manage (or how we *should* manage), what our contribution is and should be, how mission develops, what

results mean in our context, how we understand performance, what our responsibilities are to ourselves, the people who work with us, and the communities we operate in, including managing relationships, our bosses and ourselves, social and emotional competence and leadership styles.

Students will gain a deeper and practical understanding of the organizational, political, social, economic, technological and ethical issues affecting health care organizations and enhance their core competencies to manage in times of significant change.

MGMT 902 Marketing & Innovation:

The course focuses on the two main functions of an organization (according to Peter Drucker) – marketing, and innovation – within the global health industry. Today’s health practitioners must learn how to leverage both demand (marketing) and supply (innovation) factors as they create their global resource ecosystem to bring health solutions to the marketplace – whether they are a health services, pharmaceutical, biotech, medical device or R&D service provider. Using case studies and team-research, health practitioners will learn how a health organization can maximize marketing, innovation, and business performance within large multinational enterprises, strategic partnerships and alliances, and entrepreneurial ventures. This course will address the knowledge and activities necessary to bring products, solutions, and/or services from conceptualization through launch, including regulatory requirements, diligence and capitalization, discovery and development sourcing, marketing, and management. An emphasis is on learning strategic and tactical frameworks and applying them with an awareness of the greater context of global industry trends and demand, supply, and cultural factors to drive value. Specific attention is given to the development of: effective business models and global resource location strategies; technology assessment and strategy; R&D and marketing strategies; capitalization and partnering strategies; execution plans; and management self-assessments. It will offer an understanding of consumer/patient behavior and the significance of key constituents (e.g., medical staff, R&D management, board of directors, community, legislators, payers and sales reps), the competitive environment, global innovation and brand management strategies, market research and market-driven strategies and advertising.

MGMT 903 Managerial Finance:

This course focuses on the application of financial analysis to financial and operating decisions in the health care industry at the managerial level. The objective is to provide tools for managing these functions and their staffs, but not to transform class participants into financial experts. Some areas covered include net present value of free cash flows, decision tree analysis, real options, and multiples. Participants will apply these skills to examine specific types of decisions/situations so that they can manage transactions such as estimating the value of a drug that is being developed, evaluating an R & D limited partnership; estimating the value of a pharmaceutical company using publicly available

data; identifying the alternatives for a new medical device company to price its products and raise funds; evaluating why a health system is unprofitable and develop action plans to turn it around.

MGMT 904 Economics of Health:

This course provides an understanding of the unique economic complexities of the rapidly changing health care environment. Through theory, case studies and analysis of current issues, this course addresses the including government intervention, uncertainty, asymmetric information and externalities.

Relying on economic principles of scarcity, efficiency, productivity, and market behavior, issues such as the demand for health care, the role of government and other actors in determining health care policy, the economic value of health, demand and supply, the micro-economics of treatment, market equilibrium, efficiency, whole systems evaluation, evidence based medicine and the diffusion of technologies as well as planning budgeting and monitoring mechanisms will be studied. The economic issues and impacts of a “total health management” approach to communities (which includes physicians, pharmacists, other health practitioners and consumers, as well as governments and insurers), and an understanding of social impacts are explored.

MGMT 905 Managerial Decision-Making:

Building on the student’s quantitative and qualitative background, this course uses these tools and goes beyond to address the various and complex decision situations unique to the senior manager. Content focuses on the structure and processes of developing and implementing strategy in the healthcare industry, providing an understanding of how to develop strategy that is consistent with the mission of the organization and its values, creates value for the consumer, and differentiates the institution. It will include approaches for evaluation of strategic alternatives, implementation, monitoring, and adjusting of strategies – for performance and results.

Through case studies, readings from classic management thinkers, and interaction with managers of the health sector actors, we will extend our knowledge of their challenges in meeting social and environmental responsibilities and managing organizational decision-making.

MGMT 906 Rights and Responsibility:

Employing law as a source of strategic advantage, this course introduces the various forces impacting the legal framework of the health care industry and offers an overview of the global and national rules and regulations affecting health care delivery, risk factors and potential liabilities, the principles that affect the form of organization and operational

decisions of health care providers globally, and the development of markets for health care products and services. Also considered are the social, moral, and ethical issues in attempting to balance the interests, needs and rights of citizens and those of society in developed and developing countries, and the professional and ethical responsibilities of the individual executive. The student will become familiar with the concepts and tactics available to various entities for managing a variety of risk (including professional and product liability, environmental effects, property losses, and work-related health and safety).

Select health care management topics and issues will be used to evaluate the rules, regulations and principles and develop ethical decision-making. The topics may include antitrust, private and public sector issues, intellectual property, the pharmaceutical industry, the North/South divide, professional and general liability, privacy and confidentiality, tax implications, regulatory oversight, globalization challenges and access to health care and conflicts of interest.

MGMT 920 The Multi-Sector Environment:

The total health management context reaches across sectors and provides the fundamental theme for SGU's MBA program. This course provides an extensive introduction to the social sector, exploring governance, legal implications, community and global dimensions, human resources, conflict resolution, negotiation and collaboration. We will consider the horizontal and vertical dimensions of providing health services. It will also explore managerial solutions to international health issues and issues within developing countries, the discovery and development activities for products such as therapeutics, vaccines or devices, the use of “appropriate technology solutions” or other mechanisms or businesses that advance health as framed by international initiatives such as the United Nations Global Compact. Discussions are supplemented with an overview of private, governmental and business sector concerns gained from educators, business, government, consumers, civil society organizations and other stakeholders.

MGMT 921 Health Informatics:

The intersection of information science, computer science, and health care creates a disciplinary arena dealing with the resources, devices, and methods required to optimize the acquisition, storage, retrieval, and use of information in health and biomedicine. Health informatics tools include not only computers but also clinical guidelines, formal medical terminologies, and information and communication systems. Although it will not prepare students for primary technology management positions, the class will provide a foundation to prepare them as managers and consultants to rely upon and manage information technology to accomplish their objectives. The managerial application of these concepts is explored through case studies and an overview of technology solutions, covering the responsibilities of the executive in supervising technical personnel, knowledge management and future developments. Students will also discuss the latest trends in health

care informatics, including: clinical information systems, administrative and management applications, e-commerce and e-health, privacy and security, and data warehousing and work on a project that examines one of these trends, explaining how it supports management decisions and improves health care operations.

MGMT 922 Health Systems:

An overview of private and public sector approaches to managing health at the macro level in various international settings provides a basis for critically addressing current initiatives, including how tough choices are made. Integrating economics, knowledge management, community needs and resources, private and public solutions, political issues and demographics, this course intensively focuses on current forces shaping health policies and actions. It examines the unique features of health care as a product, and the changing relationships between patients, physicians, hospitals, insurers, employers, communities, and government and their global effects. The course will also detail the health policy process, enabling students to understand how the process works and how policy is/can be influenced. The objective is to provide the most current overview of issues and implications for the manager to apply in a real-time context. It may examine: financing, delivery systems, long-term care and disease management, or the importance of epidemiology in assessing population health needs and risks. This course will feature debates, discussions and guest lectures.

MGMT 923 Crisis & Change Management:

This is the final course of the program, and includes the second and final residential week in Grenada, integrating content from across the curriculum. Live case studies featuring senior executives involved in situations form the basis for theories and practice of crisis and change management, disaster response, organizational continuity, crisis communications and recovery. Incident command, hazards and vulnerability are introduced, and community capacity building, public health concerns and governmental and nongovernmental coordination are addressed, providing managers tools for handling future change both inside their organizations, in their wider communities and globally. The class will prepare and present a project that brings together their specialized learning in Total Health and global health management. Students will learn the relativity of command and control and when to seek different styles of conflict resolution; students will learn the theory/art of negotiations and will finish the course as more effective and reflective negotiators.