



New England College

School of Graduate and Professional Studies

Master of Science in Management, Healthcare Administration Course Descriptions

MG 5110 Organizational Management and Leadership

3 credits

This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them to the analysis of the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine numerous effective leadership models. Topics include the evolution of leadership; the leadership roles of strategy, vision and transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

AC 5220 Financial Accounting for Healthcare

3 credits

This course introduces and examines the fundamentals of financial accounting theories and practices and emphasizes asset and liability, measurement and reporting. Topics include: interpreting financial statements, balance sheets, income statements, stockholders' equity, leases and statement of changes in financial positions and tax accounting.

MG5320 Marketing Management in Healthcare and Services

3 credits

The course introduces fundamental marketing principles then layers issues specific to service industries, health organizations, and fund raising structures. Students will develop a foundational knowledge of marketing concepts and practices, marketing decision-making techniques, sources of financial support and strategies for their development and apply that knowledge in the healthcare or services industry.

MG 5620 Managerial Economics

3 credits

This course will develop students' capacity to analyze the economic environment in which an organization operates, to understand the constraints this environment places on the organization's pursuit of its goals, how these constraints may change with time, and to apply economic reasoning to internal decision making. Students will examine a variety of issues including: activity based costing, cost estimation, relevant costs and pricing policies.

MG 6110 Managing Projects

3 credits

This course will define terminology, describe the stages of the project life cycle, and introduce the various techniques available and principles underlying managing new programs and projects. Topics include: the management of human resources and team building, planning and control, scope management, time and cost management, quality and risk management, and technical tools including GANTT and PERT charting.

MG 6310 Financial Management

3 credits

The goal of this course is to introduce financial decision-making and management techniques in a firm, including its relationship to financial markets and institutions. Topics include: balance sheet analysis, capital budgeting, working capital management, capital structure of the enterprise, business valuation and managing risk.

MG 6420 Issues in Ethics for Healthcare

3 credits

This course explores and analyzes the interrelationships among stakeholders in the healthcare industry. The moral implications of the healthcare organization and its decisions are explored with respect to their social effects, and the tension that exists between achieving desirable outcomes and attending to the means by which they are achieved. Topics include: theories of morality; analysis of ethical decision-making; interaction and conflicts among personal, professional, and organizational values; the effect of cultural diversity on individual and group values; current issues; and the impact of ethical considerations on healthcare organizations. Individual and collective choice, and how they figure in the management of competitive environments and the organization's position on contemporary moral issues will be explored.

MG 6610 Strategic Planning and Policy**3 credits**

This course will examine the process of strategic planning. Organizations are undergoing a series of revolutionary changes, including vertical integration, horizontal consolidation, strategic alliances and joint ventures, entrepreneurial startups, and specialized niche networks. This course will critically examine changes and discuss the various strategic decisions and managerial skills needed to confront them in a variety of firms in organizations. The primary focus of the course is on the strategy of the business unit, which is the foundational level for competitive analysis, and an analysis of the issues central to the firm's short-term and long-term competitive success. Using a combination of case studies and industry field research, students will assume the roles of key decision-makers and/or advisors in analyzing these issues and offering recommendations for strategic change.

MG 6970 & 6980 Strategic Management/Capstone Project**6 credits**

The Strategic Capstone two-term experience will require students to integrate principles, theories, and methods learned in courses throughout their program. Students creatively analyze, synthesize, and evaluate learned knowledge in a research based project having a professional focus and communicating the results effectively at a professional level. The proposed Strategic Capstone will have two main components.

- **MG 6970 (Part I)** Part I is designed for students to develop a proposal and project plan in cooperation with the instructor and peers for their final capstone project. Students will develop a plan that identifies timelines, resources, and additional information necessary for completion of the capstone project. This course is designed for students to map out their individual project for completion at the end of the program.
- **MG 6980 (Part II)** Students will complete and present their final project.

Each student will undertake a major investigation of a foremost leadership and management challenge in the workplace, be it from the student's own experience or in a field that the student hopes to secure employment. Developed in a problem and solution format, the student is expected to use extensive research into best practices and associated professional methodology. This capstone experience requires students to integrate principles, theories, and methods learned in courses required through their program. Students creatively analyze, synthesize, and evaluate learned knowledge in the project having a professional focus and communicate the results of the project effectively at a professional level. Written and oral component required.

Healthcare Administration Concentration Courses**MG 5410 Organizational Communication, Negotiation & Conflict Resolution** **3 credits**

This course explores the psychological contract between leader and follower that take any of many forms between two people or between the leader and small groups. Students study group formation and group development as well as the intricacies of coaching, mentoring, conflict resolution and mentoring. Students study organizational behavior and explore how these concepts affect leadership effectiveness. Students will examine organizational communication including formal and informal communication, as well as the relationship of communication to organizational satisfaction and effectiveness. Topics include: preparing for a negotiation, understanding individual preferences, identifying ethical and cross-cultural issues that might arise, and when and what kind of outside resources may be and assess the importance of coaching and open communication when inspiring individuals to overcome barriers to peak performance.

MG 6720 Hospital Facility Management**3 credits**

This course examines and considers the complexities associated with the operations and facility management. Topics include: modern operations functions, supervision and scheduling, security, plant maintenance, risk management, environmental hazard management, facility design & construction, and information management.

MG 6890 Hospital Process Management**3 credits**

This course focuses on developing organizational processes and structures utilizing the concepts of Total Quality and Supply Chain Management, and Six Sigma methodologies to the healthcare field to meet the needs of a diverse clientele in a complex and dynamic environment. Topics include the development and delivery of quality services in the healthcare field, balancing organizational and economic factors, and an examination of strategic planning and the change process.

MG 6920 Legal Issues in Healthcare**3 credits**

The purpose of this course is to examine the background, foundation and ethical aspects of the United States' legal system and the role of the legal and political environment as it affects the health care industry. Topics include: liability, negligence, taxation, antitrust, compliance and emergency care. This course will examine contemporary issues affecting the industry and local facilities.