

Business Administration

Overview

Business Administration programs are administered by the College of Business and include bachelor's, master's, and doctoral programs. Each program is designed to provide a broad understanding of business principles through a combination of theoretical knowledge and practical applications including internships, case studies, and group projects.

Graduate Programs (<https://catalog.uta.edu/archives/2025-2026/business/administration/graduate/>)

Undergraduate Programs (<https://catalog.uta.edu/archives/2025-2026/business/administration/undergraduate/>)

Contact Information

Business Administration website

Email: gradbiz@uta.edu (question@uta.edu)

Phone: 817.272.3004

Fax: 817.272.5799

Address: 107 Business Building

HEALTH CARE ADMINISTRATION PROGRAMS

Health Care Administration website

Email: hcad@uta.edu

Phone: 817.272.1287

Fax: 817.272.0339

Address: 1401 Jones Street, Fort Worth, Texas 76102

COURSES

BSAD 6182. INDEPENDENT STUDIES IN BUSINESS ADMINISTRATION. 1 Hour.

This independent study course is centered on the application of content related to teaching in higher education settings. Students will be expected to design a lesson, present a lecture, and arrange for a final feedback report following an observed teaching demonstration. The focus will be on reflective teaching, sound lesson design, and receiving feedback towards improved teaching practice in higher education.

BSAD 6310. FOUNDATIONS OF SCIENTIFIC INQUIRY. 3 Hours.

The evolution of the modern corporation is briefly addressed. The core topics include the structure of explanation, the structure of scientific laws, theory building, philosophy of science and relativistic/post-relativistic philosophies of science.

BSAD 6311. EXPERIMENTAL DESIGN AND RESEARCH METHODS. 3 Hours.

In-depth coverage of selected topics in the design of research; topics include philosophy of science, theory of measurement, complex experimental and quasi-experimental designs.

BSAD 6312. REGRESSION. 3 Hours.

The theoretical and practical aspects of regression analysis. Topics include simple and multiple linear regression, the matrix formulation of regression models, regression diagnostics and remedial measures, collinearity and ridge regression, normal correlation models, and non-linear least squares, time series including ARIMA models are covered. Practical applications of statistical software packages are emphasized.

BSAD 6313. ANOVA. 3 Hours.

Experimental design and data analysis, especially as related to business and economic research. Topics include completely randomized designs, complete and incomplete blocks, nested designs, estimation and testing of fixed, random and mixed effects, sampling, nonparametric statistics and analysis of variance.

BSAD 6314. MULTIVARIATE STATISTICS. 3 Hours.

Topics include commonly applied multivariate methods such as multiple analysis of variance, factor analytic methods, discriminant analysis, logistic regression, canonical correlations, profile analysis, cluster analysis, and repeated measures. The use available computer packages to conduct data analysis will be stressed.

BSAD 6315. TIME SERIES. 3 Hours.

Univariate and multivariate time series; analysis of economic and financial data; out-of-sample forecasting using computer software. Autoregressive-moving average models, vector autoregression, unit roots, co-integration, ARCH and GARCH.

BSAD 6316. FINANCIAL ECONOMETRICS. 3 Hours.

In-depth study of the econometric tools and techniques used in empirical finance research. Course emphasizes data extraction and analysis of common finance databases, as well as the theoretical basis for current empirical finance techniques and methods.

BSAD 6317. APPLIED BUSINESS & ECONOMICS DATA ANALYSIS I. 3 Hours.

The course develops an understanding of basic statistical and econometric techniques. Participants exploit real data and computational power to uncover patterns/trends and examine relationships. There is a focus on conceptual frameworks and the application of techniques to data sets in various fields. Participants learn how to use statistical packages such as R, SAS, and STATA to apply the tools to real data. Participants will complete an empirical analysis paper. Prerequisite: BSTAT 5325 or consent of instructor.

BSAD 6318. APPLIED BUSINESS AND ECONOMICS DATA ANALYSIS II. 3 Hours.

The course covers cross-section, panel data, and limited dependent variables methods. Topics may include analysis of natural experiments/differences-in-differences, panel data methods, instrumental variable estimation, simultaneous equation models, sample selection corrections, and limited dependent variable and hierarchical models. Participants learn how to use statistical packages such as R and SAS, to apply these methods to data to examine causal relationships. They build an understanding of appropriate methods for different research design. Participants will complete an empirical research paper. Prerequisite: ECON 5336 or BSAD 6317 or consent of the instructor; cross referenced with ECON 5339.

BSAD 6319. BUSINESS & ECONOMIC FORECASTING. 3 Hours.

This applied course provides students the foundation to analyze business, economic, and financial data to develop forecasts using current statistical and computing tools. Emphasis is on methods that allow students to capture trending and seasonal patterns present in the data and other predictable variations hiding in plain sight, including temporal correlation. Once equipped with appropriate models, including ARIMA methods, students learn how to use the extracted information to project into the future. Critical thinking will be strengthened, as students will select an appropriate forecasting model and demonstrate its efficacy against reasonable alternatives. Prerequisite: ECON 5336 or BSAD 6317 or consent of the instructor.

BSAD 6320. CAUSAL INFERENCE FOR BUSINESS DECISIONS. 3 Hours.

Students learn methods to identify and measure the outcomes of business decisions. In particular, students will learn various issues pertaining to the misattribution of causal effects. The course surveys multiple methods to overcome the misidentification problem. Students will engage in empirical analysis. Prerequisite: ECON 5336 or BSAD 6317 and ECON 5339 or BSAD 6318.

BSAD 6321. FOUNDATIONS OF STRUCTURAL EQUATION MODELING. 3 Hours.

The purpose of this course is to provide a foundation into structural equation modeling (SEM) techniques and issues as well as hands-on training with SEM software. Application of basic techniques such as confirmatory factor analysis (CFA), mediation and moderation in SEM, and multi-group analyses will be covered. Students must have taken a graduate course on regression. Prerequisite: Multivariate.

BSAD 6322. MODELING IN BUSINESS RESEARCH. 3 Hours.

A wide range of modeling techniques such as game theory in economics, discrete choice models in marketing and dynamical stochastic models will be discussed. The course focuses on model development to match mathematical framework and features to the underlying research setting and estimation/model selection techniques. Examples drawing from multiple research disciplines will be used to demonstrate relevant techniques and design principles step by step.

BSAD 6323. DATA ANALYTICS SEMINAR. 3 Hours.

The imperative to harness vast amounts of data has spawned a number of tools and techniques that complement traditional statistical approaches. From a research perspective, these tools and techniques afford new ways of collecting and analyzing data. This seminar will introduce students to contemporary data analytic techniques, including social network analysis, text analysis, machine learning and AI, and their applications in research.

BSAD 6330. NONPARAMETRIC STATISTICS. 3 Hours.

A survey of statistical tools which may be used when the normal assumptions of parametric statistics cannot be made; including procedures for categorical data, methods involving ranks, bootstrapping, and Kolmogorov-Smirnov type techniques. Cross listed with BSTAT 5330. Prerequisite: BSTAT 5325 or equivalent.

BSAD 6392. DOCTORAL RESEARCH AND TEACHING COLLOQUIUM. 3 Hours.

Review of the research process and contemporary developments in the methodology and design of empirical research in the major fields of study represented in the doctoral program. Review of teaching methods for effective classroom instruction. May be repeated for credit.

BSAD 6399. DISSERTATION. 3 Hours.

BSAD 6699. DISSERTATION. 6 Hours.

BSAD 6999. DISSERTATION. 9 Hours.

BSAD 7399. DOCTORAL DEGREE COMPLETION. 3 Hours.

This course may be taken during the semester in which a student expects to complete all requirements for the doctoral degree and graduate. Enrolling in this course meets minimum enrollment requirements for graduation, for holding fellowships awarded by The Office of Graduate Studies and for full-time GTA or GRA positions. Students should verify that enrollment in this course meets other applicable enrollment requirements. To remain eligible in their final semester of study for grants, loans or other forms of financial aid administered by the Financial Aid Office must enroll in a minimum of 5 hours as required by the Office of Financial Aid. Other funding sources may also require more than 3-hours of enrollment. Additional hours may also be required to meet to requirements set by immigration law or by the policies of the student's degree program. Students should contact the Financial Aid Office, other sources of funding, Office of International Education and/or their graduate advisor to verify enrollment requirements before registering for this course. This course may only be taken twice. Students who do not complete all graduation requirements while enrolled in this course must enroll in a minimum of 6 dissertation hours (6699 or 6999) in their graduation term. Graded P/F/R.

COURSES

BUSA 2211. BUSINESS DATA LITERACY AND VISUALIZATION. 2 Hours.

This course is designed to introduce business data literacy and business data visualization. The course will cover data fundamentals including both the principles and techniques needed to effectively validate business data, draw insights from business data, and communicate the results. Students will learn the value of visualizations, specific techniques in visualization, and how to best leverage visualization methods to tell engaging business data stories.

BUSA 4344. SAS TOOLS FOR BUSINESS AND ECONOMICS. 3 Hours.

SAS is used by many businesses to generate analysis and reports they rely on to make good decisions. This course teaches students the skills needed to use SAS to clean data, visualize data, conduct basic business and economic analysis, and present that information in business-friendly reports using the tools in SAS for effective communication. Prerequisite: BSTAT 3321.

BUSA 4345. R FOR BUSINESS AND ECONOMIC ANALYSIS. 3 Hours.

This course teaches students how to analyze, visualize, and summarize data analysis using R. It covers the preliminaries of coding, data cleaning and visualization, and report writing using RStudio's markdown package. Students will then use the techniques learned in the course to write a modern, data analysis report using contemporary business or economic data. Prerequisite: BSTAT 3321.

BUSA 5322. DATA ANALYTICS WITH PYTHON AND MACHINE LEARNING. 3 Hours.

This course uses Python to give students hands-on experience with web scraping and machine learning. Web scraping gives students the ability to collect data from webpages that would be difficult to acquire otherwise. Machine learning techniques covered in this class include linear regression and classification, trees and tree-based methods such as random forests, neural networks, support vector machines, clustering, and dimension reduction methods. This class will help students learn to use Python in a professional context, and students will add supervised and unsupervised machine learning techniques to their economic analysis toolkit. Prerequisite: ECON 5336 or BSTAT 5325 or consent of instructor.

BUSA 5344. SAS TOOLS FOR BUSINESS AND ECONOMICS. 3 Hours.

SAS is used by many businesses to generate analysis and reports they rely on to make good decisions. This course teaches students the skills needed to use SAS to clean data, visualize data, conduct basic business and economic analysis, and present that information in business-friendly reports using the tools in SAS for effective communication. Prerequisite: BSTAT 3321.

BUSA 5345. R FOR BUSINESS AND ECONOMIC ANALYSIS. 3 Hours.

This course teaches students how to analyze, visualize, and summarize data analysis using R. It covers the preliminaries of coding, data cleaning and visualization, and report writing using RStudio's markdown package. Students will use the techniques learned in the course to write a modern, data analysis report using contemporary business or economic data. Prerequisite: BSTAT 3321.

COURSES

EMBA 5101. LEADERSHIP LABORATORY MODULE 2. 1 Hour.

1.0 Hours This module focuses on the importance of teams for leadership and management effectiveness and focuses on the process of combining talented individuals into a high-performance cohort. Students will learn the skills and techniques that enable high-performance teams and what is required to be both an effective team member and leader.

EMBA 5105. LEADERSHIP LABORATORY MODULE 4. 1 Hour.

1.0 Hours. This module explores the impact of ethics on managerial decisions, creating ethical environments for employees, establishing expected norms of behavior, and topical issues such as Corporate Social Responsibility and the consequences of unethical behavior.

EMBA 5106. LEADERSHIP LABORATORY MODULE 5. 1 Hour.

1.0 Hours. This module 'brings it all together' and summarizes, enhances, and builds upon the models and competencies explored throughout the Leadership Laboratory series with a particular focus on students' future direction and ongoing development.

EMBA 5111. LEADERSHIP LABORATORY MODULE 3. 1 Hour.

1.0 Hours. This course module focuses on various human capital competencies that firms and individuals can use to enhance organizational capabilities and achieve strategic objectives. The course details how the acquisition, deployment, assessment, and retention of an organization's workforce impacts productivity and firm performance in various contexts. Diversity, Inclusion, and the multi-cultural workforce issues are explored in this module.

EMBA 5123. NEGOTIATIONS. 1 Hour.

Effective Leadership requires strong communication and negotiation skills. The course will cover techniques and tools for effective negotiating.

EMBA 5192. CAPSTONE: SPECIAL TOPICS IN INTERNATIONAL BUSINESS. 1 Hour.

The course combines class discussion of lessons learned from the international project experience with case-based analysis. Discussion merges diverse functional business perspectives with student presentations on concepts covered in the EMBA program.

EMBA 5199. STRATEGIC SALES MANAGEMENT AND PROFESSIONAL SELLING. 1 Hour.

This course will focus on two key areas: building and managing a superior sales organization and understanding the professional selling process with an emphasis on B2B sales. Topics to be covered include strategic decisions such as sales force structure and deployment, key account and sales territory management, and sales leadership and evaluation of sales organization effectiveness. The second component of the course will cover key selling steps (e.g., prospecting, customer needs development and discovery, objection handling) as well as hands-on skills/techniques for building strong customer relationships in the consultative selling process.

EMBA 5202. PRICING STRATEGIES AND TACTICS. 2 Hours.

Often, managers treat pricing as a tactical problem. By pricing to cover costs, they undermine profit. By pricing for competitive advantage, they undermine value. In fact, pricing products and services is a strategic challenge that requires insight, analysis, and perspective. This course will introduce senior managers and executives responsible for pricing decisions and approvals to the theory and techniques needed to understand strategic pricing. The course will focus on how to use price to achieve strategic objectives, including successfully introducing new products to the market, responding to significant price competition, and achieving prices that reflect the true value of your products.

EMBA 5206. DIGITAL TRANSFORMATION OF THE ENTERPRISE. 2 Hours.

In the modern economy, digital and technological literacy are of key importance for any top executive. Modern executives and business leaders must be able to leverage technology to reimagine their businesses and unlock value through data-driven decision making. In this course, students will be exposed to transformative technological areas that are changing business and are key for leaders to understand and master: AI/ML, IoTs, Cybersecurity, Blockchain, and Cloud Computing with a particular emphasis on analytics (AI, ML, Visualization, NLP).

EMBA 5211. COMPETING IN A GLOBAL ENVIRONMENT. 2 Hours.

With an ever-growing number of industries becoming global in scope, managers are being increasingly challenged to manage strategies within a global perspective. This course provides participants with the skills, knowledge and sensitivity required to successfully manage organizations and organizational units within a multinational environment.

EMBA 5212. LEADERSHIP LABORATORY MODULE 1. 2 Hours.

2.0 Hours. The module explores key characteristics of high-performing leaders and organizations and weaves these into a single integrated model that students can apply to improve their individual and organizational effectiveness. This course introduces students to a leadership and organizational effectiveness framework and assesses individual competencies using a comprehensive leadership 360 analysis.

EMBA 5225. FOUNDATIONS OF QUANTITATIVE ANALYSIS. 2 Hours.

This course is designed to introduce foundational statistical building blocks used in applied managerial reasoning and decision making. Coverage will include (1) the computation, interpretation, and visualization of descriptive statistics (e.g., quantities reported as key performance indicators and/or metrics on dashboards), (2) tests of statistical differences (e.g., period over period, segment vs. segment, comparisons, etc.), (3) tests for statistical association (e.g., correlations, associations among categorical variables), and (4) an introduction to predictive modeling using multiple regression. In addition to gaining working knowledge of foundational statistics, an intended outcome is to equip organizational leaders to evaluate analysis results prepared by others, a critical skill for modern data-rich business contexts with expanding applications of business analytic techniques.

EMBA 5299. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 2 Hours.

New topics or independent study options to be offered as needed.

EMBA 5303. STRATEGIC COST MANAGEMENT. 3 Hours.

Tools for cost management to meet strategic as well as tactical organizational goals are examined. Emphasis is on leveraging accounting information for decision making, strategic management, and for the control of processes and organizations.

EMBA 5304. MAKING STRATEGIC DECISIONS WITH FINANCIAL DATA. 3 Hours.

A review of the elements of accounting measurement principles and practical analytical skills needed to manage the resources of a firm. This includes exposure to the fundamentals of financial statement analysis with a focus on profitability, liquidity, solvency and risk management. Reporting incentives and disclosure requirements are explored within this framework.

EMBA 5307. DESIGNING GLOBAL SUPPLY CHAINS FOR COMPETITIVE ADVANTAGE. 3 Hours.

The course focuses on coordination and integration of global logistics, purchasing, operations and market channel strategies. Issues on global supply chains include: forecasting demand and technology and market growth; likelihood of regulation or political instability; activities to do in-house as opposed to outsourcing; global facility location; and managing a geographically dispersed supply chain including relations with vendors.

EMBA 5308. MARKETING AND CUSTOMER VALUE CREATION. 3 Hours.

This course focuses on marketing strategies and tactics to create customer value and build long term relationships to meet organizational goals. Students are exposed to tools that enable managers to understand the ever-changing marketplace and then build an effective marketing strategy to meet corporate goals. Not all customers are profitable or even desirable. Customer management strategies to build marginal buyers into valued customers are also covered.

EMBA 5309. FINANCIALMANAGEMENT FOR EXECUTIVES. 3 Hours.

This course provides an overview of strategic financial management for executives. The first module begins by introducing the tools needed for financial analysis at the executive level. We examine the strategic concept of opportunity cost by analyzing how to use bond yields to model the net present value of business projects. The second module adds advanced financial modeling skills for corporate financial analysis, applied to decisions on capital structure, payout policy, and M&A opportunities. The third module concludes by expanding the executive's perspective to incorporate international financial management and corporate real estate.

EMBA 5310. COMPETITIVE STRATEGY, INTRAPRENEURIAL AND ENTREPRENEURIAL. 3 Hours.

This course broadens student perspectives on strategy and competitive advantage. Strategic vision is developed for mature businesses and entrepreneurial startups. Conceptual tools associated with industry dynamics and the assessment of core competencies are presented. Students learn how to evaluate key competitors to formulate and implement winning strategies.

EMBA 5311. STRATEGIC MARKETING MANAGEMENT. 3 Hours.

The course focuses on how to develop and deliver products and services with meaningful customer value. Students learn to evaluate market potential, price products optimally, and evolve marketing strategies to capitalize on business shifts.

EMBA 5313. EXPERIENCING THE GLOBAL ENVIRONMENT: INTERNATIONAL PROJECT. 3 Hours.

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. This is particularly true for one as important to the world economy (let alone the U.S.) as China has become. The class will travel to China and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. Through our extensive network, that has been developed through the graduates of our China EMBA program, we are able to provide an experience like no other program of its kind can offer.

EMBA 5399. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 3 Hours.

New topics or independent study options to be offered as needed.

EMBA 5413. INTERNATIONAL BUSINESS EXPERIENCE. 4 Hours.

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. The class will travel internationally and participate in a two-week immersion into the cultural and economic aspects of how business is conducted in an international country.

EMBA 5415. EXPERIENCING THE INTERNATIONAL ENVIRONMENT: SPECIAL PROJECT. 4 Hours.

Key factors in how business operates in the global marketplace means understanding the culture, business practices, laws, and logistical challenges that exist in another country. The class travels to an international destination and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. This course is an alternative to EMBA 5413 with destinations and itineraries specially designed.

EMBA 5417. EXPERIENCING THE BUSINESS ENVIRONMENT: INDUSTRY PROJECT. 4 Hours.

Understanding the challenges of management by experiencing the dynamics of industry and company culture, business practices, laws and regulations, and logistical challenges that confront today's business enterprises. This course is an alternative to EMBA 5413, with domestic destinations and itineraries specially designed.

EMBA 5499. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 4 Hours.

New topics or independent study options to be offered as needed.

COURSES**HCAD 5192. SPECIAL TOPICS IN HEALTH CARE ADMINISTRATION. 1 Hour.**

In-depth study of selected topics in health care administration.

HCAD 5199. GRADUATE HEALTH CARE ADMINISTRATION INTERNSHIP. 1 Hour.

Practical training in health care administration. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade. No credit will be given for previous experience or activities. Prerequisite: Minimum nine graduate semester hours completed.

HCAD 5292. SPECIAL TOPICS IN HEALTH CARE ADMINISTRATION. 2 Hours.

In-depth study of selected topics in health care administration.

HCAD 5299. GRADUATE HEALTH CARE ADMINISTRATION INTERNSHIP. 2 Hours.

Practical training in health care administration. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade. No credit will be given for previous experience or activities. Prerequisite: Minimum nine graduate semester hours completed.

HCAD 5301. HEALTH CARE ADMINISTRATION I. 3 Hours.

Introduction to health care; legislation; reimbursement systems; characteristic administrative and clinical roles responsibilities and education; public health care structures; regulatory agencies; health industry trends; and advances in research and technologies.

HCAD 5302. HEALTH CARE ADMINISTRATION II. 3 Hours.

Managed care; types of health care delivery systems; national health care policy; teamwork in primary care; management of cost and quality of care; legal issues; ethical issues, including bioethics and business ethics; changing roles of health care professionals; varieties of domestic, public and international health care delivery systems.

HCAD 5305. FINANCIAL ACCOUNTING FOR HEALTH CARE INDUSTRY. 3 Hours.

Introduction to concepts, purposes, problems, methodology, and terminology of financial accounting for health care industry.

HCAD 5306. MANAGERIAL ACCOUNTING FOR HEALTH CARE INDUSTRY. 3 Hours.

Introduction to concepts, purposes, problems, methodology, and terminology of managerial accounting for health care industry. Prerequisite: HCAD 5305.

HCAD 5310. HEALTH CARE LAW. 3 Hours.

Coverage of statutory and case law of the health care industry. Topics include patient rights and malpractice, employment and compensation matters, insurance and claims, and government agencies that regulate aspects of health services delivery.

HCAD 5315. STATISTICAL METHODS FOR HEALTH CARE ADMINISTRATORS. 3 Hours.

Statistical methods designed to prepare graduate students to become competent producers and consumers of data analyses and to use statistical thinking to approach managerial decision making. Students should be familiar with the effectiveness and limitations of various applicable techniques and should be able to recognize when additional statistical expertise is required. Topics include an introduction to evidenced based medicine, probability with an emphasis on the poor predictive value of imperfect diagnostics for rare conditions, standardizing and trending data, graphic and numeric descriptions of data, concepts of inference such as margins of error and significance of results, concepts of quality control including time series analysis and forecasting, and health care applications of discrete random variables with Poisson or binomial probability mass functions. It is recommended that students who have no recent courses in statistics take BSTAT 5301 prior to HCAD 5315.

HCAD 5316. HEALTH CARE FINANCE. 3 Hours.

Analysis of financial problems with an emphasis on the application of financial management principles and concepts to health care organizations.

HCAD 5330. SERVICE MARKETING MANAGEMENT. 3 Hours.

Examines conceptual frameworks and management practices particularly relevant to the health care industry. The course examines many concepts and theories from the service marketing industry and analyzes their values in crafting marketing strategies. Emphasis is on problem solving unique to the health care industry.

HCAD 5333. ECONOMICS OF HEALTH. 3 Hours.

Economic analysis applied to current health policy issues, including health expenditures, public and private insurance, incentives, provider education and labor markets, hospitals, prescription drugs, malpractice, long-term care, the Internet, and various proposals for reform. For HCAD majors only.

HCAD 5337. ETHICS, LEADERSHIP, AND TEAMWORK. 3 Hours.

Examines the leadership process, change management, and high-performance team-building strategies. Emphasis will be placed on the development of self-awareness and skills necessary to lead. Identification of values and ethical issues in health care administration will also be stressed through the application of ethical principles and theories of decision making in the analysis of ethical dilemmas.

HCAD 5340. HEALTH CARE STRATEGIC HUMAN CAPITAL. 3 Hours.

A high-performing workforce, developed through effective people practices, is the lifeblood of a health care organization. This course presents a strategic perspective on contemporary human resource management theory and practice. Key topics covered include workforce planning, staffing, diversity, development, performance measurement and management, and compensation; labor and employee relations, regulations, and legislation; as well as key concepts in team and organizational behavior.

HCAD 5350. HEALTH CARE INFORMATION SYSTEMS. 3 Hours.

Addresses issues in the development, integration, and management of health care information systems. Specifically, topics in financial information systems, patient care systems, and health care delivery applications will be discussed. Both case studies and real life applications will be studied.

HCAD 5377. HEALTH CARE QUALITY ASSESSMENT. 3 Hours.

Covers an integrated case study approach to organizational performance management resulting in the delivery of ever-improving value to patients, improved health care quality and organizational sustainability, improvement of overall organizational effectiveness as a health care provider, and organizational learning.

HCAD 5380. HEALTH CARE DATA ANALYTICS. 3 Hours.

Digitization of patient records and widespread use of digital technologies in healthcare organizations have created large repositories of data that can be analyzed to improve care delivery quality, lower cost, and increase patient satisfaction. This course introduces concepts, techniques, and tools for collecting and analyzing healthcare data to gain insight and support decision making by managers and policymakers in healthcare organizations. Data visualization techniques to effectively communicate results are also covered. The course will consist of lectures, case studies, hands-on exercises, and projects.

HCAD 5390. STRATEGIC MANAGEMENT FOR HEALTH CARE ORGANIZATIONS. 3 Hours.

Development of skills necessary for managing health care organizations from a strategic perspective. Particular emphasis is given to the use of systematic assessment of the environment and the organization, as well as the development and implementation of business strategies to meet the needs of stakeholders. Prerequisite: Must be taken in the last semester of the HCAD program.

HCAD 5392. SPECIAL TOPICS IN HEALTH CARE ADMINISTRATION. 3 Hours.

In-depth study of selected topics in health care administration.

HCAD 5398. RESEARCH IN HEALTH CARE ADMINISTRATION. 3 Hours.

Independent research under the supervision of a faculty member.

HCAD 5399. GRADUATE HEALTH CARE ADMINISTRATION INTERNSHIP. 3 Hours.

Practical training in health care administration. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade.

No credit will be given for previous experience or activities. Prerequisite: Last semester of the program and permission granted by Graduate Advisor.