

Fall 2015

BA 6013

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University of New Orleans

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Instructor Information

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Office Hours: Before or after class regularly or by appointment—use e-mail.
Officially: Mon, Tue, Web 16-1800.

Course Description

This course is viewed as a capstone course in the curriculum. In this course you are expected to use those skills and concepts mastered during your education to analyze business problems and suggest possible solutions or options. You will then critically analyze those options and defend your choice as a course of action. It is designed to help you integrate your knowledge gained from many of your other courses. The main subject area of the course is to understand how organizations compete. While not exclusively limited to health care organizations, the primary context in which we will apply strategic management concepts is the health care industry. From time to time, organizations from other industries will be used to illustrate, explore and/or contrast with health care organizations. Prerequisites: MANG3402; MKT3501; FIN3300; Senior standing.

Course Objectives

1. Introduce the student to the concepts and techniques involved in strategic management of a firm.
2. Require the student to use an integrative analysis approach to problem solving that incorporates internal and external environmental scanning in decision-making.
3. Require the student to justify his or her analysis and recommendations, using business theories and principles, of strategic and operational change recommendations made during case analysis.
4. All students must receive a passing grade from a majority of a jury of cross-functional reviewers on their business knowledge as demonstrated in the presentation of an integrated strategic management plan for a health care enterprise.

All students must receive a passing grade from a majority of a jury of cross-functional reviewers on their oral and written communications skills as demonstrated in the presentation of an integrated strategic management plan for a health care enterprise. **LEARNING OUTCOME:** Unlike most courses, you will be required to think and justify your thought process. The strategic management plan will be used for evaluating critical thinking.

Textbook

Swayne, L.E., W.J. Duncan, & Ginter, P. M. (2008 or newer) Strategic Management of Health Care Organizations. (6th Ed. Or newer). Malden, MA: Blackwell. Earlier versions are acceptable. Check w/me. (ISBN for 7th ed: 978-1-118-46646-9)

Course Policies: The following policies and information will guide the conduct of this course.

Attendance: One of the major benefits of this class is the chance to participate in the discussion and exchange of ideas on the various business cases and simulation sessions we will evaluate. However, attendance is not taken.

Communications/Assignment Submission: See directions below concerning Subj: line requirements and SPAM. Web page: <http://fs.uno.edu/ebroekma> you are EXPECTED to check the [Current Info](#) page between classes for time sensitive information. Read the Frequently Asked Questions ([FAQ](#)) section to answer many of your questions. All class documents can be found in the section under your class number. General reference information is posted in the Common section. Moodle/Blackboard is used as a place keeper only—I DO NOT monitor Moodle/Blackboard.

All assignments are to be submitted via e-mail as attachments in Office format. When submitting Team assignments, make sure you CC all members. That way everyone will receive my responses.

Please comply with the following in all emails you send to me:

- ✓ Always use a subject line that includes the **Course ID, Team Number and the nature of your question.**
 - e.g., BA6013 Team 3, Question about Porters".
- ✓ Preface ALL file names for attachments with your **Course ID & Team Number**
 - e.g., "BA6013 Team 3 Interim Report.docx"
- ✓ When submitting Team assignments, make sure you **CC all other team members.** That way everyone knows what was submitted and when; and, everyone will receive my response at the same time.
- ✓ Ask short questions.
- ✓ Ask one question at a time or separate different questions into paragraphs.
- ✓ Use plain English and write in complete sentences.
- ✓ Send timely emails (that is, don't wait until the last minute to ask questions).
- ✓ Close your message with your full name. Your course/section/team should be in the Subj line.

All emails that follow the protocol above will be answered promptly.

All emails that fail to follow the protocol may be Misplaced, Misunderstood, or IGNORED. Ill-formatted messages (if read at all) will be returned so that you can put them in the correct format.

Case presentations: During the latter half of the semester, each week, one team will illustrate a topic area with a company of its choice. The topic areas will correspond with those covered in team papers as detailed in the project guidelines document. The other teams will critique/correct the application of the tools as directed by me. I will approve the companies selected early in the semester so that you have time to gather the information.

Group Project/Strategic Analysis of a Health Care Organization. Students will conduct a strategic analysis project and present their findings in papers and an oral presentation. The earlier papers will be precursors of the culminating paper. A synopsis of the culminating paper/analysis will be presented to a jury panel on the last day of class. Details on the components and format of this project will be provided during the course. This will be a group project, and all members of the team must contribute.

Tests: There will be one exam about mid term and a final exam that will be a take home case analysis.

Guests: I have arranged for some guests to come a lecture from their areas of expertise. I will also request each team invite one of their members' respective CEO or other senior leadership to come and share his/her perspectives on the current state of Health Care from a strategic perspective. Other than a business perspective, the forum and format is open. I will coordinate these visits after the requests have been made.

Grade Apportionment: When turning in team assignments, the TEAM will apportion points on a 100% scale to each team member as a group based on individual contribution. An Apportionment Form must accompany the team product. The form and an example are on my web site.

The members of your team will evaluate you and you will evaluate them. As with any team assignment, situations might arise where a team member does not carry his or her share of the workload and should not, therefore, benefit equally. This situation may be agreed upon at the beginning of any team project. The Grade Apportionment forms will be used in an attempt to apportion points awarded for the team members' individual contribution on group efforts in an equitable manner.

During the conduct of a team project, an individual may not perform appropriately—defined as the agreed upon standards at the beginning of the work. Worse yet, a member may prevent the other team members from making reasonable progress. Should either of these situations occur, the offending team member must be informed in writing by the rest of the team of his/her inappropriate behavior. I must approve the content of this document BEFORE it is given to the offender. If the inappropriate behavior is not corrected, the offender may be “fired” from the team. If a team member is fired, he/she must complete all remaining team assignments on his/her own. Alternatively, a member who is fired from one team may try to join another team by agreeing to contribute some of his/her points to the other members as a gesture of good faith. Acceptance of such a deal is up to the receiving team with me retaining veto power.

I have found this process to be the most equitable method for avoiding team conflict and for apportioning grades for teamwork. **HOWEVER: In order for this process to work—you must agree on expectations EARLY!!! You can't surprise someone after the work is done.** Finally, you are NOT assigning grades to each other—that's my job. Therefore, your evaluation is to be based on contribution and to a lesser extent on quality.

EVALUATION PROCEDURE: Final grades will be based on the following:

Participation: Current Events; Individual	10%
Paper: Directional/Internal Analysis; Group	10%
Exam: Individual	20%
Paper: Industry Attractiveness Analysis; Group	10%
Paper: Strategic Analysis; Group	25%
Exam: Final Paper, Case Analysis; Individual	25%
Total:	100%

Grade Scale:	
A	90-100
B	80-89
C	70-79
D	60-69
F	<59

See syllabus attachment on my web page for other university policies required by the administration.