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, Jianqin Chen, Zhonglan Dai, Rebecca Files, Xianjun Geng, J. Richard Harrison, Dorothée Honhon, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Ningzhong Li, Livia Markóczy, Toyah Miller, Alp Muhtaroglu, 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, Jiaying 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 Bluestein, Judd Bradbury, John Gamino, Ayfer Gurun, Maria Hasenhuttl, 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 Polze, James Richards, Debra Richardson, Margaret Smallwood, Steven Solcher, Luell (Lou) Thompson, Amy L. Troutman, Robert Wright, Kathy Zolton, Hubert Zydorek

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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