



**SYLLABUS – FALL 2023**

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

**I. COURSE OVERVIEW**

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. CATALOG DESCRIPTION**

Analysis of the operations management function from a manager's perspective. Quantitative techniques related to decision making such as linear programming, statistics and selected operational models are applied to operations management problems in both the service and manufacturing industries.

**III. 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

**IV. STUDENT LEARNING OUTCOMES**

- 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.

**V. SOULES COLLEGE OF BUSINESS CORE VALUES**

Professional Proficiency  
Technological Competence  
Global Awareness

Social Responsibility  
Ethical Courage



**VI. 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%

**I. ATTENDANCE/WEEKEND MAKE-UP POLICY**

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students are present face-to-face in COB 321 on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student and faculty member. Students are expected to contact and receive prior approval from the faculty member. Please refer to the specific course policy on attendance as outlined below.

**II. 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**

**III. CALENDAR**

Week	Content	Readings	Due
1	<b>Chapter 1: Introduction to Operations Analytics</b>	<b>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</b>	



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



#### IV. COHORT WEEKENDS FALL 2023

- EMBA 5305 Decision Making in Healthcare Operations Management
- BLAW 5340 Business and Professional Ethics

#### Cohort Meeting Dates

- W1 September 8-9 Fri 5pm-Sat 10am EMBA 5305; Sat 10am-4pm BLAW 5340
- W2 September 22-23 Fri 5pm-Sat 10am BLAW 5340; Sat 10am-4pm EMBA 5305
- W3 October 13-14 5pm-Sat 10am EMBA 5305; Sat 10am-4pm BLAW 5340
- W4 October 27-28 Fri 5pm-Sat 10am BLAW 5340; Sat 10am-4pm EMBA 5305
- W5 November 3-4 5pm-Sat 10am EMBA 5305; Sat 10am-4pm BLAW 5340
- W6 November 17-18 Fri 5pm-Sat 10am BLAW 5340; Sat 10am-4pm EMBA 5305
- W7 December 1-2 5pm-Sat 10am EMBA 5305; Sat 10am-4pm BLAW 5340

#### V. UNIVERSITY POLICIES

[HTTPS://WWW.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS\\_INFORMATION\\_2021.PDF](https://www.uttyler.edu/academic-affairs/files/syllabus_information_2021.pdf)