

MML Course Descriptions FINAL

2025 Fall 1 - MML 512 Foundations of Health Care Systems and Markets

Familiarity with the economic and structural underpinnings of health care delivery is a vital element of the health care leader's skill set. This course will take a systems approach to study the foundational structure of the US healthcare system and the intertwined connectivity between all components of the system. It will expose the students to the history of the US healthcare system providing insights into the why and how it is currently structured and provide a foundation for transformational development. It will focus on health care delivery (health systems, physicians, APPs, ancillary providers, pharmaceuticals and devices (manufacturers, distribution & PBMs), digital health providers, health insurance (employer and carrier based), government programs, and the varied financial models and fiduciary entities in the system.

Even as it is constantly changing, health care industries collectively have major impacts on the US and global economies, including a substantial presence in local and regional markets. This course will examine supply and demand for both health care consumers and providers, the macroeconomic scale of health care and the mix of public and private financing that sustains it. In doing so, it draws on microeconomics, macroeconomics, public administration, and public policy. These concepts will be explored in further detail in other courses in this degree program.

- Provide a foundational understanding of the complex web of stakeholders and influencers in the US health care system
- Provide economic analysis of supply and demand drivers of health care at local and national levels
- Describe the institutional structure of health care markets in the United States.
- Analyze how health care quality is measured, its impact on cost and how it is influenced by changing market, social, and government forces.
- Explain how government and private insurance programs work and affect participants, medical providers, and private insurance markets.
- Each class will incorporate leadership skill building

2025 Fall 2 - MML 506 Organizational Behavior in Health Care Management

This course addresses individual and interpersonal human processes in health care groups and organizations. Using concepts and models from social psychology, communications, and organization theory, the course examines communication, decision-making, motivation, commitment, and conduct in health care organizations, primarily at the individual and group level. Students learn how attitudes, values, beliefs, and personalities affect organizational conduct by individuals, and how to build and manage effective teams in complex organizations. The course helps students build self-awareness, as well as supporting their learning of methods of conflict management, decision-making skills, and influence.

- Identify the stages of group development and explain the managerial and leadership responses appropriate to each stage.
- Provide greater insights into both traditional and contemporary concepts, issues and topics in organizational behavior

- Identify effective interpersonal communications and support practices that lead to organizational success
- Investigate the relationships between personal conduct and organizational impact, strategies, operations and performance.

2026 Spring 1 - MML 508 Financial Administration in Health Care Enterprises

This is a survey course in the broad topics of the financial structure of health care enterprises from operating and capital perspectives. Its purpose is to help leaders understand the business model of health care enterprises for effective financial decision-making. As a business methods course, it uses approaches from operations management, managerial finance, and accounting. Central issues in the course are the role of third-party payers, analysis of cash flow, need for capital, and financial sustainability. These are examined through operating budgets, financial statements describing past activities, short-term budgeting, and long-term financial planning.

- Identify and apply the most common techniques of healthcare financial management.
- Examine financial implications of business challenges faced by healthcare organizations, and consider possible financial solutions.
- Analyze operating budgets, common reporting examples and basic financial statements to assess the condition and unique aspects of health care organization performance.
- Identify essential principles of financial planning, budgeting and control, and cost accounting in health care and other organizations.
- Recognize and evaluate and recognize the types of assets that leaders are responsible for managing

2026 Spring 2 - MML 608 Analytics and Information Technology Tools for Health Care

As technology becomes embedded in health care delivery and population health, leaders need a broad understanding of the IT environment and how health care and other enterprises gather, manage and use data to improve patient outcomes, population health and organizational effectiveness.

The course uses tools drawn from statistics, experimental and quasi-experimental design, decision modeling, data science and AI. Cases in the course examine data acquisition, warehousing, statistical modeling as well as ethical and cultural issues in technology management.

Overall, the course helps leaders manage benefits and risks of healthcare technology and data management for patients and the broad set of health care stakeholders including ethical concerns and regulatory requirements.

- Explore the role of data in promoting improved outcomes in the changing context of healthcare services.
- Explore new technological tools and methods used in current and future health care delivery models
- Understand basic principles in data science and artificial intelligence
- Utilize statistical methods to evaluate program and systems impacts and effectiveness

- Design data models that integrate patient and population data to create comprehensive, patient-centered and population wide views of data.
- Identify meaningful patterns and trends in large-scale data systems
- Analyze the distribution of disease and health outcomes in relevant populations of interest as well as geographic distributions

2026 Summer 1 - MML 514 Marketing Healthcare Services and Solutions

Creating and telling an effective story around the what and why of any concept or program is critical to effective adoption within the organization, selling to your customers and then ongoing engagement by your staff, patients and others being served by the solution, product or service.

Learning Objectives

- Build effective relationships within and outside their organization
- Develop communications styles and tones that are sensitive to and adaptable to various audiences and stakeholders
- Understand marketing channels in use in within various health care segments
- Effectively serve diverse communities and colleagues using ethical, equitable and inclusive practices
- Incorporate applied knowledge in finance, operations, marketing, and information technology used in health care delivery to best communicate to your stakeholders
- Integrate knowledge and information from a range of business and leadership fields
- Understand network relationships in health care delivery
- Incorporate relevant issues in public health, policy, regulations, economics, health systems and organizational culture in the context of an always changing healthcare environment

2026 Summer 2 - MML 610 Strategic Thinking and Methods in Healthcare

This course addresses the need to be able to critically evaluate current services, markets, competition, technology, finance and broad trends to assess and plan for future development in 3-10 year time horizons. We will draw on specific strategy and strategic planning methods with examples from health care and other industries.

- Understand key principles and goals in strategic planning
- Identify key trends in health care that will influence the industry over the next 3 - 5 years and beyond time frames
- Understanding faults in critical thinking and predictive methods
- Identify specific strategy development methods needed to create a “future ready” organization

2026 Fall 1 - MML 504 Ethics, Justice and Cultural Awareness in Healthcare

This course addresses the moral, ethical, and legal environment of health care services. It draws on a range of fields of study, including medical ethics, public policy, social justice, and moral philosophy.

Some key issues include rationing of health care, patient autonomy, privacy, and safety, quality control, health care access and outcome disparity, privacy, regulatory compliance, and the structural, institutional, and interpersonal biases that contribute to health inequities.

The course helps leaders both identify and evaluate the ethical dimensions of personal and enterprise decisions, as well as design and implement the policies and procedures necessary for delivering high-quality, equitable, and inclusive care.

- Understand moral principles, theories, and concepts and apply these in the context of healthcare management
- Recognize and evaluate the presuppositions and implications of policy-decisions from a justice perspective
- Apply ethical leadership principles to facilitate organizational change
- Evaluate impacts of diversity, inclusion, and justice practices within clinical and research settings
- Assess the organizational requirements for working effectively and equitably across diverse communities.
- Foster cultures of ethics, justice, quality, and safety within healthcare organizations
- Identify cultural competencies needed to effectively engage patients and their families in the health care system and address barriers to care and services.
- Assess personal identity and differences to identify and manage the influence of personal biases and values in working with diverse patients and communities.

2026 Fall 2 - MML 502 Public Health Perspectives and Issues

This course introduces healthcare leaders to the key public health principles of promoting wellness and preventing injury, illness, and death in communities and populations. Learning in the course draws on evidence-based research in epidemiology, social determinants of health, and public health policy. The course also examines historical and current inequities that influence community health needs. Students explore and design interventions that address population health needs at local, national, and global levels. Through these activities, students will identify the role of health care leaders in addressing community health needs, and evaluate how communities are affected by healthcare decisions and actions.

- Explore and use analytic frameworks for evaluating public health conditions regionally, nationally, and globally
- Investigate and assess community-based services supporting public health policy
- Investigate and assess interventions in the private and public sectors to improve public health
- Explore and assess the interaction between health systems and community public health

2027 Spring 1 - MML 606 Policy and Regulation in Health Care

For much of the 21st century, health care financing, regulation, and delivery have been prominent issues in American political life. The COVID pandemic increased attention to public health policy issues, including government delivery and intervention. Health care leaders should be aware of the evolving legal and regulatory environment for delivery, but also the policy process at local, state, and national levels. This course examines the health care public policy environment at different government levels. It draws on policy analysis, advocacy, legal studies, public finance, and public administration. Students learn about development and implementation processes from public regulators, licensors, and funders.

- Evaluate the continuing impact of health care reform and the impact of major elements of the Affordable Care Act and its successors including threats to the future of this program
- Examine major elements of health care policy and regulation at local, state, and federal levels
- Examine the policy-making process and the roles of health care providers, systems, and alliances in influencing policy
- Demonstrate how advocacy and policy communication are part of leadership in health care

Spring 2 - MML 690 Culminating Leadership Activity

The Culminating Leadership Activity (CLA) is a capstone activity for each individual graduating leader. A variety of projects and outcomes may be suitable, including a thesis, or achievement and documentation of a significant leadership accomplishment, such as an action research project, a significant service, or creation of a notably complex and rigorous program of guidance and training of colleagues and fellow students. The CLA is taken near the end of the program, drawing on learning from all program courses. It is intended to study and amplify relationships between the practice areas of health care leadership, to prepare leaders to integrate and apply learning from their study.
