

SYLLABUS – SUMMER 2021

COURSE NUMBER	MANA 5305
COURSE TITLE	Decision Making in Operations Management
INSTRUCTOR	Dr. Venugopal Gopalakrishna-Remani (Dr.V)
EMAIL	venugopal@uttyler.edu
PHONE	903.565.5807
OFFICE HOURS	By Appointment
CLASS MEETINGS	Ref. EMBA Cohort Schedule

I. COURSE DESCRIPTION

Effective use of quantitative analysis in operations management decisions is essential for anyone involved in the study or practice of health services administration. This text is an ideal general reference manual for healthcare professionals for decision making in operations management

II. REQUIRED TEXT

Analytics and Decision Support in Health Care Operations Management, 3rd Edition by Yasar A. Ozcan, Jossey-Bass/John Wiley & Sons, Inc. Also required are: Calculator capable of basic functions (adding, subtracting, multiplying, dividing, square root), Microsoft excel 2016

III. COURSE LEARNING OBJECTIVES

- To meet the need for operations analytics and decision support in healthcare administration
- To provide practical and contemporary examples from the field
- To introduce predictive analytics for planning in healthcare facilities
- To discuss single attribute and multi attribute decision techniques often used in healthcare management decisions especially for evaluating new proposals
- To discuss staffing and resource scheduling management in healthcare facilities
- To introduce project management techniques like program evaluation and review technique and critical path method.

IV. SOULES COLLEGE OF BUSINESS CORE VALUES

Professional Proficiency	Social Responsibility
Technological Competence	Ethical Courage
Global Awareness	

V. GRADING POLICY

Grade Distribution	
Assignment 1	15%
Assignment 2	15%
Exam 1	25%
Exam 2	25%
Case studies	10%
Pop Quizzes	10%

Final Grades		
A	=	90% +
B	=	80% - 89%
C	=	70% - 79%
D	=	60% - 69%
F	=	<60%

VI. CONTENT

- Chapter 1: Introduction to Operations Analytics
- Chapter 3: Decision Making in Healthcare
- Chapter 7: Staffing
- Chapter 8: Scheduling
- Chapter 13: Project Management
- Chapter 9: Productivity and Performance benchmarking
- Chapter 2: Predictive Analytics

VII. CALENDAR

Week	Content	Readings	Due
1	Chapter 1: Introduction to Operations Analytics	Historical background, healthcare manager and decision making, importance of healthcare operations analytics, the scope of healthcare services, distinctive characteristics of healthcare services, gig data and data Flow	
2	Chapter 3: Decision Making in Healthcare	Decision process, payoff table, decision making under risk, decision tree , sensitivity analysis, decision tree approach Decision analysis with non-monetary values and multiple attributes, clinical decision making and implications for management	Assignment on Decision Making made available
3	Chapter 7: Staffing	Workload management, patient acuity systems, development of internal workload standards, procedurally based unit staffing, acuity based unit staffing, external work standards and their adjustments, productivity and workload arrangement	Assignment due on Decision Making Case study 1

4	Chapter 8: scheduling	Staff scheduling, surgical suite resource scheduling	Examination 1: Chapters 1, 3, 7, 8
5	Chapter 13: Project Management	Characteristics of projects, planning and scheduling projects, network analysis, critical path method, probabilistic approach, project compression, project time and cost, project management application in clinical settings	Assignment on Project Management made available
6	Chapter 9: Productivity and Performance benchmarking	Meaning of Productivity, measures of productivity, commonly used productivity ratios, concept of multifactor productivity, relationships with productivity and quality in healthcare	Assignment on Project Management due Case study 2
7	Chapter 2: Predictive Analytics	Predictive Analytics techniques, Judgmental Predictions, Time- Series Technique, techniques for averaging, techniques for trend, predictive techniques for seasonality, accuracy of predictive analytics and prediction control	Final examination on Chapters 13, 9 and 2

Cohort Weekends:

May 2021						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June 2021						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July 2021						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SUMMER 2021

- **MANA 5305** Decision Making in Operations Management
- **MARK 5320** Advanced Marketing Fundamentals

Week 1, 3, 5, 7		
Friday [class 1]	Saturday [class 1]	Saturday [class 2]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm
Week 2, 4, 6		
Friday [class 2]	Saturday [class 2]	Saturday [class 1]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

VIII. UNIVERSITY POLICIES

<http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices> , the SAR office located in the University Center, # 3150 or call 903.566.7079

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification

number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- i. "Cheating" includes, but is not limited to:
 - copying from another student's test paper;
 - using, during a test, materials not authorized by the person giving the test;
 - failure to comply with instructions given by the person administering the test;
 - possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
 - using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
 - collaborating with or seeking aid from another student during a test or other assignment without authority;
 - discussing the contents of an examination with another student who will take the examination;
 - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
 - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
 - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
 - falsifying research data, laboratory reports, and/or other academic work offered for credit;
 - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially

- ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.
- iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by SafeAssign™, available on Canvas.

UT Tyler Resources for Students

- [UT Tyler Writing Center](mailto:writingcenter@uttyler.edu) (903.565.5995), writingcenter@uttyler.edu
- [UT Tyler Tutoring Center](mailto:tutoring@uttyler.edu) (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- [UT Tyler Counseling Center](mailto:903.566.7254) (903.566.7254)