Naveen Jindal School of Management

Master of Science in Healthcare Management

36 semester credit hours minimum

Faculty

**Professors:** Daniel A. Cohen, Theodore E. Day, Gregory G. Dess, David L. Ford Jr., Ernan E. Haruvy, Dmitri Kuksov, Zhiang (John) Lin, B. P. S. Murthi, Mike W. Peng, Michael J. Rebello, Wing Kwong (Eric) Tsang, John J. Wiorkowski

**Clinical Professors:** Britt Berrett, Abhijit Biswas, Larry Chasteen, Tevfik Dalgic, Michael Deegan, Forney Fleming III, Charles Hazzard, Marilyn Kaplan, Joseph Picken, Daniel Rajaratnam, David Ritchey, Rajiv Shah, Habte Woldu, Laurie L. Ziegler

**Associate Professors:** Norris Bruce, Zhonglan Dai, J. Richard Harrison, Surya N. Janakiraman, Nanda Kumar, Seung-Hyun Lee, Lívia Markóczy, Toyah Miller, Valery Polkovnichenko, Orlando C. Richard, Gil Sadka, Jane Salk, Kelsey D. Wei, Jun Xia, Yexiao Xu

**Clinical Associate Professors:** Sonia Leach, Carolyn Reichert, John McClain Watson

**Assistant Professors:** Emily Choi, Sheen Levine, Ningzhong Li, Virginie Lopez-Kidwell, Arzu Ozoguz, Gonca P. Soysal, Malcolm Wardlaw, Jieying Zhang

**Clinical Assistant Professor:** Vance Lewis

**Senior Lecturers:** Daniel Bochsler, Monica E. Brussolo, Carol Flannery, Maria Hasenhuttl, Thomas (Tom) Henderson, Jeffery (Jeff) Hicks, Jackie Kimzey, Kristen Lawson, Michele Lockhart, Victoria D. McCrady, Diane S. McNulty, Madison Pedigo, Avanti P. Sethi, Jeanne Sluder, Margaret Smallwood, Robert Wright, Hubert Zydorek

Degree Requirements

The Master of Science in Healthcare Management prepares students for roles in the leadership and management of the U.S. healthcare industry. It integrates a thorough grounding in advanced business management theory and practice with an understanding of the structure, operation, and financing of the U.S. healthcare system. The curriculum is customized to accommodate the needs of two different audiences:

**Professional Track** - for healthcare administrators and those desiring a management career in the healthcare industry; and

**Executive Track** - for physicians and senior healthcare executives.
Professional Track
The Professional Track MS in Healthcare Management is a 36 semester credit hour program consisting of business core, healthcare management courses, and electives. Students must maintain a 3.0 grade point average in both core courses and in aggregate courses to qualify for the MS degree.

Required Business Core: 15 semester credit hours

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>OB 6301</td>
<td>Organizational Behavior</td>
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<tr>
<td>FIN 6301</td>
<td>Financial Management</td>
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<tr>
<td>ACCT 6305</td>
<td>Accounting for Managers</td>
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<tr>
<td>MKT 6301</td>
<td>Marketing Management</td>
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<tr>
<td>OPRE 6301</td>
<td>Quantitative Introduction to Risk and Uncertainty in Business</td>
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Healthcare Management Core: 18 semester credit hours
The following four courses are required:

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>HMGT 6320</td>
<td>The American Healthcare System</td>
</tr>
<tr>
<td>HMGT 6321</td>
<td>Strategic Leadership of Healthcare Organizations</td>
</tr>
<tr>
<td>HMGT 6323</td>
<td>Healthcare Informatics</td>
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<tr>
<td>HMGT 6330</td>
<td>Healthcare Law, Policy and Regulation</td>
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Choose at least 6 semester credit hours from the following:

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<tr>
<th>Course Code</th>
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<tr>
<td>HMGT 6322</td>
<td>Healthcare Cost Management and Control</td>
</tr>
<tr>
<td>HMGT 6324</td>
<td>Healthcare Negotiation and Dispute Resolution</td>
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<tr>
<td>HMGT 6325</td>
<td>Healthcare Operations Management</td>
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<tr>
<td>HMGT 6327</td>
<td>Information and Knowledge Management in Healthcare</td>
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<tr>
<td>HMGT 6329</td>
<td>Seminar in Healthcare Management</td>
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<tr>
<td>HMGT 6331</td>
<td>Healthcare Economics</td>
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<tr>
<td>HMGT 6332</td>
<td>Quality Improvement in Healthcare: Six Sigma and Beyond</td>
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<tr>
<td>HMGT 6333</td>
<td>Ethics in Healthcare Management</td>
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<tr>
<td>HMGT 6334</td>
<td>Healthcare Analytics</td>
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or

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MIS 6324</td>
<td>Business Intelligence Software and Techniques</td>
</tr>
<tr>
<td>HMGT 6340</td>
<td>Principles of Hospital Administration</td>
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</table>
HMGT 6380 Internal Audit
HMGT 6382 Advanced Internal Auditing
HMGT 6336 Information Technology Audit and Risk Management
OB 6307 Strategic Human Resources Management
OB 6331 Power and Politics in Organizations
MKT 6309 Marketing Research
OB 6321 Principles of Leadership

Other Electives: 3 semester credit hours

The 3 semester credit hour Business Management elective requirement may be met by additional healthcare courses as well as by advanced courses in other management disciplines. Suggested elective concentrations:

Healthcare Informatics
For students desiring a strong background in the application of IT in the healthcare field.

HMGT 6323 Healthcare Informatics (core course)
HMGT 6327 Information and Knowledge Management in Healthcare
HMGT 6334 Healthcare Analytics

or MIS 6324 Business Intelligence Software and Techniques

Students completing HMGT 6323, HMGT 6334, and HMGT 6327 will qualify for a Graduate Certificate in Healthcare Information Technology.

Healthcare Internal Auditing
For students with a desire for an internal auditing career with a healthcare provider organization

HMGT 6380 Internal Audit
HMGT 6382 Advanced Internal Auditing
HMGT 6336 Information Technology Audit and Risk Management

Healthcare Operations
For students desiring a broad-based background in management of healthcare organizations

HMGT 6325 Healthcare Operations Management
HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond
HMGT 6322 Healthcare Cost Management and Control
Executive Track

The Executive Track for physicians is delivered in a non-semester format. The 36 semester credit hour curriculum consists of nine 4-day residential classes. A different class is offered every two months and classes may be started at any time and taken in any order. The program is jointly taught by faculty from UT Dallas Naveen Jindal School of Management and The University of Texas Southwestern Medical Center. Eight classes are eligible for up to 36 semester credit hours each of Category 1 CME credit toward the AMA Physician's Recognition Award and CEU credit for healthcare executives.

Successful completion of any five classes is recognized by the award of a Graduate Certificate in Healthcare Management. Completion of the nine healthcare management classes OR any eight classes plus a self-directed field study is recognized by the award of a Master of Science in Healthcare Management. Students must maintain a 3.0 overall grade point average in order to qualify for the MS degree.

The Executive Track MS in Healthcare Management is supported entirely by participant fees and special admission requirements apply. The class is open only to physicians with a current license to practice medicine in the U.S.

- **HMGT 6401** Negotiation and Conflict Management in Healthcare
- **HMGT 6402** Financial Management of Healthcare Organizations
- **HMGT 6403** Medical Cost and Performance Management
- **HMGT 6404** Quality and Performance Improvement in Healthcare
- **HMGT 6405** Healthcare Information Management and Technology
- **HMGT 6406** Strategic Management of Healthcare Organizations
- **HMGT 6407** Healthcare Policy and Regulation
- **HMGT 6408** Competencies of Effective Physician Leaders
- **HMGT 6410** Leading Complex Organizations
- **HMGT 6V15** Self-Directed Field Study

Certificate Programs - Lean Six Sigma in Healthcare Quality

**Lean Six Sigma Yellow Belt in Healthcare Quality Certificate**

Lean Six Sigma is a framework used in improving quality by focusing on re-engineering the processes involved in delivering a product or service. The Six Sigma concept was introduced in the
mid-1980s to improve manufacturing processes and it has evolved over many decades. Lean Six Sigma has become popular in the service sector and increasingly being applied to improve the quality of healthcare processes and reducing the overall cost.

Faculty

Clinical Professor: Divakar Rajamani

Requirements

Students enrolled in the Master of Science in Healthcare Management program or any other graduate programs have the opportunity to earn a Yellow Belt in Healthcare Lean Six Sigma by completing the following four course with a grade of B or higher. Please contact Dr. Kannan Ramanathan for more information.

- **HMGT 6320** The American Healthcare System
- **HMGT 6321** Strategic Management of Healthcare Organizations
- **HMGT 6323** Healthcare Informatics
- **HMGT 6332** Quality Improvement in Healthcare: Six Sigma and Beyond

Lean Six Sigma Green Belt in Healthcare Quality Certificate

Lean Six Sigma is a framework used in improving quality by focusing on re-engineering the processes involved in delivering a product or service. The Six Sigma concept was introduced in the mid-1980s to improve manufacturing processes and it has evolved over many decades. Lean Six Sigma has become popular in the service sector and increasingly being applied to improve the quality of healthcare processes and reducing the overall cost.

Faculty

Professor: Indranil R. Bardhan

Clinical Professors: Forney Fleming III, Kannan Ramanathan

Assistant Professor: Mehmet Ayvaci

Requirements

Students enrolled in the Master of Science in Healthcare Management program have the opportunity to earn a Green Belt in Healthcare Lean Six Sigma by completing the required course with a grade of (B) or higher.

- **HMGT 6332** Quality Improvement in Healthcare: Six Sigma and Beyond

This opportunity is also available to other graduate students to earn a Green Belt in Lean Six Sigma by completing the required course with a grade of (B) or higher.
OPRE 6364 Quality Control: Lean Six Sigma

Required Project

The student will work in a team with other students to complete a project under the guidance of a coach to address the quality improvement issue at a healthcare or healthcare related, organization (for the Green Belt in Healthcare Lean Six Sigma) or in any organization (healthcare or not) for the Green Belt certificate in Quality. Please contact Dr. Kannan Ramanathan for more information.