Master of Business Administration (MBA) with a specialization in Health Care Management
Master of Business Administration (MBA) with a specialization in Health Care Management

The MBA Health Care Management specialization is designed to enhance the management and business knowledge, skills, and abilities learners need to function effectively within the health care industry. Learners engage in a curriculum that emphasizes business models and analytics that are applicable to the health care field, including medical device product development, health care financial management, clinical research methodologies, medical sales, information technology benefits programs, and health care e-business consulting. Upon successful completion of this specialization, learners have developed the knowledge and skills needed to pursue middle- or senior-level positions within health care organizations or organizations that serve the health care industry.

Key Features of the Capella MBA Program

**Personalization**—choice of 11 specializations (including a self-designed General MBA) that give learners the in-depth knowledge most important to them, and a self-selected capstone project that aligns with their interests.

**Supportive**—MBA Central is an online resource that provides the academic support learners need to succeed in their program and the career resources they need to achieve their professional goals. Our mobile access also provides learners with courseroom access wherever their schedule takes them.

**Rigorous**—Capella’s competency-based curriculum integrates key learning across core business disciplines to deliver immediate on-the-job value by equipping learners with the practical skills needed to lead and excel in high-performing organizations.

Knowledge gained through work experience and industry certifications may help you earn academic credit toward your degree through Capella’s Prior Learning Assessment process, offering you potential savings on tuition and time to completion.*

Learners enrolled in the Master of Business Administration degree program have the option to complete multiple specializations.

The Accreditation Council for Business Schools & Programs (ACBSP) has accredited Capella University business programs and select specializations. For full accreditation statement and the list of accredited programs and specializations, go to www.capella.edu/university-accreditation/.

*Residents of Washington may receive credit for prior learning only in the bachelor’s and MBA programs. This guide is intended to provide an overview of the specialization and is subject to change. Your enrollment counselor can provide updates, details, and Capella’s official University Catalog that specifies your program requirements.
Career Information

**RELATED EMPLOYMENT SETTINGS TO EXPLORE**

- Private hospital
- Federal government health care facility
- Nursing and residential care facility
- Physician office
- Dentist office
- Home health care service
- Outpatient care center
- Insurance company
- Community care facility for the elderly
- Medical or diagnostic laboratory
- Pharmaceutical company
- Medical device company
- Information technology/software company that serves health care industry
- Consulting firm
- Regulatory agency
- Land-based or online college or university
- Community college

**RELATED JOB TITLES TO EXPLORE**

- Clinical director/manager
- Office manager
- Health and social service manager
- Program manager
- Director of nursing
- Medical record manager
- Health care consultant
- Practice manager
- Project manager
- Product manager
- Ambulatory care center director
- Managed care manager
- Nursing home administrator
- Medical device sales representative
- Pharmaceutical sales representative
- Health care financial manager
- Nutrition service manager
- Department or division director
- Nurse manager
- Hospital administrator
- Assistant hospital administrator
- Adjunct or part-time faculty
- Home health director
- Hospice administrator

**SPECIALIZATION OUTCOMES**

- Use strategic thinking and planning in order to analyze the mission, vision, and goals of health care organizations
- Analyze the strategic options available for funding, operations, and strategic decision making
- Demonstrate ethical and legal principles and an understanding of the organizational and societal implications of ethical behavior
- Evaluate the current issues and policies present in health care management in regards to economic, sociological, and political methodologies

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*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.

†Some positions require CPA licensure and/or other designations. We encourage you to research requirements for your job target and career goals.
Curriculum

• 16 required courses
• Total program credits: 48 quarter credits

**CORE COURSES**

- MBA6004  Foundational Skills for Business Leaders .................. 3 quarter credits
- MBA6006* Leading Innovation in the Global Organization ............ 3 quarter credits
- MBA6008  Global Economic Environment .................................. 3 quarter credits
- MBA6012  Integrated Global Marketing .................................... 3 quarter credits
- MBA6014  Financial Accounting .................................................. 3 quarter credits
- MBA6016* Finance and Value Creation ........................................ 3 quarter credits
- MBA6018  Data Analysis for Business Decisions ....................... 3 quarter credits
- MBA6022  Strategic Operations Management .......................... 3 quarter credits
- MBA6024* Organizational Strategy ............................................ 3 quarter credits
- MBA6026  The Global Leader ..................................................... 3 quarter credits
- MBA6028* Business Integration Skills ....................................... 3 quarter credits

**SPECIALIZATION COURSES**

- MBA6271* Strategic Management of Health Care Systems .......... 3 quarter credits
- MBA6273* Health Care Financial Management .......................... 3 quarter credits
- MBA6275* Health Care Policy Analysis and Decision Making ....... 3 quarter credits
- MBA6277* Ethical and Legal Considerations in Health Care ...... 3 quarter credits

**CAPSTONE COURSE**

- MBA6900* MBA Capstone ......................................................... 3 quarter credits

*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

**TRANSFER CREDIT**

A maximum of 12 quarter credits from previous graduate coursework may be transferred and applied to your program's requirements.

**ADMISSION REQUIREMENTS**

- Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.
- Grade point average of 2.3 or higher on a 4.0 scale.

MBA learners may not take courses associated with any other degree program within the School of Business and Technology or any other school at Capella University while they are enrolled in the MBA degree program.

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.
Core Course Descriptions

**MBA6004  Foundational Skills for Business Leaders** 3 QUARTER CREDITS
This course is an introduction to the MBA program and its theoretical and applied approach. Learners focus on developing and applying the knowledge, skills, and abilities associated with analytical and critical thinking, problem solving, communication, argumentation, and presentation. Learners also become familiar with the case study method, explore ethical and legal issues, and establish their own personal program and career goals. **Must be taken during the first quarter by learners who have been admitted to the MBA degree program. Cannot be fulfilled by transfer or prior learning assessment.**

**MBA6006  Leading Innovation in the Global Organization** 3 QUARTER CREDITS
In this course, learners research the global leadership models and practices that drive innovation and enhance competitive advantage in complex and diverse environments. Learners also explore and assess the ways global leaders work to shape organizational culture and processes that support innovation and change. **Prerequisite(s): Completion of or concurrent registration in MBA6004. Prerequisite does not apply to Business Management and Management Consulting certificate learners.**

**MBA6008  Global Economic Environment** 3 QUARTER CREDITS
This course covers microeconomic and macroeconomic principles, theories, and tools and their applications in business. Learners analyze the national economy, global economy, and comparative advantage; factor inputs used to create value in different industry and market structures; and the tools employed by the Federal Reserve System and the federal government to create and implement fiscal and monetary policies. Learners also develop and demonstrate their knowledge of theories of the firm and the ways in which individuals and firms make economic decisions.

**MBA6012  Integrated Global Marketing** 3 QUARTER CREDITS
Learners examine tools, techniques, methods, and emerging marketing thought employed by organizations that market goods, services, and ideas in local and global environments. Topics include fundamental marketing principles, marketing models and practices, marketing information sources and their associated uses, and the integration of marketing with other organizational functions. Learners also explore the link between marketing and business objectives; the environment beyond the firm; and the role of objectives, strategies, and tactics in marketing and demonstrate their competence in understanding and applying marketing concepts.

**MBA6014  Financial Accounting** 3 QUARTER CREDITS
This course covers the tools, techniques, and methods of financial accounting and their applications in business. In particular, learners explore appropriate techniques for applying financial tools in support of business decisions across local and global organizations. Learners also develop their skills and knowledge of financial statement development, analysis, and control, and the tax, ethical, and legal implications of various accounting decisions.

**MBA6016  Finance and Value Creation** 3 QUARTER CREDITS
This course addresses the tools, techniques, and methods of finance and their applications in business. In particular, learners examine the financial tools and methods used to create firm value across local and global organizations. Learners also explore and demonstrate competencies related to the financial structures of firms; global financial markets; and the tax, ethical, and legal implications of various finance decisions. **Prerequisite(s): MBA6014.**
MBA6018  Data Analysis for Business Decisions  3 QUARTER CREDITS
Learners in this course analyze ways that data analysis informs business decisions and practice applying tools and techniques for converting raw qualitative and quantitative data into information that supports organizational decision making. Other course topics include data acquisition and organization, descriptive and basic inferential statistics, and content analysis.

MBA6022  Strategic Operations Management  3 QUARTER CREDITS
In this course, learners explore and apply the tools, techniques, and methods used to manage systems that produce the organization’s products. In particular, learners develop the ability to apply process design; quality, capacity, and inventory management; and strategic considerations to operations management. Learners also evaluate the decisions for which operations managers are held accountable; the methods used to make those decisions; and the effects of those decisions on an organization’s productivity, effectiveness, and efficiency.

MBA6024  Organizational Strategy  3 QUARTER CREDITS
In this course, learners integrate the theories, practices, and models of strategy with foundational global business knowledge. Learners examine the competitive local and global business environment, evaluate the core business functions of various organizations, and analyze the information that derives from those functions. Learners then synthesize this information into a comprehensive strategic review that is designed to enhance organizational decision making and leadership. Prerequisite(s): MBA6008 or MBA6180; MBA6014; MBA6016; MBA6018 or MBA6140. Prerequisites do not apply to Business Management and Management Consulting certificate learners. Cannot be fulfilled by transfer or prior learning assessment.

MBA6026  The Global Leader  3 QUARTER CREDITS
This course addresses the purpose, function, and responsibility of leaders in complex global business environments. Learners develop and demonstrate best practices for increasing self-awareness and establishing personal and professional ways to grow in a competitive, complex workplace. Learners also analyze future concerns and challenges related to global leadership.

MBA6028  Business Integration Skills  3 QUARTER CREDITS
Learners in this course synthesize the theories, practices, and models of foundational business disciplines by participating in a comprehensive business scenario experience. Learners identify, analyze, and apply principles of organizational strategy to a business situation using critical thinking, problem solving, competitive analysis, and the foundational skills learned in previous coursework. Learners gain and demonstrate knowledge of the ethical implications and communication issues inherent in making a variety of complex business decisions. MBA6028 and MBA6900 must be taken in sequence. Prerequisite(s): MBA6004 or MBA6010; MBA6006 or MBA6020; MBA6008; MBA6012; MBA6014; MBA6016; MBA6018 or MBA6140; MBA6022; MBA6024; MBA6026. Cannot be fulfilled by transfer or prior learning assessment.

Specialization Course Descriptions

MBA6271  Strategic Management of Health Care Systems  3 QUARTER CREDITS
This course provides an in-depth examination and analysis of strategic management in the health care industry. Learners use strategic management frameworks to analyze the mission, vision, core values, and goals of an industry facility. Learners then apply this analysis to the internal and external environment to make strategic recommendations that affect operational and financial components. Learners also explore the impact of interdependent actors within the health care system, the consequences of various health care decisions, and decision-making strategies that maximize revenues and decrease cost while providing quality patient care. Prerequisite(s): MBA6016.
MBA6273  Health Care Financial Management  3 QUARTER CREDITS
This course focuses on the knowledge and skills required to conduct advanced strategic financial analyses of a health care organization. Learners use financial techniques specific to health care analysis and planning and apply those principles to analyze current health care budgeting and capital and funding decisions. Learners also review frameworks for conducting advanced strategic financial analyses and make innovative organizational recommendations based on those financial analyses. This course provides an in-depth examination and analysis of current health care reimbursement policies and their impact on financial management decisions. Prerequisite(s): MBA6271.

MBA6275  Health Care Policy Analysis and Decision Making  3 QUARTER CREDITS
Learners in this course analyze the development and implementation of policy in the health care field and its unique role in the industry. This course demonstrates the importance of examining health care policies not only from sociological, political, and ethical frameworks but from an economic perspective as well. The course allows learners to apply alternative methods of policy analysis including matrix analysis, decision trees, and cost-benefit analysis. Learners explore ways to make decisions in a health care setting and examine the consequences of decisions in the clinical, policy, and management arenas. Prerequisite(s): MBA6271.

MBA6277  Ethical and Legal Considerations in Health Care  3 QUARTER CREDITS
This course introduces ethical principles that managers can apply to understand, analyze, and resolve ethical problems in the health care field. Ethical dilemmas in the health care industry are explored from several perspectives—managerial, organizational, and economic. Learners analyze the impact of law on the way health care is delivered in the U.S. The major legal principles and issues relevant to health care administration are also examined. Prerequisite(s): MBA6271.

Capstone Course Description

MBA6900  MBA Capstone  3 QUARTER CREDITS
In this course, learners integrate the foundational knowledge and skills gained during the MBA program in an application-based business project. Learners propose, plan, and implement a major project that allows them to demonstrate competencies in ethics, business strategy, marketing, communications, collaboration, and more. Their final projects allow learners to demonstrate their overall ability to identify and recommend evidence-based solutions to business challenges and opportunities. MBA6900 must be taken immediately following MBA6028. Prerequisite(s): All required and elective coursework. Cannot be fulfilled by transfer or prior learning assessment.
## Recommended Course Sequence

This recommended course sequence assumes learners take one course per six-week session. Some learners elect to take fewer or more based on workload and the amount of time available for graduate study. On-time completion for this specialization is 10 active quarters.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>COURSES</th>
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| **Q1**  | MBA6004 Foundational Skills for Business Leaders  
           Session 1  
           Session 2  
           MBA6006 Leading Innovation in the Global Organization  |
| **Q2**  | MBA6008 Global Economic Environment  
           Session 1  
           Session 2  
           MBA6014 Financial Accounting  |
| **Q3**  | MBA6016 Finance and Value Creation  
           Session 1  
           Session 2  
           MBA6271 Strategic Management of Health Care Systems  |
| **Q4**  | MBA6018 Data Analysis for Business Decisions  
           Session 1  
           Session 2  
           MBA6273 Health Care Financial Management  |

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<th>YEAR 2</th>
<th>COURSES</th>
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| **Q5**  | MBA6012 Integrated Global Marketing  
           Session 1  
           Session 2  
           MBA6275 Health Care Policy Analysis and Decision Making  |
| **Q6**  | MBA6022 Strategic Operations Management  
           Session 1  
           Session 2  
           MBA6277 Ethical and Legal Considerations in Health Care  |
| **Q7**  | MBA6024 Organizational Strategy  
           Session 1  
           Session 2  
           MBA6026 The Global Leader  |
| **Q8**  | MBA6028 Business Integration Skills  
           Session 1  
           Session 2  
           MBA6900 MBA Capstone  |
Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- Capella scholarships
- External scholarships
- Veterans’ educational benefits and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.
Academic Leadership

Rhonda Capron, EdD
Dean
Dr. Rhonda Capron is an accomplished leader with remarkable business acumen, extensive academic experience and professional relevance within the confluence of today’s transformative marketplace. She brings a unique blend of background and experience to Capella as a seasoned executive and higher education leader with more than 15 years of experience successfully leading strategic initiatives and operations within high-tech businesses. She also has 10 years in higher education, including extensive, hands-on experience teaching; faculty and staff leadership; academic programming; curriculum development; and strategic planning. Dr. Capron joined Capella in 2016. She was previously the academic dean of the School of Business at University of Phoenix. Prior to that position, she held a number of academic leadership roles at William Jessup University in Rocklin, California. In addition she has an extensive background in both the business sector and the military. Rhonda was vice president of support services and software as a service at Oracle Corporation, and she served as the deputy director for operations within the Departments of Army and Energy.

Cheryl Bann, PhD
Associate Dean
Dr. Cheryl Bann is the associate dean of business in Capella’s School of Business and Technology. She has worked with Capella since 2002, initially as adjunct faculty and then, beginning in 2004, as core faculty. Prior to joining Capella, Dr. Bann spent more than 30 years working in the corporate sector (at General Mills and Dain Bosworth), in government (at the Minnesota Trade Office), and in a private consulting practice. In addition, she possesses extensive international experience as a consultant on more than 45 USAID projects in 15 countries, as well as teaching experience at the bachelor’s, master’s, and doctoral levels. Dr. Bann’s educational background includes a BA in Physiology and a BS in Business from the University of Minnesota–Twin Cities, an MBA from the University of St. Thomas, and both an MS in Instructional Design for Online Learning and a PhD in Organization and Management with a specialization in Leadership from Capella University. In 2006, Dr. Bann was a recipient of Capella’s Harold Abel Distinguished Faculty award.

Laura Sankovich, PhD
Faculty Chair
Dr. Sankovich has been a Capella core faculty member since 2009, serving in a number of leadership roles, including undergraduate lead in Human Resource Management, chair of the Capella Course Quality Committee, faculty co-advisor to the learner chapter of SHRM, faculty coaching lead for the FlexPath Peer Coaching initiative, and a member of Capella’s President’s Council. Dr. Sankovich earned her MBA at Webster University and a PhD in Leadership Studies at Gonzaga University. Prior to entering academia, she held positions in human resource management and consulting. She also has the designation of Quality Matters Master Reviewer, as well as the PHR designation. Dr. Sankovich lives with her family in Coeur D’Alene, ID. She will have responsibility for Capella’s MBA, both Guided Path and FlexPath.
Move Forward with Capella University

WORKING SCHOLARS
Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the courseroom are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY
Our accreditation* is an assurance to students, employers, and the public that Capella University meets or exceeds established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE
Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others’ ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.

Important Information about the educational debt, earnings, and completion rates of students who attended this program: http://capellaresults.com/assets/includes/gainfulemployment/cta/GE/GE15/masters/mba_health_care_management_gedt.html.

*ACCREDITATION
Capella University is accredited by the Higher Learning Commission.

HIGHER LEARNING COMMISSION
https://www.hlcommission.org
800.621.7440

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