



Master of Medical Management 2023 - 2024 Student Handbook

Heinz College of Information Systems and Public Policy
Carnegie Mellon University

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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 are obtained through your Program Director and via the Heinz College website at: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

EDUCATIONAL PLANNING

Advising

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 and will register you for all courses during the 18-month program.

SCHEDULING AND COURSE CREDIT

Length and Intensity of Courses

Onsite (Pittsburgh live residency) courses range from four to sixteen hours in duration. These courses are usually taught in four-hour segments. The onsite sessions of the program will include three to four courses during the onsite. Course preparation will be done in advance of the actual onsite class session and, in some cases, post-session coursework may be required. All course material and instructions will be available approximately two months in advance of the actual onsite course date. You will spend approximately 12-15 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 the Canvas platform and are asynchronous; 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 12-15 hours per week on each course and are expected to actively participate in the weekly discussion boards with several meaningful posts each week.

Adding and Dropping Courses

Students in the MMM program are not able to add or drop courses, as 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.

Exemption of Courses

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

Independent Study/Directed Reading

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

Courses Outside of the Heinz College

All courses must be taken within Heinz College.

Final Examinations / Assessments

Completed case studies, individual and group projects, and/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 assignments.

PERFORMANCE STANDARDS

Grading Scale

The MMM program allows for passing or failing grades only. You will receive a “P” for passing or an “R” for failing. Please review the grading rubric on each course syllabus.

Grade Point Average

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.

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,” specifying work to be completed and due date. **The maximum time allowed is one semester past the end of the course.** The form is available on the College website, (under “Heinz College Student Forms”). The link is as follows: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>.

The contract must include instructor, student and Program Director signatures and be 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 circumstances, 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.

ACADEMIC STANDING

GPA Requirements

Grade point averages are not calculated for the MMM program. It is expected you will pass each course.

Academic Status

Warning

If you receive a warning, it is because the faculty is concerned about your progress at Heinz 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.

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.

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.

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.

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 and you may rejoin the program after one year with a new cohort.

SUMMARY OF KEY REQUIREMENTS

Familiarize yourself with the MMM Handbook to ensure you understand all program requirements. **You must meet all of the program requirements for graduation.** This includes:

100 units of coursework with a passing grade in each course

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 course requirements 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 Performance Standards, page 3).

Core Curriculum – Cohorts 29 and 30

On Campus Courses	Units per Course
Healthcare Finance	8
Health Economics	4
Project Management	4
Managing Mergers, Alliances and Divestitures	4
Negotiation & Conflict Resolution	4

Innovation in Healthcare Leadership	4
Evidence-Based Management	4
Transformation through Entrepreneurship	8
Process and Variation Control	4
Strategy	4
Power & Influence	4
Mergers, Alliances & Divestitures	4
Entrepreneurial Plan Presentation	4
Leadership Identity	4

Distance Learning Courses:

Enterprise Data Analytics	4
Health Policy	4
Advanced Project Management	4
Entrepreneurial Plan Development	4
Health Law	4
Operations Management	4
Health Care Quality	4
Executive Leadership	4
Organizational Ethics	4
Evidence-Based Management	4

Total Units Required	100
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Please note that some courses may change based upon continuous curriculum development and evaluation.

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 anonymously conducted online, via survey. Live, onsite evaluations will be distributed at the completion of onsite courses. 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 provide comments. Comments are extremely helpful in explaining low or high ratings, so be sure to take the time to provide constructive comments to help faculty and administration build a better program.

ETHICS AND DISCIPLINE

It is your obligation to understand and comply with the rules of academic conduct of Heinz College. Penalties for breach of these standards can range from failure of the course to expulsion from the College. Be sure 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>

Heinz College is a professional school designed to prepare students for responsible positions requiring the trust and confidence of the public. Therefore, Heinz College must demand the highest ethical standards of its students. The two cornerstones of these ethical standards are honesty and concern for others. Heinz 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 what constitutes collaboration, please contact the instructor directly.

DEGREE COMPLETION STATUTE OF LIMITATIONS

As outlined in the Master's Students Statute of Limitations https://www.cmu.edu/student-affairs/theword/acad_standards/creative/masters-students-statute-of-limitations.html, students in part-time programs (which includes the Master of Medical Management program) have seven years - from the first semester of enrollment - to complete the program. 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.

SUMMARY OF MAJOR FORMS AND DEADLINES

<u>Form</u>	<u>Deadline / Timeline</u>
Contract for Completion of Incomplete Coursework	Prior to end of semester
Leave of Absence Request Form	Anytime
Return from Leave of Absence Form	3 months prior to return