

**Carnegie Mellon University**  
**HeinzCollege**

**INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT**

**Master of Medical Management**  
**2017 - 2018 Student Handbook**

H. John Heinz III College  
School of Information Systems and Management  
School of Public Policy and Management  
Carnegie Mellon University

Ramayya Krishnan, Dean  
Denise Rousseau, Faculty Chair  
Jackie Speedy, Associate Dean  
Patti Lee, Director, Master of Medical Management Program

# MASTER OF MEDICAL MANAGEMENT SPECIFIC POLICIES AND GUIDELINES

## Preface

This handbook provides specific information on the curriculum and program requirements for the Master of Medical Management (MMM) Program. The Heinz College also publishes a separate handbook which details College-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines. Students should familiarize themselves with both handbooks as they include information that is critical for your success. Both handbooks can be obtained through your program director and via the Heinz College website at: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

## 1 EDUCATIONAL PLANNING

### Advisors

Your advisor is the Master of Medical Management (MMM) program director. Your advisor can help you in dealing with academic problems and other program related issues. Your advisor will register you for all of your courses during the 18-month program.

## 2 SCHEDULING AND COURSE CREDIT

### 2.1 Length and Intensity of Courses

Onsite (Pittsburgh residency) courses range from four to sixteen hours in duration. These courses are taught in four-hour segments. The onsite segment of the program will include three to four courses during the onsite. Preparation for the courses will be done in advance of the actual onsite class session. All course material and instructions will be available approximately two months in advance of the actual onsite course date. You will spend approximately 12-14 hours per week in preparation of the onsite classes.

Distance courses are four weeks in length and are scheduled between onsite sessions. These courses are delivered online via Canvas and are asynchronous; therefore, there are no dedicated online course days to view lecture material. However, assignments may have a specific due date attached for each week of the course. You will spend approximately 12-14 hours per week on each course.

### 2.2 Adding and Dropping Courses

Students in the MMM program are not able to add or drop courses because all courses are required to graduate from the program and students follow a fixed, cohort-based course schedule. The MMM Program Director will register you for all of your courses.

### 2.3 Exemption of Courses

All courses in the MMM program are required for graduation, therefore you are not able to exempt any courses.

### 2.4 Independent Study/Directed Reading

Independent Study and Directed Reading courses are not available for the MMM program.

2.5 Courses Outside of the Heinz College  
All courses must be taken within the Heinz College.

2.6 Final Examinations / Assessments  
Completed case studies or papers are included as part of the onsite courses and some have due dates prior to the onsite course date or within four weeks after the course has ended. Distance courses have weekly paper assignments.

### 3 PERFORMANCE STANDARDS

3.1 Grading Scale  
The MMM program allows for passing or failing grades only. You will receive a “P” for passing or an “R” for failing.

3.2 Pass/Fail Grades  
All courses in the MMM program are graded as Pass or Fail. A grade point average is not calculated for students in the MMM program.

3.3 Incomplete: “I” Grades  
You are expected to finish all required work in a course by the established deadlines. If you fail to do so, the instructor will give you the grade you deserve, based on the work you have completed. Under exceptional circumstances, the instructor may agree to assign a grade of “I” (Incomplete). Individual instructors establish specific policies concerning incomplete grades.

In order to receive an incomplete grade, you must sign a “Contract for Completion of Incomplete Coursework” indicating what you must still finish and when you will turn it in. **The maximum time allowed is one semester past the end of the course.** The form is available on the College website, the link is as follows: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>.

The contract must have instructor, student and Program Director signatures and submitted to the Program Director’s office before the end of the semester while you are still enrolled in the class. Without this contract, you will automatically receive a grade of R (failure). If the contract expires before you turn in the work, you will receive the default grade specified in the contract. Under certain circumstance, the instructor may extend your Incomplete grade for one additional semester. If you cannot complete the course in that timeframe, you will receive a failing grade, and are expected to retake the course the following year.

### 4 ACADEMIC STANDING

4.1 GPA Requirements  
Grade point averages are not calculated for the MMM program. It is expected that you pass each course.

## 4.2 Academic Status

### 4.2.1 Warning

If you receive a warning, it is because the faculty is concerned about your progress at the College and your ability to successfully complete the program. You can expect to receive a warning if you fail at least one course or receive at least two incomplete grades in a semester.

### 4.2.2 Probation

The Program Committee considers recommending probation to the faculty if you receive an incomplete grade in three or more of your courses taken during a semester.

### 4.2.3 Suspension or Drop

In general, you will be dropped from your program only if you have been on probation during the previous semester. However, under extraordinary circumstances as determined by the faculty, you may be suspended or dropped without previously having been placed on probation. The Program Committee will recommend that you be dropped if, at the end of the semester of probation, you remain on probation. In this case, it is common for MMM students to take a one-year leave of absence and begin the program from the initial point of probation.

### 4.2.4 Good Academic Standing

When you are passing all of your courses, you are deemed to be in good academic standing and can pursue the normal course of study.

### 4.2.5 Leave of Absence Policy

Occasionally, a student will have pressing personal circumstances that require him or her to take a leave of absence from the program. In such cases, the student should complete a Leave of Absence form to be approved by the Program Director and Associate Dean. Typically, a leave of absence is for an academic year.

## 5 SUMMARY OF KEY REQUIREMENTS

Familiarize yourself with the MMM Handbook to insure that you understand all Program requirements. **You must meet all of the program requirements for graduation.** To graduate, you *must* complete:

100 units of coursework with a passing grade in each course for students graduating in Spring, 2019

The MMM course curriculum and schedule are fixed; there are no elective courses in the program.

If extenuating circumstances beyond your control prevent you from completing all requirements for a course by the end of the semester, you may ask the instructor for permission to take an incomplete and to make up the work. Please see under Performance Standards, #3.3 located on page 3.

## 5.1 Core Curriculum

On-Site Courses	Units per Course
	<b>Cohort 25</b>
Health Economics	4
Essence of Strategy	4
Negotiation	4
Statistical Process Control	4
Health Finance	8
Intro to Business Plan Development	4
Project Management	4
Business Plan Presentation	8
Org Man/Culture and Change	4
Health Care Marketing	4
Digital Transformation	4
Managing Mergers, Alliances and Divestitures	4
Lean for Healthcare Quality	4
Power & Influence	4
Distance Learning Courses:	
Enterprise Data Analytics	4
Health Policy	4
Advanced Project Management	4
Business Plan Development	4
Health Law	4
Operations Management	4
Health Care Quality	4
Executive Leadership	4
Evidence Based Management	4
Total Units Required	100

## 6 EVALUATION AND RECOGNITION OF TEACHING PERFORMANCE

As Heinz College Master of Medical Management students, you will be asked to evaluate your courses and instructors at the end of each class. For distance courses, evaluations are conducted online via survey and are anonymous. Live, onsite evaluations will be distributed at the completion of the onsite course. The results will not be available to instructors until after the final grading period. On the course evaluation, you are encouraged to numerically rank performance and to give comments. Comments are extremely helpful in explaining low or high ratings, so be sure to take the time to provide constructive comments that can help the faculty and administration build a better program.

## 7 ETHICS AND DICIPLINE

It is your obligation to understand and comply with the rules of academic conduct of the Heinz College. Penalties for breach of these standards can range from failure of the course to expulsion from the College. Be sure that you know each instructor's rules regarding permissible collaboration on assignments. Please reference section 9 in the Heinz College Wide Student Handbook.

<http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

The College is a professional school designed to prepare students for responsible positions requiring the trust and confidence of the public. Therefore, the College must demand the highest ethical standards of its students. The two cornerstones of these ethical standards are honesty and concern for others. The College will not tolerate plagiarism, false representation of the extent of individual contributions to joint efforts, cheating, or falsification of records. It also will not tolerate disruptive behavior, ethnic intimidation, sexual harassment, or illegal activities. Any of these actions can carry severe penalties up to and including expulsion from the university. Please take the time to review each Academic Integrity Statement on each course syllabi. If you have questions about collaboration, please contact the instructor directly.

## 8 DEGREE COMPLETION STATUTE OF LIMITATIONS

As outlined in the Master's Students Statute of Limitations <http://www.cmu.edu/policies/student-andstudent-life/masters-students-statute-of-limitations.html> , students in part-time programs have seven years to complete the program (from the semester in which the student first enrolled). Full-time students have five years to complete the program (from the semester in which the student first enrolled). Should a student take a leave of absence, which extends the study beyond the period above, the student, will need to reapply for admission to the program.

## 9 SUMMARY OF MAJOR FORMS AND DEADLINES

### **Form**

Contract for Completion of Incomplete Coursework  
Leave of Absence Request Form  
Return from Leave of Absence Form

### **Deadline / Timeline**

PRIOR TO END OF SEMESTER  
Anytime  
3 months prior to return