



Baldwin-Wallace College – Cleveland Clinic **Health Care MBA – Program Schedule**

The Traditional Baldwin-Wallace College Health Care MBA historically starts in January of each year. Students would fulfill their Fundamental Course requirements (including if applicable the GMAT) in either the summer or fall semesters prior to the January start date. Students do have the ability to start the Health Care MBA in the fall of 2009, but courses will need to be selected in consultation with the Director of Health Care MBA (Professor Thomas Campanella).

A critical part of the Health Care MBA application process, is an interview with Professor Campanella. As part of that interview process, Professor Campanella would discuss the course curriculum requirements relating to the Traditional Health Care MBA program as well as opportunities to individualize the curriculum to meet the needs of the student. If you are interested in scheduling a meeting with Professor Campanella, you should contact his assistant, Barb Peterson by e-mail: bpeterso@bw.edu or phone 440-826-3559. More detailed information on the Health Care MBA can be accessed at <http://www.bw.edu/academics/bus/programs/hcmba/>.

Health Care MBA Foundation Courses (may be waived based on undergraduate course work)

Summer 2009

- Accounting & Finance (BUS-500 A-F71) 7:00pm – 10:10pm, Mondays (Berea campus)
- Accounting & Finance (BUS-500 A-Q72) 6:30pm – 9:40pm, Tuesdays (Beachwood campus)
- Quantitative Analysis (BUS-500Q-F73) 7:00pm – 10:10pm, Wednesdays (Berea campus)
- Quantitative Analysis (BUS-500Q-Q74) 6:30pm – 9:40pm, Mondays (Beachwood campus)

Fall 2009

- Accounting & Finance (BUS-500 A-F73) 7:00pm – 10:10pm, TBA (Berea campus)
- Accounting & Finance (BUS-500 A-Q71) 6:30pm – 9:40pm, TBA (Beachwood campus)
- Quantitative Analysis (BUS-500Q-F72) 7:00pm – 10:10pm, TBA (Berea campus)
- Quantitative Analysis (BUS-500Q-Q73) 6:30pm – 9:40pm, TBA (Beachwood campus)

Traditional Health Care MBA Course Sequence

Year One

Year Two

Weekends:

Semester 1

Semester 2

Semester 3

Semester 4

Spring

Fall

Spring

Fall

Intro. American Health Care*
BUS 757 H01
times: varies Fri/Sat.
(meets 3 times only)

Intro. American Health Care*
BUS 757 H02
times: varies Fri/Sat.
(meets 3 times only)

Health Care Policy & Law*
BUS 758 H03
times:varies Fri/Sat.
(meets 3 times only)

Health Care Policy & Law*
BUS 758 H04
Times:varies Fri/Sat.
(meets 3 times only)

Organizational Theory & Systems of Mgmt.
BUS 701 H01
Fri. 2 – 6 PM

Accounting
BUS 705 H02
Fri. 7-9 pm
Sat. 8:30 – 10:30 am

Topics Information Systems
BUS 711 H03
Fri. 7-9 pm,
Sat. 8:30-10:30 am

Macro-Organizational Behavior
BUS 765 H04
Fri. 4 – 9 pm

Finance
BUS 748 H01
Fri. 7 – 9 pm
Sat. 8:30-10:30 am

Organizational Behavior
BUS 709 H02
Fri. 2 – 6 pm

Topics in Financial Management
BUS 750 H03
Fri. 2 – 6 pm

Power & Ethics
BUS 800 H04
Fri. 2 – 4 pm
Sat. 8:30-10:30 am

Economics
BUS 771 H01
Sat. 10:40 am-3:30 pm

Operations Management
BUS 747 H02
Sat. 10:40 am-3:30 pm

Marketing
BUS 760 H03
Sat. 10:40 am-3:30 pm

Strategy & Policy
BUS 870 H04
Sat. 10:40 am-3:30 pm

FALL 2009

Aug. 21-22
Aug. 28-29
Sept. 11-12
Sept. 25-26
Oct. 9-10
Oct. 23-24
Nov. 6-7
Nov. 20-21
Dec. 4-5
Dec. 11-12

SPRING 2010

Jan. 8-9
Jan. 15-16
Jan. 29-30
Feb. 12-13
Feb. 26-27
Mar. 12-13
Mar. 26-27
Apr. 9-10
Apr. 23-24
May 7 – 8

* Course could be waived if you have completed the OPISA Leading in Healthcare program or if you have completed the applicable contact hours in the Cleveland Clinic Academy.

Master of Business Administration in Health Care Courses

Foundation Courses

BUS 500A FINANCIAL ACCOUNTING *Three credit hours*

This course develops a working knowledge of the basic accounting system. The primary focus is on financial accounting by the business entity. Students learn to read and understand the four standard financial reports: the balance sheet, income statement, statement of cash flows, and statement of retained earnings with emphasis on their implications for management.

BUS 500Q QUANTITATIVE ANALYSIS *Three credit hours*

A course for individuals who have a limited background in algebraic and statistical techniques. Students are exposed to statistical models and applications for quantitative methods in modern management.

Core Course Descriptions

BUS 701 ORGANIZATIONAL THEORY & THE SYSTEMS APPROACH TO MANAGEMENT *Three credit hours*

This course introduces health care students to the systems approach to management. It is an overview of the theories of general systems, systems-thinking, and the systems approach to management. Students apply the systems approach to building systems models of the organizations represented in the class. These models provide an understanding of the interdependencies in health care systems along the entire continuum of care in a variety of health care organizations. Managers will learn to make more effective decisions across formally and informally structured delivery systems plus the various structures in which health care is delivered on an integrated basis.

BUS 705 ACCOUNTABILITY OF FINANCIAL RESOURCES *Three credit hours*

This course shows the student how accounting systems can be designed to provide healthcare managers with useful information for decision-making. Students will use this information in cost-volume-profit and operational and capital budgeting exercises to improve their planning efforts, in learning how to make better operating decisions, and in conducting more meaningful performance analyses. The problems encountered in overhead allocation will be discussed in detail. Quantitative models will be introduced when appropriate, decision-making under uncertainty will be emphasized, and the need for a cost-benefit trade-off analysis will be a central theme in the course.

BUS 709 MICRO-ORGANIZATIONAL BEHAVIOR *Three credit hours*

This course is designed to provide the manager with behavioral science approaches to organizations. It will stress the implications of theoretical concepts and their effect on managerial practice. Topics are examined at the levels of the individual, group and organization. A participative and experiential learning approach is used to examine topics such as leadership, teamwork, global management, communication & conflict management, individual personality, organizational change & development and strategic HR management. Special attention is given to current literature relating to the relevant OB topics and Health Care Management.

BUS 711 HEALTH CARE INFORMATION SYSTEMS *Three credit hours*

This course will provide the student with an overview of the health care information systems with a specific focus on "Electronic Medical Records" (EMRs) and the role of health information technology in supporting business decisions. The course will also use case studies that will provide the students opportunity to see the benefits of information technology as well as the benefits of innovation, quality, entrepreneurial thinking, etc on an applied "real world" basis. As part of this case study approach the student will expand their ability to problem-solve and critically analyze pertinent issues that impact health care managers

BUS 747 OPERATIONS MANAGEMENT *Three credit hours*

This course develops a systems approach to the analysis of senior health care managerial operating problems. Computer, quantitative, and behavioral models are used to formulate operating decisions consistent with a health care organizations competitive strategy.

BUS 748 FINANCIAL INFORMATION ANALYSIS AND CONTROL *Three credit hours*

Analysis of financial information is central to financial control, forecasting, and decision making. It also is central to the evaluation of managed care operations, competitors, or merger candidates. This course gives students insight into financial statement analysis, cash flow projections, capital budget evaluation, working capital management, and the primary methods of financing the corporation (both for-profit and not-for-profit models are emphasized). Various measures of risk and methods of assessing the risk-return trade-off are also presented. Examination of actual institutions is incorporated into the course.

BUS 750 TOPICS IN FINANCIAL MANAGEMENT *Three credit hours*

This course will investigate special topics in financial management such as the lease versus the buy option, bond refunding, mergers, LBOs, divestitures, business failures, activity-based management, and organizational performance. Coverage of topics introduced in earlier financial management courses, e.g., operational and capital budgeting, cost-volume-profit analysis, and working capital management, will be extended. Forecasting, linear programming and simulation techniques from the operations analysis field will be used extensively in this expanded coverage.

BUS 757 INTRO TO AMERICAN HEALTH CARE *One credit hour*

This course explores the history, evolution and current state of health services delivery and financing in the United States. Topics include the components of the system, health services professions, financing mechanisms, the insurance industry, medical technology and the cost, quality, access equation.

BUS 758 HEALTH CARE POLICY & LAW *One credit hour*

This course discusses the policy development process at the federal and state levels, reviews major health policy milestones and the current state of policy development. Comparisons are drawn to health policy/systems in other countries. An introduction to business and health law is provided including corporate structures, governance, liability and government regulatory compliance.

BUS 760 THE MARKETING ENVIRONMENT *Three credit hours*

The health care organization must deal with strategic and tactical issues if it is to serve its customers effectively. The course places special emphasis on the determination of longer term marketing strategy, the building of shorter term tactics, and the significance marketing has on the strategic direction of the firm. Emphasis is given to new health care competitive issues and applied marketing problems confronting executives today.

BUS 765 MACRO-ORGANIZATIONAL BEHAVIOR *Three credit hours*

The course is designed to provide the systems manager with theories and skills for implementing organizational change. The individual, the project team, and the organization are the basic units of study and the topics of leading change while maintaining effective interpersonal behavior is presented as one of the most important factors in organizational change.

BUS 771 THE ECONOMIC SYSTEM *Three credit hours*

This course gives students an understanding of how the US economy operates, so that they will understand the national economic environment in which the health care industry operates now and in the future. Descriptions of how the overall economy works are presented from an intuitive perspective rather than from a mathematical/theoretical perspective. Emphasis is placed on readily available sources of important data about the economy's recent performance, on interpreting those data, and on obtaining and evaluating forecasts of the economy's future performance. The forces influencing economic growth, interest rates, inflation, employment, and living standards are studied. Government policies for influencing the economy in general, and the health care industry in particular, are examined together with the organization of policy-making bodies and the motivations of policy makers.

BUS 800 POWER AND ETHICS IN THE MANAGEMENT OF ORGANIZATIONS *Three credit hours*

This course provides a framework for understanding and addressing leadership and biomedical ethical issues. Health Care managers and leaders confront a variety of complex ethical dilemmas, spanning the realms of patient rights, professional duties, sustaining mission and values in an increasingly competitive and market-oriented system, and balancing the promise of applied science with its implications for an increasingly culturally diverse society. Extensive readings, focused class discussions and a variety of brief written assignments allow class members an opportunity to develop a deeper understanding of how ethical issues are interwoven in modern health care enterprise.

BUS 870 POLICY FORMULATION & STRATEGIC MANAGEMENT *Three credit hours*

In this course, participants are introduced to the science and art of strategy making and strategy-implementation as applied to healthcare organizations. The systems approach, its key concepts and principles are utilized to explain the underlying logic of strategic management as the ultimate tool for managing change, as well as managing in changing market and industry environment. Specifically course participants are trained in the strategic tools, and the concepts they're based on, necessary for the following managerial skills:

1. formulating a strategic intent,
2. setting performance results,
3. crafting corporate, competitive and functional strategies,
4. planning implementation of crafted strategies, and
5. executing and controlling the organizations total strategic blueprint for steering, instead of drifting, towards its strategic intent.

Participants develop these skills primarily by conducting a comprehensive, real-time strategic analysis of an actual healthcare organization. Additionally, participants also undertake a strategic analysis of their own sector of the healthcare industry, as a means of helping to add value in their current job and to their current employer. The course is the culmination of the two-year process in developing the executive mind of program participants, and uses the integrative logic of strategic management to help pull together the total business education they received in the program.