



SYLLABUS – FALL 2025

COURSE NUMBER	EMBA 5345
COURSE TITLE	Strategic Healthcare Leadership Processes
INSTRUCTOR	Dr. Jessica A. McCann
EMAIL	Jessicamccann@uttyler.edu
PHONE	
OFFICE HOURS	By Appointment
CLASS MEETINGS	Ref. EMBA Cohort Schedule

I. COURSE OVERVIEW

Exceptional leadership is built on a foundation of competencies, critical thinking, and judgment. This course provides an outline of critical moves and tools to lead and instruct with influence. It introduces four cornerstones and 16 competencies that provide the framework needed to gain knowledge and personal empowerment and provide guidance for exceptional healthcare leaders.

II. CATALOG DESCRIPTION

[EMBA 5345 Strategic Healthcare Leadership Processes](#): Focuses on exploring frameworks and competencies of strategic leadership within a healthcare context. Leadership processes and skills will be applied to topics of coordination between and among healthcare units, managerial and operational control systems, decision-making, communication, and the development of leadership capabilities within the organization. *Cross listed: MANA 5345 Strategic Leadership Processes*

REQUIRED TEXT

Dye, C. F., & Garman, A. H. (2024). *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives* (3rd ed.). Chicago, IL: Health Administration Press.
ISBN: 978-1-64055-442-9

Discussion articles and other supplemental content will be posted on Canvas

III. STUDENT LEARNING OUTCOMES

By the end of this course, students will be able to:

- Understand the role of a leader in the organization and the challenges and opportunities associated with this role.
- Learn what motivates leaders as well as which motivation strategies leaders can utilize to become effective.
- Compare and contrast different leadership styles and their applicability to different organizational contexts and situations.
- Understand the contributions of teams, how values play an important role in teams, strategies to manage conflict, and learn to evaluate your team members.
- Demonstrate the ability to apply administrative and management concepts within an organization.



This course will give students competencies that will guide and direct them toward becoming exceptional healthcare leaders. This course will use lectures, case studies, group interactions, and deep discussions to promote the application of competencies with interactive examples.

IV. GRADING POLICY

Grade Distribution	
Lead the Discussion & Participation	100 points
Mini-Assignments	20 points
Case Study Simulation	40 points
Final Presentation	40 points

Grade Scale		
A	=	180 - 200
B	=	160 - 179
C	=	140 - 159
D	=	120 - 139

V. ATTENDANCE/WEEKEND MAKE-UP POLICY

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students will be present face-to-face in COB 321 on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student and faculty member. Students are expected to contact and receive prior approval from the faculty member.

With prior approval, accommodations may be arranged for a student to attend class via Zoom if they cannot attend face-to-face. In this circumstance, the student is expected to be prepared to contribute and engage in the class as if they were attending in person. The instructor will not disrupt or distract from the face-to-face dynamics of the classroom to make such an accommodation but will try to provide a similar experience online for the remote student(s).

If attending via Zoom is not an acceptable alternative; however, the student and faculty member may agree upon a substitute assignment to explore the topics covered in the class session.

*Please note that attending virtually may affect a student's attendance and participation grade.

VI. CONTENT

The use of Grammarly or another proofreading software is highly recommended. The articulation and presentation of oral and written interactions constitute the expectation of a master's level student.

PowerPoint Slides – PowerPoint slides will be posted for each chapter covered in the course and should be used as a supplement, not a substitution for chapter reading.

Mini-Assignments – 5 points each

A series of Mini-Assignment provide the opportunity to delve further into your leadership style. It is a means to explore and convey the "why" and "how" of your leadership. Mini-Assignments are designed to be completed in class, however, students will have some opportunity to polish them after class before submission if desired.



Lead the Discussion – 20 points each

“Lead the Discussion” will take place during class time on questions from the readings. On the first class weekend, the order of students who will lead the discussion will be determined. It is a DISCUSSION, so all students should come to class prepared for the responsibility of contributing to a conversation that responds to the discussion questions for each of the readings. Everyone in the class will continue the discussion with their own reflections, interpretations, experiences, and answers to continue and enrich the learning environment.

The discussion(s) will continue for 20-30 minutes of the class session, so an in-depth exploration of the questions is expected. In the allotted time, every student will have an opportunity to share and should seek places in the conversation to contribute to the conversation. Sample discussion questions are located in Canvas.

Lead the Discussion Rubric

Criteria/Points for leading the discussion and subsequent responses.	4 Mastered Concept	3 Meets Expectations	2 Needs Some Improvement	1 Needs Improvement	0 Doesn't Meet Standards
Initial evidence of thought-provoking response(s) with a comprehensive understanding of discussion questions.					
Each discussion question is answered fully and comprehensively, with the student demonstrating content knowledge.					
An invitation to continue the conversation is offered.					
The depth and relevancy of responses to other students' contributions includes examples and content-related comprehension.					
Discussion and debate remain courteous, thoughtful, civil, and respectful.					



Case Study Simulation - 40 points

A leadership-focused scenario-based case study will be presented in class for interactive discussion and critical thinking as a group learning activity. Students will simulate a board meeting whereby a decision must be made. The expectation is that students will support their decision with critical thinking using data, facts, and/or conceptual frameworks, perhaps with additional research to support the conclusion. Following the simulation, students will submit a brief reflection on the experience and their learnings on Canvas.

Criteria	8 Mastered Concept	6 Meets Expectations	4 Needs Improvement	2 Doesn't Meet Standards
Analysis & Understanding Demonstration of deep understanding of the case and its root issues. Uses data and facts from case and connects to leadership competencies				
Critical Thinking Decision is well-reasoned, explicitly weighs risks and potential biases. Rational is clear and persuasive.				
Results & Action Plan Provides specific, measurable, and feasible actions steps tied to outcomes.				
Communication Communication is concise, professional, persuasive. Strong delivery with clear roles and participation.				
Overall Teamwork Clear evidence of true consensus-building. Multiple voices represented; team demonstrates alignment, not just majority vote.				



Final Presentations 40 points

Using the competency and content from the readings, case studies, and other sources, students will present a 10–15-minute presentation based on their assigned competencies. The anticipated outcome is to demonstrate your knowledge of exceptional leadership, leveraging your competencies and applying them to real-world situations with examples, data, and the use of critical thinking. Collegial feedback is required for your classmates' presentations. The presentations will be conducted in class on **December 6th** and must be submitted on Canvas by 11:59 pm on December 6th.

Criteria	8 Mastered	6 Meets Expectations	4 Needs Improvement	2 Doesn't Meet Standards
Content Selection of topic and relevant examples selected. Overall content of competency presented				
Presentation Flow Suitable introduction and flow throughout the presentation with consistency of ideas between topics				
Time & Tempo Appropriate speed of presentation. Smooth articulation of material				
Source Usage (textbook, articles, etc.) Extracting examples using sources and referencing to real life examples that supports mastery of competency selected				
Delivery Engaged audience, personal appearance, eye contact, body language, enthusiasm/energy, posture, effective use of visual aids. Overall confidence at the level of a subject matter expert				



VII. CALENDAR

Week	Content & Chapters	Class Dates	Due
1	Well Cultivated Self-Awareness Chapter 1 & Chapter 2	Sept 12, 2025 Friday 5pm-9pm Sept 13, 2025 Saturday 8 am-10am	<u>Mini-Assignment</u> In-class: Leadership Origin Story “Pitch.” Submission on Canvas due Sept 13 by 11:59 pm.
2	Compelling Vision Chapter 3, Chapter 4, Chapter 5	Sept 27, 2025 Saturday 10am-4pm	<u>Mini-Assignment</u> In-class: Leader Vision Board. Submission on Canvas due Sept 27 by 11:59 pm.
3	A Real Way with People Chapter 6, Chapter 7, Chapter 8	Oct 10, 2025 Friday 5pm-9pm Oct 11, 2025 Saturday 8am-10am	<u>Case Study Simulation</u> In-class Participation. Short reflection submission on Canvas due Oct 11 by 11:59 pm.
4	A Real Way with People - <i>continued</i> Chapter 9, Chapter 10, Chapter 11	Oct 25, 2025 Saturday 10am-4pm	<u>Mini-Assignment</u> In class: The Stalled Project. Short reflection submission on Canvas due Oct 25 by 11:59 pm.
5	Masterful Execution Chapter 12, Chapter 13, Chapter 14	Nov 8, 2025 Saturday 10am-4pm	<u>Mini-Assignment</u> In-class: Executive Briefing Memo. Submission on Canvas due Nov 8 by 11:59 pm.
6	Masterful Execution - <i>continued</i> Chapter 15 & Chapter 16	Nov 22, 2025 Saturday 10am-4pm	<u>Mini-Assignment</u> In-class: Leadership Badge. Submission on Canvas due Nov 22 by 11:59 pm.
7	Presentations	Dec 6, 2025 Saturday 10am-4pm	<u>Final Presentation</u> Due in class on Dec 6. Submission on Canvas of any supporting visuals due Dec 6 by 11:59 pm.



Week 1 | Conviction & Emotional Intelligence
September 12 & 13, 2025

Read Chapters 1 & 2 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module.

Set up Lead the Discussion cadence and expectations.

Mini-Assignment: Leadership Origin Story “Pitch” – **DUE DURING CLASS**

Week 2 | Vision, Trust, & Loyalty
September 27, 2025

Read Chapters 3, 4 & 5 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module.

Lead the Discussion

Mini-Assignment: Build and present your leadership vision board – **DUE DURING CLASS**

Week 3 | Listening, Feedback & Mentoring
October 10 & 11, 2025

Read Chapters 6, 7 & 8 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module AND THE CASE STUDY to prepare for our simulation activity in class.

Lead the Discussion

Case Study Simulation – Please read the case provided in Canvas before class. Simulation **DUE DURING CLASS.**



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Week 4 | High Performing Teams, Energizing Staff & Power
October 25, 2025

Read Chapters 9, 10 & 11 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module AND THE CASE STUDY to prepare for our simulation activity in class.

Lead the Discussion

Mini-Assignment: The Stalled Project – **DUE DURING CLASS.**

Week 5 | Consensus, Decision-Making & Results
November 8, 2025

Read Chapters 12, 13 & 14 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module AND THE CASE STUDY to prepare for our simulation activity in class.

Lead the Discussion

Mini-Assignment: Executive Briefing Memo – **DUE DURING CLASS.**

Week 6 | Creativity & Adaptability
November 22, 2023

Read Chapters 15 & 16 in Exceptional Leadership.

Please see additional supplemental readings in Canvas. Read/watch at least TWO additional resources for this module AND THE CASE STUDY to prepare for our simulation activity in class.

Lead the Discussion

Mini-Assignment: Leadership Badge – **DUE DURING CLASS.**



Week 7 | Final Class Weekend
December 6, 2025

Final Presentations

Using the content from class and other research, readings, case studies and sources, students will present a 10–15-minute presentation based on their assigned competencies. The anticipated outcome is to demonstrate your knowledge of exceptional leadership using the competencies and apply it to real-world situations with examples, data, and use of critical thinking. Collegial feedback is required for your classmates' presentations.

FINAL PRESENTATIONS DUE IN CLASS ON DECEMBER 6.

Students will submit their visual aids/handouts/etc. on Canvas by Saturday, December 6 at 11:59 pm.

VIII. COHORT WEEKENDS FALL 2025

- **EMBA/MANA 5345 Strategic Leadership Processes**
- **MANA 5320 Organizational Behavior**

IX. Cohort Meeting Dates

- Sept 12-13 , Friday 5pm-9pm, Saturday 8am-10am
- Sept 27 , Saturday 10am-4pm
- Oct 10-11 , Friday 5pm-9pm, Saturday 8am-10am
- Oct 25 , Saturday 10am-4pm
- Nov 8 , Saturday 10am-4pm
- Nov 22 , Saturday 10am-4pm
- Dec 6 , Saturday 10am-4pm

X. ONLINE CLASS RESOURCES

- [Grammarly](#) is *highly* recommended to spot common writing mistakes.
- [Purdue Owl](#) offers free APA citation support to ensure that original content is cited correctly.
- [Google Scholar](#) a free search engine for peer-reviewed articles to substantiate academic content
- [UT Tyler Library](#) a free search engine for articles, books, etc.
- [Perrla](#) is a formatting software that helps with APA format and citations.

XI. UNIVERSITY POLICIES

[HTTPS://WWW.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF](https://www.uttyler.edu/academic-affairs/files/syllabus_information_2021.pdf)