

## MASTER OF SCIENCE IN LABORATORY ADMINISTRATION PROGRAM COURSE DESCRIPTIONS

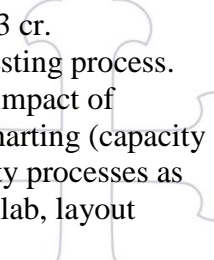
LA 551. ORGANIZATIONAL BEHAVIOR I 2 cr. Overview of leadership, management, and organizational behavior principles and practices in health care. Topics include work/life balance, stress management, leadership styles & philosophy, personal values, team building, group dynamics, and emotional intelligence.

LA 552. COMMUNICATIONS FOR LABORATORY MANAGERS I 2 cr. Overview of communication in a lab environment, including diagnosing oral and written communication processes and problems, and scientific writing needed to record and archive lab data. Lab notes with other forms of documentation such as equipment, printouts, photos and special artifacts for verifiability; organization of data in a formal lab report and documentation of scientific sources; fundamentals of effective interpersonal communication in a lab setting.

LA 553. HUMAN RESOURCE MANAGEMENT IN LABORATORY SETTINGS I 2 cr. Overview and understanding of critical human resource and labor management topics relevant to health care, e.g., managing equal employment and diversity, including relevant employment laws and legal guidelines, talent management, testing and selecting employees, performance management tools, training and development, employee compensation, ethics and fair treatment, managing labor relations, and safety.

LA 554. ACCOUNTING FOR LABORATORY MANAGERS 3 cr. Overview of financial and managerial accounting topics with an emphasis on items relevant to clinical lab administration. Coverage of financial (external) accounting topics will be secondary to managerial (internal) accounting topics. The course will take a user's orientation, as opposed to that of a preparer. Topics include financial accounting terminology, basic financial statements, for-profit versus not-for-profit issues, internal controls and cost accounting concepts, billing/coding, Medicare/Medicaid issues and compliance, costing techniques, cost-volume-profit analysis, standard costing and balanced scorecard, and operations and capital budgeting.

LA 555. LABORATORY OPERATIONS AND PROJECT MANAGEMENT I 3 cr.  
Prerequisite: LA 554. Understanding issues of process flow related to the lab testing process. How to determine the flow rate and cost of each type of test and understand the impact of instrument location on cost and throughput time. Topics include process flow charting (capacity and bottleneck analyses, flow rate, throughput time, workload statistics and safety processes as part of workflow in laboratories) and instrumentation issues (flow of tests in the lab, layout planning and design, costing of processes, utilization rates and process).



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LA 556. INFORMATICS IN LABORATORIES I 2 cr. Prerequisite: LA 554. Introduction to healthcare information technology. Learning to identify the information needs of a laboratory as a stand-alone unit and as part of a larger network. Types of information systems used in healthcare organizations, how they are developed, their functionality and the information flows they control; also, future trends in healthcare information technology and specific applications to laboratory information needs.

LA 561. ORGANIZATIONAL BEHAVIOR II 2 cr. Prerequisite: LA 551. Overview of change management principles, conflict management, employee attitudes and organizational development in health care. Topics include leading change, conflict and dispute resolution negotiation tactics, ethical issues in bioethics, motivation, employee involvement and empowerment, job satisfaction, employee engagement, organizational development and effectiveness in healthcare settings, organizational structures, and restructuring.

LA 562. COMMUNICATIONS FOR LABORATORY MANAGERS II 1 cr. Prerequisite: LA 552. Developing informative and persuasive verbal and written communications targeted to lab techs, physicians, and higher level administrators. Students will identify and analyze target audience needs, demonstrate appropriate writing skills, impact multiple readerships by focusing on message purpose and writing style, order information logically to aid understanding, and correctly use standard internal document formats.

LA 563. HUMAN RESOURCE MANAGEMENT IN LABORATORY SETTINGS II 2 cr. Prerequisite: LA 553. Focuses on the ability to select and implement legally defensible human resource and labor management practices and principles through the use of data-oriented tools and applications. Topics include staffing (recruitment, selection, promotion, transfer, layoff, retirement, dismissal), interviewing, social networking, training and development (onboarding, instructional design, transfer of training, program evaluation, continuing education, learning styles), managing diversity, mentoring, career development, performance management & evaluation, mechanisms for managing safety behaviors in laboratory settings, labor relations and collective bargaining, and compensation and benefits.

LA 565. LABORATORY OPERATIONS AND PROJECT MANAGEMENT II 3 cr. Prerequisite: LA 555. Overview of scheduling issues related to day-to-day operations as well as longer-term project management. How to create work schedules, manage materials purchases and deliveries, and manage quality assurance. Topics include short-term and work force scheduling using Gantt charts and optimization techniques, project scheduling using network

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models, planning & implementation of projects, inventory management, purchasing processes, quality improvement techniques and statistical process control.

LA 566. INFORMATICS IN LABORATORIES II 2 cr. Prerequisite: LA 556. Using complex information systems to help make management decisions regarding operational processes and business activities in the lab. Information as a tool for decision making will be emphasized through the introduction of cases highlighting laboratory business problems. Also, how to evaluate IT resources, software and vendors; ethical and legal issues involved in information management in a laboratory.

LA 581. LABORATORY CASE CHALLENGE I 1 cr. Prerequisites: LA 551 and LA 553. A case study that presents students with a current or recent in-depth problem, challenge or opportunity in a laboratory focused on organizational behavior and human resource management.

LA 582. LABORATORY CASE CHALLENGE II 1 cr. Prerequisites: LA 554, LA 555, and LA 556. A case study that presents students with a current or recent in-depth problem, challenge or opportunity in a laboratory focused on accounting, information management and operations.

LA 583. LABORATORY CASE CHALLENGE III 1 cr. Prerequisites: LA 563, LA 565, and LA 566. A case study that presents students with a current or recent in-depth problem, challenge or opportunity in a laboratory focused on broader challenges involving human resource management, operations and information systems.

LA 584. LABORATORY CASE CHALLENGE IV 1 cr. Prerequisite or corequisite: LA 592. A case study that presents students with a current or recent in-depth problem, challenge or opportunity in a laboratory focused on strategic planning for a laboratory and will serve as a capstone experience for the program. Case Study IV will result in a presentation to Cleveland Clinic administrators.

LA 592. MARKET DYNAMICS AND STRATEGIC PLANNING FOR LABORATORIES 2 cr. Prerequisites: LA 565 and LA 566. Charting a course for sustainable growth of an organization. Topics include understanding the healthcare market; using mission, vision and voice of the customer to identify and develop competitive advantages; combining market and existing resource information to create a five-year plan for a lab; and planning the management of resources and advantages so that the organization follows its strategic path.

