



Business Course Descriptions

MBA 5400 Organizational Behavior and Executive Communications (3 units) – For MBA only

The role and dynamics of individuals and groups comprising organizations are examined. Effectively leading organizations and managing human resources requires an attention to the diverse nature of organizational members. Cultural, psychological and behavioral differences, and how they relate to sustaining success, are researched, analyzed and then communicated through effective written and delivered communication.

MBA 5401 Accounting for Decision Making (3 units)

Focuses on the need to incorporate strategic concerns into cost analysis with an emphasis on management control. The course will illustrate how accounting systems have both decision-making and control functions. Students will understand the evolution of new voluntary reporting initiatives. The course will examine the interrelations among emerging accounting systems and other organizational changes.

MBA 5402 Marketing for Value Creation (3 units)

Examines the principles and vocabulary of marketing management and the strategic implications of marketing decision-making. Instruction will focus on the marketing environment, the competitive challenges of changing market structures, business ethics, sustainability, and the tools that today's marketing manager needs to manage and mitigate risk in both for-profit and non-profit organizations. Students will examine the components of the strategic marketing mix and adapt it to various business functions including value creation, market segmentation, consumer behavior, product development, marketing infrastructure, and marketing research. The format of this class is primarily in-depth analysis through case study discussion.

MBA 5403 Global Supply Chain and Sustainable Operations (3 units) – For MBA only

Focuses on the concepts and methods used in the design and management of an organization's operational and global supply chain processes. It covers the functional and strategic role of production, distribution, and information technology. Students will develop an understanding of the tools needed to design, assess and improve operations and supply chain management. Concepts of sustainability and corporate social responsibility, and frameworks of operational excellence, continuous quality improvement, Lean Six Sigma and DMAIC are reviewed through current business practices to identify risks and opportunities for operations managers. Both manufacturing and service industries are emphasized.

MBA 5404 Strategic Leadership for Organizational Performance (3 units)

Analyzes key leadership theories for leading and managing people and teams, effecting organizational change to strategically achieve business goals. Assess 'effective' leadership in organizational and personal settings and examine ones' emotional intelligence. Develop and practice team building and group facilitation skills. Analyze case studies exploring how leaders have used their unique styles to achieve their business goals. Examine effects of power on ethical leadership decision-making and the steps for effecting successful organizational change. Participate in a 360-degree (multi-rater) assessment of one's own leadership behaviors, and then develop a leadership development plan to enhance one's leadership styles repertoire.

MBA 5405 Global Business Environment (3 units)

Explores the global competitive business environment and provides students with a framework to formulate strategies in the global marketplace. Students work in teams to perform case analyses and evaluations of models of business-government relations across major geographic regions and industries through international business, economic, socio-cultural and political lenses. Global business environment topics include international trade relations, economic interdependence, political and economic risk, managing across cultures, and environmental sustainability. Students use these contexts to examine foreign market entry strategies including exporting, international joint ventures, strategic alliances, and foreign direct investment.

MBA 5406 Managerial Finance (3 units)

Focuses on theory and practice of financial decision-making. This course builds on the elements of corporate finance, investments and financing policies of the firm to provide students with the related decision-making abilities. Main topics include time value of money, financial statement analysis, financial indicators of corporate performance, securities valuation, capital project evaluation and capital budgeting, risk-return analysis, cost of capital and practical issues and policy decisions that financial managers face . Emphasis will be placed on the valuation of the firm and the impact of corporate decisions on firm value.

MBA 5410 Global Consulting Practicum (4 units)

The Global Consulting Practicum is the final course of the program. Student teams serve as consultants to overseas firms and perform global business projects for healthcare clients in a given country. The projects include conducting global risk assessments on the country in which the firm is located, and devise strategic solutions and recommendations for clients' project needs. Students will utilize their advanced business skills acquired and practiced in the program. Following the completion of the MBA 5410, students travel together on a 10-day international study trip to meet with their clients. Through the planning and completion of the consulting projects, students strengthen their knowledge and insights related to the social, cultural, political, economic, technological, environmental and legal factors that impact achieving competitive advantage and doing business in international markets.

MBA 5480 Capstone (3 units) – For MBA only

The capstone is the culminating experience of the MBA program. It facilitates students' integration of key functional area expertise as well as leadership, global and sustainable business knowledge and skills acquired throughout the MBA

curriculum. This course focuses on business unit and corporate strategy. It explores the macro environment, and industry and competitor environments, and equips managers with frameworks and tools to help them analyze complex business situations and create strategic decisions and outcomes that optimize organizational performance. Topics covered include competitive advantage, competitive strategies, diversification, outsourcing, strategic alliances, and acquisitions. Students work individually and in teams to engage in strategy formulation, implementation and evaluation using business simulations, projects, and cases.

Healthcare Course Descriptions

HLTH 5000 Healthcare Economics: Markets and Delivery Systems (3 units)

Covers applying the tools of economic analysis to the problems of healthcare finance and delivery. It provides a comprehensive review of the American healthcare systems and their counter parts in other countries. This course will review and critically examine the available economic tools, and their strengths and weaknesses in examining health care systems and their delivery in the US and internationally. Cross national perspectives will be compared and analyzed.

HLTH 5001 Healthcare Policies, Laws, and Regulations (3 units)

Introduces the legal foundations of healthcare delivery in America. The course covers a broad range of legal issues in health care including autonomy, privacy, liberty and proprietary interests. Topics include laws related to physical and biological interventions to control infectious diseases, regulation of medical services, medical professionals and standards of care. Students will assess current healthcare policies and legislation, case laws and statutory laws, and governmental regulations applicable to the healthcare industry in the US and internationally.

HLTH 5002 Healthcare Analytics and Continuous Quality Improvement (3 units)

Covers fundamentals of healthcare analytics and strategies to drive change and improvement through data driven improvements in healthcare. In the healthcare industry, using and leveraging analytics through continuous quality improvement activities improves healthcare data accuracy, patient care, and financial performance. It provides the framework for prescriptive analytics that are available at the point of care to improve patient specific outcomes based upon population outcomes. This course will demonstrate the application of CQI and its achievement of improved quality of care while lowering costs and enhancing clinician and patient satisfaction.

HLTH 5003 Innovation and Informatics in Healthcare (3 units)

Discusses leadership in healthcare innovations and the key drivers for transforming healthcare delivery through the creation and integration of healthcare informatics. This course provides an in-depth investigation of the applications of technology, and the essential elements and current trends in the delivery of patient-centered care demonstrating the refinement of care through applications of health informatics and health information management.

