**Appendix B:** Second-year Curriculum

MBA

* Operations Management for Competitive Advantage
  + Focuses on managing the activities involved directly in the creation of products and services, such as design, production, and distribution. Provides managers with the skills and tools to analyze, optimize, and improve production processes for competitive advantage. Explores issues through lectures, cases, and videos pertaining to various industries.
* Strategic Management
  + Studies the formulation, implementation, and evaluation of business unit and corporate strategies and the organizational policies and managerial practices that support them. Applies theory to actual general management problems using cases, group exercises, and other simulations of strategic challenges.
* Financial Management
  + Provides a foundation in theories of finance. Topics include time value of money, security valuation, financial institutions, theories of risk measurements, managing a firm’s investment decisions, capital structure, and sources of financing for a firm.
* Organizational Behavior and Theory
  + Enhances student understanding of complex organizational life using multiple perspectives at the micro and macro levels. Addresses theories and research pertaining to organizational structure, culture, group dynamics, interpersonal relations, and social psychological factors with the goal of developing students’ capabilities for diagnosing organizational problems and identifying appropriate solutions.

MPP

* Introduction to Policy and Health Care Policy
  + Overview of the U.S. healthcare system, its components, and the policy challenges created by the organization of the system. We will focus on the major health policy institutions and important issues that cut across institutions, including private insurers and the federal/state financing programs (Medicare and Medicaid/SCHIP). In addition, focus will be given to the quality of care, structure of the delivery system, the drivers of cost growth, and long term care
* Health Economics
  + U.S. federal policy issues related to the following topics: the demand for medical care services; the demand for insurance and issues of selection; reimbursement policies of Medicare and other payers toward health plans, hospitals, and physicians; effects of health maintenance organizations and managed care; and malpractice and tort reform.
* Regulatory Policy and Framework
  + The U.S. healthcare sector absorbs 17 percent of GDP, encompassing a diverse set of industries with public, nonprofit, and for-profit buyers and sellers. Regulators have a substantial opportunity (and obligation) to promote efficiency and competition in these various industries. Students will learn about key sectors comprising the U.S. healthcare industry (including insurers, pharmaceuticals, and acute and non-acute care providers), the impact of regulation (including public insurance programs) on business strategies and outcomes and select developments in U.S. healthcare reform affecting healthcare enterprise.

MPH

* Social Determinants of Health
  + An exploration of the social determinants of health, particularly those that affect the patient population in the Inland Empire. This course will emphasize the importance of being cognizant of the multitude of factors that affect population health when making leadership decisions. Students will also be challenged to use their leadership skills to design interventions aimed at addressing socioeconomic barriers to healthcare access and delivery in their own communities.
* The Economics of Healthcare Delivery in the United States
  + This course will provide students with an in-depth understanding of the current healthcare infrastructure and payment models used in the United States, including fee-for-service, capitation, HMOs, PPOs, Medicare, and Medicaid, and how these different models affect patient outcomes. This will provide students with an appreciation for the various strengths and weaknesses of the current system that will allow them to successfully navigate the complex landscape of healthcare delivery in the future.
* Health Sector Reform: A Worldwide Perspective
  + A comparison of different healthcare delivery models used throughout the world, and their associated health outcomes, including universal healthcare systems, “socialized” medicine, single-payer systems, and public and private sectors. This discussion will include an exploration of the role played by key influencers and organizations, such as the WHO, CDC, and NGOs, providing students with ideas for future collaboration opportunities with key players.