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Course Syllabus: Strategic Management and Commissioning

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I. Course Description:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of public health organizations. It is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term success in the face of uncertainty and competition, especially in a dynamic environment such as healthcare services.

On the other side, commissioning is a complex and challenging process, requiring commissioners to adopt a proactive, strategic role in planning, designing and implementing health care services required. Purchasing mechanisms such as commissioning (also known as strategic purchasing), aims to ensure that health care services provided effectively, cost effectively, and meet population health needs. The commissioner has to decide which services should be purchased, who should provide them and how they should be paid for.

Strategic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes service consumers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together and builds on all the ideas, concepts, and theories from other courses such as Accounting, Economics, Finance, Marketing, Organizational Behaviours, Human Resources, Planning, and Statistics.

The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy. The key strategic business decisions of concern in this course involve choosing competitive strategies, creating competitive advantages, taking advantage of external opportunities, securing and defending sustainable market positions, and allocating critical resources over long periods. Decisions such as these can only be made effectively by viewing a firm holistically, and over the long term.

Therefore, strategic management and commissioning course demonstrates a set of related activities to assess the health care needs of a population, identify health care services required to meet those needs within a strategic framework, provide those services, and evaluate the health outcomes.

This course provides health care managers with the knowledge and skills required to understand the key political and strategic issues involved, and to carry out high quality, evidence based commissioning for health and social care. It also provides both a theoretical background and practical skills of core commissioning concepts, theories and techniques.

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Students' Performance Objectives:

On completion of this course candidates will be able to:

- 1) Explain the key concept and principles of strategic management and differentiate among the three main levels of strategy.
- 2) Outline the major components of the strategic management process.
- 3) Acquire a set of useful analytical skills, tools and techniques for analysing a company strategically,
- 4) Apply theories and models of strategic management on health and related health services.
- 5) Allocate effectively health care resources: material, financial and human resources.
- 6) Contribute effectively to strategy formulation, implementation and evaluation in health care organizations.
- 7) Describe broader commissioning process and policy context to assess community health care needs.
- 8) Respond strategically to the health care needs of the community.
- 9) Lead effectively in collaborative commissioning contexts and evaluate health care services that lead to predetermined health and social outcomes.
- 10) Improve best practices with regard to leading and commissioning.
- 11) Develop a range of skills that support effective commissioning role for health care managers, practitioners and commissioners in a rapidly changing environment.

II. Evaluation and Requirements:

Attendance Policy:

Students are required to attend all classes and be prepared for the topic introduced. Students' absenteeism will be legalized according to each university policy.

Grade Determination:

The assigned syllabus is assessed and evaluated through: feedback and the skills that are acquired by the students. The tools:

1. Summative evaluation through the final exam.
2. Formative evaluation through:
 - a) Presentation
 - b) Case study.



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- c) Group assignment.
- d) Mid-term exam.

The following table clarifies the organization of the assessment schedule:

Presentation	10 %
Case Study	10 %
Groups' assignment	10 %
Mid-term exam	20%
Final exam	50%
Total	100%

Grading:

- A: 90-00%
- B: 80-89%
- C: 70-79%
- D: 60-69%
- E: Below 60%



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III. Instructional Materials:

- Lecture.
- Group discussion.
- Presentation.
- Group work.
- Case Study.
- Problem solving.
- Text Books:
 - Effective Commissioning in Health and Social Care by Richard Field and Judy Oliver
 - Textbook. Grant, R. and Jordan, J. 2012. Foundations of Strategy. NY: John Wiley & Sons, Ltd.
 - Oxford Brookes University (2014). Commissioning for health and social care. British Library cataloguing

Weekly Class Schedule:

Date	Unit	Topics
Week 1		– An Introduction to commissioning and procurement.
Week 2	Unit One	Analysis – Why when and how to commission.
Week 3		– Conducting strategic needs assessment.
Week 4		– Mapping resources.
Week 5		Presentations
Week 6	Unit Two	Plan – Strategic analysis tools for commissioning.
Week 7		– Managing the strategy and communicating with stakeholders.
Week 8		– Towards effective service design.
Week 9	Unit Three	Secure Services – Market facilitation.
Week 10		Mid-term Exam
Week 11		– Procurement and the contracting process.
Week 12		– Contracting for personalized services.
Week 13	Unit Four	Review – Managing service performance.
Week 14		– Decommissioning.
Week 15		FINAL EXAM

IV. Final Exam

The final exam will comprise both a short case study and a number of conventional examination type questions. The exam assesses comprehension of, and ability to describe strategic management concepts, theories and principles. Particular emphasis is given to global and cross-cultural issues, social responsibility, health delivery settings and ethics. The final examination specifically requires students to apply past learning in addressing the case and examination questions.

V. Further Readings (Recommended Literature)

1. Rees, J., Miller, R. and Buckingham, H. (2014). Public sector commissioning of local mental health services from the third sector, Third Sector Research Centre Working Paper 122, May 2014.
2. Clark, Michael, Ryan, Tony and Dixon, Nick (2015). Commissioning for better outcomes in mental health care: testing Alliance Contracting as an enabling framework. *Mental Health and Social Inclusion*, 19 (4). ISSN 2042-8308.
3. Glasby, J. (ed.) *Commissioning for health and well-being: An Introduction*. Bristol: Policy Press, 2012.
4. What is Strategy? by Michael Porter, *Harvard Business Review*, November-December 1996.
5. What is Strategic Management? by Jaren Harris, Ming-Jer Chen, Gregory Fairchild, R. Edward Freeman, S. Venkatraman, and Jenny Mead; Darden note/case.
6. An Introductory Note on the Case Method,” by John S. Haywood-Farmer; Richard Ivey School of Business note/case.
7. “How to Discuss A Case,” by William Ellet (From *The Case Study Handbook: How to Read, Discuss and Write Persuasively About Cases*).
8. *Creating Competitive Advantage*,” by Pankaj Ghemawat and Jan W. Rivkin, HBS background note.

Related Websites:

<https://ukhealthshow.com/commissioning-in-healthcare/>

<https://www.gov.uk/government/organisations/department-of-health>

<http://www.birmingham.ac.uk/schools/social-policy/departments/health-services-management-centre/news/2013/11/commissioning-health-and-wellbeing.aspx>

<https://www.england.nhs.uk/commissioning/>



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