



We Want Great Things for You

## MBA for HEALTH CARE PROFESSIONALS

**Director:** Gregory W. Ulferts, DBA

**Office:** Commerce & Finance Welcome Center  
McNichols Campus

**Telephone:** (313) 993-1202

**Fax:** (313) 993-1673

**E-mail:** [graduatebusiness@udmercy.edu](mailto:graduatebusiness@udmercy.edu)

**Website:**

<http://business.udmercy.edu/programs/graduate/btm/index.htm>

The University of Detroit Mercy's MBA program offers a personal academic approach to help you prepare for a rapidly evolving business world. As a UDM graduate business student, you can tailor your degree program to meet your specific needs and interests, building on your current base of knowledge and work experience.

Your education is enhanced through personal contacts with our highly experienced faculty, many of whom serve as consultants in the private and public sectors. Our business alumni tell us that their UDM experience made a significant impact on their professional development.



### A Tradition of Excellence

UDM's MBA Program is one of the oldest AACSB-accredited programs in the United States. In 2009, the program celebrated 60 years of accreditation by AACSB International - The Association to Advance Collegiate Schools of Business. This is the highest accreditation obtainable by undergraduate and graduate business programs. UDM remains the only private institution in Michigan with AACSB accreditation.

### Health Care Professionals

The MBA with a Certificate in Health Services Administration is designed for clinicians and others with minimal formal business training, including doctors, dentists, nurses, pharmacists, lab technicians, medical office staff, etc. The Certificate is offered cooperatively between the College for Health Professions & McCauley School of Nursing and the College of Business Administration.

### Value

An MBA for Health Care Professionals prepares students for managing a patient focused business in an ever changing and increasingly complex business.

1. Health care practitioners need knowledge and experience beyond clinical expertise in order to manage effectively at the enterprise level.
2. There is a growing need for clinical credibility combined with managerial and administrative excellence.
3. Effective management in a health care environment requires an understanding of health care policy and reimbursement, financial principles and best practices for marketing, operations and information technology.
4. An MBA establishes clinicians as full partners with business staff in preparing to operate in a changing health care environment.

### Admissions Requirements

Admission decisions are based on an undergraduate GPA, GMAT score (if needed), work experience, and other degrees.

#### Do I need the GMAT?

1. Was your undergraduate grade point average 3.0 or above?
2. Do you have 7 or more years of quality work experience?
3. Have you already earned a graduate or professional degree?

If you can answer **"YES"** to at least two of these questions, then you have an excellent chance to gain admission to the AACSB-accredited MBA program at the University of Detroit Mercy **WITHOUT TAKING THE GMAT!**

### Scholarship Opportunities

#### 600 or Better on the GMAT?

If you score 600 or better on the Graduate Management Admissions Test (GMAT), you qualify for a half-tuition scholarship for the MBA program at the University of Detroit Mercy. Please contact Lynn Vitale, Director, Graduate/Transfer Admissions at (313) 993-1147 or [vitalel@udmercy.edu](mailto:vitalel@udmercy.edu) if you qualify.

## Degree Requirements

Students are required to take 36 credit hours in the program. There are 24 credit hours of core courses, 9 credit hours of health care courses, and 3 credit hours for the CAPSTONE course "Strategic Management."

### Foundation Courses

Note: students who enter the program without undergraduate business courses will be advised about the necessary foundation courses they are required to take prior to taking the core classes:

ACC 5100 Foundations of Financial Accounting  
ECN 5100 Economic Analysis  
MBA 5100 Legal Environment  
MBA 5120 Statistical Analysis for Decision Making  
MBA 5140 Foundations of Management  
MBA 5160 Foundations of Marketing  
MBA 5180 Foundations of Financial Management  
MBA 5190 Foundations of Production and Operations Management

### Core Courses

ACC 5200 Managerial Accounting  
ECN 5120 Analysis of Economics Conditions  
MBA 5200 Decision Analysis  
MBA 5210 Personal Development, Ethics, and Social Responsibility in Organizations  
MBA 5220 Corporate Finance  
MBA 5240 Marketing Management and Planning  
MBA 5250 Leadership  
MBA 5260 Information Systems and Technology  
MBA 5900 Strategic Management

### Required Health Care Courses

HLH 5500 Research Methods in Health Care  
HLH 5700 Health Care Delivery and Policy Issues  
HSA 5780 Quality Improvement in Health Care Organizations

### MBA with a Certificate in Health Services Administration

Students interested in receiving their MBA with a Certificate in Health Services Administration will need to take two (2) additional courses beyond the MBA degree:

HSA 5070 Population Health  
HSA 5050 Legal Aspects of Health Services Administration

For further information, please write, call or e-mail:

Gregory W. Ulferts, DBA, Program Director  
University of Detroit Mercy  
4001 W. McNichols Rd.  
Detroit, MI 48221-3038  
ulfertgw@udmercy.edu  
(313) 993-1219

or

Lynn Vitale  
Director, Graduate/Transfer Admissions  
vitalel@udmercy.edu  
(313) 993-1147

**International Students:** please contact Steven Coddington at coddinism@udmercy.edu

## Course Descriptions

**ACC 5100 Foundations of Financial Accounting 3 cr.**  
This course provides an introduction to the field of accounting and to the development and use of accounting information in the business world. The course is structured to emphasize accounting techniques and procedures, accounting theory and interpretation, and the use of accounting to understand the changes in highly computerized and diversified businesses.

**ACC 5200 Managerial Accounting 3 cr.**  
*(Prerequisite: ACC 510.)*  
Managerial accounting provides key data to managers for planning and controlling, as well as costing products and services. By focusing on basic concepts, analyses, uses and procedures, instead of procedures alone, we recognize managerial accounting as a tool for business strategy and implementation. The pace of change in organizations continues to be rapid. The course reflects changes occurring in the role of managerial accounting in organizations and in research on cost accounting.

**ECN 5100 Economic Analysis 3 cr.**  
Microeconomics concerns itself with analyzing rational decision-making processes by consumers, producers, competitive firms, monopolistic competitors, oligopolists and monopolistic enterprises. Decision-making processes aim at value-maximization by consumers, factor efficiency and cost-minimization by producers, and profit maximization by sellers. In addition to studying production, distribution and consumer decision, Microeconomics also analyzes rational behavior of factor suppliers whether they are providers of labor, raw materials, parts or services for utility maximization by suppliers and value-product optimization by factor employers. Diverse aspects of buying and selling are then integrated into a general equilibrium model for social optimality.

**ECN 5120 Analysis of Economic Conditions 3 cr.**

The primary function of this course is to delve into economic analysis to describe, explain and predict aggregate measures of economic activities such as product, employment/unemployment, inflation, international trade and the balance of payments. The course constructs macro economic models of the economy, based on theory, to explain economic events. The models are then used to apply to and evaluate policy alternatives and actions of governments in their attempt to influence economic outcomes such as keeping inflation in check while achieving fuller employment while trading successfully with economies abroad.

**MBA 5100 Legal Environment 1.5 cr.**

This course reviews the immediate legal problems confronting business organizations in the contemporary world. Topics include: the formation of contracts, execution and defenses to contract claims, contract remedies and contract damages. Also considered are sales contracts that emphasize international sales. Special attention will be devoted to the employment contract with emphasis on early termination problems, sexual discrimination and harassment problems as these emerge via new interpretations of the law.

**MBA 5120 Statistical Analysis for Decision Making 3 cr.**

This course addresses the ever-increasing availability and use of quantitative data in decision making. The central concept of uncertainty and risk and the relationship between business decisions and games of chance are treated. Sample data analysis is followed by probability theory and models and functions of random variables, culminating in inferences from data.

**MBA 5140 Foundations of Management 1.5 cr.**

This course addresses concepts of organizational design and organizational behavior within the context of contingency theory. Organizational design focuses on the basic types of structures of the formal organization, as well as the key processes required for those structures to function. Organizational behavior focuses on activities of the manager, behaviors traceable to the informal organization, and to motivational needs of the organization's membership.

**MBA 5160 Foundations of Marketing 2 cr.**

The course examines the marketing functions in consumer, business-to-business, government and non-profit markets with an emphasis on the role of marketing in the organization. Areas to be investigated include marketing and customer information, market segmentation, global and ethical issues, as well as, product planning, channels of distribution, pricing and promotion analysis.

**MBA 5180 Foundations of Financial Management 2 cr.**

*(Prerequisite: ACC 510 and ECN 510.)*

The essential elements of corporate financial management are explored in this course. Topics include: ratio analysis, time value of money, risk versus return, leverage and all aspects of long term corporate capital budgeting and financing. The course develops the student's ability to evaluate business decisions.

**MBA 5190 Foundations of Production and Operations Management 2 cr.**

*(Prerequisite: MBA 512.)*

Operations Management is responsible for planning and coordinating the use of the organization's resources to produce goods and provide services (convert inputs into outputs). Operations decisions involve design decisions and operating decisions. Design decisions relate to capacity planning, product design, process design, layout of facilities and selecting locations for facilities. Operating decisions relate to quality assurance, scheduling, inventory management and project management.

**MBA 5200 Decision Analysis 3 cr.**

*(Prerequisite: MBA 512.)*

This course familiarizes the student with frequently used models in decision science and management science. Such models include regression and correlation, forecasting and time series; decision analysis; risk simulation; optimization techniques, e.g., linear programming, modeling, operations research and management science methods.

**MBA 5210 Personal Development, Ethics, and Social Responsibility in Organizations 3 cr.**

This course serves as a gateway into the MBA program. Topics related to three levels of human system (person, group, and society) are introduced: personal development, team development, and social responsibility. Topics include personal values and goals, ethics in business, team roles and processes, role of free markets, sustainable growth, global commerce, governance of the firm, transparency, and business-government relations. Service learning is required.

**MBA 5220 Corporate Finance 3 cr.**

*(Prerequisite: MBA 518.)*

A practitioner-oriented study approach to the problems facing the corporate financial manager. Application of modern finance theory and tools to problem-solving in the areas of capital budgeting, working capital management, long-term financing and dividend policy and mergers and restructuring decisions.

**MBA 5240 Marketing Management and Planning 3 cr.**

*(Prerequisite: MBA 516.)*

This course analyzes and assesses marketing opportunities and threats, assesses competitive advantages and disadvantages, and develops business plans that are consistent with these assessments. Specific topics include methods of market analysis and decision making in multi-markets and global

strategic businesses. The course may include case analysis, a group project or a simulation that examines the strategic marketing position of the firm.

**MBA 5250 Leadership** 3 cr.

*(Prerequisite: MBA 514.)*

This course addresses the characteristics of contemporary work organizations (flat in structure, team-based in decision making, networked for information sharing and communication, diversified in membership, and global in orientation) and the leadership function. It concentrates on the essential leadership skills of critical thinking, problem solving, written presentation, oral presentation, and behavioral flexibility. For each skill area, individual feedback is given to participants as the basis for personal and career development.

**MBA 5260 Information Systems and Technology** 3 cr.

A comprehensive study of management information systems and technology, theory and practice. The course presents concepts encompassing strategic impact, technology integration, managing rapidly evolving technologies, IT sourcing policies, application development process and partnerships and constituencies. The course aims to prepare leaders in managing the use of information, systems and technology to harness the power of new technologies to make better decisions and more effectively manage organizations, thereby enabling them to compete more effectively. This course uses case studies in a team format.

**HLH 5500 Research Methods in Health Care** 3 cr.

This course provides students with a background in the research process relevant to practice/management as a health professional. The research literature is critically evaluated for application to professional practice and/or management, determining client/patient population needs, and evaluating outcomes. Using evidenced-based research, students will develop a scholarly paper or grant proposal of professional interest to them. The internet will be utilized for research and other online coursework

**HLH 5700 Health Care Delivery and Policy Issues** 3 cr.

This course examines the theoretical and empirical bases for health care delivery and policy issues in the United States. Health policy decisions are examined in relation to cost, quality, access, ethics, and managed care. The internet will be utilized for research and other online coursework

**HSA 5780 Quality Improvement in Health Care Organizations** 3 cr.

This course introduces health professionals to the knowledge, skills, methods and tools necessary for improvement and innovation in health care. It integrates that knowledge with methods used to implement proposed program and system improvements. Quality improvement

content includes variation and measurement of process, outcome and customer knowledge and evaluation of health care improvement efforts. This course prepares students to identify improvement opportunities and to use planning theory to design and implement them. The internet will be utilized for research and other online coursework

**HSA 5070 Population Health** 3 cr.

Examines theoretical and empirical basis of management of health populations. Health promotion, health disparities and behaviors that influence health will be presented and applied. It will prepare the health care professional to provide population-centered management utilizing data from the population. The internet will be utilized for research and other online coursework

**HSA 5050 Legal Aspects of Health Services Administration** 3 cr.

A study of the role that state and federal laws play in shaping the health care delivery system. Included is the identification of how legal requirements affect the delivery of health, such as DNR orders, substituted consent, antitrust violations along with research compliance issues, civil and criminal liability for torts, fraud and civil violation in the delivery of health care. The internet will be utilized for research and other online coursework