



College of Public Health
**DEPARTMENT OF HEALTH
ADMINISTRATION AND POLICY**
George Mason University®

HAP 416: Leadership and Management of Health

Course Information:

Instructor: Dr. Renee Geschke

Semester: Spring 2026 (Online, Asynchronous)

Contact: rgeschke@gmu.edu

Office Hours:

Appointments for office visits, phone calls, and Zoom calls may be scheduled at a time that is convenient for students. I typically hold availability on Thursdays 3–4 PM ET via Zoom, but am happy to meet at other times by request. Please contact me to set up an appointment.

Course Description & Learning Outcomes:

This course introduces theoretical concepts and their application to the leadership and management of effective health care organizations. Explores the structure and function of health-related organizations and selected administrative and operational issues in program development and service design, emphasizing strategies for effective performance management, decision making, and communication.

At the conclusion of the course participants should be able to:

1. Analyze the nature of managerial work in contemporary health care using a systems approach: Organizational systems, interpersonal systems, decisions systems and information systems.
2. Relate past historical developments and changes with the current health care system.
3. Explore the nature and development of an organizational culture.
4. Examine implications of interdisciplinary communication relative to organization and team concerns of health care leaders and managers.

5. Discuss use of ethical and managerial decision processes in healthcare organizations.
6. Compare informational system technologies used in health care and organizational applications.
7. Identify processes and strategies of conflict of management within integrated healthcare delivery systems.
8. Explain the ethical and legal aspects of the managerial role.
9. Describe characteristics of managed care and models of case management within integrated health delivery systems.
10. Examine methods of evaluating and improving quality within an integrated health organization.
11. Relate current trends in management involving cost, access and quality within business and industry to health care leadership/management.

Workload Expectation:

Students should expect to spend **an average of 9 hours per week** on this course, which includes reading, discussion, assignments, group work, and what would be classroom time in a traditional semester. Planning and time management are essential for success.

Course Materials:

Required Text:

Buchbinder, S. B. and Shanks, N. H. (2021). *Introduction to Health Care Management, Fourth Edition*, Jones and Bartlett. ISBN-13: 978-1-284-15656-0.

Additional readings and resources will be provided in Canvas.

Teaching Methods:

The online class format will combine reading, discussions, analysis, and writing. Other learning tools may be incorporated. The course will be interactive and require every student to be engaged in discussion and assignments. In addition to the discussion sessions and timely completion of assignments, every student will be expected to read the assigned text and other reading materials provided.

Assignments & Grading:

There are five types of assignments in this course:

- Comprehension Quizzes
- Discussion Questions
- Individual Research Paper

- Final Group Project
- Final Exam

Assignments	Points	Description
Comprehension Quizzes (7)	140	There are 7 quizzes. Each quiz has 20 questions, and you will be given 2 hours to complete the quiz. You may use your textbook and notes to complete the quizzes.
Discussion Questions (6)	120	There are 6 discussion questions. Original responses to each discussion question should be at least 2 paragraphs long and include at least two references. Follow-up responses should be at least a short paragraph in length. Two follow-up responses are required for each question.
Research Paper	80	Each student will research a career option and submit a paper of 3 pages, excluding cover, attachments, and bibliography.
Final Presentation Team Project	80	Each team will research a specific healthcare system or organization and present the findings to the class. The instructor will assign the topics to each team. Students are expected to investigate the organization assigned in detail.
Final Presentation Comments	20	Each student is responsible for commenting on at least four team presentations.
Final Exam	60	During the last week of class, each student will be required to complete an online comprehensive final exam. You may use your textbook and notes.
Total	500	

Grading Scale:

Grade	Percentage
A	100-94
A-	93-90
B+	89-87
B	86-84
B-	83-80
C+	79-77

Grade	Percentage
C	76-74
C-	73-70
D	69-60
F	59-0

Course Expectations:

This is an undergraduate course delivered fully online. Success requires consistent engagement, proactive communication, and careful time management.

- **Time Commitment:** You should expect to spend **about 9 hours per week** engaging with course materials, discussions, assignments, group collaboration, and project preparation.
- **Participation:** Active participation in discussions is required. Initial posts are due **Wednesday** and replies are due **Friday**. Groupwork and the research paper must be submitted on time to ensure fair collaboration.
- **Group Accountability:** Team projects require equitable contributions from all members. Students are expected to collaborate professionally and address any issues early. All group members must appear and contribute to the video presentation.
- **Professional Communication:** Students are expected to communicate respectfully with peers and the instructor. In online discussions, emails, and group work, maintain a professional tone. Thoughtful disagreement is welcome; disrespectful comments are not.
- **Instructor Expectations:** All activities/assignments completed and received by the due date will have grades posted in this course's Canvas Grade Center within 7-10 days of the due date. I typically respond to student emails within 24–48 hours on weekdays; messages sent after Friday evening may be addressed on Monday.

Course Policies

Assignment Submission Policy:

- All assignments must be submitted via Canvas in the designated assignment page.
- Assignments submitted by email will **not be accepted**, unless Canvas is unavailable and prior instructor approval is obtained.
- Do not wait until the last hour before a deadline to submit. If you encounter technical problems, contact the GMU IT Help Desk immediately and send me your ticket number.

Late Work Policy:

It is important that you stay on schedule with assignments, discussions, quizzes, exams and group work. The pace of the course does not allow for students to fall behind.

- **Discussions:** Must be completed in the assigned week. Late discussion posts will not be accepted.

- **Group Work:** Must be submitted on time. Late submissions will not be accepted, as delays disrupt team progress.
- **Quizzes and Exams:** May be accepted late only in extreme circumstances and with instructor approval. They must be completed within **48 hours** of the original due date.
- **Individual Assignments:** May be accepted late only in extreme circumstances and with instructor approval. Approved late work will incur a **10% deduction per day**, up to **7 days late**. After 7 days, the assignment will receive a zero.
- Students must communicate with the instructor **as early as possible** if extreme circumstances arise.

Email Communication Policy:

- All course-related communication must be sent through your **GMU email account**. Messages sent from personal accounts (e.g., Gmail, Yahoo) may not be recognized by Mason systems and could delay a response.
- Please email me directly at rgeschke@gmu.edu rather than using the Canvas Inbox. This ensures I receive your message promptly.
- I typically respond to student emails within **24–48 hours on weekdays**. Messages sent after Friday evening may be addressed on Monday.
- Students are responsible for checking their GMU email account **regularly** and responding to course-related correspondence in a timely manner.

Academic Standards:

Use of AI Tools:

When explicitly stated by the instructor, Generative AI tools are allowed on the named assignment. Students will be directed if and when citation or statement-of-usage direction is required. Use of these tools on any assignment not specified will be considered a violation of the academic standards policy.

All academic standards violations will be reported using the [Academic Standards Referral Form](#).

Academic Integrity:

Students are expected to uphold the highest standards of academic integrity. Plagiarism, self-plagiarism, unauthorized use of AI tools, or collaboration beyond what is allowed will not be tolerated. Violations will be handled according to GMU policy.

University Policies:

[GMU Common Course Policies - Stearns Center for Teaching and Learning](#)

Course Schedule

Week	Module Topic	Content	Activities & Assignments
1 January 19 – January 25	Introduction: An Overview of Health Care Management	<ul style="list-style-type: none"> • Introduction of faculty and students • Review of course syllabus • Review of course assignments • Read Chapter 1 • Review Chapter 1 Mini- lecture, Part 1 • Review Chapter 1 Mini- lecture, Part 2 	<ul style="list-style-type: none"> • Post Introduction to Main Discussion Forum • Take Syllabus Quiz (Opens Monday, Closes Sunday)
2 January 26 – February 1	Leadership	<ul style="list-style-type: none"> • Read Chapter 2 • Review Chapter 2 Mini-lecture 	<ul style="list-style-type: none"> • Post Discussion Question #1 Original Response (Wednesday) • Post Discussion #1 Follow-up Response (Friday) • Take Comprehension Quiz #1 (Opens Friday, Closes Saturday)
3 February 2 – February 8	Management & Motivation	<ul style="list-style-type: none"> • Read Chapter 3 • Review Chapter 3 Mini-lecture, Part 1 • Review Chapter 3 Mini-lecture, Part 2 	
4 February 9 – February 15	Organizational Behavior & Management Thinking	<ul style="list-style-type: none"> • Read Chapter 4 • Review Chapter 4 Mini-lecture 	<ul style="list-style-type: none"> • Take Comprehension Quiz #2 (Opens Friday, Closes Saturday)
5 February 16 – February 22	Strategic Planning & Marketing	<ul style="list-style-type: none"> • Read Chapters 5 & 6 • Review Chapter 5 Mini-lecture, Part 1 • Review Chapter 5 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Post Discussion Question #2 Original Response (Wednesday) • Post Discussion #2 Follow-up Response (Friday) • Take Comprehension Quiz #3

			(Opens Friday, Closes Saturday)
6 February 23 – March 1	Quality & Performance Improvement Basics and Health Information Systems	<ul style="list-style-type: none"> • Read Chapters 7 & 8 • Review Chapter 7 Mini-lecture, Part 1 • Review Chapter 7 Mini-lecture, Part 2 • Review Chapter 8 Mini-lecture, Part 1 • Review Chapter 8 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Post Discussion Question #3 Original Response (Wednesday) • Post Discussion #3 Follow-up Response (Friday) • Take Comprehension Quiz #4 (Opens Friday, Closes Saturday)
7 March 2 - March 8	Financing Healthcare and Managing Costs and Revenue	<ul style="list-style-type: none"> • Read Chapter 9 & 10 • Review Chapter 9 Mini-lecture, Part 1 • Review Chapter 9 Mini-lecture, Part 2 • Review Chapter 10 Mini-lecture, Part 1 • Review Chapter 10 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Take Comprehension Quiz #5 (Opens Friday, Closes Saturday) • Begin Working on Research Paper
8 March 9 – March 15		<ul style="list-style-type: none"> • Spring Break 	Work on Research Paper
9 March 16 – March 22	Managing Health Care Professionals & The Strategic Management of Human Resources	<ul style="list-style-type: none"> • Read Chapters 11 & 12 • Review Chapter 11 Mini-lecture, Part 1 • Review Chapter 11 Mini-lecture, Part 2 • Review Chapter 12 Mini-lecture 	<ul style="list-style-type: none"> • Post Discussion Question #4 Original Response (Wednesday) • Post Discussion #4 Follow-up Response (Friday) • Take Comprehension Quiz # 6 (Opens Friday, Closes Saturday) • Work on Research Paper

10 March 23 – March 29	Teamwork	<ul style="list-style-type: none"> • Read Chapter 13 • Review Chapter 13 Mini-lecture, Part 1 • Review Chapter 13 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Work on Research paper
11 March 30 – April 5	Writing Week	<ul style="list-style-type: none"> • Use your time this week to put the finishing touches on your research paper. 	<ul style="list-style-type: none"> • Submit Research Paper by Sunday
12 April 6 – April 12	Law & Ethics	<ul style="list-style-type: none"> • Read Chapter 15 • Review Chapter 15 Mini-Lecture 	<ul style="list-style-type: none"> • Post Discussion Question #5 Original Response (Wednesday) • Post Discussion #5 Follow-up Response (Friday)
13 April 13 – April 19	Health Care Regulation and Compliance	<ul style="list-style-type: none"> • Read Chapter 16 • Review Chapter 16 Mini-lecture, Part 1 • Review Chapter 16 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Post Comprehension Quiz #7 (Opens Friday, Closes Saturday) • Begin working on Final Presentation
14 April 20 – April 26	Special Topics and Emerging Issues in Health Care Management	<ul style="list-style-type: none"> • Read Chapter 17 • Review Chapter 17 Mini-lecture t, Part 1 • Review Chapter 17 Mini-lecture, Part 2 	<ul style="list-style-type: none"> • Post Discussion Question #6 Original Response (Wednesday) • Post Discussion #6 Follow-up Response (Friday) • Work on Final Presentation
15 April 27 – May 3	Project Work Week		<ul style="list-style-type: none"> • Submit Final Presentation Sunday -To Assignments Link and Designated Discussion Forum
16 May 4 – May 10	Final Project Comment Period		<ul style="list-style-type: none"> • Respond to at Least Four Final Presentations in the Discussion Forum by Sunday. • Take Final Exam (opens Saturday, closes Sunday)

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