

Module Descriptions

LEADERSHIP & TEAM DEVELOPMENT Offers an introduction to, and an overview of, the concepts of Leadership and Team Development. This module will provide a framework and rationale for the team/cohort learning model in an organizational context. Emphasis is placed on the application of concepts to real managerial problems and issues. This module will use a combination of conceptual and practical approaches, lectures, discussions, case studies, and group exercises.

COMMUNICATIONS This module blends research, theory and practice in the art of effective team communication, presentation and facilitation skills, team dynamics, and written skills to create a dynamic contribution to the overall effectiveness of any organization. Each student comes to this course with expertise and experience; this module will reinforce individual strengths, identify areas of growth and set goals for development in the cohort as well as the workplace.

HUMAN BEHAVIOR & ORGANIZATION This is an introductory course on human behavior in the organizational setting. The focus of this module will encompass three levels of organizational behavior analysis: the individual, the group, and various modern organizational systems. There are two major goals: to provide students with a basic grounding in the most important principles in managing the human asset in organizations and to work to develop job relevant knowledge skills. The material covered will be applicable to a wide range of organizations and students should also find topic areas relevant to daily life.

THE BUSINESS FIRM The objective of this module is to provide an overview of today's business environment. The overview should help construct a foundation that can be built upon in future modules and the work environment. Topical coverage will be broad, and include Organization of a Business, Business Environment, Management, Managing Employees, Marketing, and Financial Management. The application of this module to current events and the work environment is a desired outcome. Since the world of business is in a constant state of change, this module will rely on the student's ability to think conceptually and offer insights regarding future business opportunities.

MANAGING ORGANIZATIONS This module is designed to expand on the concepts presented and to understand why management is vital to the success of the organization. Students will better understand the functions and systems associated with sound management. Effectiveness and efficiency will be stressed, providing the venue for improving decision making skills and critical analysis. Students in this module will be

required to choose an organization and, along with this organization, plan, organize, lead, and control a project that produces "real" results. This course will force students to have a complete understanding of managerial theory and apply this material in a practical and effective method.

ACCOUNTING FOR MANAGERS This module is designed to help students use accounting information in the workplace. The course will not focus on rules of debits and credits nor the official preparation of accounting records like journals and ledgers; instead it will focus on understanding and use of financial information for planning business strategy. Decision making, evaluation of process improvements and performance, interpretation of corporate and annual reports, and recognition of internal control systems will be the materials presented in this module.

STATISTICAL DECISION MAKING The basic understanding of statistics and its application to business situations will be the objective of this module. Topics such as descriptive statistics, estimation, hypothesis testing, and regression analysis will be explored in depth in order to provide a useful understanding of how these topics affect today's business environment and decision making. Microsoft Excel will be used throughout the course.

MANAGERIAL ECONOMICS Basic principles of economics at both the macro and micro levels will be explored. Topics of supply and demand, national income accounting, monetary and fiscal policies, business cycles, money and banking, interest rate determination, market structure, elasticity, international trade policy, and budget deficit are among the long list of topics discussed in this module. A high level of student interaction will be expected. The course is taught using practical materials that provide a better understanding and use of secondary data to make interpretations regarding future business environmental forecasts.

THE HEALTHCARE DELIVERY SYSTEM This course provides an overview of the healthcare delivery system in the U.S., specifically the interwoven relationships between providers (physicians, hospital systems, ancillary service providers, pharmaceutical companies, medical supply companies), payers/funding sources (traditional insurance companies, HMOs/PPOs, government payers) and regulatory agencies (e.g. CMS—the Centers for Medicare and Medicaid Services and State Departments of Health). Students will be provided with an historical perspective of the healthcare system and an understanding of some of the current environmental forces impacting



managerial decision-making in healthcare organizations. These include changes in public policy and reimbursement models and the creation of large hospital-based networks that encompass multiple levels of care, from acute care to transitional care to outpatient and home-based services.

HEALTHCARE FINANCE This course focuses on the financial relationship between providers and various payer sources and examines factors influencing payment/reimbursement levels, such as patient acuity/case mix. Discussion will explore how services are coordinated to achieve positive patient outcomes while simultaneously ensuring an organization's financial health. Financial management of institutional resources will also be covered, including preparation/analysis of financial reports, capital budgeting and project analysis, forecasting, inventory control and management and depreciation of equipment and other resources.

REGULATORY COMPLIANCE & ACCREDITATION Healthcare is one of the most highly regulated industries in the United States, with extensive oversight of patient care and billing practices. This course will familiarize students with the operational role of managers/administrators in designing, implementing and overseeing systems to ensure compliance with state and federal guidelines. Students will also be introduced to the standards required for accreditation by JCAHO, the Joint Commission for Accreditation for Healthcare Organizations, a highly valued credential in today's increasingly competitive healthcare market. Course content will focus largely on preparing future managers to design, operate, evaluate, and refine an organization-specific quality management program, an essential element in meeting and maintaining JCAHO standards.

MARKETING FOR HEALTHCARE This course will consist of an in-depth study of the essential concepts of marketing and their application to health care organizations. Students will gain a working knowledge of aspects of healthcare marketing such as pricing, promotion, consumer behavior, brand equity, and segmentation and will learn applied skills by analyzing marketing problems and developing strategies for addressing those challenges. Differences and similarities between marketing for the for-profit and non-profit sectors will be addressed. Students will learn the particulars of developing a comprehensive marketing plan.

HEALTHCARE HUMAN RESOURCES & POLICIES/PRACTICES Students will become familiar with all major areas of responsibility for Healthcare H.R. managers, such as management/labor relations, collective bargaining, administration of a comprehensive employee compensation and benefits program, EOE compliance, Workmen's Compensation issues, creation of job descriptions and an effective employee performance appraisal system, and staff training/development. Due to its paramount

importance in today's healthcare industry, considerable attention will be given to the development of an effective recruitment/retention program. Students will be exposed to some of the creative approaches being implemented by healthcare organizations to address shortages of nursing and other specialized care staff.

HEALTHCARE LAW AND ETHICS Various legal and ethical issues related to managing a healthcare enterprise will be examined, including development and administration of organizational policy on Advance Directives, patient confidentiality (in compliance with HIPAA standards), and withholding of treatment. The wide realm of bioethical issues under debate by healthcare professionals and policy-makers will also be considered, such as physician-assisted suicide and palliative care versus life-sustaining treatment. The role of Ethics Committees in healthcare facilities will be discussed, as will the role of patient advocates/Ombudsmen and the establishment of institutional guidelines for resolution of patient grievances. The development of protocols for decision-making in regard to legal/ethical conflicts will also be covered. A case-study approach will be emphasized to help students fully understand the gravity of legal/ethical decision-making by healthcare management teams.

CORPORATE STRATEGY Because of day-to-day crises and pressures, organizations often struggle to set aside time to create a common future and plan to attain it. This module provides an overview of the strategic visioning process as it applies to organizations. Included in this module will be working definitions of mission, vision, core values, philosophy, objectives and strategic plans. There will be discussion of the integration of planning and implementation so that the student will walk away with critical thinking and planning skills.

MULTIDISCIPLINARY PROJECT (CAPSTONE) Utilizing their knowledge from the previous modules, students will create a case study from a selected organization. This case must uncover one main problem for the organization and provide viable and supported solutions to help create a better situation for the organization. The main part of this capstone is that each team presents a rich enough case that the reader will, with a fair amount of certainty, be provided with enough information to allow them the opportunity to solve the case using methods and techniques gained from business knowledge and experience.