Naveen Jindal School of Management

Master of Science in Healthcare Leadership and Management

36 semester credit hours minimum

Faculty


**Professor Emeritus:** Dale Osborne


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

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

**Assistant Professors:** Mehmet Ayvaci, Emily Choi, Bernhard Ganglmair, Atanu Lahiri, Sheen Levine, Bin Li, Jun Li, Meng Li, Xiaolin Li, Naim Bugra Ozel, Anyan Qi, Alejandro Rivera Mesias, Alessio Saretto, Serdar Simsek, Gonca P. Soysal, Shaojie Tang, Christian Von-Drathen, Malcolm Wardlaw, Steven Xiao, Shengqi Ye, Nir Yehuda, Zhe (James) Zhang, Xiaofei Zhao

**Clinical Assistant Professors:** Shawn Alborz, Athena Alimirzaei, Moran Blueshtein, Judd Bradbury, John Gamino, Ayfer Gurun, Maria Hasenhuitt, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, 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 Bardhan, Tiffany A. Bortz, Richard Bowen, Monica E. Brussolo, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Carol Flannery, Mary Beth Goodrich, Thomas (Tom) Henderson, Jennifer G. Johnson, Jackie Kimzey, Chris Linsteadt, Joseph Mauriello, Victoria D. McCrady, Edward Meda, Prithi Narasimhan, Madison Pedigo, Matt
Degree Requirements

The Master of Science in Healthcare Leadership and Management is a minimum 36 semester credit hours degree program that prepares students for roles in the leadership and management of the U.S. healthcare industry. The Jindal School offers three options for students.

1. The Master of Science in Healthcare Leadership is a degree program that 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 for healthcare administrators and those desiring a management career in the healthcare industry.

2. The Executive Master of Science in Healthcare Leadership and Management is a specialized business degree available to U.S. licensed MDs, DOs and DPMs. A different class is offered every two months and classes may be started at any time and taken in any order (see executive education for details). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

3. The Executive Master of Science in Healthcare Leadership and Management for Healthcare Professionals is a specialized business degree program targeted to professionals with five or more years of healthcare experience seeking to develop the knowledge and skills necessary to assume executive leadership roles. Nine classes are taught on a Friday and Saturday once a month over a period of eighteen months (see executive education for details). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

To apply for this degree program, an undergraduate degree is required (all majors are considered). Students must maintain a 3.0 grade-point average (GPA) in both core courses and in aggregate courses to qualify for the MS degree. Students can obtain a dual MS and MBA degree by taking a minimum of 63 semester credit hours (assuming they meet all the degree requirements for both programs).

Prerequisite

Students pursuing the Master of Science in Healthcare Leadership and Management degree program are required to complete one semester credit hour of HMGT 6102 Professional Development course or equivalent. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). All program prerequisites must be satisfied within the first 12 semester credit hours of graduate study as a degree-seeking student.

Core Courses: 27 semester credit hours

- ACCT 6305 Accounting for Managers
- FIN 6301 Financial Management
- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
HMGT 6323 Healthcare Informatics  
HMGT 6330 Healthcare Law, Policy and Regulation  
MKT 6301 Marketing Management  
OB 6301 Organizational Behavior  
OPRE 6301 Statistics and Data Analysis  

Elective Courses: 9 semester credit hours  
Choose 9 semester credit hours from the following Electives. Students may seek to substitute only one three semester credit hour graduate-level course within JSOM as a free elective in the degree plan with the approval of program director and the area coordinator.

HMGT 6322 Healthcare Cost Management and Control  
HMGT 6324 Healthcare Negotiation and Dispute Resolution  
HMGT 6325 Healthcare Operations Management  
HMGT 6327 Electronic Health Records Applications  
HMGT 6329 Seminar in Healthcare Management  
HMGT 6331 Healthcare Economics  
HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond  
HMGT 6333 Ethics in Healthcare Management  
HMGT 6334 Healthcare Analytics  
  or MIS 6324 Business Analytics with SAS  
HMGT 6336 Information Technology Audit and Risk Management  
HMGT 6340 Principles of Hospital Administration  
HMGT 6380 Internal Audit  
HMGT 6382 Advanced Internal Auditing  
HMGT 6V98 Healthcare Internship  
OB 6307 Strategic Human Resources Management  
OB 6321 Principles of Leadership  
OB 6331 Power and Politics in Organizations  
MKT 6309 Marketing Research  

Areas of Concentration

As part of the MS in Healthcare Leadership and 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
HMGT 6380 Internal Audit
HMGT 6382 Advanced Internal Auditing

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

**Clinical Professors:** Forney Fleming III, Kannan Ramanathan

Requirements

Students enrolled in the Master of Science in Healthcare Leadership and 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 Leadership 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 Professors:** Forney Fleming III, Kannan Ramanathan

Requirements

Students enrolled in the Master of Science in Healthcare Leadership and 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.

- **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** Lean Six Sigma

Required Project

Student will work in teams 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

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