



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

HAP 417: Leadership and Management of Health Systems II

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:

Explores challenges to providing effective leadership and management of health care organizations and systems of care related to operational issues such as personnel management and labor relations, information management, conflict and goal alignment, financial management, accountability, and quality and safety improvement. Focuses on identification of management skills, technology, and strategy that influence optimal performance and communication between clinicians, administrative staff, and managers.

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

1. Summarize the nature of managerial work in a contemporary healthcare organization from the perspective of a manager.
2. Discuss the nature and development of an organizational culture.
3. Demonstrate interdisciplinary communication strategies relative to the professional integration of employees.
4. Differentiate the different elements of an effective system of control in a healthcare organization.
5. Compare and contrast different organizational designs that are common in healthcare organizations.
6. Recommend processes and strategies of conflict of management within integrated health care delivery systems.

7. Construct adaptation strategies organizations can use to adapt to external and internal pressures.
8. Discuss what comprises a culture of accountability.
9. Assess methods of evaluating and improving quality within an integrated health organization.
10. Demonstrate critical thinking skills through case study analysis.

Course Materials:

Required Text:

1. Dunn, R. T. (2021). *Dunn and Haimann's Healthcare Management* (11th ed.). Health Administration Press. ISBN 9781640551862
2. McAlearney, A. S., & Kovner, A. R. (2022). *Health services management: A case study approach* (12th ed.). Health Administration Press. ISBN 13: 9798331628550

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

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 seven types of assignments in this course:

- Discussion Questions
- Individual Assignments
- Mid-Term Exam
- Final Exam
- Team Case Presentation
- Comments on Team Case Studies
- Team Charter

Assignments	Points	Description
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.
Individual Assignments (3)	75	There will be three individual assignments that each student will be required to complete over the course of the semester.
Mid-Term Exam	70	Halfway through the semester each student will be required to complete an online mid-term exam. You may use your textbooks and notes.
Final Exam	75	During the last week of class each student will be required to complete an online comprehensive final exam. You may use your textbooks and notes.
Team Case Presentation	100	Students will be assigned to small teams to prepare a presentation about health organizational scenarios designed by the instructor. A team PowerPoint presentation and team member evaluation must be submitted.
Comments on Team Case Studies	90	Each student is required to make at least one comment on each team's case study presentation.
Team Charter	5	Your team assignment accounts for a significant portion of your grade. Early in the semester you will agree to your role in your team and work together with your team to create a team charter.
Total	535	

Grading Scale:

Grade	Percentage
A	100-94
A-	93-90
B+	89-87
B	86-84
B-	83-80
C+	79-77
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**. Teamwork and Team comments must be submitted on time to ensure fair collaboration.
- **Team 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.
- **Team Work:** Must be submitted on time. Late submissions will not be accepted, as delays disrupt team progress.
- **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 Module	<p>Introduction of faculty and students</p> <p>Review course syllabus</p> <p>Review course assignments</p> <p>Read the following chapters in <i>Dunn and Haimann's Healthcare Management</i>:</p> <p>Leadership, pp. 717-737 Motivation, pp. 615-651</p> <p>Read pp. 3-25 in Casebook (<i>Leadership and Management of Health Systems II</i>)</p> <p>Review Mini-Lecture on Leadership</p> <p>Review Mini-Lecture on Motivation</p>	<p>Post Introduction to Main Discussion Forum</p> <p>Take Syllabus Quiz (Opens Wednesday, Closes Sunday)</p> <p>Submit AI Contract</p>
2 January 26 – February 1	Module I: Role of the Manager in Healthcare	<p>Read the following chapters in <i>Dunn and Haimann's Healthcare Management</i>:</p> <p>The Supervisor's Job, Roles, Functions, and Authority, pp. 3-29 The Theories and History of Management, pp. 31-54 Decision Making, pp. 59-72</p> <p>Review Mini-Lecture on The Role of the Manager in Healthcare</p> <p>Review Mini-Lecture on The Supervisor's Job, Roles, Functions, and Authority</p> <p>Review Mini-Lecture on The Theories and History of Management</p> <p>Review Mini-Lecture on Decision Making</p>	<p>Complete Discussion Question #1 Original Response (Wednesday)</p> <p>Complete Discussion #1 Follow-up Response (Sunday)</p> <p>Submit Team Charter (Sunday)</p>
3 February 2 – February 8	Module I: Role of the Manager in Healthcare	<p>Read the following cases in Leadership and Management II Casebook</p> <p>Case 1 Case 2 Case 3 Case 4</p>	<p>Team 1 Posts Case Study Presentation (Wednesday)</p> <p>Each student makes 1 comment (Sunday)</p> <p>Individual Assignment #1 (Due Sunday)</p>
4 February 9 –	Module II: Control and the Controlling	<p>1. Read the following textbook chapters in <i>Dunn and Haimann's Healthcare Management</i>:</p>	<p>Complete Discussion Question #2 Original Response (Wednesday)</p>

February 15	Function	Fundamentals of Control and the Controlling Function, pp. 741-773 Delegation of Authority, pp. 359-356 Review Mini-Lecture on Fundamentals of Control and the Controlling Function Review Mini-Lecture on Delegation of Authority	Complete Discussion #2 Follow-up Response (Sunday)
5 February 16 – February 22	Module II: Control and the Controlling Function	Read the following cases in Leadership and Management II Casebook Case 11 Case 15 Case 16 Case 17	Team 2 Posts Case Study Presentation (Wednesday) Each student makes 1 comment (Sunday)
6 February 23 – March 1	Module III: Professional Integration	Read the following textbook chapters in <i>Dunn and Haimann's Healthcare Management</i> : Communicating, pp. 91-123 Planning Tools, pp. 249-266 Review Mini-Lecture on Professional Integration Review Mini-Lecture on Communication Review Mini-Lecture on Planning Tools	Complete Discussion Question #3 Original Response (Wednesday) Complete Discussion #3 Follow-up Response (Sunday)
7 March 2 - March 8	Module III: Professional Integration	Read the following cases in Leadership and Management II Casebook Case 25 Case 27 Case 29 Case 30	Team 3 Posts Case Study Presentation (Wednesday) Each student makes 1 comment (Sunday)
8 March 9 – March 15		Spring Break	Study for Mid-Term
9 March 16 – March 22		Mid-Term	Mid-Term (Opens Wednesday, Closes Sunday) Individual Assignment #2 (Due Sunday)
10 March 23 – March 29	Module IV: Organizational Design	Read the following textbook chapters in <i>Dunn and Haimann's Healthcare Management</i> : Coordinating Organizational Activities, pp. 75-88	Complete Discussion Question #4 Original Response (Wednesday) Complete Discussion #4 Follow-up Response (Sunday)

		<p>Division of Work and Departmentalization, pp. 327-356</p> <p>Committees as an Organizational Tool, pp. 425-448</p> <p>The Informal Organization, pp. 451-465</p> <p>Review Mini-Lecture on Organizational Design</p> <p>Review Mini-Lecture on Coordinating Organizational Activities</p> <p>Review Mini-Lecture on the Division of Work and Departmentalization</p> <p>Review Mini-Lecture on Committees as an Organizational Tool</p> <p>Review Mini-Lecture on The Informal Organization</p>	
11 March 30 – April 5	Module IV: Organizational Design	<p>Read the following cases in Leadership and Management II Casebook</p> <p>Case 52</p> <p>Case 53</p> <p>Case Study on Accountable Care Organizations (See Provided File)</p> <p>Case Study on Patient-Centered Medical Homes (See Provided File)</p>	<p>Team 4 Posts Case Study Presentation (Wednesday)</p> <p>Each student makes 1 comment (Sunday)</p>
12 April 6 – April 12	Module V: Adaptation	<p>Read the following textbook chapters in <i>Dunn and Hamann's Healthcare Management</i>:</p> <p>Emerging Influences in Health Care, pp. 165-191</p> <p>Giving Directives and Managing Change, pp. 585-612</p> <p>Review Mini-Lecture on Emerging Influences in Healthcare</p> <p>Review Mini-Lecture on Giving Directives and Managing Change</p>	<p>Complete Discussion Question #5 Original Response (Wednesday)</p> <p>Complete Discussion #5 Follow-up Response (Sunday)</p>
13 April 13 – April 19	Module V: Adaptation	<p>Read the following cases in Leadership and Management II Casebook</p> <p>Case 7</p> <p>Case 20</p> <p>Case 49</p> <p>Case 51</p>	<p>Team 5 Posts Case Study Presentation (Wednesday)</p> <p>Each student makes 1 comment (Sunday)</p>

14 April 20 – April 26	Module VI: Accountability	Read the following textbook chapters in <i>Dunn and Haimann's Healthcare Management</i> Discipline, pp. 691-714 Review Mini-Lecture on Discipline	Complete Discussion Question #6 Original Response (Wednesday) Complete Discussion #6 Follow-up Response (Sunday)
15 April 27 – May 3	Module VI: Accountability	<i>Dunn and Haimann's Healthcare Management</i> Team 6 Case 13 Case 42 Case 44 Team 7 Case 33 Case 34 Case 36	Team 6 Posts Case Study Presentation (Wednesday) Each student makes 1 comment (Sunday) Team 7 Posts Case Study Presentation (Wednesday) Each student makes 1 comment (Sunday) Individual Assignment 3 (Due Sunday) Study for Final Exam
16 May 4 – May 10	Final Exam Period	<i>Dunn and Haimann's Healthcare Management</i> Team 8 Case 37 Case 43 Case 47 Team 9 Case 46 Case 48 Case 50	Team 8 Posts Case Study Presentation (Wednesday, May 7th) Each student makes 1 comment (Sunday) Team 9 Posts Case Study Presentation (Wednesday, May 7th) Each student makes 1 comment (Sunday) Final Exam (Due 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.