

AMBERTON UNIVERSITY
e-COURSE SYLLABUS

HCA5940.E1
Fall 2026

Operational Decision Making for Healthcare Managers

PROFESSOR INFORMATION:

Professor: Dr. Ron Norris
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COURSE INFORMATION:

HCA5940.E1 Operational Decision Making for Healthcare Managers
Level: Graduate
Beginning Date of Session: Saturday, September 12, 2026
Ending Date of Session: Thursday, November 19, 2026

Student access available to the Student Portal: Saturday, September 12, 2026.

Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.

PREREQUISITES:

None

REQUIRED TEXTBOOK(S)/MATERIALS:

Title: Healthcare Operations Management
Author: Daniel B McLaughlin, John R Olson, Luc Sharma
Publisher: Healthcare Associated Press
Year Published: 2022
Edition: 4th Edition
ISBN: 10: xxxxxxxxxx or 13: 9781640553071
Price: Available at <http://amberton.ecampus.com>

Students should verify enrollment in course before purchasing textbooks. Textbook information and ordering options are available through the Amberton Virtual Bookstore. Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping..

APA REQUIREMENT:

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the Publication Manual of the American Psychological Association, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

COURSE COMPETENCIES:

This course will provide practical applications for managing healthcare operations including a focus on decision making and operational tools. It is designed to provide current and future healthcare leaders with an overall understanding of operations management in healthcare and strategies to address competing priorities. Students will be immersed in realistic examples of operations management scenarios culminating in a final project that synthesizes course content for deeper insight and enrichment. Topics include healthcare delivery, project management, change management and the management of quality and finances.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1. Defining operations management and discussing its purpose and importance in healthcare organizations.
2. Synthesizing and applying operational management principles to various healthcare settings.
3. Identifying agents and issues affecting decision making in healthcare.

4. Differentiating between the functional strategies for operations, finance, marketing, human resources, and information technology.
5. Interpreting and applying data analysis in healthcare decision-making.
6. Interpreting and applying data using forecasting and decision-making tools.
7. Explaining the role of project management in healthcare operations.
8. Examining and evaluating the function and importance of quality in healthcare.
9. Evaluating current healthcare delivery challenges.
10. Identifying principles of the Lean Six Sigma managerial approach.
11. Identifying and evaluating process modeling tools and techniques.
12. Differentiating implications to cost related to productivity, supply chain, inventory and materials management.
13. Examining and evaluating the function and importance of Information Technology (IT) in healthcare.
14. Differentiating the principles of strategic, process and resource flexibility related to change management.
15. Demonstrating how a student may leverage artificial intelligence (AI) to analyze and interpret data in the healthcare organizational environment.

ACQUIRED SKILLS:

1. Data Analysis
2. Process Improvement
3. Problem Solving
4. Critical Thinking

COURSE POLICIES:

To maintain fairness and academic integrity, I do not accept late work in this course. Deadlines are set to ensure timely feedback and a structured learning experience for all students. Please plan accordingly and reach out in advance if you anticipate any challenges meeting a deadline.

STUDENTS' RESPONSIBILITIES:

This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

ATTENDANCE POLICY:

Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

PLAGIARISM POLICY:

Plagiarism is the presentation of someone else's work as though it were your own. If you use another person's words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that source. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:

- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

Originality: Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.

Paraphrasing: When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.

Acknowledgement: When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed similarity report that can be customized and viewed by instructors and students.

Turnitin “Draft Coach” is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student’s writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues, incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

COURSE OUTLINE AND CALENDAR:

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Week	Topic	Assignment	Competencies Covered	Due Date
Wk 1: Sep 12-18	Chapters 1 & 2	Discussion Question 1	Defining operations management and discussing its purpose and importance in healthcare organizations. Synthesizing and applying operational management principles to various healthcare settings. Identifying agents	Sep 20

			and issues affecting decision making in healthcare. Evaluating current healthcare delivery challenges.	
WK 2: Sep 19-25	Chapters 3 & 4	Discussion Question 2 Case Study 1	Identifying agents and issues affecting decision making in healthcare. Interpreting and applying data analysis in healthcare decision-making. Evaluating current healthcare delivery challenges. Examining and evaluating the function and importance of Information Technology in healthcare.	Sep 27
WK 3: Sep 26-Oct 2	Chapter 5	Discussion Question 3	Synthesizing and applying operational management principles to various healthcare settings. Differentiating between the functional strategies for operations, finance, marketing, human resources, and information technology. Differentiating the principles of strategic, process, and resource flexibility related to change management.	Oct 4
WK 4: Oct 3-9	Chapter 6	Discussion Question 4 Case Study 2	Explaining the role of project management in healthcare operations. Differentiating the principles of strategic, process, and resource flexibility related to	Oct 11

			change management.	
WK 5: Oct 10-16	Chapter 7 & 8	Discussion Question 5	Identifying agents and issues affecting decision making in healthcare. Interpreting and applying data analysis in healthcare decision-making. Interpreting and applying data using forecasting and decision-making tools. Identifying and evaluating process modeling tools and techniques. Demonstrating how a student may leverage artificial intelligence to analyze and interpret data in the healthcare organizational environment.	Oct 18
WK 6: Oct 17-23	Chapter 9	Discussion Question 6 Case Study 3	Examining and evaluating the function and importance of quality in healthcare. Identifying principles of the Lean Six Sigma managerial approach. Identifying and evaluating process modeling tools and techniques.	Oct 25
WK 7: Oct 24-30	Chapter 10	Discussion Question 7 Final Project Posted Due Nov 17	Examining and evaluating the function and importance of quality in healthcare. Identifying principles of the Lean Six Sigma managerial approach. Identifying and	Nov 1

			evaluating process modeling tools and techniques. Differentiating implications to cost related to productivity, supply chain, inventory, and materials management.	
WK 8: Oct 31-Nov 6	Chapter 11 & 12	Discussion Question 8	Synthesizing and applying operational management principles to various healthcare settings. Interpreting and applying data using forecasting and decision-making tools. Identifying and evaluating process modeling tools and techniques. Differentiating implications to cost related to productivity, supply chain, inventory, and materials management. Differentiating the principles of strategic, process, and resource flexibility related to change management.	Nov 8
WK 9: Nov 7-13	Chapters 13 & 14	Discussion Question 9	Differentiating between the functional strategies for operations, finance, marketing, human resources, and information technology. Interpreting and applying data using forecasting and decision-making tools. Differentiating implications to cost related to productivity, supply	Nov 15

			chain, inventory, and materials management.	
WK 10: Nov 14-19	Chapters 15 & 16	Final Project	Evaluating current healthcare delivery challenges. Examining and evaluating the function and importance of Information Technology in healthcare. Differentiating the principles of strategic, process, and resource flexibility related to change management. Demonstrating how a student may leverage artificial intelligence to analyze and interpret data in the healthcare organizational environment.	Nov 17

GRADING CRITERIA:

20% Weekly Discussion Post

40% Case Studies

40% Final Project

Graduate

92 – 100 A

82 – 91 B

72 – 81 C

62 – 71 D

Below 62 F

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:

Students should review instructor feedback provided through Moodle or Amberton CampusWeb Portal. Final grades are processed approximately one week after the session and may be viewed through the student portal. Grades will not be released by phone or through unsecured channels. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their university email account and contact the instructor at the faculty email address as provided above in Professor Information area.

INCOMPLETE GRADES:

An "I" (Incomplete) grade is granted only at the professor's discretion for emergencies or illness.

Students have 30 days from the end of the session to complete the course requirements. If the conditions are not met within this 30-day window, the "I" automatically converts to an "F".

HOW TO WITHDRAW FROM A COURSE:

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE DELIVERY METHODOLOGY:

This course is delivered through Moodle. Students are expected to have reliable internet access, basic computer skills, the ability to upload/download files, use Amberton email, and submit assignments in the required format. Students needing assistance should use the Amberton SSO support/ticket process.

HOW TO ACCESS YOUR COURSE:

SINGLE SIGN-ON (SSO) INSTRUCTIONS FOR AMBERTON UNIVERSITY:

Students should access Amberton systems through the Single Sign-On portal at <https://sso.amberton.edu>. After logging in, students can access Moodle, Amberton email, CampusWeb, and other assigned applications. Students who need help accessing SSO should submit a support request through the SSO support option or contact support@amberton.edu.

MOODLE TUTORIAL:

Upon successful log in and access to the Moodle learning platform, there is a Student Moodle Tutorial course available, to learn about the basics of Moodle. Simply click on the link for the Student Moodle Tutorial and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

COURSE COMMUNICATIONS:

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

EMAIL COMMUNICATION:

Students are expected to use their Amberton email account and Moodle for course communications. Students must use their official university email account for all university related communication and should check their Amberton emails regularly for course and university notices.

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

FORMAT AND SUBMISSION OF ASSIGNMENTS:

Assignments must be submitted through the appropriate Moodle assignment link unless otherwise directed by the instructor. Students are responsible for submitting files in the format required by the instructor.

INSTRUCTOR/COURSE EVALUATION:

Students will have the opportunity to complete an anonymous course and instructor evaluation near the end of the session. Instructions and dates will be provided through Moodle and/or Amberton email.

RESEARCH RESOURCES:

The Amberton Library provides access to full-text articles, peer-reviewed databases, and research tools, with options like Interlibrary Loan (ILL) and TexShare for items outside its collection. For research assistance, students can connect with library staff during operating hours via email (library@amberton.edu), phone (972-279-6511 ext. 185), "How-to" videos, live online chat, or in person at the Garland campus. The online library is available through Single Sign On (SSO).

MICROSOFT OFFICE 365 EDUCATION:

Amberton University students may access Microsoft 365 Education resources as provided by the university.

GOOGLE WORKSPACE FOR EDUCATION:

Amberton students are assigned a Google Workspace for Education account, including Amberton Gmail, Google Drive, Google Docs, Sheets, and Slides. Students should use their Amberton Google account for course-related work when required.