

DEPARTMENT OF HEALTH ADMINISTRATION

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The overall purpose of the Department of Health Administration is to provide top quality education, research and service related to the organization and administration of health care services. Education in health administration at the university began in 1949 with the establishment of a graduate curriculum in hospital administration. Early graduates received a certificate; the master's degree was awarded beginning in 1955.

These early efforts grew and developed into the Department of Health Administration, established in 1972. The department now includes three major programs: Master of Health Administration; Doctor of Philosophy in Health Services Organization and Research; and Master of Science in Health Administration. The latter program, aimed at mid-career professionals, was among the first to offer a health administration degree in a hybrid format (periodic on-campus sessions complemented by online learning in between). The department also cooperates with the school of law at the University of Richmond to offer dual-degree programs in health administration and law (M.H.A./J.D.). In 2001, a dual-degree program was established with the VCU School of Medicine (M.H.A./M.D.). Both master's programs are fully accredited by the Commission on Accreditation of Healthcare Management Education. The Department of Health Administration also has a major research program and is involved in a wide range of public service activities.

- Health Administration, Master of (M.H.A.) (<http://bulletin.vcu.edu/graduate/school-allied-health-professions/health-administration/health-administration-mha/>)
- Health Administration, Master of (M.H.A.)/Juris Doctor (J.D.) from the University of Richmond [dual degree] (<http://bulletin.vcu.edu/graduate/school-allied-health-professions/health-administration/health-administration-mha-jd-university-richmond-washington-lee-university-combined/>)
- Health Administration, Master of Science in (M.S.H.A.) (<http://bulletin.vcu.edu/graduate/school-allied-health-professions/health-administration/health-administration-msha/>)
- Health Services Organization and Research, Doctor of Philosophy (Ph.D.) (<http://bulletin.vcu.edu/graduate/school-allied-health-professions/health-administration/health-services-organization-research-phd/>)
- Health Equity, Certificate in (Graduate certificate) (<http://bulletin.vcu.edu/graduate/school-allied-health-professions/health-administration/health-equity-cert/>)
- Health administration (p. 1)
- Executive program (p. 4)

Health administration

HADM 602. Health System Organization, Financing and Performance. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examines the structure, functioning and financing of the U.S. health services system. Emphasizes foundational concepts for understanding and analyzing patterns of health and illness; health care cost, quality, access and utilization; workforce; competition in health care markets; and supplier, provider and payer effectiveness and efficiency.

HADM 606. Health Care Managerial Accounting. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: Financial Accounting. A foundation course covering health care financial accounting, financial statement analysis, budgeting, reimbursement, costing and short-term decision making. Emphasizes accounting concepts and using financial data in management of providers and payers.

HADM 607. Financial Management in Health Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: HADM 606. Examines theory and techniques of corporate financial management as applied to health services providers and insurers including time value of money, working capital management, capital budgeting techniques, cash flow analysis and capital structure planning.

HADM 608. Seminar in Health Care Finance. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADM 606 and HADM 607. Advanced studies of financial issues and the application of analytic tools in case studies and exercises. Designed to enhance and strengthen the knowledge and skills provided in the graduate program's foundation and required courses in accounting and finance.

HADM 609. Managerial Epidemiology. 2 Hours.

Semester course; 2 lecture hours. 2 credits. Prerequisite: undergraduate course in statistics. Introduces and uses analytical techniques to study and measure the health status of populations and to evaluate programs. Topics covered include health status measurement, evaluation design and managerial applications of epidemiology.

HADM 610. Health Analytics and Decision Support. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: undergraduate course in statistics. Applications of analytics and decision support to health services institutions. Applications of operations research and industrial engineering techniques using large institutional data for health care planning, control and decision-making including deterministic and stochastic decision analysis models and their use in health services administration.

HADM 611. Health Care Law and Bioethics. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Presents elements of law and legal principles as they apply to the administration of hospitals and health care systems. Emphasizes medical malpractice, medical-legal issues, informed consent, antitrust, health care business law and bioethics. Provides a legal foundation for the practice of health administration and clinical ethics through the use of case law and case analysis.

HADM 612. Information Systems for Health Care Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. This course is restricted to majors only. Introduces and applies basic vocabulary, foundational principles and practical strategies associated with information systems relevant to the health care administrator. Examines health care information and information systems, technology standards and security, as well as management challenges.

HADM 614. Health Care Marketing. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Foundational theories, concepts and techniques of marketing applied to the distinctive properties of health care services. Emphasis placed on the role of marketing and aligning organizational capacity and health care needs; market analysis and planning; strategic marketing management; tactical marketing mix design; designing and managing service delivery systems and developing new offerings.

HADM 615. Health Care Politics and Policy. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examines the political process with particular emphasis on the impact of politics on health care. Focuses on current political issues in the health field, examining conflicts and anticipating effects on the health system.

HADM 621. Advanced Medical Informatics: Technology-Strategy-Performance. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Focuses on use of technology for improving operational efficiencies, quality of care and market competitiveness. Explores various application technologies within the framework of technology-strategy-performance including: telemedicine, cyber surgery, Web-enabled clinical information systems, clinical decision support systems, artificial intelligence and expert systems, and risk-adjusted outcome assessment systems.

HADM 624. Health Economics. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Enrollment requires permission of the instructor. Develops an understanding of (1) economics as a managerial tool in making choices or decisions that will provide for an optimum allocation of limited health care resources and (2) economics as a way of thinking about and approaching issues of public policy in financing and organizing health and medical services. Individual research on crucial or controversial issues in the health care field.

HADM 626. International Health. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Provides an overview of and/or introduction to international health. Focus is on the relationship between external factors and the health of populations.

HADM 638. Administration of Long-term Care Facilities and Programs. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Focuses on unique knowledge and skills considered essential to effective long-term care administration. Emphasis is on the professional role of the long-term care administrator in providing for the health and social needs of the chronically ill and elderly. Applied skills in addressing the technical, human and conceptual problems unique to LTC are addressed through cases and field exercises.

HADM 645. Structure and Functions of Health Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Surveys concepts from organizational and management theories applicable to health organizations. Considers issues in organizational structure, strategy and processes for health care organizations.

HADM 646. Health Care Organization and Leadership. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Explores the challenges of managing and leading health care organizations in the 21st century. Introduces concepts, vocabulary and ways of thinking to enable students to be more effective and insightful participants in organizational life in health care. Intended to provide the student with the basic knowledge necessary to benefit from the more detailed and advanced courses that follow in the curriculum.

HADM 647. Management of Health Care Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: HADM 646. Analyzes the current state of management study and practice with the objective of achieving a balanced development of both knowledge and skills in solving the operations problems of health care institutions. Examines critically the managerial process; emphasizes leadership behavior and development, performance improvement, structure and purpose of health care organization subunits, interfunctional coordination, and organizational processes.

HADM 648. Strategic Management in Health Care Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: HADM 647. Integrative seminar on strategic decision making in health care organizations. Considers the concepts and alternative models of strategic management, the strategic management process and the evaluation of strategic decisions.

HADM 649. Human Resources Management in Health Care. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Presents concepts in human resources management as applied to health care organizations. Explores relationships between human resources management and general management, nature of work and human resources, compensation and benefits, personnel planning, recruitment and selection, training and development, employee appraisal and discipline, organized labor issues, and employment and labor law.

HADM 661. Physician Practice Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: permission of instructor. Provides a practical overview of management skills and tools necessary to assist a physician group with an efficient service delivery organization. Discusses issues in the larger health care business environment that affect physician professional practice and the operational factors that define a successful organization now and in the future.

HADM 662. Foundations of Health Equity. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Enrollment is restricted to graduate students. This course provides an overview of the historical context and existing research on causes and impact of health disparities. The field of health equity focuses on understanding that all populations – no matter their race, ethnicity, age, gender, gender identity, sexual orientation, immigration status, disability status or geographical origin – have equal opportunity to achieve and maintain a healthy life. The course is designed take an in-depth look at multiple populations impacted by health inequities. It explores the values and ethical framework that relate to health equity.

HADM 663. Reducing Health Disparities. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: HADM 662 or permission of instructor. Enrollment is restricted to graduate students. This course explores the current strategies used to reduce health disparities, including how health care organizations and public entities are funding efforts to address unconscious bias, patient-centered care and the social determinants of health, such as housing, food insecurity and environmental conditions, as well as increased access to health care as a means to reduce health disparities. It applies knowledge of existing strategies to critical-thinking models for further assessment. At the end of the course, students will be able to identify strategies to address unconscious bias and promote patient-centered care for themselves and colleagues; apply models of critical thinking to assess existing strategies; identify gaps left to be addressed; and begin to identify/crystallize the community partnership for their final health equity project.

HADM 664. Health Equity: Policy and Advocacy. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: HADM 662. Enrollment is restricted to graduate students. This course facilitates development of skills to understand and influence policy process. It applies advocacy skills to influence policies that affect health equity. At the end of the course, students will be able to demonstrate an understanding of policy process, identify policy leverage points, demonstrate the ability to advocate for policies that address health disparities and promote health equity, and further crystalize the community partnership for their final health equity project if applicable.

HADM 665. Applications of Health Equity. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisites: HADM 662; and HADM 663 or HADM 664; or permission of the instructor. Enrollment is restricted to graduate students. This course consists of independent design and implementation of a student-initiated project relating to some aspect of health equity. Guidance for the project will be provided by faculty and, where appropriate, a community partner. At the end of the course, students will be able to synthesize concepts from didactic courses, identify salient problems related to health equity, identify a project mentorship team and use the course framework to analyze problems, propose solutions and outline advocacy strategies.

HADM 681. Clinical Concepts and Relationships. 2 Hours.

Semester course; 2 lecture hours. 2 credits. Introduces students without clinical backgrounds (nursing, medicine, other) to medical and health care terminology. Reviews and discusses concepts that are related to health, healing, health professions and the experience of the patient. Examines the role of health professionals; emphasizes communication, problem solving and patient care improvements across professional boundaries.

HADM 682. Executive Skills I. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Applied course in executive skills and behavior of the health care executive. Focus is on the health care executive leadership development and personal effectiveness.

HADM 683. Executive Skills II. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Prerequisite: HADM 682. Advanced applied course in executive skill development. Focus is on the health care executive leader and development of skills relating to the external environment of health care organizations. Emphasizes relationships with physicians, governing boards, regulatory bodies, donors and other key stakeholders.

HADM 690. Departmental Research Seminar. 1-9 Hours.

Semester course; variable hours. Variable credit. Research seminar that focuses on research design and methods organized under a single topic or a series of related topics in health services research. Applied research training for master's-level students.

HADM 691. Special Topics in Health Services Organization and Research. 3 Hours.

3 lecture hours. 3 credits. Prerequisite: permission of instructor. Course is devoted to specialized content area for health administration. Examples include physician practice management and advanced managed care.

HADM 692. Independent Study in Health Administration. 1-3 Hours.

1-3 credits. Prerequisite: Permission of instructor. Special study conducted under the guidance of a faculty sponsor.

HADM 693. Internship in Health Administration. 3 Hours.

3 credits. Prerequisite: Completion of year one of the MHA curriculum. Restricted to dual-degree students (MHA/MD and MHA/JD). Assesses and examines administrative and organizational structures and cultures of the assigned site with perspectives from macro- and micro-organizational views. Students develop an understanding and gain knowledge of the complex health care industry and the internal and external factors that influence decision-making in the organization. Students will research and prepare a management project with recommendations to assist the organization in decision-making, policy development and/or performance improvement. Graded as S/U/F.

HADM 694. Practicum in Health Administration I. 5 Hours.

5 credits. Course is restricted to students completing a one-year administrative residency. Examines contemporary problems and issues in the organization, administration and evaluation of health services. Focuses on the application of alternative approaches to administrative problem solving. Emphasizes internal and external stakeholder interests and factors that influence decision-making in health care organizations. Graded as S/U/F.

HADM 695. Practicum in Health Administration II. 3-5 Hours.

3-5 credits. Course is restricted to students completing a one-year administrative residency. Students will examine contemporary problems and issues in the organization, administration and evaluation of health services. Focus on the application of alternative approaches to administrative problem solving. Course emphasizes internal and external stakeholder interests and factors that influence decision-making in health care organizations. Students design, conduct and present the results of a management project. Additional projects will be required for students enrolling in more than 3 credits. Graded as S/U/F.

HADM 697. Directed Research. 1-6 Hours.

Semester course; variable hours. Variable credit. Special course offered under the guidance of a faculty sponsor for one or more students to design and implement an applied research project in the field setting. Focuses on the application of research methods to policy or operational problems of health care institutions.

HADM 701. Organizational Behavior for Health Services Research. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADM 704 and HADM 705, or permission of instructor. Provides intellectual insights into central topics of micro organizational behavior. Requires critical evaluation of organizational behavior and health services research based on organizational behavior topics. Requires identification and application of organizational behavior theoretical perspectives to issues in the health sector.

HADM 702. Research in Health Care Financing and Delivery Systems. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADM 701, HADM 704 and HADM 705, or permission of the instructor. Critically reviews and evaluates emerging research in organization, delivery and financing of health care services.

HADM 704. Foundations of Health Service Organization Theory. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examines the roots of foundational theories and concepts in organization theory and their application to research on health care organizations and systems. Emphasizes the environment and structure of health care organizations and systems.

HADM 705. Advanced Health Service Organization Theory. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: HADM 704 or permission of instructor. Covers contemporary perspectives in health organization theory in depth, with emphasis on their research application in health care organizations. Critically assesses current examples of research on health care organizations using these perspectives.

HADM 711. Introduction to Health Services Organization Research I. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Open only to Ph.D. students in health services organization and research. Assists doctoral students in becoming members of the health services research community and developing skills to be successful researchers. Introduces students to health services research as a field, major databases for health services research, career paths and related ethical issues. Develops key foundational skills including database management, statistical software, grant applications and career development. First in a two-course sequence.

HADM 713. Introduction to Health Services Organization Research II. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Open only to Ph.D. students in health services organization and research. Assists doctoral students in becoming members of the health services organization research community and developing skills to be successful researchers.

Introduces students to health services organization research as a field, major databases for health services research, career paths and related ethical issues. Develops key foundational skills including management of frequently used health services organization research databases, statistical software, grant applications and career development. Second in a two-course sequence.

HADM 760. Quantitative Analysis of Health Care Data. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: MRBL 624 and HADM 609, or permission of instructor. Research course emphasizing computer application and statistical analyses of health care data generated from secondary sources, including data envelopment analysis.

HADM 761. Health Services Research Methods I. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: Upper-division course in statistics. Research as a systematic method for examining questions derived from related theory and/or health service practice. Major focus is on the logic of causal inference, including the formulation of testable hypotheses relating to health services organization and management, the design of methods and measures to facilitate study, and the concepts, principles and methods of epidemiology.

HADM 762. Health Services Research Methods II. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADM 761 and MRBL 632, or equivalent. Application of multivariate statistical analysis and evaluation research methods to health services research. Emphasis is placed on the use of advanced statistical methods (e.g., LISREL, Event History Analysis) and designs to analyze panel data in the health field.

HADM 763. Applied Health Services Research. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADM 761 and ECON 501, or permission of instructor. Seminar for Ph.D. students who have had courses in quantitative analysis of health care data and research methods. Develops framework for classifying the major topics and issues addressed by health services research. Explores the relationships between health services research, policy analysis and program evaluation. Emphasizes assessment of the effectiveness, efficiency and equity of the health system at various levels of analysis. Stresses the importance of conceptual modeling as a foundation to rigorous empirical research.

HADM 792. Independent Study in Health Services Organization and Research. 1-3 Hours.

Semester course; 1-3 credits. Special study or research leading to a publication. Conducted under the guidance of a faculty sponsor.

HADM 793. Research Practicum. 1-3 Hours.

Semester course; 1-3 credits. Available only to second year students. Supervised investigation of selected problems in health services research. Includes conducting and analyzing field research.

HADM 898. Doctoral Dissertation in Health Services Organization and Research. 1-9 Hours.

Semester course; 1-9 credits. A minimum of 9 semester hours required for Ph.D. degree. Prerequisite: Completion of required course work and comprehensive examination. Dissertation research under direction of faculty adviser.

HADM 899. Doctoral Dissertation in Health Services Organization and Research. 1-9 Hours.

Semester course; 1-9 credits. A minimum of 9 semester hours required for Ph.D. degree. Prerequisite: Completion of required course work and comprehensive examination. Dissertation research under direction of faculty adviser.

Executive program

HADE 602. Health Systems Organization, Financing and Performance. 3 Hours.

Semester course; 3 credits. Examines the structure, functioning and financing of the U.S. health services system. Emphasizes foundational concepts for understanding and analyzing patterns of health and illness; health care cost, quality, access and utilization; workforce; competition in health care markets; and supplier, provider and payer effectiveness and efficiency.

HADE 606. Health Care Managerial Accounting. 3 Hours.

Semester course; 3 credits. Prerequisite: Permission of the instructor. A foundation course covering health care financial accounting, financial statement analysis, budgeting, reimbursement, costing and short-term decision making. Emphasizes accounting concepts and using financial data in management of providers and payers.

HADE 607. Financial Management in Health Organizations. 3 Hours.

Semester course; 3 credits. Prerequisite: HADE 606. Examines theory and techniques of managerial corporate management as applied to health service providers and insurers including time value of money, working capital management, capital budgeting techniques, cash flow analysis and capital structure planning.

HADE 609. Managerial Epidemiology. 2 Hours.

Semester course; 2 lecture hours. 2 credits. Focuses on analytical techniques to study and measure the health or populations and to evaluate programs. Topics covered include health status measurement, evaluation design and managerial applications of epidemiology.

HADE 610. Health Analytics and Decision Support. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: undergraduate course in statistics. Applications of analytics and decision support to health services institutions. Applications of operations research and industrial engineering techniques using large institutional data for health care planning, control and decision-making, including deterministic and stochastic decision analysis models and their use in health services administration.

HADE 611. Health Care Law and Bioethics. 3 Hours.

Semester course; 3 credits. Presents elements of law and legal principles as they apply to the administration of hospitals and health care systems. Emphasizes medical malpractice, medical-legal issues, informed consent, antitrust, health care business law and bioethics. Provides a legal foundation for the practice of health administration and clinical ethics through the use of case law and case analysis.

HADE 612. Information Systems for Health Care Management. 3 Hours.

Semester course; blended on-campus/online format. 3 credits. This course is restricted to majors only. Introduces and applies basic vocabulary, foundational principles and practical strategies associated with information systems relevant to the health care administrator. Examines health care information and information systems, technology standards and security, as well as management challenges.

HADE 614. Health Care Marketing. 3 Hours.

Semester course; 3 credits. Fundamental theories, concepts and techniques of marketing applied to the distinctive properties of health care services. Emphasizes the role of marketing and aligning organizational capacity and health care needs; market analysis and planning; strategic marketing management; tactical marketing mix design; designing and managing service delivery systems and developing new offerings.

HADE 615. Health Care Politics and Policy. 3 Hours.

Semester course; blended on-campus/online format. 3 credits. Examines the political process with particular emphasis on the impact of politics on health care. Focuses on current political issues in the health field, examining conflicts and anticipating effects on the health system.

HADE 621. Advanced Medical Informatics: Technology, Strategy and Performance. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: HADE 612 and permission of the instructor. Focuses on using technology for improving operational efficiencies, quality of care and market competitiveness. Explores various application technologies within the framework of technology-strategy-performance including: telemedicine, cyber surgery, Web-enabled clinical information systems, clinical decision support systems, artificial intelligence and expert systems, and risk-adjusted outcome assessment systems.

HADE 624. Health Economics. 3 Hours.

Semester course; 3 credits. Foundational concepts of microeconomic theory and their application in analyzing health care policy; understanding the structure and dynamics of health care markets; and monitoring and controlling the allocation of resources within health organizations.

HADE 646. Health Care Organization and Leadership. 3 Hours.

Semester course; blended on-campus/online format. 3 credits. Explores the challenges of managing and leading health care organizations in the 21st century. Introduces concepts, vocabulary and ways of thinking to enable students to be more effective and insightful participants in organizational life in health care. Intended to provide the student with the basic knowledge necessary to benefit from the more detailed and advanced courses that follow in the curriculum.

HADE 647. Management of Health Care Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: HADE 646. Analyzes the current state of management study and practice with the objective of achieving a balanced development of both knowledge and skills in solving the operations problems of health institutions. Critically examines the managerial process with emphasis on leadership behavior and development, performance improvement, structure and purpose of health care organization subunits, interfunctional coordination, and organizational processes.

HADE 648. Strategic Management in Health Care Organizations. 3 Hours.

Semester course; 3 credits. Focuses on the formulation, implementation, and evaluation of strategy in health care financing/delivery organizations. Emphasizes concepts dealing with industry structure; the strategic management process; achieving and sustaining competitive advantage.

HADE 649. Human Resources Management in Health Care. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Presents concepts in human resources management as applied to health care organizations. Explores relationships between human resources management and general management, nature of work and human resources, compensation and benefits, personnel planning, recruitment and selection, training and development, employee appraisal and discipline, organized labor issues, and employment and labor law.

HADE 651. Applications in Health Care Financial Management. 3 Hours.

Semester course; 3 independent study/practicum hours. 3 credits. Enrollment is restricted to students in the M.H.A., the M.S.H.A. or the graduate certificate in health care financial management. Requires students to apply concepts introduced through earlier courses by completing an applied project within a health care organization. Instruction is provided through faculty advising on an applied project and independent study. In addition, this course will require students to prepare for the Healthcare Financial Management Association's Certified Healthcare Financial Professional examination. Students who pass the examination will have earned a certification from a recognized professional organization. This certification will help students communicate their newly acquired skills to current and future employers.

HADE 681. Special Topics in Health Administration. 1-3 Hours.

Variable hours. 1-3 credits. Investigate a specialized content area in a semester-long, seminar format. Topics may change from semester to semester.

HADE 691. Health Care Organization Diagnosis and Planning. 3 Hours.

1 credit. Provides an opportunity for students to integrate as well as apply knowledge gleaned from prior course work and to share individual experiences in assessment of and correction of organizational problems that are either operational or strategic.

HADE 692. Independent Study in Health Administration. 1-5 Hours.

Variable hours. Variable credit. Offered in all semesters for students to investigate and study topics of major interest.