

WATERLOO | PHARMACY

PHARM360: Fundamental Principles of Management

Spring Term; 0.5 CR

Course description

PHARM 360 employs a modular format to teach the international strategic management principles behind marketing, operations, finance and accounting, and human resources management in an integrated fashion. The fundamentals of corporate business administration and management are approached in a modular format that attempts to recreate the *in tandem* environment of a functional firm. The A.P.I.C. (Analysis, Planning, Implementation, Control) Strategic Management model is not only taught and practiced, but also guides temporal placement of learning modules.

Essential concepts are conveyed via a combination of didactic and practical approaches including: lectures, student-led discussion, student group presentation, seminar, guest lecture, case analyses, role playing, debate, class discussion and readings.

This program is divided into 2 modules, each running for a six week period over the Spring Term of year 3.

PHARM 360: Fundamentals Principles of Management

This course will run for the second six weeks (6 hours per week; 2X2 hour tutorials--for 6 weeks) of the Spring Term, from mid/late-June to the end of July.

This course meets PLOT objectives: 1.1, 1.6, 2.2, 2.3, 3.1

Prerequisites

None.

Background

The ability to manage projects and people is a critical learning component of arguably any role and the injection of strategy into every level of this ongoing task is the key to alignment of goals and outcomes. However, successful management of higher organizations requires first a thorough and honest assessment of self followed by the strategic management of self...e.g. personal time and financial strategic management. The discipline of Pharmacy is diverse and versatile and operates at the interface between clinical practice and enterprise; between physician and patient, and as such requires appropriate business and leadership skills to adeptly plan and operate.

The stigmatic viewpoint that business taints the purity of science has successfully separated these two areas with very little exposure of one to the other, despite the fact that a functional business model must underlie every clinical practice for it to be sustainable. Pharmacy is an extremely versatile profession that paves the way to superior positions in private and public sectors alike, while also providing a strong potential for entrepreneurial endeavour. However, management skills offered by Canadian pharmacy programs have been deemed lacking in their ability to equip their graduates to confidently follow less conforming routes due to a recognized dearth in management training.

Rationale

In order to effectively graduate leaders that are capable of *leading and evolving the meaning of pharmacy into the future* the need for real personal and organizational management and leadership skills is strong and bridges a major RECOGNIZED GAP in pharmacy educational curricula. The course proposed here aims to address and fill this gap with an MBA-style strategic management program designed to equip leaders with the necessary personal, functional, business and corporate level skills to confidently and adeptly follow any path of their choosing.

Course objectives

By the end of this course students should be able to:

- Create a strategic management plan for an existing business, an entrepreneurial endeavor, or a new project.
- Adeptly judge potential management decisions and strategies
- Build strong, confident decision making capabilities, and the skills to justify decisions with knowledge and evidence-based reason.
- Improve and consistently apply professional written and oral business presentation skills.
- Assess and further develop team building and leadership skills, and experience.

Contact information

Business Program Coordinator:

Roderick A. Slavcev, Ph.D., MBA, MSB, C.Biol.
Assistant Professor, Pharmaceutical Sciences
SDM Professor of Business and Entrepreneurship

Course instructors:

Roderick A. Slavcev, Ph.D., MBA, MSB, C.Biol.
Office: 5008 (Pharmacy)
Email: roderick.slavcev@mediphage.ca
Phone: 519.888.4567 ext. 21301

Michael Sullivan, RPh, BSP, MBA
President, Cubic Health Inc.
Professor, School of Pharmacy
Office phone: 416.203.1446.
Fax: 416.203.6202.
Email: msullivan@cubichealth.ca

Guest lecturers

Office Hours: Monday, 1:00 -3:00 am or by appointment.

Course Times

Course Duration: 6 weeks-Spring 2010

Mondays: 1:30 – 4:20 pm

Thursdays: 8:30 – 11:20 am

Thursdays: 5:00– 6:50 pm

Fridays: 3:00 – 4:50 pm (Journal Club)***

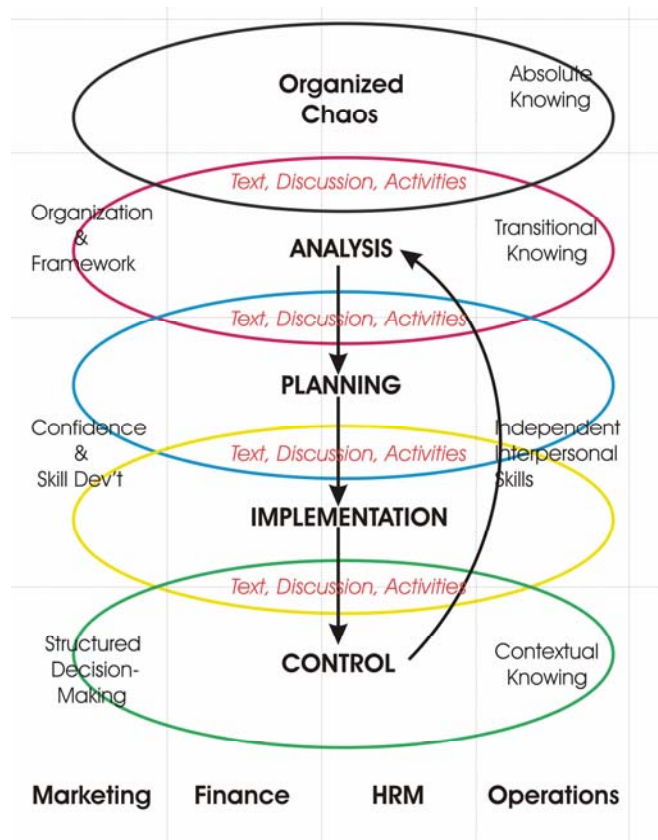
*** Journal Club will be held weekly during the Friday tutorial period for student presentations.

Resources

The required readings and texts for this course would be comprised of selected articles and text selections and key chapters to be provided.

- Selected Readings made available on ACE
- Please note that course material will not be available on ACE after the end of the Spring semester, therefore, students need to download any information that they may require for reference purposes.
- Required materials: iClickers are required for this course.

Course Concept Map



This integrated course is a fundamental component of the Pharmacy business curriculum that seeks to order executive management skills strategically in both time and learning logic.

The gold standard APIC framework serves as the temporal framework for knowledge transfer and teaching activities while covering the four functional levels of business in an integrated format throughout. The third dimension here is to focus primarily on the teaching and student learning processes up front, then transitioning to higher level application of knowledge and skills.

Course topics

Week of:	Module 3: Implementation	Lecturer	Tutorial
June 21 st :	June 21 st :	R. Slavcev	June 24 th :

	<ul style="list-style-type: none"> Strategic Human Resources Management <ul style="list-style-type: none"> Work systems, human resource flow and reward systems Organizational Culture <p>June 24th:</p> <ul style="list-style-type: none"> Strategic HR management for pharmacists 	<u>Guest: (SDM)</u>	<ul style="list-style-type: none"> sHRM Case study <p>June 25th:</p> <ul style="list-style-type: none"> <u>Journal Club:</u> Grp. 13, 14, 15
June 28th	<p>June 28th:</p> <ul style="list-style-type: none"> Entrepreneurship Principles and Strategy <p>July 1st: *CANADA DAY*</p>	M. Sullivan N/A	<p>July 1st: *CANADA DAY*</p> <p>July 2nd: *HOLIDAY*</p>
July 5th	<p>July 5th:</p> <ul style="list-style-type: none"> Creation and Extraction of Value Risk Management <p>July 8th: Case Assigned (July 19)</p> <ul style="list-style-type: none"> Total Quality Management/ PDSA Cycle in Pharmacy 	M. Sullivan R. Slavcev, V. Sills and Certina Ho	<p>July 8th:</p> <ul style="list-style-type: none"> TQM Video/Exercises <p>July 9th:</p> <ul style="list-style-type: none"> <u>Journal Club:</u> Grp. 16, 17, 18
July 12th	<p>July 12th:</p> <ul style="list-style-type: none"> Supply chain Management Just-in-time & Logistics Service Operations Strategy <p>July 15th:</p> <ul style="list-style-type: none"> Operations in Pharmacy 	R. Slavcev <u>Guest: (SDM)</u>	<p>July 15th:</p> <ul style="list-style-type: none"> Case group work session <p>July 16th:</p> <ul style="list-style-type: none"> <u>Journal Club:</u> Groups 19, 20, 21
Week of	Topic: <i>Module 4: Control</i>	Lecturer	Tutorial
July 19th	<p>July 19th: (Case Due)</p> <ul style="list-style-type: none"> Performance Measurement <p>July 22nd:</p> <ul style="list-style-type: none"> Metrics and Balanced Scorecard Control in Pharmacy 	M. Sullivan R. Slavcev	<p>July 22nd:</p> <ul style="list-style-type: none"> Exercises in performance measurement <p>July 23rd:</p> <ul style="list-style-type: none"> Case discussion and Intro to ICC Case Study
July 26th	<p>July 26th:</p> <ul style="list-style-type: none"> ICC Case Study Competition Preparation Time <p>July 29th:</p> <ul style="list-style-type: none"> ICC Case Study Competition Preparation Time 	N/A N/A	<p>July 30th:</p> <ul style="list-style-type: none"> Group work session <p>July 30th:</p> <ul style="list-style-type: none"> PharmaSave ICC Pres. to BD
July 30th	<i>PharmaSave ICC Presentations before the Board of Directors</i>		
August 2nd	<i>PharmaSave ICC Awards Presented</i>		

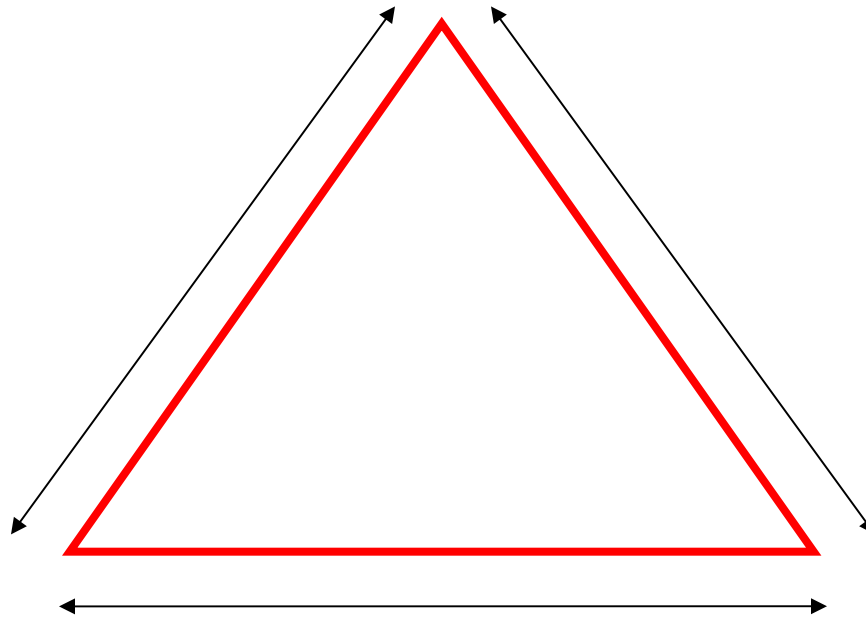
Course Strategic Alignment and Student assessment

Course Strategic Alignment

The strategic initiation and management of any project, including an academic course requires alignment in order to be effective. The diagram below demonstrates the strategic alignment of PHARM350/360

Course Learning Goals

1. To create a strategic management plan for an existing business, an entrepreneurial endeavor, or a new project.
2. To adeptly judge potential management decisions and strategies
3. To empower students with strong, confident decision making capabilities, and the skills to justify decisions with knowledge and evidence-based reason.
4. To master and consistently apply professional written and oral business presentation skills.
5. To assess and further develop team building and leadership skills, and experience.



Teaching and Learning

1. Student group-led discussions
2. Class case discussions
3. Lectures
4. Integrated student group journal club
5. Debates
6. Guest lectures
7. Videos
8. Role playing
9. Case study competition

Assessment

1. Team written case analyses
2. Presentation of case analyses
3. Quizzes
4. Journal club presentations
5. Engagement
6. Final case analysis (exam)
7. Student and Instructor feedback of presentations and activities
8. Industry management feedback and award for case study competition

Student Assessment

Students will benefit from formative and summative assessments. Gradable components of the course will include team based written case analyses and recommendations of current, existing firms, and student presentations of same case analyses, on-line quizzes of readings and past class material, presentation of a current strategic management article from peer-reviewed journal, and individual engagement in class activities and discussion, and a final individual case analysis examination. Engagement will be graded according to student participation in journal club, student-lead discussions, role playing activities, games, debates, and class discussions.

ICC is a mandatory component of PHARM 360 to be carried out teams toward the end of the course and will contribute the most significant portion of the engagement grade for this course. In a week long session, student teams will prepare and present a comprehensive case study analysis of a pharmacy-related firm, submit their team-based document to a judging panel comprised of industry directors in each of the four levels of business and present their recommendations. Submissions will be assessed with comments, returned and winners will receive a small cash reward sponsored by the participating firm.

Assessment will also be delivered via fellow student and instructor feedback of in class and written student assignments and activities. Summative assessment will be broken down as follows for PHARM 360:

Activity	Explanation	Mark	Group vs. Individual Grading
Journal club presentations	Presentation of peer-reviewed journal article (1 @ 20%)	20%	G
Engagement	Based on class exercises and discussion, and iClickers.	10%	I
Case Analysis	Team written case analysis (1 @ 25%) Individual grading	25%	I/G
Quizzes	Best 5 of 6 applied (5 @ 3%)	15%	I
Industrial Case Competition	Case for PharmaSave Industrial Case-study Competition (ICC)	Write up 20% Presentation 10%	I/G
Total		100%	

***** The passing grade for PHARM 360 is 50%. *****

Important notes on grading:

ACE: It is expected that students access ACE throughout the course period for exam information, assignments, and for other relevant course material.

Part of the students mark is subjective, which is based on class participation.

Final exam and quizzes: Final exam and quizzes will include questions based on material covered in lectures, lecture notes and in discussed articles. Each exam or quiz may include a variety of question styles, i.e. multiple choice, true and false, fill in the blanks, case-based , etc

A student will be excused for a mandatory activity only under *exceptional and unforeseen* circumstances. While it is not possible to list all such circumstances, examples include: death of an immediate family member; significant illness of a family member; serious personal illness or injury requiring medical attention. Please note that student travel plans are not considered acceptable grounds for granting an alternative examination time or altering assignment deadlines.

If an event is missed due to illness, students must complete a Verification of Illness form, present it to the Pharmacy undergraduate Advisor office for verification and bring the certified copy to the course coordinator. In the event that a student unavoidably misses a mandatory activity, a make-up activity will be scheduled for that student at the sole discretion of the coordinator. In the case of a missed exam, a new exam may be administered. This new exam may be the same as the original exam, may be a different exam, may be of a different format (e.g. an oral test), or may be of a different mix of questions (e.g. the percentage of specific topics on the new exam may differ from the original). In any case, the final decision of which exam format and date that it will be administered will rest solely with the course coordinator.

Students are expected to check the appropriate UW websites for details concerning final examinations and various course drop deadlines (Please see: <http://www.registrar.uwaterloo.ca/exams/finalexams.html> and <http://www.quest.uwaterloo.ca/undergraduate/dates.html> respectively).

Students with disabilities

Note for students with disabilities: The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.

Statement regarding travel and the final examination period

Please note that “Student travel plans are not considered acceptable grounds for granting an alternative examination time. For more information see: www.registrar.uwaterloo.ca/exams/finalexams.html

Other special considerations or rules

Student conduct: Disrupting the class by being tardy, receiving and taking calls on cell phones and beepers, or engaging in conversations outside of the lecture/lab topic is strongly discouraged. If you have a scheduling conflict that does not allow you to arrive on time or you have an emergency situation you should contact the course instructor immediately.

Audio/video recording: Practical classes may not be audio or video recorded, unless specified.

*Expectation of Academic Integrity

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility.

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy #70, Student Petitions and Grievances, Section 4. <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offenses, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. For information on categories of offenses and types of penalties, students should refer to Policy #71, Student Discipline, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

Students are responsible for understanding the expectations regarding whether an assignment, test, etc. is a group or individual initiative. Unless otherwise indicated the assumption is that course activities are individual efforts. The expectation of academic integrity does not differ on whether an assignment is worth a small or large portion of the overall grade. Bringing another student’s iClicker to class to help him/her receive marks is a breach of academic integrity and will be subject to academic penalty.”

Appeals: Concerning a decision made under Policy #70 (Student Petitions and Grievances) (other than petitions) or Policy #71 (Student Discipline) a student may appeal the finding, the penalty, or both. A student who believes he/she has a ground for an appeal should refer to Policy #72 (Student Appeals) <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>