

1995

Executive Master Science in Medical Management Program 1995-96

Nova Southeastern University

Follow this and additional works at: https://nsuworks.nova.edu/hsb_pgcoursecatalogs

 Part of the [Business Commons](#)

NSUWorks Citation

Nova Southeastern University, "Executive Master Science in Medical Management Program 1995-96" (1995). *Huizenga Postgraduate Course Catalogs*. 99.

https://nsuworks.nova.edu/hsb_pgcoursecatalogs/99

This Course Catalog is brought to you for free and open access by the NSU Course Catalogs and Course Descriptions at NSUWorks. It has been accepted for inclusion in Huizenga Postgraduate Course Catalogs by an authorized administrator of NSUWorks. For more information, please contact nsuworks@nova.edu.

EXECUTIVE MASTER OF SCIENCE IN MEDICAL MANAGEMENT PROGRAM

NOVA SOUTHEASTERN UNIVERSITY



FORT LAUDERDALE, FLORIDA

T H E N O V A S O U T H E

FACULTY WITH BOTH ACADEMIC AND PRACTICAL EXPERIENCES IN THEIR DISCIPLINES

CLASSES HELD THURSDAY-SATURDAY, ONCE A MONTH

**STUDENTS POSSESSING MANY YEARS' EXPERIENCE IN THEIR PROFESSIONS AND BRINGING
PROVEN MANAGERIAL SUCCESS TO THE CLASSROOM**

**THE DEVELOPMENT OF MANAGERIAL SKILLS: COMMUNICATION, DECISION MAKING,
INTERPERSONAL RELATIONS, ENTREPRENEURIAL SPIRIT**

**THE USE OF MICROCOMPUTERS TO INTEGRATE FINANCES, STRATEGIC PLANNING, AND
MANAGEMENT SKILLS**

**THE OPPORTUNITY TO WORK WITH YOUR ADVISER TO MEET YOUR PERSONAL GOALS AND
CAREER OBJECTIVES**

A S T E R N A D V A N T A G E

THE NOVA SOUTHEASTERN ADVANTAGE PERVADES THE CURRICULUM OF THE EXECUTIVE MASTER OF SCIENCE IN MEDICAL MANAGEMENT. BECAUSE MOST STUDENTS HAVE SOME MANAGERIAL EXPERIENCE, THE CURRICULUM ENHANCES THEIR SKILLS IN BOTH CONTENT AREA AND COMMUNICATION. IN CLASSES WHERE STUDENTS DEVELOP COMMUNICATION SKILLS, THEY ARE EXPECTED TO LEAD DISCUSSIONS AND DEFEND IDEAS AND PROPOSALS. CLEAR, PERSUASIVE WRITING IS ALSO REQUIRED.

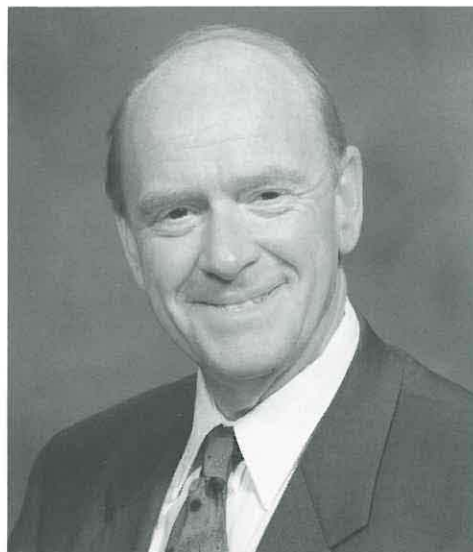
NOVA SOUTHEASTERN UNIVERSITY IS A PIONEER IN USING TELECOMMUNICATIONS TO ENHANCE LEARNING. STUDENTS WILL USE PERSONAL COMPUTERS TO COMMUNICATE WITH THEIR INSTRUCTORS AND TO CARRY OUT CLASS ASSIGNMENTS.

THE NOVA SOUTHEASTERN ADVANTAGE ENSURES CONTACT WITH AN ACADEMIC ADVISER AND ADMINISTRATOR. AS FULL-TIME WORKING PROFESSIONALS, NSU STUDENTS NEED PROMPT, ACCURATE ANSWERS TO THEIR QUESTIONS. THE NOVA SOUTHEASTERN ADVANTAGE MEANS BRIDGING THE THEORETICAL AND PRACTICAL WORLDS IN EFFECTIVE MANAGEMENT. ALL FACULTY HAVE EARNED GRADUATE DEGREES, TEACHING EXPERIENCE WITH THE ADULT LEARNER, AND PRACTICAL EXPERIENCE IN THEIR PROFESSIONS.

THE NOVA SOUTHEASTERN ADVANTAGE HELPS GRADUATE STUDENTS DEVELOP THEIR SKILLS AND ENHANCES THEIR ABILITY TO FURTHER THEIR CAREERS. COME TO NSU TO LEARN AND TO SHARPEN YOUR COMPETITIVE EDGE.

**"NOVA SOUTHEASTERN
UNIVERSITY'S MEDICAL
MANAGEMENT PROGRAM
PROVIDES ADULT
PROFESSIONALS THE
OPPORTUNITY TO COMBINE
THEIR WORK EXPERIENCE
WITH THE ACADEMIC
WORLD. STUDYING IDEAS
AND TESTING THEM IN THE
WORKPLACE STRENGTHEN
THE LEARNING PROCESS."**

**—DAN AUSTIN
DIRECTOR
DIVISION OF PUBLIC
AND SOCIAL SERVICE
ADMINISTRATION**



Nova Southeastern University has a tradition of nearly a quarter of a century offering graduate programs for the distance learner. It has pioneered programs in business and educational administration for the full-time working professional. Today students and faculty meet for instruction in over 25 states and seven foreign countries.

The Master of Science in Medical Management is an executive graduate program for medical, osteopathic, and podiatric physicians and dentists. The curriculum is designed to offer a sustainable competitive advantage in medical management. The health care industry has undergone a number of dramatic

changes in the past decade. Rising costs, managed plans, Medicare and Medicaid prospective payment schedules, and the growth of corporate medicine have encouraged physicians and other health care professionals to become executives.

The program is designed for these motivated professionals who aspire to become executives by acquiring specific job skills, knowledge, and abilities.

The critical dimension of the program's success is the professor/student partnership. Typical approaches to management-development education are lectures, guest speakers, and case studies. Nova Southeastern University's program is multidisciplinary, based on problem-based learning. Emphasis is on finding problems and opportunities in real-world situations. Then both professors and students are challenged to find within themselves, and from a body of literature, solutions and explanations to medical management issues.

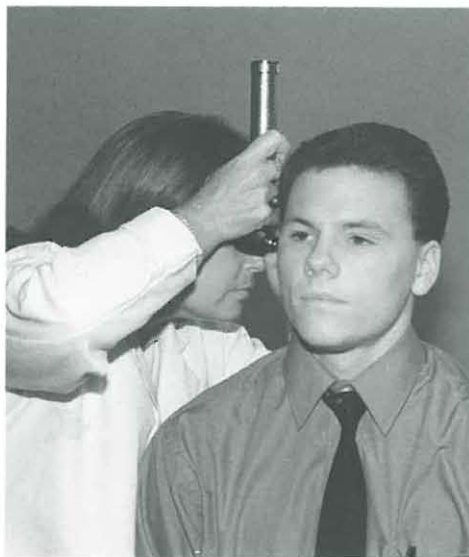
SHAPING HEALTH CARE IN THE FUTURE:

The innovative Executive M.S. in Medical Management degree program features learning and delivery systems designed for physicians and dentists who desire to improve their managerial effectiveness, making sustainable competitive advantages:

- Problem-based learning
- Professors as resource persons and guides
- Knowledge of health care finance, cost accounting, and resource allocation
- Human relations skills
- Creative problem-finding and problem-solving skills
- Effective quality improvement training and utilization management
- Marketing strategies integrated in the curriculum accenting emerging health care delivery systems



**The Nova Southeastern
University professional
programs offer working
women and men an
opportunity to advance
their graduate educational
experience for personal
and professional
enhancement in their
chosen area of expertise.**



PROGRAM CURRICULUM

The goals of the executive program are:

- To improve communication skills;
- To prepare medical, osteopathic, and podiatric physicians and dentists to be executives in health care organizations;
- To analyze emerging roles and responsibilities of health care delivery systems;
- To identify and examine roles and relationships among health care professionals based on emerging health care delivery systems;
- To use accounting, financial, and management information systems to make decisions;
- To provide guest lecturers who will present lectures and conduct discussions in special topics. Experts will be invited to address such topics as evaluating and sustaining patient satisfaction, evaluating managed-care plans, Medicare and Medicaid issues, and wellness and preventive medicine.

The curriculum consists of the following twelve courses:

- Organizational Behavior and Decision Making
- Accounting and Financial Management of Health Care Organizations
- Ethical and Legal Issues in Health Administration
- Management Principles and Operations (TQM)
- Health Policy Development
- Macro and Micro Health Economics
- Principles of Managed Care
- Planning, Budgeting, and Control
- Strategic Management of Health Care Organizations
- Management Information Systems for Health Administration
- Special Topics in Medical Management
- Executive Internship or Master's Project (specialization in a particular field)



COURSE DESCRIPTIONS

ORGANIZATIONAL BEHAVIOR AND DECISION MAKING

This course will introduce a broad range of behavioral science theory and applications for managers and subordinates in modern organizations, focusing on managing and developing organizations constructively to deal with change. Emphasis is on the integration of managerial psychology and managerial activity. This course will formulate a dynamic approach to the concept of systems for managing organizations to achieve organization and personal objectives. The course provides background and skills to produce an effective learning experience leading to the development of a successful managerial strategy for the future.

ACCOUNTING AND FINANCIAL MANAGEMENT OF HEALTH CARE ORGANIZATIONS

Students are introduced to financial accounting concepts, worksheet applications, and journalizing. Based on an understanding of these concepts, students will analyze financial statements of condition and of operations to make managerial decisions and to evaluate performance. Fund accounting concepts are also reviewed for those working in a governmental or not-for-profit organization.

ETHICAL AND LEGAL ISSUES IN HEALTH ADMINISTRATION

This course is based on legal and ethical conflicts using case law and ethical models of reasoning. A major emphasis is on refining the ability to define principle and secondary issues in selected case studies. Topics include, but are not limited to, rationing, fraud and abuse, anti-trust, and withdrawal of medical services resulting in death.

MANAGEMENT PRINCIPLES AND OPERATIONS (TQM)

This course is a study of administrative and management policies in a variety of health care organizations. Emphasis will be placed on the the TQM model. Learning the skills of effective communication. Clear writing and persuasive speaking are also accented.

HEALTH POLICY DEVELOPMENT

Students will review various forces that create, implement, and control health care policy, including political, financial, and demographic elements. The course also includes a review of the processes through which public policies, statutes, and regulations governing health care are formulated and implemented at state and local levels.

MACRO AND MICRO HEALTH ECONOMICS

Every student will demonstrate an understanding of the laws and principles of economics at the macro and micro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

PRINCIPLES OF MANAGED CARE

Students will study and analyze the dynamics of market delivery systems in a legal and regulatory environment. Provider, payer, and purchaser perspectives are reviewed in the context of benefit designs, pricing, risk, and reimbursement analyses. Other topics include utilization review techniques and quality assurance and control designs.

PLANNING, BUDGETING, AND CONTROL

This course offers a comprehensive overview of the management functions and planning, budgeting, and control from the perspective of the health care administrator. Emphasis will be placed on developing skills with a strong base in strategic planning, financial planning, and budget preparation.

STRATEGIC MANAGEMENT OF HEALTH CARE ORGANIZATIONS

Students will use financial forecasting computer software to facilitate decision making about health care organizations. They will lead discussions about the interpretation of financial statements and ratios, administrative charges, and strategic planning. Pro forma models are extensively used. This course serves as the capstone of the program.

MANAGEMENT INFORMATION SYSTEMS FOR HEALTH ADMINISTRATION

This course provides a review of the use of computers in the health services industry. Students will design a management information system that has applicability to their workplace. Students will also review different types of computer systems.

SPECIAL TOPICS IN MEDICAL MANAGEMENT

This course will be presented in selected evening sessions throughout the program. Guest lecturers will introduce special topics in such areas as: Medicare and Medicaid; Challenges, Changes, and Opportunities in an Era of Health System Reform; Principles of Reimbursement from Third Party Payors; Evaluation and Sustained Patient Satisfaction; Practice Parameters; Health Care Delivery Concepts; Evaluation of Managed Care Plans.

EXECUTIVE INTERNSHIP

A major feature of the Executive Medical Management Program is the Internship. Although optional as a capstone experience, increasing numbers of graduate business students are choosing the internship for a variety of reasons, but focus on one common denominator: career development. Internships may be full time or part time (10 to 40 hours per week). Some may be within your own organization but cannot be within the department in which you currently work. Each internship must be beneficial to both the student and to the organization. Each party is in a win-win situation. Each internship is unique, because it reflects one's own professional career goals. Each internship is designed and crafted based on one's plan. Sometimes it takes 3-4 months to develop an internship. The first step, however, is a simple, yet important one: make an appointment with the program director.



DELIVERY MODEL

The program offers full-time working professionals the opportunity to continue their work with a minimum loss of work time. Students will meet in Fort Lauderdale once a month over a two-year period. The monthly schedule for class meetings is as follows:

Thursday	10 A.M. - 5 P.M.
Friday	8 A.M. - 3 P.M.
Saturday	11 A.M. - 6 P.M.
Sunday	8 A.M. - 12 NOON

Please Note: There will be guest lecturers speaking in selected evening sessions throughout the program.

- One weekend per month
- Three-month terms
- One-month break between terms
- Two courses offered each term

Please see insert for class dates. Because physicians and dentists must plan their schedules weeks and months in advance, the two-year schedule will not change—excluding any major emergencies, such as faculty illness.

The first weekend of class will include a Wednesday orientation session to learn the electronic mail (e-mail) and the Internet networks. Other sessions will be scheduled for those who may desire additional hands-on computer skills.

Students will have mini-courses in accounting and finance prior to the budgeting, finance, and strategic management courses.

FACULTY

All courses are conducted by faculty with graduate degrees as well as extensive professional experience in health administration. Their qualifications in teaching, research, publications, and consulting fields of management are among the best available.

Many of the faculty have worked with the University's program in health services administration since it began. The diverse backgrounds and years of experience of the faculty facilitate in-depth discussion across a broad spectrum. A special effort is made to integrate practical with theoretical points of view.

Each student will be assigned a faculty adviser to discuss opportunities and any problems arising in his or her course of study. This additional contact over the length of the program enhances communication through a trusting and confidential environment.

THE TEACHING/LEARNING PARTNERSHIP

The effective teacher's goal is to promote success in mastering a body of knowledge. An array of teaching styles are used—lectures, case studies, small group activities. A new dimension is included in the curriculum based on problem-based learning, an approach to learning that is finding wide acceptance in physician education. This method's effectiveness begins with the normal activities of the managerial environment and permits students to develop managerial perspectives.

The problem-based approach uses the skills and knowledge of both teacher and learner. What each brings to the classroom is shaped and made more understandable. Students are challenged to develop action plans and to identify their consequences in discussions. Creating an environment to develop management perspectives is the cornerstone of the curriculum.

CLASS FORMAT/SCHEDULE

FIRST YEAR

First Session: Mid-January 1995 thru Mid-March 1995		
Pre-Course Reading and Assignments	E-mail and the Internet Training	Post-Course Assignments
	Organizational Behavior and Decision Making	
	Health Administrator and Management (TQM)	

Second Session: Mid-May thru Mid-July 1995		
Pre-Course Reading and Assignments	Ethical and Legal Issues in Health Services	Post-Course Assignments
	Macro and Micro Economics	

Third Session: Mid-September 1995 thru Mid-November 1995		
Pre-Course Reading and Assignments	Principles of Managed Care Health Policy Development	Post-Course Assignments

Executive Internship or Specialization Studies (to be taken midway through program or later in the second year.)

Specialization areas include:

Managed Care, Operations Management, Marketing, Outcomes Research, Health Care Technology, Management Information Systems, Utilization Review, Home Health Care Models.

SECOND YEAR

First Session: Mid-January 1996 thru Mid-March 1996

Pre-Course Reading and Assignments	Accounting and Financial Management of Health Care Organizations	Post-Course Assignments
	Planning, Budgeting, and Control	

Second Session: Mid-May 1996 thru Mid-July 1996

Pre-Course Reading and Assignments	Strategic Management of Health Care Organizations	Post-Course Assignments
------------------------------------	---	-------------------------

Third Session: Mid-September 1996 thru Mid-November 1996

Pre-Course Reading and Assignments	Management Information Systems for Health Administration	Post-Course Assignments
------------------------------------	--	-------------------------

Special Topics in Medical Management will be presented in selected evening sessions throughout the program. Guest lecturers will introduce special topics in such areas as:

- Medicare and Medicaid: Challenges, Changes, and Opportunities in an Era of Health System Reform;
- Principles of Reimbursement from Third Party Payors;
- Evaluation and Sustaining of Patient Satisfaction;
- Practice Parameters;
- Health Care Delivery Concepts;
- Evaluation of Managed Care Plans.

ADMISSION CRITERIA

The Executive Master of Science in Medical Management Program is designed for medical doctors, doctors of osteopathy, podiatrists, and dentists. To apply to the program, please submit the following:

- Application Form
- \$40.00 Application Fee
- Official transcripts from all colleges and universities attended
- Copy of current Professional License

The student must have access to a personal computer with a modem.

TUITION AND FEES

Tuition for the entire program is \$25,000. The textbooks and all computer on-line time are included. The software to use e-mail and the Internet is also included.

Tuition is remitted in four payments of \$6,250 as follows:

First payment due:
January 1, 1995

Second payment due:
June 1, 1995

Third payment due:
January 1, 1996

Fourth payment due:
June 1, 1996

The application fee is submitted with the completed application form on the following pages.

Students are responsible for travel and living expenses—hotel, food, and transportation. Consult your accountant about tax deductibility of tuition and other expenses.

Send Application to:

Nova Southeastern
University
Karen Goldberg,
Marketing Manager
3100 SW 9th Avenue
Fort Lauderdale, Florida
33315

APPLICATION FORM

EXECUTIVE M.S. IN MEDICAL MANAGEMENT

Executive M.S. in Medical Management

Personal Data

Name _____

Home Address _____

City State Zip Code

Home Telephone _____ Spouse's Name _____

Social Security Number _____ Age _____

Date of Birth _____ Place of Birth _____

Citizenship _____

Employment Data

Institution/Employer _____

Address _____

City State Zip Code

Title/Position _____

Telephone () (Ext.) _____

Professional Data

Education:

List in chronological order all colleges/universities you have attended and include complete information as indicated below:

Name and Location of Institution	Dates of Attendance	Total Months	Grade Point Average (GPA)	Types of Degree and Year Awarded

Medical Practice Data:

List Board Certifications by specialty and date. _____

In what states are you currently licensed? _____

Number of years of clinical practice (excluding residencies): _____

Number of years of management experience: _____

Clinical and Management experience:

(since completion of clinical training; list in chronological order)

Dates	Titles/Position	Organization	Responsibilities	%Time Clinical/Mgmt.

Management Knowledge:

Please check the areas of management in terms of your relative degree of knowledge.

	Very Little	Some	Substantial
Finance/Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manpower/Industrial Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managerial Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Management-Policy Formulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantitative Methods:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Statistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Algebra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Calculus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Current Position Data:

Describe the organizational unit for which you are responsible and relate it to the total organization in terms of size, scope, and autonomy or responsibility. What manpower, budget, and capital investment are you responsible for? To what position(s) do you report? (Use a separate sheet of paper if necessary)

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Professional Organizations/Societies:

List memberships and offices held in major professional, civic, or social organizations in the past five years. (begin with most recent)

Dates	Office(s) Held	Organization
-------	----------------	--------------

Professional Articles/Books:

List any scientific or management articles/books you have had published.

Professional Honors/Awards:

List honors, awards, or fellowships received, with dates:

Dates	Title and Nature
-------	------------------

Program Data

Expectations:

Comment on what you expect from this program and how you expect it to benefit you. (please be specific)

Goals/Objectives

Comment on what you want to accomplish through this executive program and what goals/objectives might be met. (please be specific)

Reasons for applying:

Comment on what motivated you to apply for this program and why you need the background this executive program provides. (please be specific)

Transcript Request Form

To the Applicant:

Please complete this form and have your college Registrar(s) send it with your transcript to the address listed below. The envelope must be sealed and the transcript signed by your Registrar.

Date _____

Name _____

Social Security Number _____ Date of enrollment _____

Degree and Year _____

To the Registrar:

Please attach this form to the official transcript of my record and send it to:

Nova Southeastern University
School of Business and Entrepreneurship Student Services
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315

Transcript Request Form

To the Applicant:

Please complete this form and have your college Registrar(s) send it with your transcript to the address listed below. The envelope must be sealed and the transcript signed by your Registrar.

Date _____

Name _____

Social Security Number _____ Date of enrollment _____

Degree and Year _____

To the Registrar:

Please attach this form to the official transcript of my record and send it to:

Nova Southeastern University
School of Business and Entrepreneurship Student Services
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315

**Nova Southeastern
University is accredited by
the Commission on Colleges
of the Southern Association
of Colleges and Schools to
award bachelor's, master's,
educational specialist, and
doctoral degrees. Nova
Southeastern University
practices a policy of
nondiscrimination in
employment and admission.**

**Nova Southeastern
University does not
discriminate on the basis of
race, color, age, sex,
nondisqualifying handicap,
religion or creed, or national
or ethnic origin.**



SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
3100 SOUTHWEST 9TH AVENUE, FORT LAUDERDALE, FLORIDA 33315