



Master of Business Administration - Health Services Management *School of Business*

Introduction

The MBA-HSM is a degree that offers both a broad and integrative perspective across business functions, and a chance to specialize in health services management. This degree is a blend of traditional MBA business courses and health management courses designed specifically to meet the educational and career goals of individuals with a desire to apply management techniques in a health care setting.

This program is best suited to those with a degree in business, nursing or other health related profession. It will also benefit those with a degree not in a business or health related area who seek to enhance their professional aptitude and opportunity for advancement in health administration. Having experience in health care is important but not required to pursue this degree.

Physicians may find the MBA-HSM a suitable supplement to their medical degree when engaged in health administration or management .

Career Paths

Graduates of this program will be prepared for the following positions (partial list):

- ◇ **Consulting**
- ◇ **Hospital administration**
- ◇ **Insurance**
- ◇ **Managed care**
- ◇ **Mental health organizations**
- ◇ **Nursing home administration**
- ◇ **Physician practice management**
- ◇ **Public health**
- ◇ **Voluntary associations**

Curriculum

The MBA-HSM curriculum integrates business and health care management topics which are essential given the business orientation of health care. Students may also customize their program of study with selected coursework based upon their career goals. The curriculum is designed for full-time and part-time study. The requirements for the degree are outlined later in this brochure.

Distance Learning

Distance Learning in the School of Business was developed to make programs accessible to working professionals and persons who are place-bound. The School's web-based asynchronous learning mode allows students to work on their classes with a great deal of flexibility and within the confines of their personal circumstances. All that is required to "attend classes" is a computer, an Internet connection and the commitment to pursue an advanced degree. It should be noted that these courses are no different than their on-campus counterparts, and in some cases, may even be more challenging without classroom interaction. Students must be both disciplined to "attend class" and motivated to work through problems that might be easier to understand when presented on a "blackboard". Computer skills, including word processing, spreadsheet use, and an ability to navigate the Internet are necessary.

Students living within 50 miles of campus are required to complete the MBA management core courses on campus. Petitions due to personal or professional hardship to take these courses online will be considered.

To contact the School of Business:

Telephone: 315-792-7429

E-mail: mba@sunyit.edu

School of Business website: www.sunyit.edu/business

To contact the Admissions Office:

Telephone: 315-792-7500 or 1-866-2-SUNYIT

Degree Requirements

Each graduate degree student must complete 48 graduate credits, and must complete HSM 685, the program capstone, with a grade of at least B. A minimum overall academic grade point average of 3.0 (B grade) is required to graduate. Regardless of the overall grade point average, no more than two C grades will count toward degree requirements. All courses resulting in a grade lower than C must be repeated. Up to 4 graduate courses or 12 credits may be transferred.

Fast Track MBA-HSM **(Pending)**

The Fast Track MBA-HSM will be designed for students who have an undergraduate business degree with a Cumulative Grade Point Average (GPA) of 3.0 or higher from an accredited business program. Students admitted into the Fast Track MBA will be granted course waivers (15 hours) for the following Business Core foundation courses: ACC 520, BUS 505, FIN 525, HRM 518 and MKT 505. The Fast Track option allows full-time MBA students with an undergraduate business degree to complete the MBA-HSM degree program in a calendar year.

Admission Requirements and Policies

Students admitted to the Program are expected to be proficient in accounting and statistics. They must have achieved grades of at least C in these two areas in their undergraduate studies. Students will also be required to demonstrate computer competence with spreadsheets, word processing and data-bases. Computing competence may be determined by coursework or other experience. Admitted students lacking these proficiencies should consult a graduate advisor. These are not prerequisites to admission.

The general guidelines for admission are achievement of 1,000 points based on $(200 \times \text{Undergraduate GPA}) + \text{GMAT score}$ achieved. However, under no circumstances will admission be permitted for students with GMAT scores less than 400.

Physicians and other applicants who have taken MCATs or other graduate admission aptitude tests should contact the Admissions Office regarding their acceptance in lieu of a GMAT score.

An application for admission must be filed, along with all supporting documents, with the School's Admissions Office. Fall semester applications should be submitted by June 1; applications for spring semester should be filed by December 1.

A complete application file includes the following:

- Graduation from an accredited university or college. Official transcripts of all undergraduate and graduate work.
- Completed Application for Graduate Admission and payment of application processing fee.
- Submission of GMAT scores that meet the minimum requirements of the School of Business.
- One letter of recommendation from a current/former workplace supervisor or a letter from a faculty member familiar with the student's academic abilities.
- A personal interview with the Admissions Office staff is strongly encouraged.

Once the Admissions Office receives all of an applicant's required documents, the credentials of the applicant will be reviewed and a final decision regarding admission to the degree program will be transmitted to the applicant. After formal admission, a student will be assigned a faculty program advisor. Any questions regarding admission to graduate study should be referred directly to the SUNYIT Admissions Office.

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Campus Residency

An on-campus residency is required of all students each year. Residency sessions typically last 1-2 days. The purpose of the campus residency is to ensure program integrity. It provides opportunities for social interaction with faculty and students, academic and professional counseling, and selected academic activities deemed necessary by program faculty.

- The campus residency is scheduled after a student has completed, or will complete, 3 courses. If a student cannot attend this residency, the student may be permitted to take an additional 2 courses with permission of the student's advisor. A maximum of 5 courses will be allowed prior to attendance at a residency.
- Selected courses may include a campus presentation. Students will be advised in the syllabus at the beginning of the semester if any campus attendance will be required as part of the course requirements.
- The residencies are available each spring semester, and they are scheduled in consultation with the student's advisor.

Engagement in the Field

All HSM students **are required** to hold membership in a health care association, e.g., Health Care Financial Management Association, Medical Group Management Association. Students may change association membership once each academic or calendar year as a way to evaluate interest in several different health care fields. Student rates are typically available. The HSM program requires evidence of active membership at the residency session.

Any HSM students without current or prior experience in a healthcare organization are **encouraged** to find a way to become engaged in the field to gain some background and to expand their understanding of what transpires "inside" a healthcare organization.

Sample Course Schedule

Full-time students may complete the program in 4 semesters by taking 4 courses per semester (all courses are 3 credits). A "typical" course schedule may include :

Semester 1

Accounting for Managers
Health Care Systems
Legal Issues in Health Care
Human Resources Management

Semester 2

Management Information Systems
Financial Management for Health Care Org
Marketing Management
HSM Elective

Summer

Internship if recommended

Semester 3

Health Care Marketing and Strategic Planning
Health Policy
Quantitative Business Analysis
Organizational Management Theory

Semester 4

Financial Management Problems
Economics of Health Care
Health Services Administration Capstone
HSM elective

Note: Full-time students requiring statistics or needing to enhance their computing skills should do this in the first semester or shortly thereafter. Coursework will be shifted to accommodate these requirements. Not all courses are available every semester. Scheduling should be completed early and in consultation with the student's advisor.

Part-time students and students who choose not to carry a "full load" will require more time to complete the degree.

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MBA IN HEALTH SERVICES MANAGEMENT		
Description	Course Name	Credit Hours
Business Management Core Courses		
Accounting for Managers	ACC 520	3
Human Resource Management	HRM 518	3
Management Information Systems	MIS 515	3
Marketing Management	MKT 505	3
Financial Management Problems	FIN 525	3
Quantitative Business Analysis	MGS 511	3
Organizational and Management Theory	MGT 607	3
Business Management Total		21
Health Services Management Core Courses		
Health Care Systems	HSM 500	3
Health Policy	HSM 501	3
Economics of Health Care	HSM 505	3
Legal Issues in Health Care	HSM 509	3
Health Care Marketing and Strategic Planning	HSM 525	3
Financial Management of Health Care Org	HSM 535	3
HSA Environments and Strategies (Capstone)	HSM 685	3
Health Services Management Total		21
Total Core Courses		42
Elective Courses Total		6
Total Credits Required		48
Elective Courses		
Health Services Management (at least 1 course)		
Health Care Informatics*	HIM 501	3
Nursing Home Administration	HSM 522	3
Financial Management of Ambulatory Care Organizations	HSM 531	3
Research Methods in Health Services Management	HSM 680	3
Internship	HSM 692	Variable
MBA Electives Available - students may select a graduate course in the School of Business as their second elective. This should be done in consultation with their advisor.		

***Required for students without health information management experience in health care.**

All students entering this program will be expected to, either upon admission or shortly thereafter, demonstrate computing competency with word processing, spreadsheets and use of the Internet. Competency may be satisfied with coursework or work experience. A basic course in statistics is also required.

Master of Science in Health Services

Administration (MSHSA)

Versus the

Master of Business Administration in Health Services Management (MBA-HSM)

With the availability of both the MBA-HSM and MSHSA degree programs at SUNYIT, a number of students have sought guidance with regard to whether the MBA-HSM or the MSHSA is the preferable degree. The degree a student should pursue is directly related to his or her career aspirations. The MBA-HSM at SUNYIT has blended a business core with a health administration core to fully address the myriad business and health issues the health professional will face. The MSHSA is a degree that has been specifically designed to accommodate those who have chosen health care administration for their career path and is widely regarded as a preeminent degree in the health administration field. A key distinction between the degrees is that the MSHSA requires at minimum a 6 credit hour internship as part of the degree program. This is an important activity for applicants without health related management experience. The MBA-HSM degree also does not include a research methods courses. Students deciding to pursue the MBA-HSM degree without experience in health care should consult with their advisor about an internship experience. The research methods course can be done as an HSM elective.

Still Unsure? Contact the School of Business to speak with a faculty advisor.

Learning Assurance

In 2003, HSM faculty launched a method for assessing student learning in selected core courses as a form of program improvement. The assessment focuses on three key learning goals: technical, conceptual and integrative competencies; and how well the competencies are being demonstrated by students in course assignments such as discussions, writing assignments, presentations and projects. Areas of deficiency are targeted for program improvements.

Description of Graduate Core Courses

HSM 500 - Health Care Systems

This course addresses the multiple components of the health care delivery system, the rationale for its' patterns and practices and the basic statistics necessary to assess and measure its utilization.

HSM 501 - Health Policy

This course is designed to address several major health policy issues confronting public and private policy makers. The course is multidisciplinary in approach. Analyses incorporate economic, managerial, financial, ethical, demographic, statistical, and political perspectives.

HSM 505 - Economics of Health Care

This course is designed to provide an overview of the major components of the health care system. Topic areas covered include: demand for health care and consumer behavior, physician behavior, the demand for health insurance, institutional behavior, managed care organizations and the market for long-term care services.

HSM 509 – Legal Issues in Health Care

The course is designed to explore legal and ethical issues that affect the operation of health care facilities. Covered topics include medical malpractice, licensure, staff privileges, federal/state regulatory mechanisms, health organization liability, risk management, decisions at the end of life and obligations to patients and the community.

HSM 525 - Health Care Marketing and Strategic Planning

Decision making, relative to facility planning and financial integrity, has become extremely complex in the health care field. This course addresses many planning and marketing variables, as well as how to coordinate these activities. Prerequisite: HSM 500.

HSM 535 - Financial Management of Health Care Organizations

Students acquire a working knowledge of cash flow projections, budgeting, cost accounting and control evaluation techniques for not-for-profit organizations. Prerequisite: ACC 301 or its equivalent.

HSM 685 - Health Services Administration Environments and Strategies

This course is the capstone course in the MBA in Health Services Management Program. It integrates skills from throughout the Master's program using strategic management as an integrating framework. Prerequisite: Permission of Instructor.

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Graduate Core Courses, cont'd

ACC 520 Accounting for Managers

The objective of this course is to familiarize students with the basic principles of short-term financial planning. Topics coverage shall include (1) trends flow statement development and analysis, on both cash and working capital bases, (2) common size analysis, (3) index analysis, (4) cash budgeting, (5) working capital management, (6) pro forma statement development and analysis, and (7) general forecasting methodologies (including subjective, historical, and causal techniques).

FIN 525 - Financial Management Problems

Provides the student with an in-depth experience with the subject of Corporation Finance for future development as practicing executives. Students solve cases and problems faced by financial managers in the real world, that focus on major financial decisions and such current issues as corporate governance, securities issuance, globalizations, privatization, financial analysis and planning, capital budgeting, capital structure, cost of capital, valuation, dividend policy, short/long-term financing, financial markets, firm performance, and corporate restructuring.

HRM 518 - Human Resource Management

This course addresses the development of state-of-the-art systems which support basic business objectives, as well as foster good working relations between employees and managers.

MGT 607 Organizational and Management Theory

Analyze major schools of management thought: traditional, behavioral, and contingency. Explore managerial roles, power styles, and conflict with respect to contemporary organizational systems through lecture, discussion, case analysis, and experiential exercises.

MIS 515 Management Information Systems

Strategic uses of information that affect customers, markets, and products are becoming common today. Information is used to manage organizations, carry out strategy, control operations, and assist in decision-making. As a result, information is a resource with value equal to that of traditional assets such as inventory, capital, and human skills. In this course students will learn to manage and use information systems and technology. The MIS course provides concepts, methods, and techniques to identify an organization's information needs and to employ systems to meet these needs. The course introduces business students to topics such as information systems, database manage-

ment, information technology, expert systems, and decision support systems.

MKT 505 Marketing Management

Emphasizes a managerial approach in marketing decision making in the modern technology environment. Topics in this course include the marketing mix, marketing problem solving through case analysis, marketing strategy concepts and tools, and development of a strategic marketing plan. Students learn these topics and many other relative subjects through teamwork and course projects.

MGS 511 - Quantitative Business Analysis

This survey course addresses the study of the scientific method as applied to management decisions. The forefront of this course addresses the development of basic statistics up to hypothesis testing. Topic coverage also includes (bivariate regression analysis, (2) multiple regression analysis, (3) PERT and CPM, (4) linear programming (graphic methods only), (5) decision making under uncertainty (including maximax, minimax, and maxi-min techniques) and (6) the basic elements of forecasting (including the classical time series model).

Health Services Management Electives and MBA courses that may be taken as MBA-HSM electives are not described in this brochure. They may be found online at: www.sunyit.edu/business/

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Full-time MBA Faculty

Stephen Havlovic, Dean and Professor of Human Resource Management, Ph.D., Ohio State University.

Peter A. Karl III, Professor of Law and Tax, JD Albany Law School, CPA.

John Barnes, Associate Professor of Marketing, Ph.D., Arizona State University.

Lisa Berardino, Associate Professor of Human Resource Management, Ph.D., Virginia Polytechnic Institute.

Gary D. Scherzer, Associate Professor; Health Services Management, M.P.H., University of Tennessee.

Thomas Yarcheski, Associate Professor; Health Services Management, Ph.D., University of Iowa.

Robert Yeh, Associate Professor of Marketing, Ph.D., Purdue University.

Laura Francis-Gladney, Assistant Professor of Accounting, Ph.D., Southern Illinois University at Carbondale.

Joseph Gerard, Assistant Professor of Technology Management, Ph.D., University of Georgia.

Kimberly Jarrell, Assistant Professor of Management and Technology Management, Ph.D., Syracuse University.

Efstathios Kefallonitis, Assistant Professor of Marketing, Ph. D., Cranfield University, UK.

Hoseoup Lee, Assistant Professor of Accounting, Ph.D., University of Connecticut, CPA.

David McLain, Assistant Professor Technology Management, Ph.D., University of Wisconsin – Madison.

Jan Welker, Assistant Professor; Ph.D., Health Services Management, Saint Louis University.

Adjunct Health Services Faculty

Anthony Joseph, MSW, MPA, NHA; specialty - nursing home administration.

James H. Morey, CPA, MHA, MA, NHA; Professor Emeritus, specialty - financial management.

Elizabeth Snyder, JD; specialty - health law.

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