MASTER OF HEALTH ADMINISTRATION
DEGREE PROGRAM

- Designed to prepare graduates with the knowledge and skills to face the challenges and changes in the health services industry.

- Professional and academic development in Health Administration.

- Fully accredited for the maximum accreditation term by CAHME (Commission on Accreditation of Healthcare Management Education). The only CAHME accredited program in Tennessee.


- Graduates are qualified for careers in: Managed Care, Medical Group Management, Hospital and Health Systems Administration, and Home Health Care.

- 53 Hour Degree Program.

- Offered as Full-time or Part-time (evening classes)

- Very reasonable public university tuition.

- Located in one of the nation’s less than 60 schools of public health

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The University of Memphis is one of 46 institutions in the Tennessee Board of Regents system, the seventh largest system of higher education in the nation. It is an Equal Opportunity/Affirmative Action University committed to education of a non-racially identifiable student body.
INTRODUCTION

The Masters of Health Administration program at The University of Memphis is designed to prepare graduates with the knowledge and skills to face the challenges and changes in health services management. It is also designed to enhance both professional and academic development in the health care arena. It is fully accredited by CAHME (Commission on Accreditation of Healthcare Management Education). All classes are taught in the evenings, and the program accepts both full-time and part-time students.

I GENERAL INFORMATION

As an institution of higher learning, The University of Memphis has three major goals: education, research, and public service. The Master of Health Administration (MHA) program affords graduate students a unique opportunity to pursue these three goals. Through the education, research, and public service activities, individuals are prepared for effective participation in health affairs.

The MHA Program educates students for careers in the broad range of health care agencies and services. The program is designed to prepare its graduates to obtain the knowledge and skills necessary to meet tomorrow’s challenges in the health care management field. The program combines interdisciplinary academic preparation with a field experience.

II DIVISION OF RESPONSIBILITY

The information contained in this statement of policies and procedures is designed to guide the student in making choices and to answer questions frequently asked concerning the Professional Degree program in Health Administration. This is not intended as a substitute for the Graduate Bulletin of the University of Memphis or the Policies of the Graduate School. A graduate student is expected to know and understand the requirements of the Graduate School and the Graduate Program in Health Administration. Consequently, a student should consult all of these documents carefully (see http://academics.memphis.edu/gradcatalog/index.html).

The policymaking bodies for The University of Memphis Graduate School are the University Council for Graduate Studies and Research and the individual College-level Councils for Graduate Studies and Research. The policies of these bodies, as well as those of the University and the Tennessee Board of Regents that affect graduate programs, are administered by the Vice Provost of Research and the Graduate School. Between scheduled meetings of these bodies, the Vice Provost of Research and the Graduate School, with the approval of the President of the University, may take action on a problem not covered by approved policy.
Within the policy guidelines established by the University Council for Graduate Studies and Research and the College-level Councils of Graduate Studies and Research, the faculty of the MHA Program is the policy making body for program policies and procedures. The policies and procedures of the Professional Degree Programs are established by the Professional Degree Committee comprised of the faculty of the MHA Program.

III PROGRAM POLICIES AND PROCEDURES

The policies and procedures of the MHA Program are established by the MHA Faculty. Requests for an exception to Program requirements must be approved by the MHA Faculty. All decisions, including those made by committees, may be appealed to the Assistant Dean of Students and Public Health Practice.

A. Professional Degree Programs Prerequisites

Students are accepted from all undergraduate disciplines and professional areas; however, the program faculty determines if students must complete up to nine (9) hours of prerequisite course work before being fully admitted into the program.

All students entering the MHA Program should be competent in word processing, spreadsheet and data analysis software packages. Students who do not demonstrate competence in these computer skills will be encouraged to take the short courses on these subjects offered by the Information Technology Division of the University of Memphis.

B. Professional Degree Program Admission

Admission to the MHA Program will be based on selections from a pool of applicants who meet the minimum undergraduate GPA and aptitude examination scores. All applicants must submit scores for the verbal, quantitative, and analytical writing components of the Graduate Records Examination (GRE) or the Graduate Management Aptitude Test (GMAT) unless waived by the Graduate School and the MHA faculty. Millers Analogy Test (MAT) scores are not accepted for admission consideration.

Significant weight is given to the following factors in determining admissions to the Professional Degree Programs:

1. An undergraduate grade point average on a four-point scale from an accredited college or university.

2. GRE or GMAT aptitude (verbal plus quantitative plus analytical writing) total score.

3. Letters of recommendation from at least two persons (at least one
academic) familiar with the applicant’s academic background or
experience in health administration, specifying in detail the applicant’s
capabilities for graduate study and for future performance as a health
administrator.

4. A statement of approximately 500-750 words indicating the applicant’s
present interests and career goals, including why the applicant wants the
MHA degree.

5. Resume containing information of the student’s education and
experience.

Selection for admission from among the pool of qualified applicants will be made
by the Program faculty. An MHA Admissions Committee comprised of the MHA
Coordinator of Graduate Studies and at least two faculty members from the MHA
Program, will review applicants and make recommendations for admission to the
MHA Program.

A student admitted to the University may be denied admission into the MHA
Program for justifiable cause. The student may be required by the Admissions
Committee to take undergraduate course work prior to his/her admission to the
program. Graduate credit is not allowed for courses taken to make up academic
deficiencies. Students denied admission to the MHA Program may reapply for
admission when they have completed the recommended undergraduate courses
with satisfactory grades.

C. Retention

A student fully admitted to a Professional Degree Program as a Graduate
Master’s candidate is defined as being on probation when his/her
cumulative Graduate GPA is below 3.0. If the student’s GPA in courses
taken to be applied to the degree program is below 3.0, the student will be
permitted to enroll for up to 12 additional semester hours. If the student
fails to achieve a 3.0 in courses to be applied to the program after the
completion of 12 semester hours following the semester being placed on
probation, that student will be dismissed from the program.

The student on probation and the Coordinator of Graduate Studies will
review the conditions leading to probationary status. The Coordinator of
Graduate Studies, in consultation with MHA faculty, may require the
student to enroll in courses deemed to meet weaknesses demonstrated by
the student’s probationary status. The MHA Coordinator of Graduate
Studies may specify grades to be received in specific courses. All courses
taken by a student on probationary status require the approval of the
Coordinator of Graduate Studies. The student will be informed in writing
of the courses approved and the consequences should he/she fail to
achieve a sufficient Graduate GPA of 3.0 in courses to be applied to the
Program at the end of each semester in which he/she is on probation.

**Grade Point Average**: Graduate students must maintain a 3.0 GPA (“B”). Grades of "D" and "F" will not apply toward any graduate degree, but will be computed in the GPA. No more than 7 hours of "C-," "C" or "C+" will be applied towards meeting degree requirements. Grades earned at another university will not be computed in the cumulative GPA. Grades in courses that are older than the time limitation for degree will be shown on the transcript but will not be included in the computation of the GPA used for graduation. Only courses that have been validated will count toward the degree (see below for validation policy). The overall GPA required for graduation, computed on all graduate level courses completed whether or not they are listed on the candidacy form, must also be 3.0. Grades earned in the final semester may not be used to correct GPA deficiencies.

**Repetition of Courses**: A graduate student may repeat a course to earn a higher grade only if the earned grade was a "U" or lower than a "B" (3.0). **No course may be repeated more than once to improve the grade.** Only the grade earned in the second attempt will be included in the computation of the cumulative grade point average. A maximum of two courses may be repeated during the student’s total graduate career to improve a grade. However, if a student advances to a doctoral program and wishes to repeat a third course at the doctoral level, the student must seek approval from the college director of graduate studies. Students should always check with their advisors before enrolling in a course a second time.

**Academic Misconduct**
For the purposes of this section the following definitions apply:

1. **Plagiarism** – The adoption or reproduction of ideas, words, statements, images, or works of another person as one’s own without proper attribution,
2. **Cheating** – Using or attempting to use unauthorized materials, information, or aids in any academic exercise or test/examination. The term academic exercise includes all forms of work submitted for credit or hours,
3. **Fabrication** – Unauthorized falsification or invention of any information or citation in an academic exercise.

Any student found to have committed plagiarism, cheating and/or fabrication faces dismissal from the MHA program at the discretion of the instructor of the course in which the offense(s) occurred by initiating the Academic Misconduct process.
IV EXPERIENTIAL LEARNING OPPORTUNITIES

All students will have an opportunity to learn in a setting other than the classroom. This is accomplished by serving a minimum of 300 hours in a paid or unpaid Internship with a community healthcare partner. Some students will be fortunate enough to also be selected by one of our community healthcare partners to serve a Graduate Assistantship. These opportunities allow students to gain even more valuable experience by working during one or more semesters of the program.

A. Internships

All MHA students are required to serve an external Internship with a healthcare organization. Students are responsible for acquiring their own Internship; however, the Internship Coordinator and your assigned Advisor will aid you as much as possible. Academic credit for the Internship will be received by the student enrolling in the Health Administration Internship course, HADM 7190; however, the student should not register for HADM 7190 until the semester in which they will complete all requirements of the Internship.

Field of Study/Experience: The health administration internship experience should be in the student’s area of concentration and further the student’s academic and career goals. For students who currently work in a health care environment, the internship experience must occur in an area other than their current area.

Timing: The internship placement should not occur before the student has completed at least 21 hours of graduate course work. Optimally, all basic core courses should be completed.

Schedule: The actual field experience, project, and report on the project will be completed according to the student’s individually developed plan. Students will need to notify their advisor no later than one semester prior to the planned internship to assure that the internship can be coordinated with the organizational preceptor and the faculty mentor. A permit will also have to be issued to allow the student to register for HADM 7190. The internship experience should be completed when the student can devote considerable attention to the internship and be able to concentrate on the field experience without undue concern for course work.

Hours: A three hour internship requires a minimum of 30 hours of work each week for no less than 10 weeks. In unique circumstances and with permission from the MHA faculty mentor and the organizational preceptor, the weekly work schedule can be somewhat adjusted to fit the needs of working students but the total hour requirements must be satisfied, that is 300 hours for three credits, and
the internship must last a minimum of 10 weeks and a maximum of six months.

**Internship Portfolio:** Students are required to complete a Portfolio that documents their learning experiences during the internship. The Portfolio must be prepared in accordance with the *MHA Internship Handbook* requirements. Deadlines for completion of the Portfolio will be negotiated with the faculty mentor. The portfolio requirements will be discussed between the student and their faculty mentor prior to acceptance of an internship.

**Special Consideration:** The MHA Program is aware that working students may need a certain degree of flexibility in satisfying the field experience requirements. Requests for special consideration of any of the requirements should be submitted in writing to the faculty mentor with a brief explanation justifying the request. Approval will require consultation with and agreement by the MHA Director of Graduate Studies.

**B. Graduate Assistantships**

**Benefits:** All Graduate Assistantships provide both limited compensation and health administration experience for those fortunate enough to be awarded one. Compensation varies by organization and by the hourly requirements on the student. For out-of-state enrollees, an additional benefit is the privilege of paying in-state tuition which is considerably less costly. The tuition benefit, however, cannot be guaranteed unless the Graduate Assistantship is arranged sufficiently before the semester in which it will be served begins and all contracts have been filed and signed by both the University and the community preceptor.

**Duration:** Graduate Assistantships generally last for both years of a student’s tenure in the MHA program; HOWEVER, retention is dependent on the student’s performance. A Graduate Assistantship can be terminated by the community partner at any time. Sometimes a second year student is awarded a Graduate Assistantship which obviously means they could only gain, at most, two semesters of additional experiential learning.

**C. Graduate Assistantship Eligibility**

Through partnerships with local healthcare organizations, the University of Memphis MHA Program is able to provide a limited number of graduate assistantship placements. Through these placements, selected students receive hands-on experience in healthcare administrative settings such as local hospitals, ambulatory care settings, and other healthcare organizations. Given the limited number of these positions, in the interest of maintaining high academic standards and performance for our students, and with the desire to assure our partners employ the most qualified and dedicated students, the following initial and on-going eligibility criteria shall apply:
All students accepted to the traditional, full-time, two-year MHA program are eligible to apply for graduate assistantships with local healthcare system partners. Part-time, online, or executive track students are not eligible for graduate assistantships. Requests for applications, including resumes, letters of interest, and references, will be solicited from eligible students after the “Enrollment Confirmation Form” has been received by the MHA program and prior to the start of the first semester. Upon receipt, application materials will be sent to the healthcare systems partners who ultimately select the students they will employ through these positions. Only those students who enroll in the full 13 credit hours during the first semester of study will be eligible to begin their placement. Students selected for an assistantship who fail to enroll on-time or who do not attend required program events such as new student orientation and Team Trek, may forfeit their eligibility for an assistantship.

Current full-time, two-year students who have completed all requirements for their first year of study, including 13 credits hours in each of their first two semesters, are eligible to re-apply for assistantships during their second year. Second year students who did not receive an assistantship during their first year, but who meet all other eligibility criteria are eligible and encouraged to apply for assistantships during their second year. Any exceptions, such as but not limited to incomplete internships, must be approved by the MHA Graduate Assistantship Coordinator and the student’s academic advisor in conjunction with the assistantship preceptor. Where assistantships become available during the academic year, only those students enrolled in the full two-year course of study shall be eligible for placement.

Assistantship placements will be evaluated at the end of each semester, with input from the MHA Graduate Assistantship Coordinator, the student’s academic advisor, and the assistantship preceptor. Poor evaluation due to professional or academic performance can result in loss of the assistantship, regardless of other eligibility considerations.

In order to maintain eligibility for an assistantship, students must remain in good academic standing, including as outlined in section III.C (above). In addition to these minimum academic standards, students must remain enrolled in the full course load required to graduate within two academic years. This requires a minimum of 13 credit hours each of the first two semesters, a 3 credit hour summer internship, and 12 credit hours each of the final two semesters of the two-year program of study. Students who receive an assistantship, but who do not perform satisfactorily, who fail to attend or complete any course in the program, or who do not remain enrolled in the full course of study may lose the assistantship.
V MASTER OF HEALTH ADMINISTRATION PROGRAM REQUIREMENTS

A. Degree Requirements

1. The Master of Health Administration degree at The University of Memphis is a 53 semester hour degree program (not including required prerequisites as determined by the faculty).

   a. Core Curriculum:

      HADM 7100  Day One (1st semester)
      HADM 7101  Day One (2nd semester)
      HADM 7102  Health Care Law
      HADM 7103  Health Planning
      HADM 7105  Health Policy and the Organization of Health Services
      HADM 7108  Health Care Finance I
      HADM 7109  Health Administration Information Systems
      HADM 7110  Health Management Leadership
      HADM 7116  Administration of Health Service Organizations
      HADM 7190  Internship in Health Administration
      HADM 7204  Quality/Outcomes Mgmt. Health Care
      HADM 7206  Managerial Epidemiology
      HADM 7208  Health Care Finance II
      HADM 7209  Quantitative Methods for Health Services
      HADM 7210  Comprehensive Experience/Healthcare Management (Capstone)
      HADM 7605  Human Resources Administration
      PUBH 7710  Health Economics

   b. Electives:

      In order to complete the 53 hour requirement, students select at least 6 hours of graduate course electives in consultation with the student’s assigned advisor. **Online courses may be taken for electives only. This must first be approved by the student’s Advisor. Online courses are NOT allowed for required coursework.**

   c. Each student will participate in an integrative capstone experience while enrolled in HADM 7210, Integrated Experience in Healthcare Administration. Students must have completed a minimum of 39 hours in the program and be in the final semester of the program prior to enrolling in this course. Exceptions to the “final semester” rule may be granted by the Coordinator of Graduate Studies.
A student must complete a minimum of 21 semester hours prior to enrolling in HADM 7190, Internship in Health Administration.

A thesis of 3 to 6 semester hours may be presented in lieu of electives as partial completion of, or in addition to, degree requirements. Any substitution for electives or the internship must be approved by the MHA Coordinator of Graduate Studies. Graduate School thesis and thesis credit requirements apply. Completion of a thesis reflects traditional academic goals and standards found in mature master’s programs.

B. Registration and Advisement

The MHA Coordinator of Graduate Studies or an appointed MHA faculty member is responsible for the administration of MHA student advisement. All students are required to have at least one advising session per semester. We believe it is critical to keep your advisor and faculty up to date with you and your progress. Students who are not employed or involved in another activity that requires regular attention away from their graduate study will be permitted to register for 12 semester hours each semester and will be classified as full-time students. A full-time student who has completed 12 credit hours of graduate work and maintained a 3.5 grade point average may initiate a request with the Coordinator or faculty advisor to enroll for a maximum of 15 semester hours in the next semester.

Some students wait until the last minute to register for classes each semester and are unable to register for the courses they want because the classes already have the maximum number of allowed students. Class sizes are limited. In order for you to obtain the courses you want, meet with your advisor early and email the Academic Service Coordinator (be sure to copy your advisor) when the two of you have agreed on your course selection. For each course you are planning on taking, the Academic Service Coordinator will need to issue you a permit in order to register. You must provide the ASC the course number, the course title, the CRN number and your UUID. You must also copy your advisor on your email. If your advisor is not cc’d on the email, you will not receive a permit.

If the student has taken graduate courses for credit at another institution, which were not part of another master’s degree, the student may transfer a maximum of 12 semester hours toward his/her degree requirements. The grade in each course transferred must be at least a “B.” No graduate credit completed more than 8 years prior to the date of graduation may be applied toward the master’s degree, and all transfer credit hours must be approved by the Coordinator of Graduate Studies. In essence, courses taken more than eight years past any particular point in time cannot be used for “credit” in the MHA Program. Transfer credit must have been approved prior to admission to degree candidacy.

Students not enrolled in credit courses may register for a maximum of three audit
courses with the approval of the Dean of Admissions and Records and the Coordinator of Graduate Studies.

C. Comprehensive Examinations

All students seeking the Master of Health Administration degree are expected to satisfactorily pass a comprehensive examination.

1. The comprehensive Examination takes place in conjunction with the capstone course, Integrated Experience in Healthcare Administration (HADM 7210). The Comprehensive Examination must be completed during the semester in which the student expects to graduate.

2. The purpose of the Comprehensive Examination is to provide an overall review of the student's preparation throughout the MHA program. The oral exam and any required accompanying written report will require the student to draw from a wide range of topics taught throughout the program and synthesize the information in a cohesive and comprehensive manner.

3. Students will be required to make a formal presentation of their work before program and related faculty and other invited parties.

4. In special circumstances, the faculty may administer a written comprehensive examination in lieu of the oral and written report.

5. The MHA full-time faculty as a whole will respectively act as the Comprehensive Examination Committee. Students will be evaluated on the content of the presentation, manner of the report, manner of the presentation, and response to ad hoc questioning. Students will be considered as “passing” when 50% or more of the appropriate faculty agree to assign a passing grade to the student's examination. Students will be notified of the result of the evaluation within 72 hours of the examination date.

6. A student who does not perform satisfactorily on the first comprehensive examination will be given an opportunity to complete a new report and oral presentation, or take a written exam designed by the Comprehensive Examination Committee during the final exam week of the next semester (including Summer Semesters).

7. If the student’s performance is unsatisfactory on the second examination, the student may be dropped from the program.

D. Requirements Checklist - Final Semester

The student will receive the degree at the end of the semester in which all course requirements are completed and:
1. The cumulative GPA in the MHA Program at the end of the semester was at least 3.0.

2. All academic deficiencies are removed and any specific prerequisite requirements of the Graduate School are met.

3. The student has completed the 47 hours of required core course work and an additional 6 hours of electives.

4. “Application for Admission to Candidacy” form and the “Intent to Graduate” card have been filed by the deadlines established in the Graduate Bulletin.

5. The student has successfully completed the Final Comprehensive Examination.

**MASTER OF HEALTH ADMINISTRATION DEGREE PROGRAM COURSE DESCRIPTIONS  (* designates Core Course)**

**HADM 7100 - Day 1 Seminar, Semester I: Leadership/Professional Development/Team-Building Skills *  
**The Day One Seminar is designed to equip students with experiences which will assist them in developing personal and professional leadership skills and will enable them to function effectively as early careerists and entry level professionals. Seminar I will focus on team-building, self-assessment, interviewing, communication, and technical writing. Throughout the seminar, students interact with faculty and community leaders to engage in a set of unique experiential learning opportunities.

**HADM 7101 - Day 1 Seminar, Semester II: Leadership/Professional Development/Team-Building Skills *  
**The Day One Seminar is designed to equip students with experiences which will assist them in developing personal and professional leadership skills and will enable them to function effectively as early careerists and entry level professionals. Seminar II focuses on team-building, leading others, networking, business etiquette, and professional development. Throughout the seminar, students interact with faculty and community leaders to engage in a set of unique experiential learning opportunities.

**HADM 7102 - Health Care Law *  
**Covers legal topics in relationship to their effect on operation of health care organizations; includes informed consent, research, confidentiality, professional negligence, regulation of health care provider conduct, and other relevant topics.

**HADM 7103 - Health Planning *  
**Application of strategic planning and management concepts and techniques to the
health care sector; focus on strategy formation, strategic planning process, business planning and business development.

**HADM 7105 - Government Regulations of Health Services** *
This course explores the manner in which health policy and regulation are developed in the US, the forces affecting health policy, and the impact of regulation on health care delivery. Regulatory issues and health care reform are discussed and debated.

**HADM 7108 – Health Care Finance I** *
This is an introductory course in accounting and financial management focused on the health care industry. Basic topics addressed include understanding financial reports, cost behavior and profit analysis, cost allocation, pricing and service decisions, managerial accounting, planning and budgeting, time value analysis, and financial risk and return.

**HADM 7109 - Health Administration Information Systems** *
Introduction to health information systems built around and upon the manager’s role in the application in clinical settings of automated solutions to problems and concerns in today's health care service industry. PREREQUISITE: HADM 6101.

**HADM 7110 - Health Management Leadership** *
Synthesis of theories, strategies, and systems of managing and leading health care organizations; emphasis on team leadership skills, utilization and outcome analysis, change strategies, and planning.

**HADM 7116 - Administration in Health Service Organizations** *
Introduction to analysis of administrative practices in health services organizations: examines leadership roles, analyzes impact of professional roles on process within the organization, examines evolution of organizational design, and appraises accountability relative to public trust.

**HADM 7190 - Internship in Health Administration I** *
This course requires participation in a field experience program, including a written report critically describing the student’s responsibilities. Field experience may result from a supervised internship in cooperating public and non-profit organizations or from an appropriate administrative experience if the student is employed in a public or non-profit organization. PREREQUISITE: Permission of the Graduate Coordinator and successful completion of a minimum of 21 hours in the program.

**HADM 7204 - Quality/Outcome Management Health Care**
This course is designed to acquaint the student with quality management philosophies, approaches, and methodologies for improving health systems and processes. Students completing this course will be able to identify, analyze and create a basic quality/outcome research proposal.
HADM 7206 – Managerial Epidemiology *
This course is an introduction to the principles and tools of epidemiology. It explores the distribution and determinants of disease and examines ways to apply this knowledge to the management of health services organizations.

HADM 7208 - Health Care Finance II *
This course is designed as a continuation of tools and techniques for financial management in health care settings. The course blends theory and practice through lecture and case analysis to provide students an opportunity to apply theory presented in class in practical examples of financial decisions faced by the manager in today’s health care market. Throughout the course, students are provided hands-on experience with computer spread sheet programs. Topics covered include debt financing, equity financing, securities valuation and debt refunding, lease financing, cost of capital, capital structure decision, capital budgeting, financial and operating analyses, and financial forecasting. PREREQUISITE: HADM 7108.

HADM 7209 – Quantitative Methods for Health Services *
Covers use and capabilities of Excel, particularly in the functional ability to construct operational and financial models for healthcare organizations; encourages active "hands-on" participation of students in the learning process; all data sets relate specifically to health care: e.g.: DRG codes, lengths of stay, Medicare charges, ICD-9 codes, diagnoses, etc.

HADM 7210 - Comp Experience/Health Care Management *
Capstone course for the MHA program, requiring students to draw from all previous learning in the program. Major focus is a small-team project to create a needs analysis; identify gaps in health care services; plan an intervention (service or facility); and determine how to create, finance, staff, and deliver the intervention. Preparation of a Certificate of Needs (CON) also required. PREREQUISITE: Minimum of 39 credit hours.

HADM 7605 - Human Resources Administration *
Policies, methods, and techniques utilized in public and health organizations; special attention is given to problems reflecting contemporary demands upon human resource systems, capacity to diagnose problems, select the most effective means of addressing them, and plan appropriate courses of action developed through case studies.

PUBH 7710 - Healthcare Economics *
(cross-listed with ECON 7710-8710) Applies basic economic concepts to analyze health care market and evaluate health policies; including distinctive economic characteristics of health, health care industry, and health care professionals; American system of health care; current health care policy issues such as health care reform, managed care, and manpower planning. PREREQUISITES: ECON 7010 or equivalent, or permission of instructor.