

**HEALTHCARE
MANAGEMENT**

HCM

**The Eli Broad College of Business
Eli Broad College of Business and
The Eli Broad Graduate School of
Management**

- 801 Critical Thinking and Innovation in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Critical thinking and innovation as vital management tools for healthcare professionals. Strategies for dealing with cognitive biases and unrecognized assumptions. Determining causality. Navigating pathways in critical reasoning. Maximizing reasoning effectiveness. Developing and implementing innovative design, processes, and leadership in healthcare.
- 802 Cost Analysis in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Cost accounting and management control tools and techniques for making value-added decisions in important healthcare contexts. Topics will include (a) Cost Analysis: cost estimation, cost allocation, and cost behavior; (b) Pricing: revenue management and strategic product-mix decisions; (c) Profitability: analytical techniques for determining profitability of departments, services, and patients; (d) Control: budgeting, variance analysis, coordination of activities among departments; and (e) Contracting with suppliers and insurance companies.
- 803 Financial Analysis in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Principles of financial accounting applied to healthcare organizations, emphasizing application of key financial accounting tools and concepts for managerial decisions.
- 804 Financial Management in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. P:
HCM 803 R: Open to master's students
in the Healthcare Management Major.
Financial management tools for investment and financing decision making in healthcare firms. Risk, valuation, capital budgeting. Analysis of the financial condition of the firm through the examination of financial statements. Current events and applications.
- 805 Quality, Risk, and Performance Management**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Managing healthcare performance by means of quality initiatives, process management, and risk management. Relevant methods, principles, processes, strategies and systems thinking.

- 806 Healthcare Information Systems**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Issues in the management and implementation of healthcare information systems and application of information technologies to support the effective and efficient delivery of healthcare work processes to stakeholders. The relationship between quality management and information management. Technology standards, security, and emerging technologies. Healthcare analytics.
- 807 Law and Ethics in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Legal and ethical doctrines, principles, applications, and issues in healthcare organizations. Legal and ethical dimensions of decision making, administrative law, and planning in healthcare.
- 808 Healthcare Systems and Economic Policy**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Organization of U.S. health system, policy process, and services. Dynamics of economic theory, valuation, financing and delivery of healthcare.
- 809 Organizational Behavior in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Role of workforce leadership in fulfilling the goals and mission of healthcare organizations. Theories and applications of organizational behavior principles to motivating, rewarding, and structuring employees' work. Managing groups and teams. Structuring the organization. Domestic and international issues in the workplace.
- 810 Human Resource Management in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Human resource management for healthcare organizations. Strategies for human resource recruitment, utilization, productivity, compensation, and development.
- 811 Healthcare Strategic Management**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Examines ways top managers create and sustain competitive advantage in today's challenging healthcare marketplace from a total firm perspective.
- 812 Supply Chain Management in Healthcare**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Concepts and tools of supply chain management related to healthcare settings. Management of resources, sourcing, operations, inventory, logistics, and capacity for effective services, quality, and cost performance.
- 813 Healthcare Services Marketing**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
The principles and processes of marketing and its role in effectively managing healthcare services for improvement and policy making.

- 814 Hospitality and the Patient Experience**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
The patient experience in healthcare as it relates to hospitality marketing, service quality management, patient well-being, and the role that leadership plays in the process.
- 815 Managerial Epidemiology and Population Health**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Epidemiological concepts for decision-making in healthcare organizations. Managerial strategies for applying population health principles to disease assessment, community forecasting, cost effectiveness, and utilization of services.
- 816 Healthcare Management Capstone**
Fall, Spring, Summer. 1 to 4 credits. R:
Open to master's students in the
Healthcare Management Major.
Integrates the coursework, skills and perspectives in the program in a project, paper, or practicum. Brings cumulative knowledge to bear on specific healthcare management issues, dilemmas and gaps.
- 817 Healthcare Leadership**
Fall, Spring, Summer. 1 to 3 credits. P:
HCM 809 and HCM 810 R: Open to
master's students in the Healthcare
Management Major.
Review of leadership theories and practices as applied in healthcare organizations. Development of leadership skills.
- 818 Strategic Decision Making**
Fall, Spring, Summer. 1 to 3 credits. P:
HCM 811 R: Open to master's students
in the Healthcare Management Major.
Explores the process of strategic decision-making in healthcare organizations. Identifies issues that impeded and improve decision success. Examines a range of contextual factors that influence the decision process.
- 819 Market Analysis and Planning**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Techniques, systems and formats to comprehend healthcare market forces and develop value-based healthcare marketing plans.
- 820 Negotiations**
Fall, Spring, Summer. 1 to 3 credits. P:
HCM 809 R: Open to master's students
in the Healthcare Management Major.
Fundamentals of effective negotiations in healthcare organizations. Planning for negotiation, integrative and distributive negotiation strategies, power and influence, ethics and interpersonal communication. Experience in negotiating through simulations and follow-up discussions.
- 821 Healthcare Regulations**
Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.
Examines the role of regulations in the healthcare industry, focusing on standards of regulatory and accreditation organizations. Explores regulation in relationship to organizational culture and performance.

Healthcare Management—HCM

822 Healthcare Compliance

Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.

Explores the importance of compliance in healthcare organizations. Effective healthcare compliance, governance issues, fiduciary responsibilities, and challenges faced in the healthcare industry.

823 Enterprise Risk Management

Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.

Best approaches, academic and practical, to creating and implementing an Enterprise Risk Management (ERM) system. Examines ERM from a healthcare perspective. Key risk frameworks and tools for critical analysis of issues.

824 Implementing Compliance Systems

Fall, Spring, Summer. 1 to 3 credits. R:
Open to master's students in the
Healthcare Management Major.

Implementation, execution, and enforcement of healthcare compliance programs. Current issues in compliance systems and healthcare sectors, and relationships with the federal government and accrediting agencies.

825 Analytics in Healthcare

Fall, Spring, Summer. 2(2-0)

Overview of the concepts and methods of business analytics as it relates to healthcare management. Examination of the role of analytics in transforming the business practice of healthcare, including a better assessment of cost effectiveness, learning curves in the practice of medicine, identifying best practices for evidence-based medicine.