MBA 680

February 13, 2023-March 19, 2023

Instructor Information

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The course instructor welcomes conversations with students outside of class. Students may correspond with the instructor by email or set up appointments by contacting her. Students should also contact instructor with questions they might have regarding the mechanics or operation of the course. Please note, I am a Pediatric Emergency Medicine physician and work all hours of the day. My goal is to respond to your email within 24 hrs. However, if your question can't wait, you may text me on my cell.

I will also hold online group discussion/office hours every Thursday evening (2/16, 2/23, 3/2, 3/9, 3/16) @ 7 pm on Microsoft Teams for questions on the material that is covered this week or anything that you feel is relevant or informational for the group. This is **NOT** mandatory but is encouraged not only to clarify any material but a way of getting to know your colleagues a little better and to bounce ideas off of one another.

Course Information

Course Description
This elective introduces analytical tools for improving the quality and efficiency of healthcare operations, focusing on topics such as throughput, scheduling, quality control, resource allocation, capacity planning. This course offers benefits both to healthcare employees, who understand the unique setting that healthcare organizations provide, but know less about how operations management principles apply to such settings, and also to people with experience in operations but do not understand the unique healthcare setting. The goal is to give you the tools needed to make effective, operational decisions in healthcare.

Credit Hours: 1.5

Pre-requisites:
Standing in the College of Business MBA program

Student Learning Objectives

After completing this course, you should be able to:

1. Have an overview picture of the healthcare operations and how the complexity can be broken down with a systematic approach. This leads to understanding the process details of operational management that allows for efficient decisions.
2. Several methods are described that include Lean Management and Six Sigma as well as forecasting models. Understand the importance of quality management and project management that are required for successful operational decisions.
3. Understand the metrics used to evaluate operational performance/revenue. Informational Technology is a valuable resource. Understand how IT can be utilized to maximize performance. Be able to perform an operational analysis and accurate benchmarking to continue to deliver optimum performance.
4. The Healthcare supply chain can be enormous. There are multiple theories of how to maximize the efficiency in operations. Know the pros/cons of maintaining inventories and the effects it has on the organization, clinically as well as financially.

Materials

Required Reading

Health Care Operations Management – A Systems Perspective, 3rd Ed; James R. Langabeer II and Jeffrey Helton. You can buy the book or ebuy for a limited time.
https://www2.jblearning.com/my-account/login

All readings are linked within Blackboard. Students will be required to access journal articles through the university library system. This requires use of one's ULink ID.

Other Materials

Students will be required to review weekly online modules on blackboard.

Students should have access to the Microsoft Office suite.

Internet Resources:

- Harvard Business Review: www.hbr.org
- Wall Street Journal: www.wsj.com
- New York Times: www.nytimes.com
- Becker's Hospital Review: www.beckershospitalreview.com
- Centers for Medicare and Medicaid: www.cms.hhs.gov
- Bureau of Economic Analysis: www.bea.gov
- Forbes: www.forbes.com
- The Economist: https://www.economist.com/
- Medscape Business Academy: https://www.medscape.com/academy/business

  If you have a favorite that is not listed, please let us know.

Required Skills

Students should be familiar with the use of Microsoft Word and Blackboard. They should be able to download and upload files from Blackboard and use the assignment submission features. Students should be familiar with Discussion Boards. The use of email to send and receive information is also important to this class.

Taking an Online Class

The primary mechanism for communication in this course is Blackboard. Instructors use Blackboard to receive assignments, provide materials, communicate changes or additions to the course materials or course schedule, and to communicate with students. It is imperative that students familiarize themselves with Blackboard, check Blackboard frequently for possible announcements, and make sure that their e-mail account in Blackboard is correct, active, and checked frequently. Students should plan to check Blackboard at least 3 times per week and email daily for information about the course. In order to be successful, allow for 2.5-5 hrs. per week to complete the assignments for that week.

Class communication is asynchronous, which means that not everyone is participating in the class at the same time. You can access the course any time, day or night, from anywhere that you have an internet connection.

The role of the professor is to be a facilitator, guide, coach, or resource, in order to create an effective learning environment. Your job as the student, is to use that environment to learn – interact with the materials, construct and share information, manage your time effectively, and use that time for critical thinking, reflection and application. You are in control and responsible for your own learning. I am here to support and help you, but it is up to you to ask for help when you need it.

Technology Expectations

Because this course is held completely online, you will need to have access to a computer and reliable high speed internet. If you do not have access at home, you may be able to use a public library or come to campus to use computers in the library or one of the IT student computer labs. Make sure that you will have access several hours per week.

You must be able to use internet search tools, access Blackboard, use email, and know how to download and upload documents. You must also be able to play videos and have headphones or speakers.

All written assignments should be completed using Microsoft Word. Please use a virus checker on all documents before submitting them.

For your privacy and security, only your official U of L email account will be used for email communication. No information will be sent to personal email accounts. Please check your U of L email daily.

Netiquette

Netiquette is a set of rules for behaving properly online. The following bullet points cover some basics to communicating online:

- Be sensitive to the fact that there will be cultural and linguistic backgrounds, as well as different political and religious beliefs, plus just differences in general.

- Use good taste when composing your responses in Discussion Forums. Swearing and profanity is also part of being sensitive to your classmates and should be avoided. Also consider that slang can be misunderstood or misinterpreted.
- Don't use all capital letters when composing your responses as this is considered "shouting" on the Internet and is regarded as impolite or aggressive. It can also be stressful on the eye when trying to read your message.
- Be respectful of others' views and opinions. Avoid "flaming" (publicly attacking or insulting) them as this can cause hurt feelings and decrease the chances of getting all different types of points of view.
- Be careful when using acronyms. If you use an acronym it is best to spell out its meaning first, then put the acronym in parentheses afterward, for example: Frequently Asked Questions (FAQs). After that you can use the acronym freely throughout your message.
- Use correct grammar and spelling, and avoid using text messaging shortcuts.

Course Format

Each week, you will have a combination of material to read or view as well as assignments. These assignments will require you to be online and interact with your classmates. You may be in a group as well to complete assignments. You will also have assignments outside of class. Both will be used to assess your grade in this course.

Course Organization

The schedule and topics may change as the course unfolds. Changes are posted and announced on Blackboard.

Module	Topic	Activities	Resources
Week One	Healthcare Operations - Overview	Introduction Video Discussion Question Week 1 Online Module 1	Assigned Readings Within Blackboard Lecture Module Review weekly Video as well as those from your classmates
Week Two	Methods for Improving Operations (part 1)	Discussion Question Week 2 Online Module 2	Assigned Readings Within Blackboard Lecture Module Video
Week Three	Methods for Improving Operations (part 2)	Discussion Question Week 3 Online Module 3	Assigned Readings Within Blackboard Lecture Module Video

Module	Topic	Activities	Resources
Week Four	Analytical Tools/Technology Used in Healthcare	Discussion Question Week 4 Online Module 4	Assigned Readings Within Blackboard Lecture Module Video
Week Five	Healthcare Supply Chain	Discussion Question Week 4 Online Module 4 Completion of Project Course Test	Assigned Readings Within Blackboard Lecture Module Video

Course Requirements

Criteria for Determination of Grades

Assignment	Percentage of Final Grade	Due Date: All due by 11 pm on the date below.
Introductory Video	5%	2/14/22
Online Modules (5 x 5%)	25%	Sunday of each week
Online Discussion Forum	25%	Initial response- Wed of each weak and comment to others by Sunday
Project/Paper	25%	3/19/22
Test	20%	3/19/22
Total	100%	

Assignment Descriptions

Course Discussions
A short less than 5 min introductory video will count for 5% of the grade. Let your class know who you are and why you are taking this elective.

Course discussion forums comprise 25% (5% earned per week) of a student's final grade in the class. A discussion forum is planned for each week of the course. The discussion will be on an assigned reading/video. Students must make at least an initial comment and respond to two of your peers each week.   Posts should demonstrate application of course topics, clarity, and logic. Students should cite sources when appropriate. When replying to other students in the class, replies should demonstrate a desire to advance the conversation and understanding of others in the class. Please be respectful and use this as a way to learn from one another.

Online Modules
Each week, students will be required to complete an online module which will reflect the chapter readings. The modules are meant to be interactive and focuses on the most important concepts from the course book. However,

there are details that further define some of the concepts that can be reviewed in the book itself. These modules will account for 5% each week for a total of 25% of the student's final grade in the course.

Project

Students will be required to develop an idea on how to contend with a current operational issue facing healthcare in today's market. This can either be a 10-minute presentation or a 4-5 page paper. A list of current issues has been provided in blackboard but feel free to use another problematic topic. Try to incorporate the knowledge learned in this course to view the issue from an operations management perspective. How do you address the problem? What are potential solutions? How do you ensure or measure your success? This project is worth 25% of your total grade in the course.

Final Test

In the final week of the class, students will be asked to complete a test that will reflect the important concepts taught in this class. The test is open book (not open to other students). The test will be able to be viewed after the first week of the course. This way you can work on it throughout the course and not have to wait until the end. However, you will not be able to submit until the last week. The test is worth 20% of your total grade in the course.

Grading

Grade	Percent range
A	93-100%
A-	90-92.9%
B+	87-89.9%
B	83-86.9%
B-	80-82.9%
C+	77-79.9%
C	73-76.9%
C-	70-72.9%
F	Less than 70%

Late Assignments

Meeting deadlines is very important. Therefore, late assignments will be receive a 10% deduction of the total points possible for every calendar day they are late. If you have circumstances that prevent you from meeting a deadline (e.g., representing the university in official functions such as athletic/academic competition, professional development conferences, ROTC), please make arrangements to submit your assignment(s) before the due date.

Student Responsibilities

- Students are responsible for their own learning. Instructors can only provide opportunities to learn.

- Students read the required materials prior to each class to prepare for class work and discussions.
- A learner participates in class. Participation includes being actively engaged in class discussions, assignments, and activities.
- A student checks email and Blackboard regularly for homework assignments and other course-related communications.
- A student completes assignments by the due dates that are communicated in class and posted on Blackboard. Late assignments are accepted with a penalty of 5% of the points for the assignment for each day or part thereof late.
- A participant acts with integrity, including students, guests, and instructors.
- Students abide by the policy for academic honesty (below under Other Policies). Examples of violations of academic honesty are plagiarism, authoring another student's assignment, having another person author your assignment, and fabrication of reasons for tardy submission of assignments.
- In all course activities, students apply the intellectual standards, especially clarity, accuracy, relevance, significance, completeness, and logic.
- Students are responsible for and may be evaluated on anything in the assigned reading, anything in class presentations and discussions, and anything that can be extracted or extended from these sources using critical thinking and fundamental and powerful concepts.

Excused Absences and Make-Ups

In the following paragraph, an "approved source" refers to a person who is engaged in a service connected with the reason for the student's absence and is qualified to provide official documentation for the reason for the student's absence. Examples of approved sources are, without limitation, physicians, nurse practitioners, licensed therapists, licensed funeral directors, university athletic directors and designees, and university administration.

A student is not penalized for missing graded activities provided he or she presents written documentation from an approved source that provides a valid reason for the student to have been unable to submit the graded activity on time. Students will not be permitted to make up or be excused from missed in-class graded activities for which an approved source has not been provided for the absence.

Expected Time Commitment

Students can expect to spend about 5 ½ hours per week on the course. The exact time will vary between students.

Grievances

A student who has grievances regarding the course should seek to have the matter resolved through informal discussion and through administrative channels, such as the course director, chair of the course's department, associate dean for student affairs, and university grievance officer. If the issue remains unresolved, the student may file a formal grievance.

Important Dates

Event	Date
Final Drop Date	
Final Project Due	

University Policies

Title IX/Clery Act Notification

Sexual misconduct (including sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain confidential support from the PEACC Program (852-2663), Counseling Center (852-6585), and Campus Health Services (852-6479). To report sexual misconduct or sex discrimination, contact the Dean of Students (852-5787) or University of Louisville Police (852-6111).

Disclosure to **University faculty or instructors** of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is **not confidential** under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University's Title IX officer.

For more information, see the Sexual Misconduct Resource Guide.

Sexual Harassment

The University of Louisville strives to maintain the campus free of all forms of illegal discrimination as a place of work and study for faculty, staff, and students. Sexual harassment is unacceptable and unlawful conduct and will not be tolerated in the workplace and the educational environment. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment, even when carried out through computers or other electronic communications systems.

Students and Instructors are protected from Sexual Harassment according to the Affirmative Action policy, the Student Code of Conduct, and the UofL Computer Account Usage Agreement.

Anyone experiencing Sexual Harassment should refer to the links above and/or contact the PEACC Program at 852.2663 and an advocate will explain your choices. This is a free and confidential service.

Anyone who would like to receive more information or provide training to a classroom can contact a PEACC representative at 852.2663 and may use the educational modules provided by the PEACC Program.

Students with Disabilities

The University of Louisville is committed to providing access to programs and services for qualified students with disabilities. If you are a student with a disability and require accommodation to participate and complete requirements for this class, notify me immediately and contact the Disability Resource Center (Stevenson Hall, 502-852-6938, http://louisville.edu/disability) for verification of eligibility and determination of specific accommodations.

Student Conduct & Responsibilities

Integrity is one of the most important characteristics that employers seek in new hires and one that the College of Business strives to foster in all its students. As such, this course will abide by the College of Business student conduct and responsibilities and the University of Louisville student conduct and responsibilities.

Academic Dishonesty

Academic dishonesty is prohibited at the University of Louisville. It is a serious offense because it diminishes the quality of scholarship, makes accurate evaluation of student progress impossible, and defrauds those in society who must ultimately depend upon the knowledge and integrity of the institution and its students and faculty.

Sometimes circumstances make it tempting to cut corners or take the easy way out. You will always have a better final outcome by missing a deadline or completing less than your best work than by cheating. Plagiarized assignments will earn an automatic F, your final grade may be further adjusted by up to two full letters, and the incident will be reported to the Dean for further disciplinary action.

Statement on Diversity

The University of Louisville strives to foster and sustain an environment of inclusiveness that empowers us all to achieve our highest potential without fear of prejudice or bias.

We commit ourselves to building an exemplary educational community that offers a nurturing and challenging intellectual climate, a respect for the spectrum of human diversity, and a genuine understanding of the many differences - including race, ethnicity, gender, gender identity/expression, sexual orientation, age, socioeconomic status, disability, religion, national origin or military status - that enrich a vibrant metropolitan research university.

We expect every member of our academic family to embrace the underlying values of this vision and to demonstrate a strong commitment to attracting, retaining and supporting students, faculty and staff who reflect the diversity of our larger society.

Religious Holy Days and Observances

Federal law and university policy prohibit discrimination on the basis of religious belief. It is the policy of the University of Louisville to accommodate students, faculty, and staff who observe religious work-restricted holy days.

Students: Students who observe work-restricted religious holy days must be allowed to do so without jeopardizing their academic standing in any course. Faculty are obliged to accommodate students' request(s) for adjustments in course work on the grounds of religious observance, provided that the student(s) make such request(s) in writing during the first two (2) weeks of term. For more information visit [Work Restricted Holiday Calendar](#).

Deans and department chairs must investigate and resolve student complaints arising from alleged faculty failure to make reasonable accommodations under these guidelines.

Severe Weather

If the University of Louisville is closed due to a holiday, there is no impact on online classes. Coursework will be due according to the schedule.

Support Services

BizComm Coaching

About

The BizComm Coaches can offer a variety of FREE assistance on writing, speaking, and team-based assignments. Specific help ranges from dealing with writers block or speech anxiety, to organizing preliminary ideas, to polishing final drafts or fine-tuning presentation graphics.

Contact Information

Laura Tetreault 502-852-4870

Patrick Danner 502-852-4870

Office: Room 392

Email: bizcomm@louisville.edu

To book an appointment, go to http://business.louisville.edu/bizcomm/bizcomm-coach/ and click on the "Book Appointment" button.

Library Services

Library services are available for students in distance education-online courses, including off-campus access to online databases and Electronic Course Reserves. The UofL librarians are available to assist you with library services. For more information view the Library Services for Distance Education and Online Courses page.

Technical Support

If you need technical support with your university account, unlocking your password, accessing wireless, Blackboard or other technical issues, contact the HelpDesk at (502) 852-7997. You can chat with a support expert or submit an email by visiting the HelpDesk Resources website.

University Writing Center

The University Writing Center is committed to supporting the writing of distance education students. If you are taking a distance education course and cannot make a face-to-face appointment at the Writing Center, you can schedule an online consultation through their Virtual Writing Center. They provide both online live chat sessions and, when that's not possible, they can respond to your draft in writing through an eTutoring session. Learn more at the Writing Center website.

Syllabus Changes

This syllabus is subject to change. Any changes will be posted on the Announcements page of Blackboard and emailed to students' official UofL email account.

The instructor reserves the right to modify any portion of this syllabus. A best effort is made to provide an opportunity for students to comment on a proposed change before the change takes place.

Date last revised: 4/26/2023