

Course Syllabus

Course Information

<i>Course Number/Section</i>	HMGT 3320.002
<i>Course Title</i>	Complex & Dynamic Healthcare Environment
<i>Term</i>	Fall 2025
<i>Days & Times/Location</i>	Wednesday 4:00 - 6:45 p.m. / JSOM 2.112

Professor Contact Information

<i>Professor</i>	Daniel Karnuta, MST, CPA, CGMA
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<i>Office Location</i>	JSOM 2.416

Course Pre-requisites, Co-requisites, and/or Other Restrictions

HMGT 3301

Course Description

An introduction to the business and financial ecosystem that is the healthcare industry. The focus will be on the major actors in the healthcare system - the four Ps - Patient, Provider, Payer, and Policy (government regulations, legislation, etc.). These actors and how they interact with each other to create this system will be explored. Concepts of healthcare analytics and behavioral dynamics will also be explored as they relate to the understanding of the healthcare ecosystem. The course will also explore the tools, models, and theories of healthcare economics and how those tools can be used to improve decision-making in the healthcare ecosystem.

University Mission/ Student Learning Objectives/Outcomes

The University of Texas at Dallas provides the State of Texas and the nation with excellent, innovative education and research. The University is committed to graduating well-rounded citizens whose education has prepared them for rewarding lives and productive careers in a constantly changing world; to continually improving educational and research programs in the arts and sciences, engineering, and management; and to assisting the commercialization of intellectual capital generated by students, staff, and faculty.

Program Mission - Undergraduate	Program Mission - Graduate
<p>The BS-HMGT program will prepare students for successful careers in healthcare leadership and management. The program will recognize the needs of healthcare organizations (including hospitals, medical and dental practices, insurance companies, consulting firms, and other healthcare related industries) and how to serve these organizations by providing the foundations for excellent client care and services through outstanding management practices and leadership. The program places emphasis on five important elements of Health Care Management:</p> <ol style="list-style-type: none"> 1. Human Resources 2. Accounting 3. Information Systems 4. Financial/Economics 5. Law and Regulatory 	<p>The MS-HMGT program is to meet the challenges of a rapidly changing, technology driven global society by partnering with the business and healthcare communities to deliver high quality leadership and management education to current and future healthcare leaders.</p>
Program Goals - Undergraduate	Program Goals- Graduate
<p>The BS-HMGT program will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Will gain practical and theoretical knowledge of Healthcare management and will be able to manage a healthcare organization in a private or public environment. (SLO 1, 2) 2. Be able to identify external and internal risk factors facing today's healthcare organization (SLO 3, 4) 3. Manage multiple functional areas of a healthcare institution (SLO 5, 6) 	<p>The MS-HMGT will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Have a broad understanding of healthcare organization and delivery in the U.S. (PSLO 1) 2. Can analyze how laws, regulations, and policies control healthcare delivery. (PSLO 2) 3. Define and evaluate the role of information technology in healthcare organizations. (PSLO 3) 4. Are prepared to be skilled decision-makers through comprehensive analysis of internal and external factors in healthcare environments. (PSLO 4)
Student Learning Outcomes (SLOs) - Undergraduate	Student Learning Outcomes (SLOs) - Graduate
Students will be able to:	Students will be able to:

<ol style="list-style-type: none"> 1. Develop competency in explaining and evaluating the evolution, structure and function of the US health care system 2. Demonstrate the ability to analyze health care organizations strategically, examining the impact of healthcare reform in regard to cost, access, and quality 3. Recognize and identify key elements of healthcare accounting and finance 4. Understand and analyze the role of information technology and management in health care decision making 5. Develop skills to categorize, compare and contrast key elements of the health care economy and its impact on the greater U.S. economy 6. Demonstrate the ability to explain the history of the U.S. health care legal and regulatory systems 	<ol style="list-style-type: none"> 1. Assess the role of organized efforts to influence health policy formulation, and the contributions of technology, research, and societal values on our evolving health care delivery system 2. Describe how laws, regulations and policies control healthcare delivery and assess the relationship between cost, access, and quality in healthcare 3. Identify and evaluate the types of information systems prevalent in healthcare organizations 4. Analyze how healthcare organizations create sustainable strategies to stay competitive
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Student Learning Objectives and Outcomes

Students will study the main forces of the healthcare market (the Four Ps) and how they interact with respect to the dynamics of healthcare economics. Students will:

1. Understand the impact of current consumption, provider, payer, and policy behavior in the healthcare market.
2. Use tools and various conceptual frameworks to gain a better understanding of the healthcare market and its unique challenges.
3. Understand how to apply business principles to a range of policy questions.
4. Understand how to improve decision-making in healthcare business settings.

Required Textbooks and Materials

Economics of Health and Medical Care, Seventh Edition by Lanis L. Hicks, Jones & Bartlett Learning

Assignments & Academic Calendar

See below detail by class period

Grading Policy

Weighting:

Test #1	20%
Test #2	20%
Test #3	20%
Quizzes & Exercises	15%
Paper	10%
Class Participation	<u>15%</u>
Total	<u>100%</u>

-Grading will be on a standard A-F scale (i.e., A=90-100; B=80-89; C=70-79; D=60-69; F=below 60).

-There will be no "+" modifiers to final grades, except in cases where a grade is on the extreme border of the next grade level, in which case a + modifier may be assigned. For example, a score of 89 may receive a B+.

-There will generally be no "-" modifiers unless specifically warranted as determined by the professor.

In eLearning, the "Total Points" column of the grading section is **not relevant** because the points are not weighted per the above weights. **For an example of how to calculate your final weighted semester score, see the example contained in the "Grading Example" folder on eLearning.**

Tests

Tests #1, #2 and the final exam will be non-cumulative. All tests will be multiple choice & T/F format.

The exams will be given in the UTD Testing Center during the date/time windows listed in the Academic Calendar below. You need to contact the Testing Center as soon as possible to reserve your seat. Per Testing Center policy, you must reserve your seat online through RegisterBlast (exam scheduling tool) no later than 72 hours prior to the exam time. If you fail to reserve your seat in time, you will be penalized 5% of the points for that exam. You must use only the Chrome browser for best connectivity. [Testing Center Registration](#)

Books, notes, and any other study aids are **NOT** permitted for the exams.

If you have a documented emergency that will prevent you from taking an exam on the scheduled day(s), you need to notify me **BEFORE** the exam day for consideration. Given the flexibility of the window of time in which you can sit for the exam, only **emergencies** will be considered regarding exceptions from taking the exams during the indicated time windows. Supporting documentation will be required and a make-up date *may* be scheduled at my discretion. Any make-up exam may not be the same difficulty level as the original exam. ***"I have a plane ticket home before the final exam date" is not a valid excuse and will not be accepted. If you cannot be present for the entire semester, then you should consider dropping this course now.*** There are generally no "extra credit" opportunities available in this course other than described in this syllabus.

The testing center will be informed that non-programmable, non-cell phone financial calculators may be used during exams. Use of all other electronics such as cell phones, PDAs, computers, programmable calculators, audio players and other wireless communication devices are not permitted, unless the professor so designates.

Quizzes

Syllabus Quiz: There is a **syllabus quiz** on eLearning in the Quizzes folder that **you must complete by September 3rd at 4:00pm**. The syllabus quiz does not count towards your final grade. **However, if you fail to complete the syllabus quiz with a perfect score by the due date, you will NOT be given access to the class lecture slides.** You may take as many attempts at the syllabus quiz as you need to obtain a perfect score within the time limit.

Technical Quizzes: There are open book/open notes quizzes prior to most chapter lectures covering the material from the textbook chapter related to that lecture; therefore, you must read the chapter for the **upcoming** lecture and take the quiz **prior to the day** on which the chapter lecture begins. The schedule of quiz due dates is noted on the academic calendar in this syllabus. The links to the quizzes can be found on eLearning under the “Quizzes and Exams” *menu item on the left side of the eLearning home page*. Once you start a quiz, the time clock will begin and you must complete the quiz in one sitting, within that time limit. You have some flexibility as to when you take the quizzes, but they **MUST** be taken & completed before the testing date window closes. There will be **NO** opportunities for make-up quizzes. It is your responsibility to ensure that you complete the quizzes on time. **You should take the quizzes early in their completion windows. If you wait until late in the quiz completion window, you risk the possibility of forgetting to take the quiz, feeling ill or encountering some other priority that puts pressure on your plan to take the quiz. In these circumstances, you will not receive a quiz deadline extension.**

You will have 2 attempts at each quiz and your highest of the 2 scores will be recorded in the grade book. Your lowest recorded quiz score will be dropped from the final semester grade calculation. **Extra Credit Opportunity:** If you take all the quizzes and score at least 80% on each quiz (including the quiz that gets dropped from semester grading), then you will receive 2 percentage points added to your final semester grade percentage.

Specific quiz-related rules/items:

- The quizzes will automatically close at the end of their respective date & time windows.
- Any partially completed quizzes will be automatically submitted as final when the testing date and/or time window(s) close.
- Students must access the eLearning link in the “Quizzes” folder to take the quizzes.
- **YOU SHOULD USE THE CHROME BROWSER TO TAKE THE QUIZ and YOU NEED TO ENSURE YOUR INTERNET CONNECTION IS ROBUST AND SECURE SO THAT YOU DO NOT LOSE CONNECTIVITY DURING THE EXAM!**

- It will be **considered cheating** if you assist any other student with a quiz or if you copy or photograph any quiz questions.

Paper, Projects & Case Studies

Paper: Each student must write a one-page, single-spaced, 12 pt. font, paper that takes any recent article covering a healthcare industry topic and explains how the main issue/topic discussed in the article relates to a healthcare economic concept that we specifically discussed in class. You may use any source for your article, but some good sources for articles include: the UTD Center for Healthcare Leadership and Management web site, the [UTD BusinessOfHealthcarePodcast.com](http://UTDBusinessOfHealthcarePodcast.com), Kaiser Health News (KHN.org) and Becker's Hospital Review (beckershospitalreview.com).

Your paper must follow the below format:

1. Introduce your article by identifying the article's title and from what source you obtained the article.
2. Briefly summarize your article's main topic(s) (i.e., what is your article about?).
3. Explain how your article's topic(s) relate to any concept(s) that we discussed in class. Specifically identify the classroom discussion/lecture and explain how your article's topic(s) illustrate that classroom discussion.
4. Proper grammar and structure will be part of the grading criteria.

You may submit your paper any time during the semester until the due date. You must work independently and submit your paper through the Turnitin portal on eLearning. ***If artificial intelligence (AI) software is detected or suspected to have been used to complete this assignment, the paper's score will be significantly reduced to potentially zero and the paper will be submitted to the UTD student ethics department to be reviewed for cheating.***

Projects & Case Studies: In this class, you may also participate in several in-class case projects which may be performed in a team or individually. The projects will be submitted via eLearning at the end of class and graded. **These project & case study scores will be accumulated with your quiz scores for final grade weighting as noted above.** If you miss class the day of one of these in-class assignments, you will receive zero points.

Participation & Attendance

As outlined above, class attendance and participation in this course are mandatory and will form a significant part of your grade. **Attendance alone is not enough to receive the full participation grade.** You must contribute to the classroom discussions, ask appropriate questions related to the lecture and/or add your personal experiences/views to topics that will be discussed in order to receive full participation points. ***For example, students who attend every class but do not contribute to class discussions will receive no higher than 80% of possible class attendance/participation points.***

Course & Instructor Policies

Grades will reflect your performance relative to your peers; thus, grades *may* be “curved” solely at the professor’s discretion, but only if a curve is necessary due to final grade distribution. Based on prior semesters, students should not expect a significant “curve” to be applied to the final grading.

Economic analysis requires critical thought and questioning. Learning any complex concept, material or task requires not only quality practice, but also adequate time for the brain to absorb, assimilate and retain the new data. Quality pre-reading of the material prior to class, further absorption through class instruction and participation, and adequate review and exam preparation, form the path for initial learning success of this, or any, complex material.

Cell phones should be turned off during class. *Laptop computers should be brought to each class as we will be doing problems and cases in some classes, but computers and PDAs are NOT permitted to be open during class except for when they are specifically permitted by the professor for case study work.*

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus.

<https://go.utdallas.edu/syllabus-policies>

Other links: <https://policy.utdallas.edu/utdbp3121> , <https://institutional-compliance.utdallas.edu/eo-title-ix/pregnant-and-parenting/>

Class Recordings

The instructor may record meetings of this course. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom experience. Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Class Materials

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be

reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Academic Support Resources

The information contained in the following link lists the University's academic support resources for all students.

Please see <http://go.utdallas.edu/academic-support-resources>.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

"As a Comet, I pledge honesty, integrity, and service in all that I do."

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

See Weekly Academic Schedule on the Following Page...

Weekly Academic Schedule, subject to revision at professor's discretion

Week	Date	Class Topic	Readings	Due Dates/Times
ONE	8/27	Introductions/Class Overview	Chapter 1	Quiz opens 8/25 at 8:00am & closes 9/3 at 4:00pm
TWO	9/3	Output of Healthcare Sector	Chapter 2	Quiz opens 8/27 at 7:00pm & closes 9/3 at 4:00pm
THREE	9/10	Economic Dimensions of Healthcare System	Chapter 3	Quiz opens 9/3 at 7:00pm & closes 9/10 at 4:00pm
FOUR	9/17	Demand for Health and Medical Care	Chapter 4	Quiz opens 9/10 at 7:00pm & closes 9/17 at 4:00pm
	9/22	UTD Testing Center	Test #1	8:30am – 8:30pm
FIVE	9/24	Healthcare Production and Costs	Chapter 5	Quiz opens 9/17 at 7:00pm & closes 9/24 at 4:00pm
SIX	10/1	Behavior of Supply	Chapter 6	Quiz opens 9/24 at 7:00pm & closes 10/1 at 4:00pm
SEVEN	10/8	Provider Payment	Chapter 7	Quiz opens 10/1 at 7:00pm & closes 10/8 at 4:00pm
EIGHT	10/15	Competitive Markets	Chapter 8	Quiz opens 10/8 at 7:00pm & closes 10/15 at 4:00pm
NINE	10/22	Market Power in Healthcare	Chapter 9	Quiz opens 10/15 at 7pm & closes 10/22 at 4pm
TEN	10/29	Health Insurance The Labor Market	Chapters 10 & 11	CH 10 Quiz opens 10/22 at 7pm & closes 10/29 at 4pm
	11/3	UTD Testing Center	Test #2	8:30am – 8:30pm
ELEVEN	11/5	The Labor Market Financing Healthcare	Chapters 11 & 14	CH 11 Quiz opens 10/29 at 7pm & closes 11/5 at 4pm
TWELVE	11/12	Financing Healthcare Public Health Insurance	Chapters 14 & 15	CH 14 Quiz opens 11/5 at 7pm & closes 11/12 at 4pm
THIRTEEN	11/19	Public Health Insurance Regulation and Antitrust Policy in Healthcare	Chapters 15 & 16	CH 15 Quiz opens 11/12 at 7pm & closes 11/19 at 4pm
Papers Due	12/4	Papers Due at noon	NA	December 4th at noon
FOURTEEN	12/3	Reg & Antitrust Policy Reform of the Healthcare Market	Chapters 16 & 17	CH 16 Quiz opens 11/19 at 7pm & closes 12/3 at 4pm
				CH 17 Quiz opens 11/19 at 7pm & closes 12/3 at 4pm
Final Exam	12/15-16	UTD Testing Center	Test #3	Reserve your seat for 12/15 or 12/16

