

# HCAD 5390

## ***Strategic Management of Health Care Organizations***

**Instructor:** Jeffrey E. McGee

**Office Hours:** M & W 4:00pm – 5:00p.m.

**Course Website:** <http://management.uta.edu/jmcgee/>

**Class Time:** M & W 6:00 – 9:20p.m.

**Text:** *The Strategic Management of Health Care Organizations*, 7<sup>th</sup> Edition. ISBN: 978-1-118-46646-9. By Ginter, Duncan and Swayne (The 5<sup>th</sup> or 6<sup>th</sup> editions of the textbook can also be used.)

**Office:** COBA 229

**Office Phone:** (817) 272-3866

**E-mail:** [jmcgee@uta.edu](mailto:jmcgee@uta.edu)

**Class Room:** P208

### **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.

### **Course Objectives:**

The principle concern of business managers in a health care business is the relationship between the organization, its strategy, and the environment—at both economic and industrial levels. This relationship is both very complex and dynamic. Successful organizations find ways to adapt to and/or manipulate this relationship in order to remain successful through the development of sustainable competitive advantage. This class focuses on this basic concept by demonstrating the different aspects of strategic decision-making that facilitate competitive advantage. The objectives of this course are established to:

- 1) Develop thinking skills of practicing managers when evaluating key strategic decisions.
- 2) Provide the student with an appreciation for the strategic perspective and its complexity.
- 3) Develop recognition and understanding of:
  - 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.

### **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 develop and present a comprehensive strategic plan for a health care organization.

### **Course Content:**

The course is structured around class notes and discussion, text chapters and cases 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. The remaining points will be derived from two exams and 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 to attend each class session. Moreover, each student is expected to 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 be a combination of multiple-choice and essay questions covering basic lecture material and discussion material presented in class. There will be **no** opportunities for make-ups. In the event of an emergency (e.g., death in the family, severe illness), notification and arrangements must be made **prior** to the absence. Any make-up exams, which have been arranged with me, will begin with a letter grade **penalty**.

**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**. 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.

**Peer Evaluations:** Evaluations of you and your team members will be conducted. This evaluation is to be turned in to me on the final day of class. This evaluation is required from all team members and **will** be used to adjust the project grade 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!

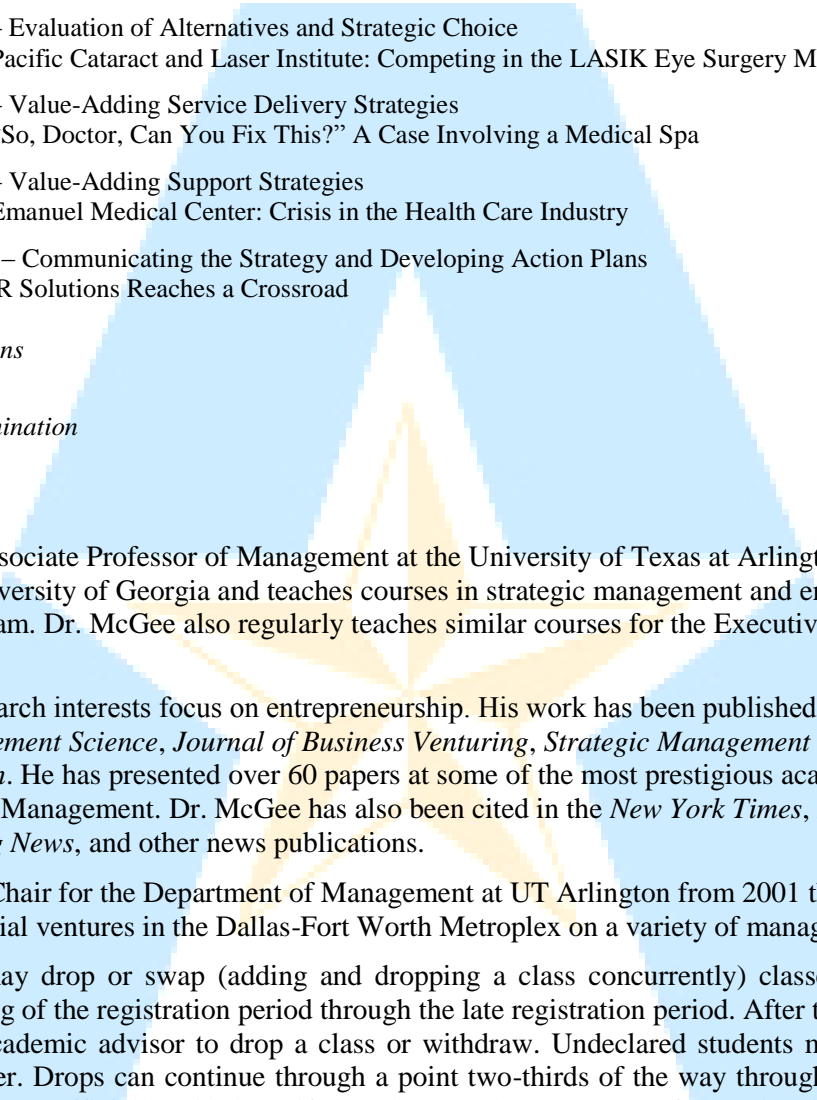


## Grading

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%

Date	Topics Covered
8/24 (M)	Course Introduction
8/26 (W)	Chapter 1 - The Nature of Strategic Management Chapter 2 - Understanding and Analyzing the General Environment and the Health Care Environment Video Case – <i>Medical Tourism</i>
8/31 (M)	Chapter 3 – Service Area Competitor Analysis Video Case – <i>Healthcare and Central Michigan Community Hospital</i> Case 11 – Riverview Regional Medical Center: An HMA Facility
9/2 (W)	Chapter 4 – Internal Environmental Analysis and Competitive Advantage Appendix B – Health Care Organization Accounting, Finance and Performance Analysis



9/7 (M)	<i>Labor Day</i>
9/9 (W)	Defining Future Directions of the Organization Case 16 – C.W. Williams Health Center: A Community Asset
9/14 (M)	<i>Midterm Examination</i>
9/16 (W)	Chapter 6 – Developing Strategic Alternatives Case 5 – Can This Relationship Be Saved? The Midwestern Medical Group’s Integration Journey
9/21 (M)	Chapter 7 – Evaluation of Alternatives and Strategic Choice Case 17 – Pacific Cataract and Laser Institute: Competing in the LASIK Eye Surgery Market
9/23 (W)	Chapter 8 – Value-Adding Service Delivery Strategies Case 15 – “So, Doctor, Can You Fix This?” A Case Involving a Medical Spa
9/28 (M)	Chapter 9 – Value-Adding Support Strategies Case 13 – Emanuel Medical Center: Crisis in the Health Care Industry
9/30 (W)	Chapter 10 – Communicating the Strategy and Developing Action Plans Case 4 – OR Solutions Reaches a Crossroad
10/5 (M)	<i>Presentations</i>
10/7 (W)	<i>Final Examination</i>

### About the Instructor

Jeffrey E. McGee is an Associate Professor of Management at the University of Texas at Arlington. He holds a Ph.D. in management from the University of Georgia and teaches courses in strategic management and entrepreneurship for the UT Arlington MBA program. Dr. McGee also regularly teaches similar courses for the Executive MBA program in China, Venezuela, and Taiwan.

Dr. McGee’s primary research interests focus on entrepreneurship. His work has been published in over 30 refereed journals including *Management Science*, *Journal of Business Venturing*, *Strategic Management Journal*, and *Journal of Applied Business Research*. He has presented over 60 papers at some of the most prestigious academic conferences including the Academy of Management. Dr. McGee has also been cited in the *New York Times*, *Fort Worth Star Telegram*, *Dallas Morning News*, and other news publications.

Dr. McGee served as the Chair for the Department of Management at UT Arlington from 2001 through 2010. He regularly consults with entrepreneurial ventures in the Dallas-Fort Worth Metroplex on a variety of management-related issues

**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://wweb.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](http://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](http://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](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).