UTTyler SOULES COLLEGE OF BUSINESS
Executive MBA
Healthcare Management

SYLLABUS – Spring 2025

COURSE NUMBER	EMBA 5305
COURSE TITLE	Decision Making in Healthcare 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 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 MISSION/CORE VALUES

Mission

The Soules College of Business pursues excellence in business education by engaging our learners, faculty, industry, and community members. We cultivate and deliver innovative undergraduate and graduate programs to foster the success of our learners and stimulate impactful faculty research. We prepare the next generation of leaders and professionals to pursue career opportunities in East Texas and beyond.

Core Values

We value the role that business plays in recognizing, responding to, and solving societal problems: quality education, gender equality, decent work and economic growth, reduced inequality, and industry, innovation and infrastructure.

We value existing and emerging industry standards and needs that make our learners competitive in the marketplace.

We hold ourselves to the highest ethical standards and responsibly manage the resources of the Soules College of Business.

We respect and value diversity in ideas, peoples, and cultures.

VI. GRADING POLICY

Grade Distribution	
Assignment 1	15%
Assignment 2	15%
Case Studies	25%
Class Group Projects	25%
Group Case Studies	10%
Pop Quizzes	10%

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

VII. 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.

VIII. 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

IX. 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	Class Group Project
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 Class Group Project
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 Class Group Project
4	Chapter 8: scheduling	Staff scheduling, surgical suite resource scheduling	Class Group Project
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 Class Group Project
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	Class Group Project Case Study 3
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 Class Group Project

X. Cohort Meeting Dates

Schedule		COB 321	COB 255
Week	Date(s)	TECH 5328 LSSGB Healthcare Certification	EMBA 5305 Decision Making in Healthcare Operations Management
		Mark Miller/Heshium Lawrence (co-teaching)	Venu Gopalakrishna-Remani
W1	24-Jan 25-Jan	5pm-9pm 8am-10am	10am-4pm
W2	7-Feb 8-Feb	10am-4pm	5pm-9pm 8am-10am
W3	21-Feb 22-Feb	5pm-9pm 8am-10am	10am-4pm
W4	7-Mar 8-Mar	10am-4pm	5pm-9pm 8am-10am
W5	21-Mar 22-Mar	5pm-9pm 8am-10am	10am-4pm
W6	28-Mar 29-Mar	10am-4pm	5pm-9pm 8am-10am
W7	11-Apr 12-Apr	5pm-9pm 8am-10am	10am-4pm

V. UNIVERSITY POLICIES

Student Resources