



Department of Health Administration and Policy

College of Public Health

Spring 2026

Syllabus

Course Information: HAP 410-DL1 +DL 2: Introduction to Health/ Medical Practice Management. **Class Meets Mondays Remotely.** It will be recorded, with a weekly video summary required of all students.

Location: Online weekly Monday evening lectures via Blackboard Ultra. @ 7:00 pm-8:15 pm sharp.

Instructor: Jerome J. (Jerry) Bozek, MHA

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Phone: 703-401-2031

Office Hours: Please call or text me.

Course Description:

An introductory course in the leadership and management of physician medical practices. Content covers a variety of health /medical practice management functions, including administrative systems, operations, and strategies for effective management of quality, efficiency, and business performance (contracts and marketing) and human resources. Trends in practice integration and affiliations with hospitals will be covered.

Course Outcomes:

1. Understand the role of management in contemporary healthcare enterprises using a systems approach. Organizational systems, interpersonal systems, decisions systems, financial and information systems.
2. Know historical changes in health services delivery in the US health care system.
3. Utilize organizational development principles in health-related organizations.

4. Use appropriate communications among team members including management and staff.
5. Appreciate ethical and managerial decisions processes in health services organizations.
6. Management of the financial systems attendant to outpatient healthcare.
7. Make informed decisions regarding information system technologies used in clinical care and administrative applications.
8. Identify processes and strategies of conflict management.
9. Market ambulatory services.
10. Negotiate and contract with payers and vendors.
11. Create quality improvement programs.

Required Textbook(s) and/or Materials:

Secrets of Best Run Practices
 Judy Capko, Third Edition
 Green Branch Publishing
 ISBN 978-0-9974472-4-8

Other reading materials to be assigned at the professor's discretion.

Teaching Methods:

- Papers
- Class Discussions
- Teamwork
- Independent Research
- Weekly on-line lecture

Grading

Assignments	Points	Description
Quizzes	20	There will be 4 quizzes. 5 points each, with each quiz covering three modules

Discussion Questions	24	There will be six discussion forums associated with designated modules. Four points each. See discussion board guidelines later in syllabus.
Mid-Term	25	There will be a take home mid-term, short essay format. Textbook and notes allowed.
Group project	10 20	Part 1, financial analysis Part 2, There will be a group project on a relevant topic, due the final night of class.
Written Assignments (15)	45	There will be 15 written assignments, one for each topic, usually three questions. See written assignment guidelines later in syllabus. Three points each
Attendance	16	There are 15 lectures presented on-line every Monday at 7:00 pm. The lectures are recorded. View the recording, and submit a Kaltura one minute recording with your key three takeaways
Final Exam	65	There will be a comprehensive final exam. Textbook and notes allowed
Total	225	

Grading Scale

Grade	Percentage
A	100-93
A-	92-90
B+	89-87
B	86-83
B-	82-80
C+	79-77
C	76-73
C-	72-70
D	69-60
F	59-0

Turnaround time for grading:

All activities/assignments completed and received by the due date will have grades posted in this course's Blackboard Grade Center within 7 days of the due date.

Mason Honor Code:

The complete Honor Code is as follows:

*To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this honor code: **Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.***

Individuals with Disabilities: The University is committed to providing equal access to employment and educational opportunities for people with disabilities. Mason recognizes that individuals with disabilities may need reasonable accommodations to have equally effective opportunities to participate in or benefit from the university educational programs, services, and activities, and have equal employment opportunities. The university will adhere to all applicable federal and state laws, regulations, and guidelines with respect to providing reasonable accommodations as necessary to afford equal employment opportunity and equal access to programs for qualified people with disabilities. Applicants for admission and students requesting reasonable accommodation for a disability should call the Office of Disability Services at 703-993-2474. Employees and applicants for employment should call the Office of Equity and Diversity Services on 703-993-8730. Questions regarding reasonable accommodations and discrimination because of disability should be directed to the Americans with Disabilities Act (ADA) coordinator in the Office of Equity and Diversity Services.

(From the 2018-2019 Catalog – catalog.gmu.edu)

Course Logistics:

In a typical week, you will:

- Read 1-2 chapters and all assigned articles.
- Participate in online learning activities such as discussion board postings, comprehension quizzes.
- Watch mini-lectures and videos.
- Submit all written assignments through Blackboard according to the assignment schedule.

Though the delivery method is different, it should take you the same amount of time as a typical undergraduate course. **Expect to spend an average of 10 hours each week.**

Course Expectations:

Log-in Frequency: Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least 2 times per week.

Participation: Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.

Under no circumstances, students should not participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.

Technical Competence: Students are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.

Technical Issues: Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.

Workload: Please be aware that this course is not self-paced. Students are expected to meet specific deadlines and due dates listed in the Course Schedule section of this syllabus. It is the student's responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.

Instructor Support: Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Those unable to come to Mason campus can meet with the instructor via telephone or web conference. Students should email the instructor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.

Email Policy:

Please use the course email/messages system to communicate with the professor. This will allow me to answer your questions more quickly.

With this said, all students are required to activate and use their GMU email accounts. All correspondence related to the course, with the course faculty, GMU advisors and students will utilize GMU email or email of instructor preference. It is the responsibility of the student to maintain their individual email account and check it frequently to read and respond to course and other official university correspondence.

Mason uses electronic mail to provide official information to students. Examples include notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and instructor feedback.

Students are responsible for the content of university communication sent to their Mason e-mail account and are required to activate that account and check it regularly. Students are also expected to maintain an active and accurate mailing address in order to receive communications sent through the United States Postal Service.

Read these Guidelines.

Weekly presentation by professor.

These will be held every Monday evening from 7:00 -8:15 pm via Blackboard Ultra. They will be recorded. A three key point summary of the lecture required for credit. Please submit a Kaltura video on the assignment board, no longer than a minute.

Written Assignment Guidelines

Each part (usually three per assignment) **should be at the minimum one double spaced page per part.** Please present each part on a separate page, a total of three pages per assignment. These are due no later than Sunday, 11:59pm, the end of the class module week.

Discussion Board Guidelines

There will be three posts assigned every two to three weeks.

-The *initial* post should be three well -written paragraphs of Approx. 150 words each and should be posted by 11:59pm on the Thursday of the weekly module. The *two follow up posts* of least ten sentences/approx. 150-200 words each, are due by Sunday, at 11:59pm. There should also be one research article / link in the initial post.

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There will be no late submissions to the discussion board once it is closed.

Quiz Guidelines

Four quizzes for the course. Ten questions each. 30 minutes allowed. One sitting.

Late Assignments/Missed Quizzes:

If a graded assignment is late, one point will be deducted. **It will be accepted up to one week past due.** After one week no points will be earned. If there are unplanned extenuating circumstances (death in family, serious illness, traffic accident) and you are unable to complete the assignment on time, please e-mail the instructor as soon as possible to discuss a new deadline for the project. In all cases, the student will need to provide documentation/doctor's note regarding the circumstances that have prevented the assignment from being turned in on time. If unusual circumstances cause you to miss a quiz, please discuss the situations with the instructor; each case will be resolved in an individual manner.

***Note that each module will open at 9am on the Friday before the start of the module.**

Course Schedule

Week	Topics	Content (Readings, Mini-lectures, Videos)	Activities & Assignments
Monday, Jan19 through Sunday, Jan. 25	Module 1. Introduction and Leadership Overview	<ol style="list-style-type: none"> 1. Introduction of faculty and students. 2. Review course syllabus 3. Overview of Leadership <p>Read Assigned Lecture Notes, Articles, Videos</p>	<p>-On -line lecture on Tues, Jan. 20, covering module 1 at 7:00pm-8:15pm</p> <p>-Complete Discussion Board. Post personal introduction on discussion board. Orientation tab. step 4</p> <p>-Complete Written Assignment (WA) #1, Leadership</p> <p>-Complete Discussion Board #1</p> <p>-Lecture, 3 key points via Kaltura video.</p>
Monday, Jan 26 thru Sun. Feb. 1	Module 2 Role of the Medical Practice Administrator	<p>Read chapter 8, Capko.</p> <p>Read Assigned Lecture Notes, Articles, Videos</p>	<p>- On-line lecture on Mon. Jan. 26 at 7:15 pm</p> <p>-Complete Discussion Board #2</p> <p>-Complete WA #2</p> <p>-Lecture, 3 key points via Kaltura video.</p>
Mon. Feb. 2, through Sun. Feb. 8	Module 3 Medical Staff Governance	<p>Read Assigned Lecture Notes, Articles, Videos</p>	<p>-Online lecture, Mon. Feb. 2. @ 7:15pm</p> <p>-Complete WA #3</p> <p>-Complete Quiz #1, Modules 1, 2, 3</p> <p>-Lecture, 3 key points via Kaltura video.</p>
Mon. Feb. 9 thru Sun. Feb. 15	Module 4 Financial Management	<p>Read chapter 6, Capko.</p> <p>Read Assigned Lecture Notes, Articles, Videos</p>	<p>-On-line lecture on Mon. Feb. 9@ 7:00 pm</p> <p>-Complete WA #4</p> <p>-Lecture, 3 key points via Kaltura video.</p>
Mon. Feb.16 through Sun. Feb. 22	Module 5 Health Insurance Plans	<p>Read Assigned Lecture Notes, Articles, Videos</p>	<p>-on-line lecture on Mon. Feb. 16 @ 7pm</p> <p>-Complete Discussion Board #3</p> <p>-Complete WA #5</p> <p>-Lecture, 3 key points via Kaltura video.</p>

Mon. Feb. 23 thru Sun. March 1	Module 6 Managed Care Contracting and Negotiation	Read Assigned Lecture Notes, Articles, Videos	-Online lecture on Mon. Feb. 23. @ 7:00 pm Complete WA #6 Complete Quiz #2, Modules 4,5,6 -Lecture, 3 key points via Kaltura video.
Monday, March 2 thru Sun. March 8 March	Module 7 Managing the Front Desk and Clinical Staff 9 through 16	Read Capko chapters 2 & 3 Read Assigned Lecture Notes, Articles, Videos Spring	-On-line lecture on Monday, March 2 @ 7:00 pm -Complete WA #7 -Complete Mid-Term Exam, Modules 1-6 -Lecture, 3 key points via Kaltura video. Break
Mon. March 16 thru Sun. March 22	Module 8 Revenue Cycle Management	Read Capko chapters 1 & 9 Read Assigned Lecture Notes, Articles, Videos	-On-line lecture on Monday March 16 @7:00 pm -Complete WA #8 -Complete discussion Board #4 -Lecture, 3 key points via Kaltura video. Assignments for group project
Monday, March 23 thru Sun. March 29	Module 9 Information Technology/ EHR	Read Capko, chapter 7 Read Assigned Lecture Notes, Articles, Videos	On-line lecture on Mon. March 23 @ 7 pm -Complete WA #9 -Complete Quiz, Modules 7, 8, 9 -Lecture, 3 key points via Kaltura video.
Monday, March 30 thru Sun. April 5.	Module 10 Regulatory Environ. and Risk Mgt	Read chapter 5, Capko. Read Assigned Lecture Notes, Articles, Videos	-On line lecture Monday, March 30 @7 pm -Complete WA #10 -Lecture, 3 key points via Kaltura video.
Monday, April 6 thru Sun. April 12	Module 11 Human Resources and Labor Law	Read Assigned Lecture Notes, Articles, Videos	-On-line lecture, Monday, April 6 @ 7 pm, -Complete WA #11 -Discussion Board #5 -Lecture, 3 key points via Kaltura video.

Monday, April 13 thru Sun, April 19	Module 12 External and Internal Marketing	Read Assigned Lecture Notes, Articles, Videos	-On line lecture, Monday, April 13 @, 7:00 pm -Complete WA #12 -Complete Quiz Modules 10, 11, 12 -Lecture, 3 key points via Kaltura video.
Monday, April 20 through Sun. April 26	Module 13 Revenue Producing Services. Alternate Practice Models	Capko, chapter 10 Read Assigned Lecture Notes, Articles, Videos	On-line lecture, Monday, April 20 @ 7:00 pm Module 13 -Complete WA #13 -Lecture, 3 key points via Kaltura video.
Mon. April 27, thru Sun. May 3 Mon. May 4	Module 14 Quality Management and Process Improvement	Capko, chapter 4 Read Assigned Lecture Notes, Articles, Videos The team captain submits group project by 7pm, via e-mail and each student submits finance project by 7pm via Canvas	On-line lecture, Mon. April 27 @, 7:00 pm Modules 14. -Complete WA #14 -Lecture, 3 key points via Kaltura video. Optional presentation on Career Planning/ Job Search, Mon. May 4 @ 7:00 pm
Mon. May 11	Final exam	Online and remote from 7:00pm to 9:00 pm	Submit WA #15, Four takeaways from HAP 410

*This syllabus, including and especially the course schedule, is subject to change at any time throughout the semester at the discretion of your instructor.