

University of Saint Francis | Doctor of Medical Science (DMSc) Program
Program Curriculum and CME Offerings

Required Core Courses:

- MSCI 700 Ethics and Franciscan Values in Practice (3 cr.)
 - Introduces students to ethics-related aspects of the business decision-making process. Students will address a variety of topics, including the theoretical underpinnings of ethics, stakeholders, decision making strategies, and utilization of such strategies in specific areas such as shareholder and employment relations, marketing, and globalization. The emphases of the course are issue recognition, application of ethical principles, application of Franciscan values, and analysis of the consistency of corporate decision-making processes with such principles and values.

- MSCI 705 Healthcare Leadership (3 cr.)
 - Describes critical knowledge and skills needed for effective leadership in today's complex healthcare environment. The course focuses on conflict resolution, leadership and negotiation skills, strategic planning, and the core body of knowledge and skills of project management specific to the healthcare industry. Students learn how to define, plan and execute a project on time, on budget and within performance specifications. Topics include project life cycle, definition, and charter creation, assembling high performance teams, risk analysis, and project closure.
 - *This activity has been reviewed by the American Academy of Physician Associates Review Panel and is compliant with AAPA CME Criteria. **This activity is designated for 3 AAPA Category 1 CME credits.** Approval is valid from 3/7/2025 to 3/7/2026. PAs should only claim credit commensurate with the extent of their participation. AAPA reference number: CME-2012507.*

- MSCI 710 Leading Change (3 cr.)
 - This course explores the processes needed to incorporate sustained, proactive organizational change and the role of an organizational leader in the change process. Concepts including complexity and/or chaos theory, systems thinking, the elements of learning organizations as well as other change management theories are investigated.

- MSCI 715 Organizational Culture and Behavioral Leadership (3 cr.)
 - The course is intended to introduce to the student operational concepts of organizational culture and behavior. The focus will primarily revolve around how behavior and culture within organizations relate to organizational dynamics, goal achievement, performance, decision making, motivation, and organizational learning. Topics include goal management, interpersonal effectiveness, problem management, team building, and time management.

- MSCI 720 U.S. Healthcare Delivery System (3 cr.)
 - Examination of current structure and components of the U.S. healthcare system. Topics include the history of healthcare, components of the healthcare system including patients, healthcare professionals, public and private third-party payers, regulators, reimbursement methods, and technology. The continuum of services related to healthcare such as outpatient, primary care, hospital systems, and long-term care are explored and issues related to these services identified for a comprehensive understanding of the system.
 - *This activity has been reviewed by the American Academy of Physician Associates Review Panel and is compliant with AAPA CME Criteria. **This activity is designated for 3 AAPA Category 1 CME credits.** Approval is valid from 3/10/2025 to 3/10/2026. PAs should only claim credit commensurate with the extent of their participation. AAPA reference number: CME-2012509.*

- MSCI 725 Research Methods in Healthcare (3 cr.)
 - This course will explore scholarly principles as they relate to performing evidence-based research. The key principles of qualitative, quantitative, and mixed methods approaches will be examined as they relate to research design, methodology, critical analysis of study results, and ethical considerations of human subject research. The course will conclude with the formulation of a doctoral research proposal.
 - *This activity has been reviewed by the American Academy of Physician Associates Review Panel and is compliant with AAPA CME Criteria. **This activity is designated for 3 AAPA Category 1 CME credits.** Approval is valid from 3/10/2025 to 3/10/2026. PAs should only claim credit commensurate with the extent of their participation. AAPA reference number: CME-2012508.*

- MSCI 730 Doctoral Scholarship (3 cr.)
 - A direct continuation of MSCI 725, this course requires students to finalize their doctoral projects. Projects will integrate the learning objectives of the DMSc program and provide students an opportunity to explore a current issue or topic in healthcare. Student projects may include a focused literature review, original research, or another departmental approved work. All projects must be approved by the student’s academic advisor or program director. Students will be encouraged to present their work at a conference or pursue a formal publication.
 - *This activity has been reviewed by the American Academy of Physician Associates Review Panel and is compliant with AAPA CME Criteria. **This activity is designated for 3 AAPA Category 1 CME credits.** Approval is valid from 3/10/2025 to 3/10/2026. PAs should only claim credit commensurate with the extent of their participation. AAPA reference number: CME-2012510.*

Concentration in Healthcare Education:

- MSCI 731 Higher Education Theory (3 cr.)
 - This course endeavors to provide students with a foundational appreciation for learning theories related to adult education. Theories related to cognitivism, behaviorism, humanism, and constructivism will be explored as they relate to andragogy. Students will further review how social, cultural, and motivational factors can influence student engagement in learning.
- MSCI 732 Principles of Course Development (3 cr.)
 - This course provides students with the tools needed to design a course for adult learners. Exploration of the backward course design model will enable students to create course activities, rubrics, assessments, learning outcomes, and course goals. Students will also discuss best practices of syllabi writing, assessment strategies, writing course policies, basic advising principles, and student learning accommodations.
- MSCI 733 Teaching and Learning in Healthcare Education (3 cr.)
 - This course aims to provide students with hands-on experience in the teaching and learning methods most appropriate for adult healthcare education. Students will review various approaches to teaching and learning, including lecture, case-, and team-based learning. Student engagement strategies, classroom assessment techniques, the use of technology in education, and approaches to student remediation will be explored to improve teaching effectiveness.
- Electives (6 cr.)

Concentration in Public Health:

- MSCI 761 Population Health Management (3 cr.)
 - Introduction to concepts, trends, and tools of population health management in healthcare administration. Emphasis is placed on principles of epidemiology, evidence-based population health strategies, distribution and determinants of health and disease at a population level, models of health and wellness, evaluation of health problems and policies at a population level, and ethical and managerial issues in population health improvement.
- MSCI 762 Perspectives on Public Health (3 cr.)
 - Students will learn foundational principles, concepts, and methods in public health. Topics include: the history of public health; public health values and principles; core functions of public health; the role of biostatistics and epidemiology in measuring population health; the use of evidence; environmental, social, and behavioral influences on health; and globalization and health.

(continued below)

- MSCI 763 Epidemiology and Biostatistics (3 cr.)
 - This course brings together the principles of epidemiology and biostatistical methods using software applications such as Excel, Dedoose and SPSS. Students will discover how to answer complex questions through both quantitative and qualitative methods that can shape public health policy, programs, and interventions. This course will introduce students to basic epidemiologic concepts including determinants of health and patterns of disease in populations, population health descriptive techniques, use of health indicators and secondary data sources. Students will gain an understanding of the role of Epidemiology in developing prevention strategies and policy. Among the topics to be covered are measures of mortality and morbidity, design and analysis of observational studies, community health assessment and program evaluation.

- Electives (6 cr.)

Concentration in Leadership and Administration:

- MSCI 751 Strategic Decision Making (3 cr.)
 - The course will articulate prominent leadership theories in Leadership Studies, analyze and critique these theories, and apply these theories in the course of addressing a variety of organizational issues and problems. Students will demonstrate an understanding of key theories of organizational behavior and change and learn to apply these theories in an organizational setting.

- MSCI 752 Geobusiness Case Study Analysis (3 cr.)
 - This course will examine global business challenges across a variety of business disciplines through a case study methodology. The course requires students to identify an organization relevant to economic policy motivations of relevant global actors that have shifted from considerations of geopolitics, geobusiness, and geoeconomics. The course will examine how to communicate findings and recommendations.

- MSCI 753 Operations Management (3 cr.)
 - The goal of this course is to introduce students to the current theories, practices, tools and techniques in business analytics. Various examples including real use cases will be used to synthesize learning concepts. The main goal of the course is to gain a better understanding of the various concepts within business analytics, understand how business analytics is applied, and what is involved in business analytics projects.

- Electives (6 cr.)

Concentration in Business Leadership and Administration (Dual DMSc and MBA degrees; requires an additional 4 courses beyond those listed to receive the MBA degree):

- MSCI 751 Strategic Decision Making (3 cr.)
 - The course will articulate prominent leadership theories in Leadership Studies, analyze and critique these theories, and apply these theories in the course of addressing a variety of organizational issues and problems. Students will demonstrate an understanding of key theories of organizational behavior and change and learn to apply these theories in an organizational setting.

- MSCI 752 Geobusiness Case Study Analysis (3 cr.)
 - This course will examine global business challenges across a variety of business disciplines through a case study methodology. The course requires students to identify an organization relevant to economic policy motivations of relevant global actors that have shifted from considerations of geopolitics, geobusiness, and geoeconomics. The course will examine how to communicate findings and recommendations.

- MSCI 753 Business Analytics (3 cr.)
 - The goal of this course is to introduce students to the current theories, practices, tools and techniques in business analytics. Various examples including real use cases will be used to synthesize learning concepts. The main goal of the course is to gain a better understanding of the various concepts within business analytics, understand how business analytics is applied, and what is involved in business analytics projects.

(continued below)

- BUS 537 Operations Management (3 cr.)
 - Operations Management covers concepts, models, and techniques as applied to the solution of problems in operations, the supply chain, and management. Product planning, forecasting, facility layout analysis, aggregate planning, production scheduling, inventory control, material requirement planning (MRP), program evaluation and review technique (PERT), and corporate performance management (CPM).
- BUS 576 Business Law (3 cr.)
 - This course examines the formation, interpretation, and application of law in business. Students will learn major areas of legal regulation that effect businesses, including but not limited to, constitutional law, tort liability, contract law, partnership and corporate law, employment and labor law, intellectual property law, environmental regulation and sustainability, and financial regulation. Case studies will be used to analyze how the law is applied to factual scenarios.

Concentration in Healthcare Leadership and Administration (Dual DMSc and MHA degrees; requires an additional 4 courses beyond those listed to receive the MHA degree):

- MSCI 741 Quality Management in Healthcare (3 cr.)
 - Current quality initiatives in healthcare including patient satisfaction, JACAHO accreditation, and case management are explored. The course will introduce the role of planning and management of outcomes-based quality improvement measures and identification of potential rewards and costs of quality management efforts and integrated performance improvement for healthcare.
- MSCI 751 Strategic Decision Making (3 cr.)
 - The course will articulate prominent leadership theories in Leadership Studies, analyze and critique these theories, and apply these theories in the course of addressing a variety of organizational issues and problems. Students will demonstrate an understanding of key theories of organizational behavior and change and learn to apply these theories in an organizational setting.
- MSCI 761 Population Health Management (3 cr.)
 - Introduction to concepts, trends, and tools of population health management in healthcare administration. Emphasis is placed on principles of epidemiology, evidence-based population health strategies, distribution and determinants of health and disease at a population level, models of health and wellness, evaluation of health problems and policies at a population level, and ethical and managerial issues in population health improvement.
- MHA 510 Healthcare Accounting and Finance (3 cr.)
 - This course provides an introduction to accounting and finance tools and concepts employed by healthcare managers and administrators. Students learn how to assess financial information, ask appropriate questions, and understand industry terminology. Topics include key financial statements, assets and equities valuations, health care reimbursement, ratio and investment analysis, and impact of healthcare reform on accounting and finance.
- MHA 575 Healthcare Law and Compliance (3 cr.)
 - This course examines the multitude of laws, legal entities and compliance issues associated with administration within healthcare organizations. Principles and practical applications of laws that affect operational decisions of health care providers, payors, and managers and that impact development of markets for health care products and services are presented. Students explore responsibilities health care administrators carry out in order to comply with regulations and well as challenges faced in an ever-changing healthcare environment.