

HCAD 5390

Strategic Management of Health Care Organizations

Fall 2014

Instructor: Jeffrey E. McGee

Office Hours: Tuesday 5:00pm – 7:00p.m.

Class Time: M & W 6:00 – 9:20p.m.

Course Website: www.uta.edu/mentis/profile/export/export/id/1051?format=print

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Text: George B. Moseley III. *Managing Health Care Business Strategy* (ISBN-13: 9780763734169 / ISBN-10: 0763734160)

Office: COBA 229

Office Phone: (817) 272-3866

Class Room: UCD

Course Description:

This course is designed to develop a basic understanding of why some health care firms or organizations are more successful than others. Strategic management explores how firms achieve competitive advantage (which leads to long-term success) in the context of single and multi-business firms. Drawing upon key strategic management theories, students will learn the essence of strategic analyses and decision-making in a competitive and constantly changing setting.

Student Learning Outcome:

- 1) The student will be able to identify current trends in the health care field and describe how such trends may impact health care organizations.
- 2) The student will be able to develop specific strategies that managers of health care organizations can use to address changing environmental forces.
- 3) The student will be able to demonstrate an appreciation for the strategic perspective and its complexity.
- 4) The student will be able to demonstrate the ability to recognize and understand:
 - Situations where strategy can be a comprehensive element of competitive advantage,
 - Strategic implications of decisions made by top managers, and
 - Tactical implications of decisions made by both top managers and mid-level managers.

Course Content:

The course is structured around class notes and discussion, text chapters and cases, journal articles, and additional supplemental materials. Students are expected to have taken basic courses in all of the major functional areas such as accounting, finance, marketing and statistics as well as other management and organizational analysis courses. Additionally, a key component of this course will involve collaboration with others as a part of a team. Approximately 30% of the course will be group based including the team strategic research project and team project presentation. The remaining points will be derived from two exams a class participation component.

Achieving the Objectives:

You will be required to complete four activities in order to achieve the identified objectives:

1. **CONTRIBUTE TO IN-CLASS DISCUSSIONS** of chapters, readings, lecture material and cases by exhibiting (a) an understanding and articulate analysis of the information presented and (b) skills in the prerequisite course areas required for registration.

Students are expected actively participate in class discussions. Class participation will be evaluated using the following criteria.

100% - Truly outstanding participation. Contributed to each session's discussion with well thought out ideas and comments.

95% - Excellent participation. Contributed regularly to discussions with reasonably well developed ideas and comments.

85% - Good participation. Contributed to most discussions with relevant comments.

75% - Average Participation. Attended class sessions and listened actively to discussion. Actual contributions to the discussion were infrequent.

Simply coming to class will not earn a satisfactory participation grade!

2. Complete two exams. These exams will cover basic lecture material, discussion material presented in class, and assigned readings, including both the textbook and journal/supplemental material. These two exams will essentially set up the background knowledge necessary for completion of the other required course tasks.

3. Participate in a group project: The group project should cover one health care organization in detail. (Teams are to be a self-selected group of 3 or 4 individuals.) Focus, of course, should be placed on the strategic problems and issues that exist within and about that key organization. This research paper must be a thorough strategic analysis and action plan of a *specific health care organization*. Organizations must be confirmed with the instructor. Details concerning format and specific content areas are available in the *Analyzing Organizations Strategically* document. In general, the length should be between 20 and 30 pages of text, double-spaced, 1" margins, and 11-12 font. Tables, graphs and figures are encouraged and do not count against you in the length limitations.

Team Presentation: The presentation should be an in-depth professional presentation over the team project. Professionalism and creativity are expected along with solid *content*. Length of the presentation should be about 25 minutes and should *not* exceed 30 minutes in overall time. (Otherwise we will never get to go home!) This timeframe should include a question and answer period. All members of the team *must* be presentation participants. You may also wish to establish each team members' individual role in the project in the executive summary of the project.

Peer Evaluations: Evaluations of you and your team members will be conducted. This evaluation is to be turned in to me on the day of your team's presentation (you may put them in a sealed envelope to ensure security). This evaluation is required from all team members and *will* be used to adjust both the project and presentation grades if necessary. Note that the class contribution total will be adjusted by these evaluations as well. It is therefore imperative that you choose your team members carefully. It is even more important that you communicate and coordinate with each other extremely well. Find out which members have strengths in certain areas and draw upon those strengths. Exploit your strengths—eliminate your weaknesses—be strategic!

Attendance:

At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this class, I will not take attendance but attending class is strongly encouraged. After all, you cannot participate in you are not in class.

Grading

The four activities in which you will be participating will be combined to determine your final grade. Their respective weights are as follows:

1. Class Participation	10%
2. Health care organization analysis/presentation	30%
3. Examination I	30%
4. Examination II	<u>30%</u>
TOTAL	100%

Schedule

Date	Topics Covered	Assignment
8/18 (M)	Course Introduction	In Class
8/20 (W)	Basic Strategy Concept Internal Audit of Strategic Assets: Resources and Competencies Video – <i>Jim Alderson</i>	Chapter 1 Chapter 2
8/25 (M)	External Environmental Assessment: Law, Economics, Demographics, Technology External Environmental Assessment: Market and Customers	Chapter 3 Chapter 4
8/27 (W)	External Environmental Assessment: Industry and Competitors Video – <i>Healthcare and Central Michigan Community Hospital</i>	Chapter 5
9/1 (M)	<i>Labor Day</i>	No Class
9/3 (W)	Defining Future Directions of the Organization Case – <i>Methodist Hospital</i>	Chapter 6
9/8 (M)	Midterm Examination	In Class
9/10 (W)	Formulating Corporate-Level Strategy	Chapter 7
9/15 (M)	Formulating SBU-Level and Functional Area Strategy	Chapter 8
9/17 (W)	Implementing the Strategy	Chapter 9
9/22 (M)	Monitoring, Fine-Tuning, and Changing the Strategy Case - <i>Emanuel Medical Center: Crisis in the Health Care Industry</i>	Chapter 10
9/24 (W)	Strategic Financial Management	Chapter 11
9/29 (M)	Presentations	In Class
10/1 (W)	Final Examination	In Class

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/fao/>).

Americans with Disabilities Act: The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Title IX: The University of Texas at Arlington is committed to upholding U.S. Federal Law "Title IX" such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit www.uta.edu/titleIX.

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Student Feedback Survey: At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, [which is located \[insert a description of the nearest exit/emergency exit\]](#). When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at www.uta.edu/resources.

About the Instructor

Jeffrey E. McGee (Ph.D., The University of Georgia) is an Associate Professor of Management at The University of Texas at Arlington. He teaches courses in entrepreneurship and strategic management. His primary research interests include new business development and strategic management of entrepreneurial ventures. Dr. McGee’s research has been published in *Management Science*, *Journal of Business Venturing*, *Strategic Management Journal*, *Journal of Business and Entrepreneurship*, *Journal of Small Business Management*, *Journal of Small Business Strategy*, *Journal of Management*, *International Small Business Journal*, and *Entrepreneurship: Theory & Practice*.