Naveen Jindal School of Management

Master of Science in Healthcare Management

*36 semester credit hours minimum*

Faculty


**Professor Emeritus:** Dale Osborne


**Visiting Clinical Professor:** Kyle Edgington

**Associate Professors:** Nina Baranchuk, Norris Bruce, Huseyn Cavusoglu, Jianqing Chen, Zhonglan Dai, Rebecca Files, Xianjun Geng, J. Richard Harrison, Dorothée Honhon, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Lívia Markóczy, Syam Menon, Toyah Miller, Alp Muharremoglu, Ramachandran (Ram) Nararajan, Valery Polkovnichenko, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Yuan Zhang, Feng Zhao, Yibin Zhou

**Clinical Associate Professors:** Sonia Leach, Carolyn Reichert, Avanti P. Sethi, Kelly Slaughter, James Szot, Mark Thouin, John McClain Watson

**Assistant Professors:** Mehmet Ayvaci, Emily Choi, Bernhard Ganglmair, Atanu Lahiri, Sheen Levine, Bin Li, Jun Li, Meng Li, Ningzhong Li, XiaoLin Li, Virginie Lopez-Kidwell, Naim Bugra Ozel, Arzu Ozoguz, Anyan Qi, Alejandro Rivera Mesias, Alessio Saretto, Serdar Simsek, Gonca Soyal, Shaojie Tang, Christian Von-Drathen, Malcolm Wardlaw, Han (Victor) Xia, Steven Xiao, Shengqi Ye, Nir Yehuda, Jiaying Zhang, Zhe (James) Zhang, Xiaofei Zhao

**Clinical Assistant Professors:** Shawn Alborz, Athena Alimirzaei, Moran Blueshtein, Judd Bradbury, John Gamino, Ayfer Gurun, Maria Hasenhuttl, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, Vance Lewis, Liping Ma, Ravi Narayan, Dawn Owens, Parneet Pahwa, Anastasia V. Shcherbakova, Jeanne Sluder, Nassim Sohaee

**Visiting Assistant Professor:** Lale Guler

**Senior Lecturers:** Arthur M. Agulnek, Semiramis Amirpour, Frank Anderson, Anindita
Degree Requirements

The Master of Science in Healthcare Management degree program 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.

Professional Track

The Professional Track MS in Healthcare Management is a 36 semester credit hours degree program consisting of business core, healthcare management core courses, and electives. Students must maintain a 3.0 grade-point average (GPA) in both core courses and in aggregate courses to qualify for the MS degree.

Required Business Core: 15 semester credit hours

- ACCT 6305 Accounting for Managers
- FIN 6301 Financial Management
- MKT 6301 Marketing Management
- OB 6301 Organizational Behavior
- OPRE 6301 Quantitative Introduction to Risk and Uncertainty in Business

Healthcare Management Core: 12 semester credit hours

The following four courses are required:

- HMG 6320 The American Healthcare System
- HMG 6321 Strategic Leadership of Healthcare Organizations
- HMG 6323 Healthcare Informatics
- HMG 6330 Healthcare Law, Policy and Regulation

Healthcare Management Electives: 9 semester credit hours

Choose 9 semester credit hours from the following Electives:

- HMG 6322 Healthcare Cost Management and Control
Areas of Concentration

As part of the MS in Healthcare Management degree program, students have opportunities to focus in a specific area based on their interests and obtain an in-depth knowledge by taking three elective courses from the concentrations listed below.

### Healthcare Informatics

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

- **HMGT 6323** Healthcare Informatics
- **HMGT 6327** Electronic Health Records Applications
- **HMGT 6334** Healthcare Analytics
  
  or **MIS 6324** Business Analytics with SAS

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

### Healthcare Internal Auditing

For students desiring an internal auditing career with a healthcare provider organization

- **HMGT 6336** Information Technology Audit and Risk Management
Healthcare Operations
For students desiring a broad-based background in management of healthcare organizations

- HMGT 6322 Healthcare Cost Management and Control
- or HMGT 6334 Healthcare Analytics
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Quality Improvement
For students desiring a career in quality improvement in healthcare organization.

- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond
  and a Six Sigma Green Belt Project

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 is being applied to improve the quality of healthcare processes and reduce overall costs.

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 or any other graduate programs have the opportunity to earn a Yellow Belt in Healthcare Lean Six Sigma by completing the following four courses 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 is being applied to improve the quality of healthcare processes and reduce overall costs.

Faculty

**Clinical Professor:** Divakar Rajamani  
**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 followed by a Six Sigma project in a healthcare facility.

- **HMG 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 in Healthcare Quality Certificate. Please contact Dr. Kannan Ramanathan for more information.

Healthcare Information Technology Certificate

The Graduate Certificate in Health Information Technology emphasizes practical concepts in healthcare IT and hands on experience gained using electronic medical records (EMR) software. The focus will be on identification and understanding the key information required for managing and working with healthcare information systems. It also demonstrates the use of analytics and software tools related to healthcare information to develop sound healthcare decisions, particularly the core functionalities the EMR software platform, including how to support clinical information workflows in a paperless environment, and the interconnectivity with other clinical and business systems.

Faculty

**Professor:** Indranil R. Bardhan  
**Assistant Professor:** Mehmet Ayvaci
Requirements

Students enrolled in the Master of Science in Healthcare Management program have the opportunity to earn a certificate by completing the required course with a grade of "B" or higher.

- **HMGT 6323** Healthcare Informatics
- **HMGT 6327** Electronic Health Records Applications
- **HMGT 6334** Healthcare Analytics

Executive Track

The Executive Track for physicians is delivered in a non-semester format. The 36 semester credit hours curriculum consists of nine four-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. 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. Students must maintain a 3.0 overall grade-point average (GPA) in order to qualify for the MS degree.

- **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 in Complex Organizations
- **HMGT 6V15** Self-Directed Field Study