Note: This is the text only version of the syllabus. All media are accessible only through the course site online.

Course Description
Marketing Management for Health Services Organizations is a two-course sequence that provides a comprehensive examination of the marketing environment facing the global health care industry, including their stakeholder components: patients, hospitals, clinics, physicians, rehabilitation services, insurance companies, and pharmaceutical companies. The Nature of Markets course covers the background for a strategic marketing plan: assessing the health care environment, research, health care consumer research, segmentation, targeting and positioning, and best marketing practices in health care. A major focus of the course is the development of a Health Services Situation Analysis Report for an actual organization. This project will be conducted by a team of Health Care MBA students with yourself as a team member. The project will continue in MBAD 6273 class, Marketing Decisions, with the work undertaken in MBAD 6272 as the background in the creation of a Marketing Plan for the same organization.

Course Objectives
As a result of participating in the learning experiences in this course, you will be able to:

1. Comprehend the critical environmental forces that shape Health Services Marketing.
2. Apply fundamental marketing concepts to health services organizations and health care industry issues.
3. Create a Situation Analysis Report for a health care provider or another organization within the health services industry.
4. Understand core marketing theories including buyer behavior models, services marketing strategies and branding as they apply to health services organizations.
5. Have a grasp of various frameworks for health services marketing decision making and apply these frameworks to current case studies of health organizations.
6. Examine best marketing practices in the health care sector focusing on leading organizations.
Course Resources
Required Texts, Case and Readings

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Case</td>
<td><em>Metabolic: Pricing, Packaging, and Demand Forecasting for a New Weight-Loss Drug</em>, Harvard Business Publishing, April 14, 2010, 9 pages; Product # 4183-PDF-ENG (To purchase at a discount use this link <a href="https://cb.hbsp.harvard.edu/cbmr/access/25629221">https://cb.hbsp.harvard.edu/cbmr/access/25629221</a></td>
</tr>
<tr>
<td>Article</td>
<td>L. Berry and N. Bendapudi, “Clueing In on Customers,” Harvard Business Review, 2007. A PDF of the article will be provided to you.</td>
</tr>
</tbody>
</table>

Sessions and Days of the Week
The course is divided into seven weekly sessions. Due dates for assignments and discussions are stated in Day numbers. Day One is Monday, the first day beginning each Weekly session.

Day One  Monday
Day Two   Tuesday
Day Three Wednesday
Day Four  Thursday
Day Five  Friday
Day Six   Saturday
Day Seven Sunday

Assignments are due no later than 11:59 pm in your time zone, on the day that is stated in the assignments section.

Course Outline
Week One: Health Care Marketing: History & Context
Readings: Read Thomas Chapter 1,
Case – Southern Baptist Hospital (see link in Week One; review discussion questions at end of the SBH case);
GWU Academic Code (particularly Section 1)
(www.gwu.edu/~ntegrity/code.html); and Proper form for footnotes and endnotes
(http://oberlin.edu/faculty/svolk/citation.htm)

Week Two: Basic Marketing & the Health Care Organization
Readings: Read Thomas Chapters 2,3; Berkowitz Chapter 1; Thermal Angel case material
Case: 2.1

Week Three: Understanding Health Care Markets & the Health Care Environment
Readings: Read Thomas Chapters 4 & 7; Berkowitz Chapter 3
Case: 4.1

Week Four: Health Care Consumers and Consumer Behavior
Readings: Read Thomas Chapter 5; Berkowitz Chapter 4; Berry “Clueing In on Customers” PDF,
Case: 5.1
**Week Five:** Using Marketing Research & Information Systems  
**Readings:** Read Thomas Chapters 14, 16; Berkowitz Chapter 5  
**Cases:** 14.2 and 16.2  
**Review BB material on GWU Hospital’s Spine Center creation**

**Week Six:** Mid-Term Examination, Demand Forecasting/ATAR model  
**Readings:** Read Thomas Chapter 8; Berkowitz Chapter 2;  
**Mid-Term: Applying Nature of Market’s concepts to Your industry and Organization**

**Week Seven:** Applications in Health Care Marketing  
**Readings:**  
**Read Case:** “Metabical: Pricing, Packaging, and Demand Forecasting for a new Weight-Loss Drug”  

**Course Grading**  
For any graded learning activity i.e. assignments, discussions, case study, marketing plan, etc., you will be assigned a letter grade based upon the following distribution:

<table>
<thead>
<tr>
<th>Grade Scale</th>
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<tbody>
<tr>
<td>95-100</td>
<td>A</td>
</tr>
<tr>
<td>91-94</td>
<td>A-</td>
</tr>
<tr>
<td>88-90</td>
<td>B+</td>
</tr>
<tr>
<td>85-87</td>
<td>B</td>
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<tr>
<td>81-84</td>
<td>B-</td>
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<td>78-80</td>
<td>C+</td>
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<tr>
<td>75-77</td>
<td>C</td>
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<tr>
<td>71-74</td>
<td>C-</td>
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<tr>
<td>68-70</td>
<td>D+</td>
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<tr>
<td>65-67</td>
<td>D</td>
</tr>
<tr>
<td>62-64</td>
<td>D-</td>
</tr>
<tr>
<td>0-61</td>
<td>F</td>
</tr>
</tbody>
</table>

**Grading Distribution (Weights on Components of Course Deliverables/Requirements)**  
Your final grade for this course will be derived from the following:

1. Weekly Assignments/Class Participation — 30%  
2. Quiz — 30%  
3. Situation Analysis Report Project — 40%

**Weekly Assignments/Class Participation - 30%**  
Weekly Assignments include answering and posting assigned questions based upon the text readings and mini-cases. Responses to discussion questions are posted on Blackboard for student commentary. Participation includes reading the chapters, discussion with other participants about current healthcare marketing issues, and involvement in the weekly project work with your team mates. There are five (5) mandatory chat sessions in weeks 1-5. Each student is allowed one excused absence.
The weekly assignments will be out of 20 points. You can earn a maximum of 15 points based upon your answers to the questions and 5 points for your response to the posts of at least two classmates. Refer to the Weekly Assignments Rubric below:

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
</table>
| 15     | Complete and insightful discussion of questions.  
        | Submission goes beyond a regurgitation of material in the text. |
| 13     | Satisfactory job.  
        | Answered questions displaying good appreciation of text material. |
| 11     | Average job.  
        | Somewhat cursory in answers provided. |
| 9      | Weak job.  
        | Very cursory and little depth to responses. |
| 7      | Very weak job. |
| 5      | Extremely weak job. |

**Quiz - 30%**
A quiz will be given during week six of the MBAD 6272 course. Quiz questions will be posted by Friday of Week Six and answers are due back by the following Monday. The quiz will be based on the "Metabical" case. More details will follow. It is designed to be completed in approximately three hours.

**Situation Analysis Report - 40%**
You will be assigned to a team of 5-6 class members. Your team will select a health care organization/business and create a situation analysis report for that organization or business, presenting your report in a paper of approximately 15-20 pages. Several phases of activities during the course will lead your team to the completion of your final paper. In addition, you will be graded on your review and assessment of another team’s marketing situation analysis.

Your report should follow the instructions for a situation analysis found in an Attachment to the course syllabus. This attachment provides a full outline to be used for your team’s Situation Analysis report. This Attachment is found under “Projects” in your Blackboard course site for MBAD 6272. There is also an annotated PowerPoint presentation by Professor Dyer that offers further guidance about the team project. You also have supporting material on conducting a Situation Analysis in your Thomas textbook.
In the next marketing course module for your MBA program, MBA 6273 - Marketing Decisions, your team will build upon the MBAD 6272 situation analysis report to create a complete marketing plan for the same firm or organization that served as your client for the situation analysis assignment. Your 6273 project team members will be the same as in the 6272 course.

Your team will submit its Situation Analysis report in Week 7. Use the recommended outline in the Attachment and material in the text to see that all the aspects of the Situation Analysis report document have been covered. During Week One of the course you will be given the names and contact information of your team members. It is important that your team select your client health services organization as soon as possible. In Week Two you will be asked to submit a short proposal covering the who, what, where and when of the target organization. Your Instructor and Facilitator will approve the Situation Analysis Report organization and topic during Week Two so that your team can move forward with its research.

You will also need to submit a progress report and an outline of the final report paper during Week Four. The culmination of this project is a 15-20 page final paper, supported by a PowerPoint presentation. The paper should include an Executive Summary, Table of Contents, and Footnotes or Endnotes. This work is submitted during Week Seven of the course.

An important feature of this project is participating in a small team feedback session at the end of the course. Your team will present your Situation Analysis via a narrated PowerPoint document to another team of 5-6 colleagues and be prepared to defend it. They, in turn will present their project findings to your team for similar feedback. This team round-robin feedback occurs during Week Seven of the course.

10% of your grade in the project will be based upon your own review of another team’s project.

In summary, your Strategic Analysis Report accounts for 40% of the overall course grade. Within this 40%:

- 65% is based on the final paper.
- 15% is based on the PowerPoint presentation.
- 10% is based on the peer review of another team’s plan.
- 10% is based on the activities before the final paper (proposal, progress reports)

**Note:** While your team’s grade will be equal to your individual grades, team members will be given the opportunity to review their teammates at the end of the semester. Facilitators reserve the right to adjust particular team member grades based upon exceptional or poor contribution to the team project.

You can earn a maximum number of 400 points on this project. Refer to the Strategic Analysis Report below:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal</td>
<td>10</td>
<td>2.5%</td>
</tr>
<tr>
<td>Progress Report</td>
<td>10</td>
<td>2.5%</td>
</tr>
<tr>
<td>Outline of Introduction, Situation Analysis &amp; SWOT</td>
<td>10</td>
<td>2.5%</td>
</tr>
<tr>
<td>Outline of Remaining Sections of the Plan</td>
<td>10</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
Final Paper

The major factors in the assessment of the paper are:

- Followed the Situation Analysis Format in the attachment with good depth in each section. (60 points)
- Demonstrated a strong graduate-level performance in research and documentation (interviews and source material cited). (60 points)
- Developed a reasonably comprehensive Situation Analysis and SWOT; offered strategic insights; and provided some tactical detail. (80 points)
- Demonstrated professionalism in the paper in terms of appearance, organization, and writing style. (60 points)

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<tbody>
<tr>
<td>PowerPoint Presentation</td>
<td>60</td>
<td>15%</td>
</tr>
<tr>
<td>Peer Review</td>
<td>40</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Expectations

Many of the learning activities require you to share your opinions with your classmates. It is, therefore, very important that you, as well as your classmates, post on the discussion boards and submit assignments on a timely basis. Timely submission will enrich that week’s discussion and your learning. Since marketing, of course, is a combination of art and science, feedback and discussion of best practices in health care marketing on a disciplined, timely basis facilitates the learning process.

Delays

The penalty for late assignments is 5% per day of delay. If for any reason you are unable to meet any assignment deadline, contact your Course Facilitator. A day is defined as that period of 24 hours from Midnight to Midnight. All assignments must be completed. Extensions may be granted under mitigating circumstances.

Virtual Office Hours and Chats: Professor Dyer will host bi-weekly presentations/discussions as noted in the detailed summary of the course below. These are mandatory and will use the Blackboard Collaborate capabilities which students will access from the Main Course site in BB. Students can ask questions about the course, the assignments, and the project, as well as inquire about health care marketing in general. The combination of the 6272 and 6273 modules will have discussions with virtual lecturers each of the following health care sectors: medical devices, pharmaceuticals, clinical practices, hospitals and health care systems, and technology for sports injury prevention. Students who have a conflict will be able to review a recording of the session, but you should make every effort to attend the live session. Your Discussion Section Facilitator will host bi-weekly chat sessions from the Discussions Section BB site as outlined below. These are also mandatory. Both the instructor and facilitator sessions will be on Thursdays, 9-10 pm est.

Your facilitator is a valuable resource for you in taking this course. Each Facilitator will have a QA board on Blackboard. Post any questions you have for your Facilitator to their QA board in your Discussion Section of BB, rather than sending the questions by email (unless it is a
personal matter, in which case email is fine). If you have technical questions about the Blackboard System and your posting of assignments please contact the MBA Office.

The table below lists the weekly summaries of all graded activities.

<table>
<thead>
<tr>
<th>Week One: Health Care Marketing—History and Basic Marketing Concepts</th>
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</table>

**Assignment One**
- Complete this assignment by Day 3 of Week 1 and post it to your Facilitator’s discussion board (facilitators will be assigned during Week 1).
- Compose a short biographical sketch of yourself in which you state:
  - Your name.
  - Your academic background.
  - Your work background and current occupation.
  - What you hope to get out of this course.
  - The country/state/time zone (very important for group assignment!) which you will be in while completing this course.
- For the group project, please indicate if there is anyone in the section you would like to be grouped with.

Create your post as a **NEW** response, not a reply, and title it with your **name**.

**Assignment Two**  
**Note:** No written work is due concerning this assignment. Each student should initiate contact with their fellow team members during Week One. Each team member is expected to suggest one or more organizations about their possibly becoming the "client" for your situation analysis report and subsequent marketing plan projects. Check out their Web sites, available literature, etc. and make a few phone calls to line-up managers connected with their marketing efforts to meet with as soon as possible. Once you have done some preliminary thinking about our “clients” for the project please initiate contact with your team members online and perhaps by conference call to select the client organization. (note: it is permissible to use your own employers as a client, but the work conducted must be independent of your job requirements. It is very important that you have a single person who is the main contact person for your client organization.)

**Assignment Three**  
**Note:** No written work is due concerning this assignment.
- Read the case Southern Baptist Hospital and be prepared to discuss the questions at the end of the case. The case is available in **BB Files** in the main course site.

**Reminder**, the following assignment is due in Week Two:  
*Proposal for the Situation Analysis Report*

*N: Professor Dyer will hold an on-line session (An Introduction to the Nature of Markets/MBAD 6272) on BB’s Collaborate on the Main Course Site on Thursday, 9-10 pm*
est. He will also lead a discussion of the Southern Baptist Hospital case. Your facilitator will also be in contact with you this week to provide additional detail about the course project and your team assignment.

Week Two: Basic Marketing Concepts & The Health Care Organization

Proposal for the Situation Analysis Report

Your Instructor and Facilitator must approve the Situation Analysis topic before you proceed with the rest of your project. You will submit a brief proposal describing your client organization for the Situation Analysis and the expected scope of your plan. In Week Two each team should:

1. Write a one-page proposal that covers the who, what, where and when of your target organization.
2. Include a list of your contacts with the organization and a time line for your project.
3. Compose your proposal as an MS Word document and have one member of your team submit it to BlackBoard (Group Assignments tab) by Day Three, Week Two. CLEARLY label this with the team number or letter assigned to your group.
4. Your Facilitator working with your course Instructor will give you feedback by Day Seven, Week Two about your project and proposal, as a reply to the post. Then you can begin the actual Situation Analysis development process.

Assignment One
1. Complete this assignment by Day Seven of this week.
2. Respond to the questions concerning Case 2.1, pp. 50-51 of the Thomas text. Post your answer (as a new post, not a reply) in the Discussion area in the thread titled Week Two Assignment One and then respond to at least two other participant’s comments by no later than 11:59 p.m. (your time zone) on Day Seven of this week.

Assignment Two
1. Date and Time TBD
2. Based upon Case 2.1 in your Thomas text and your responses to the questions regarding this case, participate in a chat session with your course colleagues and facilitator. Your facilitator will give you details about the date and time of this session. (No additional written work or posting on Blackboard is required).

Reminder, the following assignment is due in Week Three:

Progress Report for Situation Analysis Project

NB: Your Discussion Section Facilitator will hold a chat on your section’s Collaborate Site about this week’s case and the course project this week on Thursday 9-10 pm est.

Week Three: Understanding Health Care Marketing & Its Environment

Progress Report for Situation Analysis Project
1. Complete the collection of all the secondary data for your project.
2. Conduct necessary site visits and interviews with your client's staff related to the Situation Analysis Report.

3. Write a short progress report concerning the above activities and show your time line for completing the project (if it now differs from the time line in your proposal).

4. Compose your report as an MS Word document and have one member of your team submit it to your Facilitator via BlackBoard (Group Assignments tab) by Day Seven, Week Three. CLEARLY label this with the team number or letter assigned to your group.

Assignment One

1. Complete this assignment by Day Seven of this week.
2. Respond to the questions concerning Case 4.1, pp. 111-113, in your Thomas textbook.
3. Post your answers (as a new post, not a reply) in the Discussion area in the thread titled Week Three-Assignment One and then reply to at least two other participant's comments by no later than 11:59 p.m. (your time zone) on Day Seven of this week.

Assignment Two

1. Complete this assignment by Day Seven of this week.
2. Participate in a discussion of the questions concerning Case 4.1 in your Weekly Chat Session with your facilitator, date and time TBD. (No written work or Blackboard posting is required).

Reminder, the following assignments are due in Week Four:

Outline of the Introduction and Situational Analysis

NB: Professor Dyer will hold an on-line session on Thursday, 9-10 pm est discussing this week's case and introduce additional material tied to your project. An Guest Speaker from a company in the Medical Device Industry is scheduled as well.

Week Four: Health Care Consumers and Consumer Behavior

Outline of the Introduction, Situation Analysis & SWOT

1. Develop an outline of the Introduction and Situation Analysis sections of your Report, including as much information as possible for each section in order to receive the most feedback from your Facilitator. The outline format that you must use is found in the 6272 Course Outline/Syllabus Attachment.
2. Compose your outline in an MS Word document and have one member of your team submit it to your Facilitator via Blackboard (Group Assignment Tab) by Day Seven, Week Four. CLEARLY label it with the group letter/number assigned to your group.
3. Your Facilitator will reply back with brief feedback.

Assignment One

1. Complete this assignment by Day Seven of this week.
2. Respond to the questions concerning Case 5.1 in your Thomas text, pp. 152-154.
3. Post your answers (as a new post, not a reply) in the Discussion area in the thread titled Week Four-Assignment One and then reply to at least two other participant's comments by no later than 11:59 p.m. (your time zone) on Day Seven of this week.

Assignment Two (remove strike outs below)
1. Based upon Case 5.1 in your Thomas text and your responses to the questions regarding this case, participate in a chat session with your course colleagues and facilitator. Your facilitator will give you details about the date and time of this session. (No additional written work or posting on Blackboard is required).

Assignment Three

1. Outline your team’s plan for conducting consumer and marketing research for your project. Begin by listing (in order of importance) your information needs about the market, industry, your competition, and consumer behavior.

NB: Your facilitator will host a chat session on this week’s case and project-related questions in your Discussion Section Collaborate site on Thursday, 9-10 pm.

Week Five: Using Marketing Research and Information Systems

Assignment One

1. Complete this assignment by Day Seven of this week.
2. Respond to the questions concerning Case 14.2 in your Thomas text, pp. 393-396.
3. Post your answers (as a new post, not a reply) in the Discussion area in the thread titled Week Five Assignment One and respond to at least two other participant’s comments by no later than 11:59 p.m. (your time zone) on Day Seven of this week.

Assignment Two

1. Complete this assignment by Day Seven of this week.
2. Participate in a discussion of case 14.2 with your colleagues and facilitator in your weekly chat sessions. (No written work or Blackboard postings are required.

NB: Professor Dyer will hold a chat session covering this week’s written case and additional material on the Main Course site on Thursday, 9-10 pm. A discussion of GWU Hospital’s creation of the Spine Center is scheduled for this session as well.

Reminder, the following assignments are due in Week Six:

1. Outline of the Remaining Sections of the Plan
2. Quiz: The quiz is designed to be completed in three hours or less. The questions for the quiz will be available via BlackBoard to all students by Day Five, Week Six. Your quiz responses should be submitted via BlackBoard by Day One, Week Seven. The quiz will not be available after midnight of Day 1, Week 7.

NB: Professor Dyer will hold a chat session covering this week’s written case and additional material on the Main Course site on Thursday, 9-10 pm. A discussion of GWU Hospital’s creation of the Spine Center is scheduled for this session as well.
Hospital's creation of its Spine Center is scheduled for this session as well.

**Week Six: Mid Term Examination**

**Outline of the Remaining Sections of the Plan**

1. Write the outline for the remaining sections of your Situation Analysis Report. Refer to the Attachment for details. Include as much information as possible for each section in order to receive the most feedback from your Facilitator.
2. Compose your outline in an MS Word document and have one member of your team submit it to BlackBoard (Group Assignments tab) by Day Seven, Week Six. Clearly label with the letter or number assigned to your group.
3. Your Facilitator will reply back with brief feedback.

**Quiz**

1. Complete your quiz by Day One, Week Seven at midnight.
2. Submit your quiz via BlackBoard to your Facilitator.

**Reminder**, the following assignments are due in Week Seven:

1. *Final Paper and PowerPoint Presentation*

2. *Peer Review*

**NB:** Your facilitator will hold a chat session covering questions about the Mid-Term Exam and project-related questions on the Discussion Section BB site on Thursday, 9-10 pm est.

**Week Seven: Applying MBAD 6272 concepts to Health Care Marketing Cases**

**NB:** There will be a presentation by guest lecturer Anna Anderson and Prof. Dyer on PESTEL/ATAR forecasting for the Pharmaceutical Industry and Metabolic on Thursday (9-10 pm est) on BB Collaborate on the main course site.

**Assignment One:**

*Respond to the Discussion Questions about the Case Study 8.1, pp. 240 & 241, Thomas text; assigned for this week.* Post your answers (as a new post, not a reply) in the Discussion area in the thread titled *Week Seven-Assignment One* and respond to at least two other participant's comments by no later than 11:59 p.m. (your time zone) on Day Seven of this week.

**Assignment Two: Peer Review**

Your team will be paired with another team. One person from each team should post the Paper and PPT to the Discussion Board labeled Peer Review for the assigned Peer Review team no later than 11:59 p.m. on Day Three of Week 7. Label your post clearly with YOUR team number/letter. The task is to provide feedback, constructive criticism, and ideas on another
team's report. Each team will act in the role of a (constructively) critical client. Also be prepared to defend your own report.

Decide with your team how the work should be distributed—every member must review at least one section and then these reviews must be merged into a single document.

As you review, act in the role of a (constructively) critical client. Write comments, suggestions, and any other feedback in 1 to 2 pages of outlined material. Your outlined material should cover the same areas as the Final Paper criteria in the Rubric.

Post the completed Peer Review as a reply to the same Discussion Board labeled Peer Review. For example, Group 1 will post their peer review feedback for Group 2 as a reply to the Group 2 paper and ppt post. Please ALSO submit your peer review to the Group Assignments/Peer Review assignment area in BB for grading. Both are due no later than 11:59 p.m. your time zone on Day Five of Week 7.

Check the Peer Review discussion board to access the review of your teams' plan. You may want to respond to the review with your reactions and comments. If so, please reply in the same thread in the Peer Review Discussion Board so we can keep everything in one place.

Assignment Three:

**Final Paper and PowerPoint Presentation**
1. Complete the final paper as an MS Word document (not a PDF)
2. See above for Peer Review process
3. The FINAL paper (which may include modifications from the Peer Review process) should be submitted by one member of the team to the Group Assignments tab no later than 11:59 p.m. on Day Seven of Week 7. This will be reviewed and graded by your Facilitator.
4. Create a PowerPoint presentation based on your Paper (maximum 20 slides). You have the option of making the presentation graphically rich and not just a plain text with bullets presentation. Visual appeal and design is a factor, although less important than organization and content. The FINAL PPT (which may include modifications from the Peer Review process) should be submitted by one member of the team to the Group Assignments tab no later than 11:59 p.m. on Day Seven of Week 7. This will be reviewed and graded by your Facilitator.

Assignment Four:
1. Read the Metabical Case and prepare for a discussion of questions associated with the case. Note: there is no written work for this case.