COLLEGE OF BUSINESS

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Graduate Degrees Offered

- Master of Business Administration (M.B.A.) - Accounting Emphasis
  (http://catalog.twu.edu/graduate/business/master-business-administration-accounting-emphasis-mba)
- Master of Business Administration (M.B.A.) - Business Analytics Emphasis
  (http://catalog.twu.edu/graduate/business/businesanalytics-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - General Business
  (http://catalog.twu.edu/graduate/business/general-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Healthcare Administration Emphasis
  (http://catalog.twu.edu/graduate/business/hca-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Human Resources Management Emphasis
  (http://catalog.twu.edu/graduate/business/hr-master-business-administration-mba)
- Master of Business Administration (M.B.A.) - Women in Leadership
  (http://catalog.twu.edu/graduate/business/women-leadership-master-business-administration-mba)
- Master of Healthcare Administration (M.H.A.) (http://catalog.twu.edu/graduate/business/master-healthcare-administration-mha)
- Master of Healthcare Administration (M.H.A.) - Business Analytics Emphasis
  (http://catalog.twu.edu/graduate/business/master-healthcare-administration-business-analytics-mha)
- Master of Healthcare Administration (M.H.A.) - Global Health Emphasis
  (http://catalog.twu.edu/graduate/business/master-healthcare-administration-global-health-mha)

The primary objective of the graduate degree programs offered in the College of Business is to produce graduates who can manage and lead in dynamic and challenging environments such as industry, health care, government, and education. Our degrees and emphases impart current skills in business, management, and healthcare administration, and are also designed to deliver the educational background required for students to seek professional certifications in areas such as Accounting, Business Analytics, Human Resources and Health Care Information Systems.

Foundation coursework may be required for students who have not completed undergraduate coursework in business or healthcare, or do not have appropriate business or healthcare experience. The need for foundation coursework is assessed on an individual case basis by evaluating the student’s undergraduate transcripts and current resume.

Master of Business Administration (M.B.A.)
The Master of Business Administration (M.B.A.) degree is designed to deliver management and business analysis skills that are applicable in most management positions. Our M.B.A. focuses on current best practices in the functional areas in business and health care, and is designed for individuals interested in a variety of managerial and/or leadership positions. In addition to a common set of graduate courses in the areas of Accounting, Finance, Management, Marketing, Law and Strategy, specialized emphases are available in the following disciplines:

- Accounting
- Business Analytics
- General Business
- Health Care Administration
- Human Resources Management
- Women in Leadership

Our M.B.A. degree programs are offered either entirely online, or via hybrid (a combination of face-to-face and online) in an accelerated format. Our hybrid program is offered in both Dallas and Houston. Courses are offered in two 7-week periods within a semester, with six 7-week periods in a year. Face-to-face meetings for hybrid courses are scheduled on alternating Saturdays during the 7-week period. The M.B.A. is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) (https://www.acbsp.org).

Master of Health Care Administration (M.H.A.)
The Master of Health Care Administration (M.H.A.) prepares graduates for management positions in the variety of firms and organizations that comprise the health services industry. The industry is undergoing rapid and dramatic change. Therefore, the faculty seeks to prepare managers who possess the tools and knowledge that will enable them to analyze problems, formulate solutions, and implement decisions to guide their organizations through dynamic times. The course of study will encourage development of the student’s personal and leadership potential by fostering attitudes of lifelong learning, and social and ethical responsibility. The M.H.A. program is accredited by the Commission on Accreditation of Healthcare Management Education (https://www.cahme.org) (CAHME).

The program achieves its goals by:

1. Offering flexible educational opportunities to working students, with particular awareness of the needs of women and minority students.
2. Contributing to the effectiveness of the health care delivery process through faculty and student research and technical consultation.
3. Enhancing the profession of health services through active participation of faculty and students in support of professional health service management associations.
The Health Care Administration curriculum provides professional education in both basic and applied health administration. This educational focus involves providing knowledge and skills required for health services managers to function successfully in a complex and rapidly changing environment. The broad content areas include:

**Health Systems Organization, Policy, and Operations**
History and organization of the health care system, financing, and utilization of health services, health status and disease occurrence, legal aspects of health care, and medical sociology. Government health policy formulation and implementation and its impact on health care organizations.

**Finance, Economics, and Accounting**
Accounting and financial management tools for health care administrators, budgeting, financial analysis, costing, variance analysis, capital structure, and performance measurement. Fundamentals of microeconomic theory, economic determinants of health, markets for medical care, health insurance, and economic analysis in decision making.

**Management of Health Services Organizations**
Organizational theory and behavior, health care planning and marketing, human resource management, and leadership, managerial communications, ethics, legal applications for managers, information systems, and strategic management.

**Quantitative Methods**
Application of statistical methods to solving health care management problems, operations research, research design and analysis, epidemiology, and performance and quality assessment.

**Other Program Options**
There are several program options available to students in the Health Care Administration Program. These include a post-baccalaureate certificate program, a concentration in business analytics, and a waiver of the entrance exam and courses for applicants who have already completed an advanced degree.

**Post-Baccalaureate Certificate Program**
The Department of Health Care Administration offers a post-baccalaureate Certificate in Health Care Management that provides students with a foundation of knowledge necessary for a successful career in health care management. The core educational component comprises approximately 18-21 semester credit hours depending on prior academic preparation and student career goals. For additional information review the Health Care Administration (http://www.twu.edu/health-care-administration) website.

**Concentration in Business Analytics**
The M.H.A. with an emphasis in Business Analytics provides the skills needed to gather, analyze, and evaluate meaningful patterns represented in data that all healthcare organizations must understand and manage. The emphasis builds the skills required to communicate this information at various levels within an organization. This program also explores technology, interface, and security issues related to data access and use within healthcare organizations. For additional information review the Health Care Administration (http://www.twu.edu/health-care-administration) website.

**Applicants with an Advanced Degree**
Applicants who apply to the TWU MHA program and who have an existing advanced degree or professional degree (e.g. law or medicine) may request a waiver of courses completed in another advanced degree. Waivers are generally limited to no more than 12 semester credit hours and require H.C.A. program approval. Use of these courses towards the M.H.A. degree plan are not guaranteed, are evaluated on a case-by-case basis, and must have a grade of B or higher. Students who have not successfully completed all requirements of another advanced degree will be required to submit tests scores from the GRE or GMAT for consideration of admission into the M.H.A. program. Students who have successfully completed all requirements and earned an advanced degree will be waivered from the GRE/GMAT requirement. For additional information review the Health Care Administration (http://www.twu.edu/health-care-administration) website.

**Minors**
Master’s level requirements are established by student’s committee in consultation with the College of Business.

**Faculty**
*BAKER, PAMELA E., Professor of Business and Economics, B.A., Hendrix College; M.S., University of Houston, Clear Lake; Ph.D., University of North Texas*

*BARUA, MARIA E., Associate Professor of Business and Economics, B.B.A., University of Texas, El Paso; M.B.A., University of Texas, El Paso; Ph.D., University of Texas at El Paso*

*BOONME, KITIPONG (KEN), Assistant Professor of Business and Economics, B.B.A., University of Texas, El Paso; M.B.A., University of Texas, El Paso; Ph.D., University of North Texas*

*BOONME, KITIPONG (KEN), Assistant Professor of Business and Economics, B.B.A., University of Texas, El Paso; M.B.A., University of Texas, El Paso; Ph.D., University of North Texas*

*CREWS, DEREK, Associate Professor of Management, B.B.A., University of North Texas; M.B.A., University of North Texas; Ph.D., University of North Texas*

*DRISCOLL, PATRICIA T., Professor of Health Systems Management, B.S.N., Incarnate Word; M.S., Texas Woman’s University; J.D., Southern Methodist University*

*FLANAGAN, JENNIFER L., Assistant Professor of Management, B.S., Texas A&M University-Commerce; M.B.A., Texas Woman’s University; Ph.D., Texas A&M University-Commerce*

*GOODMAN, GERALD R., Professor of Health Care Administration; Program Director of Health Care Administration, B.S., University of Houston; M.S., Texas Woman’s University; M.A.S., Southern Methodist University; D.P.H., University of Texas Health Science Center-Houston*

*HARRIS, CHRISTOPHER M., Associate Professor of Business and Economics, B.B.A., Belmont University; M.B.A., University of Nebraska, Omaha; Ph.D., University of Texas at Arlington*

*HORN, DEWAYNNA R., Associate Professor of Business and Economics, B.S., Belhaven College; M.B.A., Millsaps College; Ph.D., Jackson State University*

*IRVING, LYNN Z., Lecturer of Accounting, B.S., Indiana State University; M.S., The University of Texas at Dallas*

*LAMBERT, JASON R., Assistant Professor of Management, B.A., Columbia College Chicago; Ph.D., The University of Texas at Arlington*

*LAMBERT, JASON R., Assistant Professor of Management, B.A., Columbia College Chicago; Ph.D., The University of Texas at Arlington*
BUS 5013. Foundations in Business. Demonstration and application of the functional areas of the business environment with specific emphasis on marketing, management, business ethics, and the global dimensions of business. Three lecture hours a week. Credit: Three hours.

BUS 5093. Financial Accounting. Accounting for service organizations, partnerships, and corporations. Topics include inventory depreciation, fixed assets, short and long-term liabilities, and statement preparation and analysis. Three lecture hours a week. Credit: Three hours.

BUS 5133. Marketing Management. Application of analytical concepts and principles to marketing strategy. Application of marketing concepts such as target marketing, positioning, customer satisfaction, product development, pricing, distribution, and promotion to cases and contemporary issues from a manager's point of view. Three lecture hours a week. Credit: Three hours.


BUS 5243. Managerial Finance. Analysis of the financial administration of sole proprietorships, corporations, government agencies, and non-profit organizations; short- and long-range financial planning; cash management; capital budgeting; social responsibilities. Three lecture hours a week. Credit: Three hours.

BUS 5263. Organizational Behavior in Business Administration. Organizational problems which involve the human factor; perspective for understanding and predicting behavior in formal organizations; interrelationships of structural and behavioral changes. Survey of research on organization in private and public organizations. Prerequisite: Degree in business or permission of instructor. Three lecture hours a week. Credit: Three hours.

BUS 5273. Human Resource Administration. Human resource programming, job requirements, sources of labor supply, selection procedures, training programs, job evaluation, salary administration, employee communication, union-management relations. Three lecture hours a week. Credit: Three hours.

BUS 5393. Leading High Performing Teams Strategies. Group theory, team dynamics, team membership and team leadership. Application of team theory in management, focusing on planning, organizing, and leading teams to solve business problems. Immersion in team dynamics through experiential activities, cases, and team projects. Three lecture hours a week. Credit: Three hours.

BUS 5423. Advanced Auditing. An advanced study of auditor's attest function with emphasis on recent developments using practice cases. Topics include: risk assessment, fraud, SEC, and Sarbanes-Oxley. Three lecture hours a week. Credit: Three hours.

BUS 5433. Managerial Accounting. Use of accounting information in decision-making; statement of changes in financial position; budgets, responsibility accounting, and quantitative techniques. Three lecture hours a week. Credit: Three hours.

BUS 5453. Business Leadership. Study of the dynamics of leadership of small groups to large organizations. The application of leadership theory is stressed for both profit and not-for-profit environments. Three lecture hours a week. Credit: Three hours.

BUS 5473. Financial Statement Analysis. In-depth discussion and practice in use of standard tools and methods for the analysis of financial statements. Prerequisite: BUS 3103 or BUS 5433. Three lecture hours a week. Credit: Three hours.
BUS 5483. Accounting for Management Control. Advanced topics in management accounting, such as budgeting, pricing decisions, indirect cost allocations, customer profitability, quality costs, just-in-time and virtual inventory systems, balance scorecard, environmental costing, capacity measurement, benchmarking practices, and performance measurement and compensation. Prerequisite: BUS 3103 or BUS 5433. Three lecture hours a week. Credit: Three hours.

BUS 5493. Accounting Theory. Financial accounting topics related to partnership accounting and consolidations; advanced topics covered on the CPA exam are also covered. Prerequisites: BUS 3023 and BUS 3043. Three lecture hours a week. Credit: Three hours.

BUS 5503. International Business and Economic Study Tour. Directed international Business and Economic Study tour; examination of major trends in a selected foreign country's economic, cultural, and business structures. May be repeated. Three lecture hours a week. Credit: Three hours.

BUS 5553. Conflict Resolution. Application of principles and technical tools to solve human resource problems as found in employment, employee education and training, and labor relations. Three lecture hours a week. Credit: Three hours.

BUS 5563. Accounting Ethics. Discussion of ethical theory, analysis of social and professional issues such as ethical decision making, independence, integrity, objectivity, core values and ethical dilemmas from the point of view of a professional accountant. Approved by the Texas State Board of Public Accountancy in sitting for the Uniform CPA Exam. Three lecture hours a week. Credit: Three hours.


BUS 5583. Accounting Regulation. Advanced study of Individual, Corporate and Partnership taxation based on review of appropriate laws, regulations and administrative guidance: Includes use of cases and research tools. Three lecture hours a week. Credit: Three hours.

BUS 5613. Staffing. Principles of employment selection: workforce planning and forecasting, job analysis, sourcing and recruiting, measurement, reliability, validity, selection measures, interviews, ability tests, personality tests, and making a selection decision. Prerequisite: BUS 5273. Three lecture hours a week. Credit: Three hours.

BUS 5623. Compensation and Benefits. Principles of compensation and benefits including internal alignment of compensation, job analysis, job evaluation, determine pay based on external factors, design pay levels, mix, and structure, pay for performance, performance appraisal, benefits, legally required benefits, retirement plans, and health care plans. Three lecture hours a week. Credit: Three hours.

BUS 5633. Principles of Talent Development. Adult learning theory; needs assessment; creating objectives; design and development of programs using a variety of methods; evaluation; transfer of training; experiential learning. Three seminar hours a week. Credit: Three hours.

BUS 5663. Decision Analysis for Managers. Advanced topics in statistical inference relating to decision-making and research in business and economics; probability theory, tests of hypotheses, sampling and experimental design, multiple correlation and non-parametric statistical methods. Three lecture hours a week. Credit: Three hours.

BUS 5683. Business Decision Process. Multiple regression analysis and other widely used statistical methodologies, and their assumptions and approaches, as applied to business decision making. Students practice analyzing and solving data-driven business problems, making recommendations based on their solutions, and communicating results. Prerequisite: BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5693. Enterprise Applications of Business Intelligence. Business intelligence concepts, methodologies and tools used in effective managerial decision making. Application of business intelligence tools to identify business problems and then compare and contrast different solutions to them. Prerequisite: BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5713. Consumer Ethics. Ethical behaviors crucial to personal and corporate success; the historical concepts of a consumer-based culture; codes of ethics; theoretical models and managerial behaviors as the foundation to investigate ethics and social responsibility. Three lecture hours a week. Credit: Three hours.

BUS 5733. Accounting Research. Study of research sources and practices associated with accounting and auditing standards as principally promoted or required by national board of accounting standards. Three lecture hours a week. Credit: Three hours.

BUS 5743. Project Management. Tools and techniques of project selection and management as defined by the Project Management Institute, including network diagrams, critical path analysis, critical chain scheduling, cost estimates, earned value management, and completion of team project management software required. Three lecture hours a week. Credit: Three hours.


BUS 5763. Strategic Information Systems. Foundation, structure, development, and implementation of information systems; management and control of corporate information systems; decision-support systems and expert systems; information technology economics; global information systems and knowledge management. Three lecture hours a week. Credit: Three hours.

BUS 5773. Forensic Accounting. Comprehensive coverage of fraud, its make-up, types, forensic detection and deterrence techniques; analysis of the broader educational material of the forensic accounting/examination field. Three lecture hours a week. Credit: Three hours.

BUS 5893. Business Strategy and Policy. Capstone course in the MBA program using strategic business analysis to integrate the student’s graduate business experience. Comprehensive business case analysis for proposed or actual companies. Prerequisites: BUS 5133, BUS 5243, BUS 5263, BUS 5433 or BUS 5483, and BUS 5663. Three lecture hours a week. Credit: Three hours.

BUS 5903. Special Topics. Variable content. Three lecture hours a week. Credit: Three hours.

BUS 5913. Independent Study. Individual study of specific problems in business. Prerequisite: Permission of instructor. Credit: Three hours.
BUS 5923. Global Business. Similarities and differences in business practices and management styles of global firms across a variety of industries; strategies employed to gain competitive advantage in international markets in the context of NAFTA, impact of history, culture, and current political environment on the global economy. Three lecture hours a week. Credit: Three hours.

BUS 5933. Business Ethics and Legal Environment. A critical examination/evaluation and discussion of ethical alternatives with respect to decision-making and action in business and managerial practice. Examines contemporary issues involving personal, social, and legal issues as well as theoretical and empirical foundations in the classical system of ethics. Three lecture hours a week. Credit: Three hours.

BUS 5953. Cooperative Education. Cooperative work-study arrangement between business, industry, or selected institutions with the University. Preplanning and evaluation will involve 10% of the laboratory hours per week. Maximum enrollment is twelve hours. Nine practicum hours a week. Credit: Three hours.

BUS 5956. Cooperative Education. Cooperative work-study arrangement between business, industry, or selected institutions with the University. Preplanning and evaluation will involve 10% of the laboratory hours per week. Maximum enrollment is twelve hours. Eighteen practicum hours a week. Credit: Six hours.

BUS 5963. Management Operations. Process and project management and development of functional strategies to create value for an employer and their consumers; management tools and approaches for analyzing operations and applications to a wide variety of managerial decisions. Three lecture hours a week. Credit: Three hours.

BUS 5973. Professional Paper. Credit: Three hours.

BUS 5981. The Professional Portfolio. Development of a professional portfolio by students in the Master of Arts in Teaching program demonstrating the student’s growth in the Learner-Centered Competencies. Pass-fail grade only. May be repeated. Credit: One hour.

BUS 5983. Thesis. Prerequisite: Permission of instructor. Credit: Three hours.

BUS 5993. Thesis. Prerequisite: Permission of instructor. Credit: Three hours.

Economics Courses

ECO 5143. Advanced Managerial Economics. Application of economic principles and techniques in solving management problems in the areas of demand analysis, sales forecasting, production and cost analyses, pricing policies, capital budgeting, and economic controls; use of linear programming techniques. Three lecture hours a week. Credit: Three hours.

Health Care Administration Courses

HCA 5103. Foundations of Health Services. Structure and operation of U.S. health industry and the political and social environment in which it exists. The health system will be analyzed in terms of cost, access, availability, quality, and appropriateness. Topics include the role of government in regulating health services; health insurance; types, categories, and functions of various health organizations in the health care continuum; and human resources. Three lecture hours a week. Credit: Three hours.

HCA 5223. Strategic Planning in Healthcare. Application of organization strategic planning theory and concepts to health services organizations. Topics include governance, competitive environment, distinctive attributes of health care organizations, vision, mission, goals and strategies, systems thinking, organization structure and design, organizational effectiveness, change management, planning, and management roles. Three lecture hours a week. Credit: Three hours.

HCA 5253. Organizational Behavior in Health Care Administration. Application of theories and concepts of management and organizational behavior to health services organizations. Topics include personality, motivation, decision making, stress, interpersonal and group dynamics, communication, leadership, power, conflict, and organizational culture. Three lecture hours a week. Credit: Three hours.

HCA 5343. Human Resources Management in Health Care Administration. Human resources management issues, including strategic role of job analysis and design, recruitment, retention, diversity, performance appraisal, termination, recognition, compensation and development, and Human Resources legal issues relevant to health care organizations. Prerequisites: HCA 5103 and HCA 5223. Three lecture hours a week. Credit: Three hours.

HCA 5353. Leadership and Career Development in Health Care Administration. Development of leadership potential by strengthening abilities in creative thinking, interpersonal team skills, communication (oral and written) and listening skills, diversity issues, negotiation, and conflict management. Improvement of personal effectiveness by goal setting, establishing networks, using interviewing techniques, and increasing self-awareness. Use of self-assessments and group projects with outside clients. Includes student preparation of portfolio presentation/notebook, individual meetings with instructor, and presentation to independent evaluators. Pre or Co-requisites: HCA 5223 and HCA 5623. Three lecture hours a week. Credit: Three hours.

HCA 5393. Health Law and Ethics. Orientation to the American legal system principles and processes related to health law, professional liability, and informed consent. Application of health law to ethical principles and theories. Prerequisite: Completion of all Level I courses. Three lecture hours a week. Credit: Three hours.


HCA 5463. Research Methods for Managerial Decision Making. The research process and models available to conduct health services research. Topics include problem identification, computerized literature search, critique of research, theoretical and conceptual frameworks, research questions and hypothesis testing, research design, methodology, data analysis techniques, and ethical issues in research. Prerequisite: Knowledge of basic Excel. Three lecture hours a week. Credit: Three hours.

HCA 5473. Health Information Management. The role of information systems and decision-making models in health care organizations. Health information topics including computer hardware and software, planning information processing, clinical and administrative systems, methods to support decision making, vendor evaluation and selection, and project management. Prerequisite: HCA 5223. Three lecture hours a week. Credit: Three hours.
HCA 5483. Population Health Management. Basic measures and determinants of epidemiology; incorporation of research findings into management decisions. Use of logic and assumptions to assess and understand the health status of populations, the determinants of health and illness, and the factors that influence the delivery and use of health services. Social epidemiology including social and behavioral aspects of health and illness, utilization of health services, and patient and practitioner roles. Three lecture hours a week. Credit: Three hours.


HCA 5513. Financial Accounting in Health Care Administration. Principles of accounting; types of financial statements; recognizing and measuring transactions; assets, liability, and equity accounts; fund accounting; cash flow statements; financial statement analysis and time value of money. Three lecture hours a week. Credit: Three hours.

HCA 5533. Management Accounting for Health Care Organizations. Principles and methods of cost allocation, job costing, cost-volume profit analysis, budgeting, variance analysis, profitability analysis, and relevant costs for decision-making. Three lecture hours a week. Credit: Three hours.


HCA 5563. Health Policy Analysis. Definitions of health policy and the process of policy making. Impact of values on policy and the role of interest groups and political influence. Framework for analyzing policy and methods using the tools of economics to examine health system change. Prerequisite: Completion of twelve hours in HCA program. Three lecture hours a week. Credit: Three hours.

HCA 5743. Alternative Systems of Healthcare Delivery. Evolving relationships between the buyers, providers, insurers, patients, and regulators of health services. The dynamic process that influences the organization for delivery, price, utilization, quality, and accountability. Historical development of the U.S. and comparative health systems. Delivery systems, managed care trends, legal and regulatory issues, provider-payer-patient perspectives, insurance products, organizational structures, pricing and reimbursement strategies, quality, and utilization control. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

HCA 5753. Development of Health Facilities. Physical aspects of planning, design, and construction of health facilities. The process and participants involved in the development of buildings to serve the health care industry. Facility planning; methods of project delivery; role of owner, architect, and building contractor; construction scheduling, cost estimating, and site analysis. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

HCA 5763. Marketing for Health Services. The role of marketing in the process of purchasing and providing health care services. Broad view of marketing as a means of identifying and delivering value to both the provider and consumer of services. Topics including marketing philosophy, market research, identifying the customer, business and service delivery, market segmentation, and business development. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

HCA 5773. Seminar in Finance and Accounting in Health Care Administration. Identification and development of financial models and solutions. Analysis of causes related to complex health care accounting and financial management issues. Prerequisites: HCA 5533 and HCA 5543. Three lecture hours a week. Credit: Three hours.

HCA 5783. Interdisciplinary Models of Health Care. The evolving role of the health care team and strategies team members use in providing comprehensive, quality care to the health care consumer. Rationale for the interdisciplinary approach, re-engineering and work redesign, professional autonomy, cross-training, and group dynamics. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

HCA 5793. The Continuum of Care. Examination of major practice settings in the U.S. healthcare system including hospital, outpatient/physician practice, and long-term care within the context of social, political, and economic environments. Operational aspects of administration for each setting from the perspectives of key stakeholders. Prerequisite: Completion of 12 core hours in the program. Three lecture hours a week. Credit: Three hours.

HCA 5803. Issues and Trends in Health Care Administration. Group study of current issues and trends in Health Care Administration. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

HCA 5883. Professional Portfolio and Healthcare Career Competencies. Final course in the HCA curriculum focusing on the integration of knowledge and application of theories, models, and techniques from preceding courses in the management of a health services organization. Students finalize and present a standardized content of papers, projects, cases, internship activities, awards and related activities to provide evidence of cognitive, behavioral, and developmental characteristics. These are evidence of identified skills and competencies, demonstration of ability in core content areas, identification of relationship of skills to career path, reflection and integration of learning, personal growth and development, and a career plan. Co-requisite: HCA 5933. Three lecture hours a week. Credit: Three hours.

HCA 5903. SPECIAL TOPICS. Organized course with each section's title and content varying with specific subject matter and topic offered. May be repeated for credit when topics vary. Three lecture hours a week. Credit: Three hours.

HCA 5911. Independent Study. Advanced work in a specialized field of Health Care Administration. Prerequisite: Completion of twelve hours in HCA program and permission of instructor. Credit: One hour.
HCA 5912. Independent Study. Advanced work in a specialized field of Health Care Administration. Prerequisite: Completion of twelve hours in HCA program and permission of instructor. Credit: Two hours.

HCA 5933. Capstone in Health Care Administration. Final course in the HCA curriculum focusing on the integration of knowledge and application of theories, models, and techniques from preceding courses in the management of a health services organization. Decision making involving strategic, human resources, financial, planning, and operations. Prerequisites: HCA 5493 and HCA 5533, or permission of program director. Three lecture hours a week. Credit: Three hours.

HCA 5941. Internship. Internship in a health care organization under the supervision of a selected health care administrator and faculty. Prerequisite: Completion of twelve hours in HCA program. Four clinical hours a week. Credit: One hour.

HCA 5942. Internship. Internship in a health care organization under the supervision of a selected health care administrator and faculty. Project assignments are undertaken to integrate and apply administrative skills to practical problems. Prerequisite: Completion of twelve hours in HCA program and approval of faculty advisor. Eight clinical hours a week. Credit: Two hours.

HCA 5981. Fieldwork. Field experience with a health care organization under the supervision of a selected health care administrator and faculty. Prerequisites: HCA 5483 and completion of twelve hours in HCA program. Four clinical hours a week. Credit: One hour.

HCA 5982. Fieldwork. Field experience with a health care organization under the supervision of a selected health care administrator and faculty. Prerequisites: HCA 5483 and completion of twelve hours in HCA program. Eight clinical hours a week. Credit: Two hours.

Health Systems Management Courses

HSM 5003. Management of Health Services Organizations. Introduction to the theories, concepts, techniques, functions, and methods of management as they relate to health services organizations generally, with specific emphasis on hospitals. Three lecture hours a week. Credit: Three hours.

HSM 5033. Health Services Human Resource Management. Techniques for effective management of human resources in health services organizations. The theories of organizational behavior are explored in relation to the functions and principles of human resource management including: planning, staffing, appraising, compensating, and developing employees. Relevant employment and labor relations law relating to health care organizations. Prerequisite: HSM 5003 or permission of instructor. Three lecture hours a week. Credit: Three hours.

HSM 5043. Legal Foundations of Health Systems Management. Introduction to law as it affects the health delivery system with emphasis on both the theoretical and practical determinants of legal decision making. An examination of the American legal system, its principles and processes, as well as how the law regulates issues related to control of costs through regulation and antitrust laws, and respect for “personhood” in the context of the professional-patient and organization-professional relationship. The dynamics between law and ethics are explored. Prerequisite: HSM 5003 or permission of instructor. Three lecture hours a week. Credit: Three hours.

HSM 5053. Quantitative Methods in Health Systems Management. Fundamental principles of probability theory, statistical inference, linear regression, and management science applied to the analysis of management problems in health care administration. Applications include forecasting methods, deterministic and stochastic approaches to modeling systems behavior, and simulation methods. Three lecture hours a week. Credit: Three hours.

HSM 5063. Financial Management for Health Systems Management. Examination of the theory and practice of health care financial management and decision making methods. Emphasis is placed on the role of the finance function in measuring, evaluating, and controlling an organization’s performance. Topics include financial statement analysis; cash and working capital management; corporate planning, budgeting, and control systems; third-party reimbursement systems; discounted cash flow analysis; and capital investment decision analysis. Prerequisites: HSM 5053 and BUS 5433. Three lecture hours a week. Credit: Three hours.

HSM 5083. Analysis and Management of Health in Populations. Application of concepts and analytical methods from epidemiology, demography, and statistics to managerial problems that arise in the health care environment. Emphasis on the use of population-based data to develop realistic policy recommendations and to support decision making in health care organizations. Three lecture hours a week. Credit: Three hours.

HSM 5163. Long-Term Care Administration. Organization and management of nursing homes, personal and residential care facilities, and institutions for other populations requiring long-term care. State and federal licensing and operating requirements, administrative functions, funding sources, and operational controls. Prerequisite: Completion of twelve semester hours of HSM courses or permission of instructor. Three lecture hours a week. Credit: Three hours.


HSM 5263. Advanced Financial Management for Health Systems Management. Examination of the foundations of health care financial management decisions through a combination of case analysis and readings from the literature of health care finance. Emphasis is placed on understanding the role of risk in the financial decision-making process and on integrating the theory of financial decisions with practical problems in health care finance. Topics include: capital markets and the risk-return relation, estimating the cost of capital, valuation models, capital structure decisions, and agency relationships. Prerequisite: HSM 5063 or BUS 5243. Three lecture hours a week. Credit: Three hours.

HSM 5903. Special Topics. Group study of selected topics in Health Systems Management. Prerequisite: Completion of all required/core courses. Three lecture hours a week. Credit: Three hours.

HSM 5913. Independent Study. Individual study of selected topics. Credit: Three hours.

HSM 5933. Capstone Seminar in Health Systems Management. An integrative course which emphasizes application of skills and knowledge acquired in the HSM curriculum. Health care management problems are solved using case studies, role playing, and simulation. Prerequisite: Completion of all required HSM courses. Three lecture hours a week. Credit: Three hours.
HSM 5935. Residency in Health Systems Management I. Field experience in a health care organization under the supervision of selected health care administrator and faculty. Project assignments are undertaken to integrate and apply administrative skills to practical problems. Prerequisites: Completion of all core/required courses and approval of faculty advisors. Twenty practicum hours a week. Credit: Five hours.

HSM 5945. Residency in Health Systems Management II. Field experience in a health care organization under the supervision of a selected health care administrator and faculty. Project assignments are undertaken to integrate and apply administrative skills to practical problems. May be taken concurrently with HSM 5935. Prerequisites: Completion of all core/required courses and approval of faculty advisor. Twenty practicum hours a week. Credit: Five hours.

HSM 5956. Cooperative Education. Cooperative work-study arrangements between the University and selected institutions appropriate to the Health Systems Management program. Job assignments are made on the basis of student interests, skills, and degree program. The student will apply the ideas and processes learned in other courses in practical experience under cooperative supervision. Cooperative planning and evaluation are essential elements in the course. Available only to students employed in a management position in a health care setting. 30-40 hours of work a week. Credit: Six hours.

HSM 5973. Professional Paper. Independent research leading to the production of a written document of scholarly quality. May be repeated for credit. Prerequisite: Permission of faculty advisor. Credit: Three hours.