The Bachelor of Science, Business - Healthcare Management degree requires completion of courses focused on healthcare management areas in addition to our existing general education and business core curriculum. This program is designed to prepare WGU graduates for a variety of entry level managerial positions in healthcare organizations. The BS, Business - Healthcare Management degree program prepares you with the knowledge and skills to serve in a variety of non-clinical or health care services roles at skilled nursing facilities, residential care facilities, small to medium healthcare facilities, and coordination specialist, managers for Accountable Care Organizations, insurance companies, or community health organizations. In addition, you would have the ability to join other organizations focused on developing, manufacturing, and providing medical related products or services such as pharmaceutical and medical device companies, case management organizations and the financial services sector of the healthcare industry.

You will learn the factors affecting complex medical systems and organizational integration of the Patient Protection and Affordable Care Act (ACA) with its complex rules and compliance standards. You will be able to utilize healthcare data and make appropriate recommendations to improve patient outcomes and satisfaction. Additionally, you will learn care coordination to improve organizational efficiencies and operations.
Understanding the Competency-Based Approach

Practically speaking, what does it mean when we say that WGU programs are competency-based? Unlike traditional universities, WGU does not award degrees based on credit hours or on a certain set of required courses. Instead, students earn their degrees by demonstrating their skills, knowledge, and understanding of important concepts through a series of carefully designed assessments.

Progress through your degree program is governed, not by classes, but by satisfactory completion of the required assessments that demonstrate your mastery of the competencies. Of course, you will need to engage in learning experiences as you brush up on competencies or develop knowledge and skills in areas in which you may be weak. For this learning and development, WGU has a rich array of learning resources in which you may engage under the direction of your mentor. You will work closely with your mentor to schedule your program for completing the assessments. (We discuss assessments in much more detail later in this guide.) You will work closely with additional faculty members as you proceed through courses of study that are designed to lead you through the content you must master in order to pass individual assessments.

The benefit of this competency-based system is that it makes it possible for people who are knowledgeable about a particular subject to make accelerated progress toward completing a WGU degree even if they lack college experience. You may have gained your skills and knowledge of a subject on the job, accumulated wisdom through years of life experience, or, indeed, took a course on a particular subject. WGU awards a degree to you based on the skills and knowledge that you possess and can demonstrate, not the number of credits you have on your transcript.

Accreditation

Western Governors University is the only university in the history of American higher education to have earned accreditation from four regional accrediting commissions. WGU's accreditation was awarded by (1) the Northwest Commission on Colleges and Universities, (2) the Higher Learning Commission of the North Central Association of Colleges and Schools, (3) the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges, and (4) the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges. The university's accreditation status is now managed by the Northwest Commission on Colleges and Universities (NWCCU). The WGU Teachers College is accredited by the National Council for Accreditation of Teacher Education (NCATE). The nursing programs are accredited by the Commission on Collegiate Nursing Education (CCNE). The Health Informatics program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).

The Degree Plan

The focus of your program is your personalized Degree Plan. The Degree Plan is a detailed blueprint of the learning resources and assessments that comprise your program. The length of your program depends on both the amount of new information you need to learn and the amount of time you plan to devote each week to study.
Students will vary widely in the specific skills and information they need to learn. For example, some may be highly knowledgeable in a subject matter and would not need to engage in new learning opportunities. Others may find that portions of the program require completely new learning and that they may need to take an online class or participate in a study module to acquire the knowledge and skills needed to pass the program competencies in that area. Some individuals may be able to devote as little as 15–20 hours per week to the program, while others may have more time. For this reason, you will complete pre-assessments to help your mentor form a profile of your prior knowledge and experience for use in creating your Degree Plan.

**WGU’s Mentoring Approach**

Our mentoring approach is a powerful component of the WGU educational experience. When you enroll at WGU, you will begin interacting with your personal mentor, course mentors, and support staff. Your mentor takes an active role and a personal interest in your success. Whether by e-mail or phone, your mentor will be your “point person” of communication throughout your program. Your mentor will help motivate you to work hard to complete your program. When you have questions or concerns, your mentor team will help you resolve them.

You and your mentor will work together to evaluate your educational background, strengths, and weaknesses. With this analysis, your mentors will help determine in which areas you are already competent (and can move quickly to assessment) and areas you need to work on; this will become your personalized Degree Plan. Your mentor will direct you to the Courses of Study that contain the best learning resources for you (courses, texts, independent study modules, etc.) and are supported by course mentors that serve as your content experts for each area of study. As you proceed through your academic program, you and your mentor will determine when you are ready for the required assessments. If you are ready, your assessment will be scheduled. You will follow this same process as you proceed through each domain.

**Connecting with Other Mentors and Fellow Students**

As you proceed through your Degree Plan, you may also have direct contact with other faculty members. These communications can take a variety of forms, including participation in learning communities, office hours via the courses of study, and webinars. As a WGU student, you will have access to your own personal MyWGU Student Portal that will provide a gateway to courses of study, learning communities, and program communities where you will have interactions with faculty and other students. Courses of study and communities are specifically designed to support you as you develop competencies in preparation for your assessments through the utilization of threaded discussions, blogs, and chats that are guided by content experts. You will access your program community during the Education Without Boundaries introductory course to network with peers who are enrolled in your program and to receive continued support through professional enrichment and program-specific chats, blogs, and discussions. WGU also provides a Student Services Associate to help you and your mentor solve any special problems that may arise.

**Orientation**

The Orientation focuses on acquainting the student with WGU’s competency-based model, distance education, technology, and other resources and tools available for students. You will
also utilize tutorials, message boards, online chats, and other activities to connect with other students in your program. This orientation is completed before you start your first term at WGU.

Transferability of Prior College Coursework

Because WGU is a competency-based institution, it does not award degrees based on credits but on demonstration of competency. However, if you have completed college coursework at another accredited institution, you may have your transcripts evaluated and may be able to have some lower-division or co-requisite assessments cleared. The guidelines for determining what will “clear” through transfer vary based on the degree program.

The following guidelines generally apply: Upper-division degree requirements, notably in the domains that can be considered the degree major, cannot be cleared through prior college credit. Furthermore, WGU does not clear any requirements based on a student's professional experience and does not perform a "resume review" or "portfolio review" that will automatically clear any degree requirements. Degree requirements and transferability rules are subject to change in order to keep the degree content relevant and current.

Remember, WGU's competency-based approach lets you take advantage of your knowledge and skills, regardless of how you obtained them. Even when you do not directly receive credit, the knowledge you possess may help you accelerate the time it takes to complete your degree program.

Continuous Enrollment, On Time Progress, and Satisfactory Academic Progress

WGU is a “continuous enrollment” institution, which means you will be automatically enrolled in each of your new terms while you are at WGU. Your terms are six months long. Longer terms and continuous enrollment allow you to focus on your studies without the hassle of unnatural breaks between the shorter terms that you would experience in a more traditional environment. At the end of every six-month term, you and your mentor will review the progress you have made and revise your Degree Plan for your next six-month term.

WGU requires that students make measurable progress toward the completion of their degree programs every term. We call this On Time Progress – denoting that you are on track and making progress toward on time graduation. As full-time students, graduate students must enroll in at least eight (8) competency units each term, and undergraduate students must enroll in at least twelve (12) competency units each term. Completing at least these minimum enrollments is essential to On Time Progress and serves as a baseline from which you may accelerate your program. We measure your progress based on the assessments you are able to pass, not on your accumulation of credit hours or course grades. Every time you pass an assessment, you are demonstrating that you have mastered skills and knowledge in your degree program. For comparison to traditional grading systems, passing an assessment means you have demonstrated competency equivalent to a “B” grade or better.

WGU has assigned competency units to each assessment so that we can track your progress through the program. A competency unit is equivalent to one semester credit of learning. Some
assessments may be assigned three competency units while other assessments may be as large as 12 competency units.

Satisfactory Academic Progress (SAP) is particularly important for financial aid students because you must make SAP in order to maintain eligibility for financial aid. We will measure your SAP quantitatively by reviewing the number of competency units you have completed each term. As full-time students, WGU graduate students must enroll in at least eight competency units each term, and undergraduate students must enroll in at least 12 competency units each term. In order to remain in good academic standing, you must complete at least 66.67% of the units you attempt – including any assessments you add to your term to accelerate your progress. Additionally, during your first term at WGU you must pass at least three competency units in order to remain eligible for financial aid. We know that SAP is complex, so please contact a Financial Aid Counselor should you have additional questions.

Assessments
Your Degree Plan will include the assessments needed to complete your program. To obtain your degree you will be required to demonstrate your skills and knowledge by completing the following assessments:

Performance Assessments contain, in most cases, multiple scored tasks such as projects, essays, and research papers. Performance assessments contain detailed instructions and rubrics for completing each task and are submitted in TaskStream, an online project management and grading tool.

Objective Assessments are designed to evaluate your knowledge and skills in a domain of knowledge. Most objective assessments include multiple-choice items, multiple-selection items, matching, short answer, drag-and-drop, and point-and-click item types, as well as case study and video-based items.

As previously mentioned, we have assigned competency units (CUs) to each assessment in order to measure your academic progress. As an undergraduate student, you will be expected to enroll in a minimum of 12 competency units each term. A standard plan for the program, at 12 units per term, for a student who has no transfer units would look similar to the one on the next page.

Your personal progress can be faster, but your pace will be determined by the extent of your transfer units, your time commitment, and your determination to proceed at a faster rate.

### STANDARD PATH for BACHELOR OF SCIENCE
**in BUSINESS – HEALTHCARE MANAGEMENT**

<table>
<thead>
<tr>
<th>Course Description</th>
<th>CUs</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Behavior and Leadership</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>English Composition I</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Foundations of College Mathematics</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Principles of Management</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Course</td>
<td>Units</td>
<td>Term</td>
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<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>English Composition II</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Elements of Effective Communication</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>College Algebra</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Introduction to Geography</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Healthcare Delivery Systems, Regulation, and Compliance</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Fundamentals of Business Law and Ethics</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Legal Issues for Business Organizations</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Integrated Natural Science</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Integrated Natural Science Applications</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Introduction to Probability and Statistics</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Ethical Situations in Business</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Healthcare Values and Ethics</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Principles of Accounting</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Introduction to Psychology</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Introduction to Humanities</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Information Systems Management</td>
<td>3</td>
<td>6</td>
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<tr>
<td>Technology Applications in Healthcare</td>
<td>3</td>
<td>6</td>
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<tr>
<td>Microeconomics</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Critical Thinking and Logic</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Macroeconomics</td>
<td>3</td>
<td>7</td>
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<tr>
<td>Global Business</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Quantitative Analysis for Business</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Managerial Accounting</td>
<td>3</td>
<td>8</td>
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<tr>
<td>Finance</td>
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<tr>
<td>Financial Resource Management in Healthcare</td>
<td>3</td>
<td>8</td>
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<tr>
<td>Healthcare Operations Management</td>
<td>3</td>
<td>8</td>
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<tr>
<td>Healthcare Quality Improvement and Risk Management</td>
<td>3</td>
<td>9</td>
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<tr>
<td>Healthcare Research and Statistics</td>
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<td>9</td>
</tr>
<tr>
<td>Project Management</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Healthcare Management and Strategy</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Healthcare Management Capstone</td>
<td>4</td>
<td>10</td>
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</tbody>
</table>

In this example, the program will take ten terms for the student to complete. The standard path shown above lists the courses (assessments) and the associated competency units by term. The Degree Plan will include greater detail about the courses of study, including the assessments and their associated standard learning resources.

**Learning Resources**

You will work with your mentor to select the various learning resources needed to prepare for the required assessments. In most cases, the learning materials you will use are independent learning resources such as textbooks, e-learning modules, study guides, simulations, virtual labs, and tutorials. WGU works with dozens of educational providers, including enterprises, publishers, training companies, and higher educational institutions to give you high quality and effective instruction that matches the competencies that you are developing. The cost of many learning resources is included in your tuition, and you can enroll directly in those through your
Degree Plan as your mentor has scheduled them. Some resources (e.g., many textbooks) are not covered by your tuition, and you will need to cover those costs separately. WGU has excellent bookstore and library arrangements to help you obtain the needed learning resources.

Changes to Curriculum
WGU publishes an Institutional Catalogue, which describes the academic requirements of each degree program. Although students are required to complete the program version current at the time of their enrollment, WGU may modify requirements and course offerings within that version of the program to maintain the currency and relevance of WGU's competencies and programs. As these changes are implemented, WGU will ensure that the length of the student's degree program (i.e., total competency unit requirements) will not increase and that competency units already earned will be applied to the updated program version. When program requirements are updated, students returning from term break or returning after withdrawal from the University will be expected to re-enter the updated version of the program.

Areas of Study Within the Bachelor of Science, Business - Healthcare Management Program
The following section includes the areas of study in the program, which are then followed by their associated courses, and in some cases, the sample learning resources that have recently been used to help students gain the competencies needed to pass the assessments in the course. Your specific learning resources and level of instructional support will vary based on the individual competencies you bring to the program and your confidence in developing the knowledge, skills, and abilities required in each area of the degree. The Degree Plan and learning resources are dynamic, so you need to review your Degree Plan and seek the advice of your mentor regarding the resources before you purchase them.

Leadership and Management
Organizational Behavior and Management
This course explores how to lead and manage effectively in diverse business environments. Students are asked to demonstrate the ability to apply organizational leadership theories and management strategies in a series of scenario-based problems. It covers the following competencies:

- The graduate can describe the effects of specified influences on individual behavior.
- The graduate can recommend appropriate principles or techniques for guiding the development of a group.
- The graduate can determine which type of team and team leadership should be used to accomplish a task or project.
- The graduate analyzes the culture within an organization to determine how to work effectively within that organization.
- The graduate can analyze leadership theories, methods, and tools in given situations and select the appropriate behavior of the leader.
• The graduate can develop and recommend how to implement effective performance-evaluation processes.

**Principles of Management**

This course addresses strategic planning, total quality, entrepreneurship, conflict and change, human resource management, diversity, and organizational structure. It covers this competencies:

• The graduate can explain the strategic planning process.
• The graduate can describe how to establish a total quality management program in a product operation and in a service operation.
• The graduate can describe how to establish and promote an entrepreneurial emphasis within an organization.
• The graduate can recommend effective techniques for managing conflict and change.
• The graduate can correctly apply principles of human resource management in a given situation.
• The graduate responds appropriately to diversity issues in the workplace.
• The graduate can recommend an organizational structure to match a given organization's situation.

**General Education**

**English Composition I**

This course introduces learners to the types of writing and thinking that is valued in college and beyond. Students will practice writing in several genres and several media, with emphasis placed on writing and revising academic arguments. It covers the following competencies:

• The graduate applies appropriate grammatical rules, sentence structure, and writing conventions.
• The graduate selects appropriate rhetorical strategies that improve writing and argumentation.
• The graduate appropriately uses a given writing style.
• The graduate uses appropriate writing and revision strategies
• The graduate integrates credible and relevant sources into written arguments.
• The graduate composes an appropriate narrative for a given context.
• The graduate composes an appropriate argumentative essay for a given context.

**Foundations of College Mathematics**

This course focuses on basic numeracy and calculation skills, basic algebra skills, basic geometry principles, and basic data and probability skills. It covers the following competencies:

• The student utilizes the operations, processes, and procedures of basic numeracy and calculation skills to solve quantitative problems in arithmetic and basic algebra.
The student applies the operations, processes, and procedures of basic algebra to solve quantitative problems.

The student utilizes the operations, processes, and procedures of basic geometry and measurement to solve problems in mathematics.

The graduate evaluates quantitative data by interpreting statistical and graphic representations and solves basic probability problems.

English Composition II

English Composition II introduces learners to research writing and thinking that are valued in college and beyond. The Composition II course at WGU should be seen as a foundational course designed to help undergraduate students build fundamental skills for ongoing development in writing and research. Students will complete an academic research paper. This course covers the following competencies:

- The graduate evaluates the quality, credibility, and relevance of evidence in order to integrate evidence into a final research paper.
- The graduate applies steps of the writing process appropriately to improve quality of writing.
- The graduate composes an argumentative research paper.

Elements of Effective Communication

Elements of Effective Communication introduces learners to elements of communication that are valued in college and beyond. Materials are based on five principles: being aware of your communication with yourself and others; using and interpreting verbal messages effectively; using and interpreting nonverbal messages effectively; listening and responding thoughtfully to others, and adapting messages to others appropriately. This course covers the following competencies:

- The graduate applies foundational elements of effective communication.
- The graduate applies appropriate communication strategies in interpersonal and group contexts.
- The graduate demonstrates effective presentational communication strategies in a given context.

College Algebra

Understanding algebraic functions and their graphs as well as methods for solving equations and inequalities allows you to model real-world phenomena and solve problems. Engaging in this course will help you build these skills, as well as build a strong foundation in algebra for further mathematics courses you may complete for your degree program. Additionally, this course aims to help you build your problem-solving and critical-thinking skills, which can be used in any course, job, or situation. It covers the following competencies:

- The graduate uses properties of numbers to analyze and evaluate numeric and algebraic expressions.
• The graduate solves equations and inequalities and applies them to model data and solve problems.
• The graduate analyzes and interprets functions using multiple representations.
• The graduate solves polynomial and rational functions and applies them to model data and solve problems.
• The graduate solves exponential and logarithmic functions and applies them to model data and solve problems.
• The graduate analyzes and solves systems of linear equations.

Introduction to Geography
This course will discuss geographic concepts, places and regions, physical and human systems and the environment. It covers the following competencies:

• The graduate can describe and discuss fundamental concepts in geography.
• The graduate can describe and discuss places and regions.
• The graduate can describe and discuss physical systems.
• The graduate can describe and discuss human systems.
• The graduate can describe and discuss environment.

Integrated Natural Sciences
Integrated Natural Sciences explores the natural world through an integrated perspective and helps students begin to see and draw numerous connections among events in the natural world. Topics include the universe, the Earth, ecosystems and organisms. Students apply scientific concepts in the examination of natural science fundamentals. This course covers the following competencies:

• The graduate recognizes and analyzes various natural phenomena and applies natural science methods and approaches to these natural phenomena.
• The graduate examines fundamental concepts and theories in the natural sciences.
• The graduate analyzes the organization, interactions, and predictable processes of the universe.
• The graduate identifies and analyzes the organization, interactions, and processes of the Earth.
• The graduate analyzes the components, organization, interactions, and processes of ecosystems.
• The graduate recognizes and applies underlying principles of matter and chemical reactions to analyze the structure, organization, interactions, and processes of organisms.
Introduction to Probability and Statistics
In this course, students demonstrate competency in the basic concepts, logic, and issues involved in statistical reasoning. Topics include summarizing and analyzing data, sampling and study design, and probability. This course covers the following competencies:

- The graduate evaluates categorical and quantitative data using appropriate numerical measures and graphical displays.
- The graduate evaluates the relationship between two variables through the creation and interpretation of numerical summaries and visual displays.
- The graduate evaluates the sampling methods used in studies including the effect they have on conclusions that can be made.
- The graduate designs and conducts observational studies, controlled experiments, and surveys to explore population characteristics.
- The graduate applies theoretical or empirical probability to a situation to quantify uncertainty.
- The graduate determines the probability of events using simulations, diagrams, and probability rules.

Introduction to Psychology
In this course, students will develop an understanding of psychology and how it helps them better understand others and themselves. Students will learn general theories about psychological development, the structure of the brain, and how psychologists study behavior. They will gain an understanding of both normal and disordered psychological behaviors, as well as general applications of the science of psychology in society (such as personality typing and counseling). This course covers the following competencies:

- The graduate analyzes how the scientific method is used in psychology.
- The graduate analyzes the role and function of the brain, nervous system, and endocrine system in human psychology.
- The graduate examines key developmental milestones across the lifespan.
- The graduate examines the processes of social cognition and their effects on social interactions.
- The graduate examines the relationships among classical, operant, and observational learning theories.
- The graduate examines the relationships between intelligence and memory.
- The graduate examines the significant characteristics of major theories of emotion, motivation, and personality.
- The graduate examines the principle causes, prevalence, and basic treatments of psychological disorders.

Introduction to Humanities
This introductory humanities course allows students to practice essential writing, communication, and critical thinking skills necessary to engage in civic and professional
interactions as mature, informed adults. Whether through studying literature, visual and performing arts, or philosophy, all humanities courses stress the need to form reasoned, analytical, and articulate responses to cultural and creative works. Studying a wide variety of creative works allows students to more effectively enter the global community with a broad and enlightened perspective. This course covers the following competencies:

- The graduate assesses the development of humans through the study of key concepts, disciplines, and primary influences of the humanities.
- The graduate analyzes the primary contributions and characteristics of humanities during the Classical period.
- The graduate analyzes the primary contributions and characteristics of humanities during the Middle Ages.
- The graduate analyzes the primary contributions and characteristics of humanities during the Renaissance.
- The graduate analyzes the primary contributions and characteristics of humanities during the Baroque period.
- The graduate analyzes the primary contributions and characteristics of humanities within the Neoclassical and Enlightenment period.

Critical Thinking and Logic
This course introduces students to the basic concepts of logic and critical thinking. Students are introduced to the use of logical principles to accurately express and establish the validity of various forms of reasoning. The main objective of the course is for students to understand the range of concepts and techniques employed by critical thinkers. Students learn how to correctly apply the principles of logic and cultivate the skills they need to be able to recognize, analyze, and critically evaluate arguments. This course covers the following competencies:

- The graduate applies conceptual foundations of logic and critical thinking to patterns of thinking and reasoning.
- The graduate evaluates arguments, demonstrating validity through application of formal logic and methods.
- The graduate evaluates sophisticated types of reasoning through the concepts and methods of logic and critical thinking.

Healthcare Management

Healthcare Delivery Systems, Regulations, and Compliance
This course provides an overview of the U.S. healthcare system and focuses on developing an understanding of the various sectors and roles involved in this complex industry. Policy and compliance issues are also addressed to facilitate an appreciation for the highly regulated nature of healthcare delivery. It covers the following competencies:

- The graduate explains the development of the U.S. healthcare system.
- The graduate examines the care and healthcare delivery processes.
• The graduate examines the interaction of the major stakeholders in the U.S. healthcare system.

• The graduate analyzes integration of healthcare systems as a means to provide better access to higher quality care at lower costs.

• The graduate recognizes the impact of evidence-based care, clinical advances, and global, economic, and workforce factors on the future environment of healthcare delivery.

Healthcare Values and Ethics
This course explores ethical standards and considerations common to the healthcare environment such as access to care, confidentiality, the allocation of limited resources, and billing practices. This course also focuses on the distinct value system associated with the healthcare industry, as well as the values of professionalism. It covers the following competencies:

• The graduate describes ethical theories, and ethical and legal principles, standards, and laws as applied in a healthcare setting.

• The graduate examines patient rights.

• The graduate examines employee rights, responsibilities, and professional conduct.

• The graduate evaluates ethical dilemmas in healthcare.

Technology Applications in Healthcare
This course explores how technology continues to change and influence the healthcare industry. Practical managerial applications are explored as well as the legal, ethical, and practical aspects of access to health and disease information. Ensuring the protection of private health information is also emphasized. This course covers the following competencies:

• The graduate assesses the use of information technology to gather information for decision-making in healthcare.

• The graduate analyzes HMIS tools and applications

• The graduate assesses the managerial use of health information.

• The graduate analyzes the requirements and practices for maintaining the security and privacy of healthcare information.

Financial Resource Management in Healthcare
This course examines the financial environment of the healthcare industry including principles involved in managed care. It also explores the revenue and expense structures for different sectors within the industry while emphasizing funding and reimbursement practices of healthcare. This course covers the following competencies:

• The graduate analyzes the role of finance, business financing, organizational structures, and capital investment in healthcare.

• The graduate evaluates financial planning, budgeting, managing, and control in a healthcare organization.
The graduate analyzes revenue sources, the revenue cycle, financial accounting, and reporting methods in healthcare.

The graduate evaluates the financial condition of healthcare organizations.

Healthcare Operations Management
This course builds upon basic principles of management, organizational behavior, and leadership. Specific processes and business principles for managing operations in interdependent and multi-disciplinary healthcare organizations are explored. Marketing strategies, communication skills, and the ability to establish and maintain relationships while ensuring productivity that is efficient, safe, and meets the needs of all stakeholders is emphasized. This course covers the following competencies:

- The graduate examines the current concepts for effective leadership and management in healthcare.
- The graduate recognizes ways to engage in professional development and improvement in the healthcare environment.
- The graduate examines clinical care performance and management in the healthcare environment.
- The graduate examines the use of organizational resources in the healthcare environment.
- The graduate explains the operations and strategies that would need to be used in a marketing plan for healthcare.

Healthcare Quality Improvement and Risk Management
This course emphasizes principles of quality management and risk management in order to ensure safety, maximize patient outcomes, and continuously improve organizational outcomes. This course also examines the broader impact of organizational culture and its influence on productivity, quality, and risk. This course covers the following competencies:

- The graduate examines approaches, indicators, and practices in a healthcare setting to meet quality standards.
- The graduate examines the interrelationships of quality and risk regarding safety and security in healthcare organizations.
- The graduate examines risks associated with human resources, finances, ethics, and communication.
- The graduate examines risks associated with physicians, hospitals, long-term care, and infection control programs in clinical settings.
- The graduate evaluates risk management plans to reduce risk and improve quality for healthcare organizations.

Healthcare Research and Statistics
This course builds upon an understanding of research methods and quantitative analysis. Concepts of population health, epidemiology, and evidence-based practices provide the
foundation for understanding the importance of data for informing healthcare organizational decisions. This course covers the following competencies:

- The graduate examines applied research paradigms and methods in support of evidence-based practice (EBP).
- The graduate examines descriptive and inferential statistics to inform administrative decisions in a healthcare setting.
- The graduate examines evidence-based practices in epidemiology and community health.
- The graduate evaluates research reports and data to guide administrative decisions based upon evidence-based research practices.

Healthcare Management and Strategy
This course builds upon basic principles of strategic management and explores healthcare organizational structures and processes. The importance of the collaborative nature and interrelationships among business functions is emphasized. Creating a healthcare vision and designing business plans within a healthcare environment is also examined. This course covers the following competencies:

- The graduate analyzes organizational strategy and strategic management in healthcare.
- The graduate analyzes business plans, strategic plans and communications strategies that align to mission and vision of a healthcare organization.
- The graduate analyzes strategic leadership and strategies for managing organizational change in a healthcare setting.
- The graduate examines the interrelationships among external environments organizational strategy.

Business Law and Ethics
Fundamentals of Business Law and Ethics
This course prepares students to have an understanding of business law and ethics. Topics include contractual relationship, government regulation of business, dispute resolution, labor and employment law, the Sarbanes-Oxley Act, and ethical issues in business. It covers this competencies:

- The graduate can determine whether a contractual relationship exists and meets legal requirements.
- The graduate can analyze business situations or practices to determine whether an organization meets U.S. regulatory requirements.
- The graduate can select an appropriate approach to resolve a dispute.
- The graduate can determine whether business activities in a given situation violate specific labor and employment laws.
- The graduate can determine whether hiring and employment practices in a given situation are legal or wrongful.
• The graduate can determine an organization’s responsibilities with regard to warranties, negligence, and liability.
• The graduate can determine if corporate practices comply with the provisions of the Sarbanes-Oxley Act of 2002.
• The graduate can determine ethical and socially responsible courses of action in a given business situation.
• The graduate can identify ethical considerations that shape business practices and leadership.
• The graduate can develop an appropriate and comprehensive ethics program for a given business venture.
• The graduate makes appropriate judgments regarding proper use of company resources.

Legal Issues for Business Organizations

This course addresses labor and employment laws found in common business scenarios. Students will analyze examples of various business activities to learn whether they violate specific labor and employment laws. It covers the following competencies:

• The graduate can select the appropriate form of organization for a business.
• The graduate can determine whether business activities in a given situation violate specific labor and employment laws.

Ethical Situations in Business

This course explores various scenarios in business and helps students learn to develop ethical and socially responsible courses of action. Students will also learn to develop an appropriate and comprehensive ethics program for a business venture. It covers the following competencies:

• The graduate can determine ethical and socially responsible courses of action in a given business situation.
• The graduate can develop an appropriate and comprehensive ethics program for a given business venture.

Accounting

Principles of Accounting

This course focuses on ways in which accounting principles are used in business operations. Students will learn about the basics of accounting, including how to use Generally Accepted Accounting Principles (GAAP), ledgers, and journals. Students will also be introduced to the steps of the accounting cycle, concepts of assets and liabilities, and general information about accounting information systems. This course also presents bank reconciliation methods, balance sheets, and business ethics. It covers the following competencies:

• The graduate analyzes the role of accounting and its applications in various fields.
• The graduate uses accounting principles to accurately record information, post and modify transactions, and prepare various forms used in accounting.
• The graduate analyzes accounting theory and why it is important in real-world situations.
• The graduate performs accounting tasks related to financial assets for businesses and individuals.
• The graduate performs accounting tasks related to financial liabilities for businesses and individuals.
• The graduate analyzes the use of accounting information systems for various business functions.

Managerial Accounting
This course focuses on identifying, gathering, and interpreting information that will be used for evaluating and managing the performance of a business. Students will also study cost measurement for producing goods and services and how to analyze and control these costs. It covers the following competencies:

• The graduate assesses the key services and ethical considerations of managerial accounting in today's business environment.
• The graduate analyzes various cost classifications and the importance of cost management in managerial accounting.
• The graduate evaluates the suitability and effectiveness of job-order and process costing systems for various business situations.
• The graduate analyzes various approaches to cost management and decision-making based on cost behavior.
• The graduate determines the impact of changes on business finances through cost-volume-profit analyses.
• The graduate integrates best practices into the development of master budgets that support successful business operations.
• The graduate integrates best practices for flexible budget planning and accounting for overhead variances.
• The graduate evaluates costs and benefits of alternatives to make informed business decisions using accounting data.
• The graduate evaluates investment proposals to make informed decisions about capital budgeting.
• The graduate evaluates business performance through the appropriate documentation of financial activities.
• The graduate evaluates the financial strength of organizations.
Information Systems Management

This course provides an overview of the many facets of information systems applicable to businesses. As students examine the programming languages, methods of system development and implementation, networks, databases, and hardware and software used by IT professionals; they will demonstrate how these tools securely facilitate e-commerce, decision support, and communication in a global marketplace. It covers the following competencies:

- The graduate analyzes the role of information systems in supporting essential business functions.
- The graduate analyzes the characteristics, functions, and evolution of computer hardware and software in support of business functions.
- The graduate employs effective techniques for managing databases and data warehouses.
- The graduate analyzes the importance and effective applications of telecommunications, networking, the Internet, and e-commerce to business.
- The graduate evaluates the use of various decision support, decision analysis, and artificial intelligence systems in business.
- The graduate integrates effective strategies into the planning, analysis, and design in systems development.
- The graduate integrates effective strategies into the implementation and maintenance of information systems.
- The graduate determines best practices for managing information technology in businesses and the particular challenges of global information technology implementation.
- The graduate integrates best practices for ensuring information security in enterprise information systems.
- The graduate integrates best practices for ensuring privacy, averting ethical issues related to intellectual property, and minimizing negative societal effects in the management of information systems.
- The graduate evaluates various emerging trends in technology and the potential impact on the business environment.

Economics

Microeconomics

The purpose of the course is for students to develop a logical, conceptual, and analytical understanding of microeconomic principles. This course introduces foundational economic principles, such as opportunity costs, supply, and demand. However, the course primarily focuses on microeconomic principles, including efficiency and fairness in markets, government actions and their impacts, the decisions made by consumers and producers, different market structures from perfect competition to monopoly, and factor markets and income distribution. This course covers the following competencies:
• The graduate analyzes the economic way of thinking.
• The graduate explains how free and competitive markets allocate resources efficiently through the interaction of supply and demand.
• The graduate evaluates the different effects caused by changes in supply and demand conditions.
• The graduate understands the models used by economists and identifies how efficient production decisions are made in an environment of scarcity.
• The graduate evaluates the impact of government actions in markets on efficiency and fairness.
• The graduate analyzes the impacts of taxes on consumers, producers, employers, and workers.
• The graduate evaluates the benefits and costs of international trade.
• The graduate assesses the provision and importance of public goods.
• The graduate evaluates methods of efficiently dealing with negative externalities.
• The graduate determines how rational consumers make choices to maximize their satisfaction.
• The graduate analyzes a firm’s short-run and long-run costs.
• The graduate analyzes decisions made by a firm operating in perfectly competitive markets.
• The graduate analyzes the behavior of a monopoly.
• The graduate evaluates how firms in monopolistic competition and oligopoly determine their profit-maximizing strategies.
• The graduate evaluates the way factor markets determine a society’s distribution of income.

Macroeconomics
This course introduces foundational concepts of economic principles, such as opportunity costs, supply, and demand. The course focuses on primary macroeconomic principles, including measurement, money economy in the long-run, macroeconomic fluctuations, and policy issues. In this course, real world examples are presented that apply theory to practice, demonstrating the relevance of macroeconomic thought. This course covers the following competencies:

• The graduate analyzes the economic way of thinking
• The graduate explains how free and competitive markets allocate resources efficiently through the interaction of supply and demand
• The graduate explains conditions that affect the efficient allocation of scarce resources
• The graduate explains the measurements of gross domestic product and inflation as key indicators of aggregate economic performance
• The graduate explains the significant relationship between employment and output in the short- and long-runs
The graduate analyzes the differences in growth rates over time and between economies.

The graduate analyzes the effect of government budgets on the economy.

The graduate identifies key components of the U.S. monetary system.

The graduate analyzes changes in the supply of and demand for money.

The graduate explains how changes in aggregate supply and aggregate demand result in business cycles.

The graduate analyzes economic policy using the aggregate expenditure multiplier.

The graduate analyzes the relationship between inflation and unemployment in the short-run.

The graduate analyzes the supply and demand effects of fiscal policy on employment and gross domestic product.

The graduate explains how changes in aggregate supply and aggregate demand result in business cycles.

The graduate analyzes the effects of government policies in international markets.

Global Business
This course provides an introduction to global business. The advantages of global production and the benefits of trade are explored as critical aspects of global business. Factors that influence global business such as transparency, geography, corruption, intellectual property protections, outsourcing and off-shoring, operation management, and generally accepted accounting principles are examined. Additionally, this course considers various economic ideologies including trade policies, sustainability, regional integration blocs, balance of payments, standardization and adaptation, and stateless corporations. Finally, consideration is given for components of culture, the relationship between ethics and economic progress, entry strategies in emerging market economies, and the sequence for developing and managing products in international markets. This course provides a basic conceptual framework for global business; presenting students with both theory and empiric observations of global business in action. This course covers the following competencies:

- The graduate explains factors that influence sustainable globalization.
- The graduate analyzes how trade influences societies, businesses, consumers, and governments.
- The graduate discusses economic integration as it pertains to global geographic regions.
- The graduate explains how international monetary systems and markets function.
- The graduate explains how culture influences global business practices.
- The graduate explains how various political and legal systems affect international business.
- The graduate identifies ethical global business practices.
- The graduate identifies strategies for entering and operating within global business markets.
- The graduate identifies strategic approaches for controlling business operations.
- The graduate describes organizational structure for global business.
- The graduate explains how culture and regulatory factors affect global human resource management.
- The graduate analyzes strategies for marketing international products.
- The graduate describes how products are produced globally.
- The graduate explains how exchange rates affect global business.
- The graduate analyzes the effect of taxes on global business practices.

**Quantitative Analysis for Business**

Quantitative Analysis for Business
This course explores various decision-making models, including simulation models, linear programming models, and inventory models. In addition, students develop project schedules using the PERT/CPM (Program Evaluation and Review Technique / Critical Path Method). It covers the following competencies:

- The graduate uses optimizing models and other models as aids for making more informed decisions.
- The graduate correctly applies PERT/CPM techniques to project management tasks.
- The graduate uses expected value concepts as decision-making tools.

**Finance**

Finance
Finance is an introduction to the theory, methods, and concerns of business finance, including financial management and maximizing shareholder wealth. Students will evaluate the performance and value of a firm, employ time value of money to solve common financial problems, and make corporate investment decisions using capital budgeting. This course covers the following competencies:

- The graduate assesses the economic strength of the firm using financial statement analysis.
- The graduate forecasts standard financial statements to facilitate business decision making.
- The graduate analyzes cash flows across time to solve common business problems.
- The graduate values common assets such as stocks and bonds.
- The graduate estimates the cost of capital for business decision making.
- The graduate analyzes business projects using capital budgeting techniques.
- The student estimates the value of a business entity.
Project Management

This course focuses on skills and concepts students need to know to plan and implement projects. The project initiation and planning process is covered in-depth, culminating in the creation of a project schedule. Learning how to manage business concerns such as cost and risk is balanced by thorough coverage of best practices in managing people and resources. Students will also learn how to manage change and the steps necessary in closing a project. This course covers the following competencies:

- The graduate describes and explains key components of project plans.
- The graduate creates a project plan.
- The graduate implements, controls, and coordinates projects according to project plans.
- The graduate explains the strategies and processes of project closure, acceptance, and delivery.

Capstone

Healthcare Management Capstone

This course is the culminating experience and assessment of healthcare business administration. This course requires the student to integrate and synthesize managerial skills with healthcare knowledge, resulting in a high quality final project that demonstrates professional managerial proficiency.

- The graduate integrates and synthesizes competencies from across the degree program and thereby demonstrates the ability to participate in and contribute value to the chosen professional field.
- The graduate exhibits artifacts that both demonstrate the graduates’ competency across all program areas as well as provide evidence of professional growth.

Need More Information? WGU Student Services

WGU has a Student Services team dedicated exclusively to helping students achieve their academic goals. The Student Services Office is available during extended hours to assist students with general questions and administrative or accessibility issues. The Student Services team members help students resolve issues, listen to student issues and concerns, and make recommendations for improving policy and practice based on student feedback. The Student Services team provides a formal means by which students can express their views, and those views in turn inform the decisions we make.

Student Services team members also assist students with unresolved concerns to find equitable resolutions. To contact the Student Services team, please feel free to call (866) 903-0110 or email studentservices@wgu.edu. We are available Monday through Friday, 6 AM to 12 AM and Saturday and Sunday, 10 AM to 7 PM, MT.

If you have inquiries or concerns that require technical support, please contact the WGU IT Service Desk. The IT Service Desk is available Monday through Friday, 6 AM to 12 AM and
Saturday and Sunday, 10 AM to 7 PM, MT. To contact the IT Service Desk, please call 1-877-HELP-WGU (877-435-7948) and select option 2 or email servicedesk@wgu.edu.

For the most current information regarding WGU support services, please visit the “Help” tab on the Student Portal at http://my.wgu.edu.