

2018

M.B.A. with a Concentration in Complex Health Systems 2018-2019

Nova Southeastern University

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M.B.A. With A Concentration in Complex Health Systems 2018-2019

CONTACT US

Graduate Admissions

(954) 262-5168
800-672-7223 ext. 25168
hcbeinfo@nova.edu

The M.B.A. with a Concentration in Complex Health Systems is like no other health care M.B.A. currently in existence. As our health care system continues to transform and we move beyond the walls of just hospitals, this program will provide a comprehensive, flexible, trans-disciplinary, and team-based building degree, exposing our students to the full continuum of our health care system.

The program emphasizes an experiential learning environment in the classroom and in the many health care businesses such as hospitals, clinics and research settings including an experiential capstone course to apply the learnings. Much of this education will take place on NSU's campus at its many clinics, the HCA hospital or at NSU's innovative Center for Collaborative Research where its high level relationships with incubator and early stage health care businesses, biotech and pharma will provide the foundation for the program. The M.B.A. with a Concentration in Complex Health Systems focuses on the "new" business of health - the intersection of technology, research and innovation to provide business solutions to take discoveries from the laboratory bench through the complex journey to the patient's bedside.

This M.B.A. for health care professionals is ideal for those looking to broaden their knowledge of the business of health care, including those in both clinical and non-clinical positions in hospitals, management services organizations, pharmaceutical companies, insurance organizations, and other medical industries.

Graduates from the M.B.A. in Complex Health Systems program have the potential to become leaders in their field by finding career opportunities such as Hospital Administrators, Head of Home Care, and Medical and Health Services Managers.

Admissions Deadlines:

Winter I 2019: December 21, 2018
Winter II 2019: March 4, 2019
Summer 2019: April 22, 2019
Fall I 2019: August 5, 2019
Fall II 2019: October 7, 2019

Program Features

- **Beginning in the Summer 2018 term**, new Complex Health Systems students will have the option of completing MBA core courses online or weeknights **with the exception of MGT 5105**.
- Complex Health System classes and MGT 5105 are delivered on alternate Saturdays in a 16 week format.
- Program may be completed in approximately 24 months.
- Program begins 5 times per year, August, October, January, March and May.

For more information about the program, please contact:

Katelynn Graf
(954)262-5090

Program Differentiators

- Program developed by Advisory Board of health care leaders, researchers, innovators and entrepreneurs.
- Prepares the student for success as a leader within the complex health care business sector.
- Focuses on the "new" business of health - the intersection of technology, research and innovation.
- Provides an experiential learning environment, taught by practitioners, in the classroom and the healthcare business continuum from hospitals to clinics and research settings.
- NSU's Center for Collaborative Research and its high level relationships with incubator and early stage healthcare businesses, biotech and pharma will provide the foundation for the program.

Admissions

Application Requirements

- A conferred bachelors degree from a regionally accredited U.S. institution or an equivalent degree for international applicants. Applicants that have earned a graduate degree from a regionally accredited institution with an overall GPA of a 3.0 or greater will be considered for admission.
- An overall undergraduate GPA of 2.50 or greater on a 4.00 scale as reflected on official, final transcripts from all undergraduate institutions attended.

Applicants will be considered eligible for admission if their undergraduate GPA in the final 60 hours of their enrollment is a 2.50 or greater on a 4.00 scale.

- For applicants who have earned a 2.25-2.49 cumulative undergraduate GPA or who have earned a GPA of 2.25-2.49 in the last 60 hours of their undergraduate program, a minimum GMAT (Graduate Management Admission Test) score of 450 or the equivalent score of a GRE (Graduate Record Examination) is required.
- Applicants with an undergraduate degree from a non-regionally accredited institution will be considered for admission. Such applicants must demonstrate an undergraduate GPA of 2.50 or greater on a 4.00 scale and a GMAT score of 450+ or the equivalent score of the GRE.
- For those applicants whose native language is not English or the bachelor's degree was not completed in English, a language proficiency will be required.
- Students can connect wirelessly on campus, and laptops are encouraged in the classroom – for taking notes, instructor-led exercises, and working in groups. Students are not required to purchase a particular brand of computer. However, please remember that College-provided software runs on Windows platforms. Students who use Macs will need windows emulation capability and must secure their systems using antivirus and antispyware programs. Recommended minimum computer specifications: Windows 7 or 8/8.1 operating system, MS Office, and 6GB RAM, 125GB hard drive.
- Resume
- Interview

Required Documentation

1. Completed [Master's Application for Admission](#) and non-refundable \$50 application fee.
2. Official transcripts from all colleges and universities previously attended. The applicant's bachelor degree transcript must show degree conferral date in order to be evaluated for admission consideration. If graduate degree has been earned, the transcript must show degree conferral date in order to be evaluated for admission consideration. Electronic transcripts can be sent to electronictranscript@nova.edu or by mail at:

Nova Southeastern University
Enrollment Processing Services (EPS)
Attn: H. Wayne Huizenga College of Business and Entrepreneurship
3301 College Avenue
PO Box 299000
Fort Lauderdale-Davie, Florida 33329-9905

Curriculum Guide

Total credits: 40-49

M.B.A. Core Courses (22-31 total credits)

Please note that beginning Summer 2018 new Complex Health Systems students will have the option of completing MBA core courses online or weeknights with the exception of MGT 5105.

HEALTH SYSTEMS CONCENTRATION COURSES

(18 TOTAL CREDITS)

- CHS 5000 Governance in Complex Health Systems
- CHS 5100 Regulatory, Legal, and Ethical Environments in Complex Health Systems
- CHS 5200 Financial Environment in Complex Health Systems
- CHS 5300 Principles of Leading Change, Collaboration and Team Science in Complex Health Systems
- CHS 5400 Translational Research in Complex Health Systems
- CHS 5500 Practicum in Complex Health Systems

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

M.B.A. Core Courses

EACH OF THE FOLLOWING IS REQUIRED (22-31 TOTAL CREDITS)

| | |
|----------|--|
| ACT 5001 | Introductory Accounting* |
| FIN 5008 | Business Finance** |
| QNT 5000 | Foundations of Business Statistics** |
| MGT 5001 | Developing Academic and Career Success*** |
| MGT 5105 | Managing Organizational Behavior in a Dynamic and Complex World*** |
| MKT 5125 | Marketing Decisions for Managers |
| FIN 5130 | Financial Management |
| ACT 5140 | Accounting for Decision Makers |
| ISM 5150 | Information Systems Strategy and Data Management |
| QNT 5160 | Data Driven Decision Making |
| MGT 5170 | Applying Strategy for Managers |

* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

** Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

*** Students must take MGT 5001 and MGT 5105 in their first term.

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

Course Descriptions

Full-Time professionals are available to discuss course content in greater detail with you. Simply contact your Admissions Manager at 800.672.7223 Ext. 25168 or use the Contact Us link.

ACT 5001 Introductory Accounting (3.00 cr.)

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

ACT 5140 Accounting For Decision Makers (3.00 cr.)

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. We will discuss international accounting issues such as International Financial Reporting Standards (IFRS) and transfer prices. Prerequisites: ACT 5001 or equivalent and QNT 5000 or equivalent with grade of B-or better and no older than 5 years.

FIN 5008 Business Finance (3.00 cr.)

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

FIN 5130 Financial Management (3.00 cr.)

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisite Change: FIN 5008 or FINP 5008 or equivalent with a grade of B- or better. Prerequisite courses can be no older than 5 years

ISM 5150 Information Systems Strategy and Data Management (3.00 cr.)

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems and data management in a business setting to build innovative business models and systems, optimize business processes, capture and leverage valuable data, and deploy strategies for creating competitive advantage. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

MGT 5001 Developing Academic and Career Success (1.00 cr.)

This course focuses on preparing students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the work place. Through formal and informal interactions with faculty and business leaders, students will examine, explore and practice skills necessary to perform successfully in their academic and professional life.

MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World (3.00 cr.)

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of teaching methods, students will learn to diagnose their business environment, identify and analyze problems, and develop sound, creative and socially-responsible solutions to help their organizations thrive in a complex and uncertain world.

MGT 5170 Applying Strategy for Managers (3.00 cr.)

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to create value for the organization and shareholders and ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic, competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

MKT 5125 Marketing Decisions for Managers (3.00 cr.)

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value.

QNT 5000 Foundations of Business Statistics (3.00 cr.)

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling

and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

QNT 5160 Data Driven Decision Making (3.00 cr.)

Data is rapidly becoming one of our most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various quantitative models and techniques such as simulation, queueing and forecasting. Emphasis will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Decision-making applications will include operational areas such as capacity planning, demand management, and inventory control. Prerequisites: QNTP 5000 or QNTP 5002 with a grade of B- or better and FINP 5001 or FINP 5008 with a grade of B- or better. Prerequisite courses can be no older than 5 years.

Course Descriptions

Full-Time professionals are available to discuss the M.B.A. in Complex Health Systems curriculum with you in greater detail. Simply call 800.672.7223 Ext. 25168 or contact our Enrollment Services Staff.

COURSE DESCRIPTIONS

CHS 5000 Governance in Complex Health Systems (3.00 cr.)

This course will focus on the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce the stakeholders and discuss how they are impacted and influenced with regard to each other, through various governance systems. Several types of governance will be introduced and distinguished including fiduciary duties, self-governing bodies and corporate governance.

CHS 5100 Regulatory, Legal, and Ethic Environments in Complex Health Systems (3.00 cr.)

Students will gain a working knowledge and understanding of the federal, state, and local regulatory requirements and limitations impacting traditional healthcare, developmental healthcare for research, graduate education and other entities and programs. Criminal and civil penalties for non-compliance will also be studied. The course explores distinctions between regulatory barriers of entry and ongoing compliance review. In addition the content will review the criminal statues and limitations on stakeholder behavior in the delivery of healthcare services. Prerequisite: CHS 5000

CHS 5200 Financial Environment in Complex Health Systems (3.00 cr.)

Students will gain a working knowledge of and understanding of the flow of funds among the continuum of main stakeholders in complex health systems. The course addresses sustainable sources of reimbursement available to develop and maintain a variety of business models, settings, and organizational structures. This will include governmental sources of payment and the transactions between those directly involved in providing and receiving services. The course emphasized the funding distinctions of translational medicine, direct medical care, resource streams for research and development, and other long-term programs.

CHS 5300 Principles of Leading Changes, Collaboration and Team Science in Complex Health Systems (3.00 cr.)

Students will gain a thorough understanding of leadership models and practices to foster collaboration, change, and team science in complex health systems. Students will develop this knowledge and apply practical skills in leading others in complex healthcare systems. Through a variety of teaching methods, experiential experiences, students will learn to diagnose their health business environment, identify and analyze problems, and develop collaborative, innovative, and socially-responsible solutions to build and support their teams and healthcare organizations to thrive. Prerequisites: MGT 5105

CHS 5400 Translational Research in Complex Health Systems (3.00 cr.)

Students will gain a thorough understanding of the role of managing multiple models and approaches to support and grow the research performed in the complex healthcare environment. Students will understand the role of R&D and be able to develop a business plan, manage the decision making process, understand the product life cycle within healthcare businesses, and use analytics and technology across the health spectrum from basic research to application-driven research conducted in hospitals, clinics, start-ups, centers of research, pharma and biotech. Students will develop this knowledge and apply these analytical, decision making, and leadership skills. Through a variety of teaching methods and experiential experiences, students will learn about managing research in the healthcare business environment. Prerequisites: None

CHS 5500 Practicum in Complex Health Systems (3.00 cr.)

This course is the culminating highlight of the Complex Health Systems program. The practicum engages students on a project of significant importance that is a current problem or initiative for a health care organization or healthcare business (often your sponsoring organization). The practicum complements the classroom instruction and is defined as learning by construction - a total immersion experience in which students are challenged to use all of the tools and concepts learned to date to tackle a current healthcare business problem for an organization with faculty oversight, the student will demonstrate rigorous application of business concepts and disciplines. The practicum completes the Complex Healthcare Systems program and prepares students to embark on the next phase of their career. Prerequisites: CHS 5000, CHS 5100, CHS 5200, CHS 5300.

PREREQUISITE COURSE DESCRIPTIONS

ACTP 5001 Introductory Accounting (3.00 cr.)

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

FINP 5008 Business Finance (3.00 cr.)

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

QNTP 5000 Foundations of Business Statistics (3.00 cr.)

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

Prerequisite Courses

The following prerequisite courses are built into the M.B.A. core curriculum.

ACT 5001 Introductory Accounting*

FIN 5008 Business Finance**

QNT 5000 Foundations of Business Statistics**

* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

** Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

Students have two options for satisfying a program prerequisite course:

Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship;

Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses

must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.