**DeGroote
School of Business**

**McMaster
University**

**BUSADMIN C610
Health and Society
Spring/Summer 2025 Course Outline**

**Health Policy and Management
DeGroote School of Business
McMaster University**

COURSE OBJECTIVES

This course is designed to deepen students' understanding of key management principles, decision-making processes, policy formulation, and strategic planning within the healthcare sector. Through the "health" component, students will gain a foundation in healthcare management concepts, including the architecture and operations of healthcare delivery and healthcare systems, health policy analysis, health communication, and the transformative role of Artificial Intelligence. For the "society" component, the course positions students to grasp the intricate relationship between societal dynamics and health outcomes. Through an overview of social determinants of health and population health management, students will explore how communal factors impact well-being.

CLASS DAYS/TIMES, INSTRUCTOR, AND COURSE SITE

Section 1	**Section 2**	**Section 3**
Tuesdays	Tuesdays	Mondays
2:30pm-5:20pm	9:30am-12:20pm	2:30pm-5:20pm

Coordinator/Instructor
Neil Barr, PhD
Assistant Professor
barrn@mcmaster.ca
Meetings: after class or by appointment

Course Website
http://avenue.mcmaster.ca

COURSE DESCRIPTION

Prerequisite: Only open to students registered in level 1 of MBA Co-op Programs.
Antirequisite: BUSADMIN C650 and BUSADMIN C700

This course offers an in-depth look into healthcare management and its complex interplay with societal impacts, emphasizing Canadian and global healthcare systems. It is designed to deepen students' understanding of key management principles, decision-making processes, policy formulation, and strategic planning within the healthcare sector. Additionally, the relationship between societal dynamics and health outcomes will be explored, focusing on demographic shifts, such as aging, and the effects of social determinants of health.

LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:

- analyze the structure and operations of the Canadian healthcare system and compare it with international models to identify key strengths and challenges
- interpret and assess health care policies and reform initiatives
- develop effective communication strategies tailored to various healthcare stakeholders
- critically assess the role of social determinants of health and demographic trends in shaping health outcomes and inequities
- understand how healthcare analytics can improve healthcare delivery and outcomes, highlighting the transformative role of Artificial Intelligence and data
- demonstrate teamwork, critical thinking, and presentation skills through case-based learning, group assignments, and exercises that address prevalent misconceptions in health and society

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COURSE MATERIALS AND READINGS

Required:

Course materials/readings are available on Avenue to Learn (http://avenue.mcmaster.ca)	**Free**
Case study: students will need to purchase a case study	**≈ $5-10 each**

EVALUATION

Learning in this course comes from readings, lectures, in-class discussion, small group work, as well as participation, preparation of individual and group assignments, and out-of-class analysis. For group assignments, members will share the same grade unless all members agree to an adjustment.

Components and Weights

Class Participation (Individual)	**20%**
Reflection (Individual)	**10%**
Quiz (Individual)	**10%**
GRIT Week Assignment (Group Work)	**10%**
Case Study Presentation and Discussion (Group Work)	**20%**
Mythbusters Presentation and Discussion (Group Work)	**30%**

Class Participation

Participation will not be graded by simply counting each contribution a student makes (i.e., the quality of contribution is most important). Students are expected to come to class prepared (having reviewed the assigned readings) and to be involved in group discussions. Students are also expected to attend all classes.

Assignments

Details/Guidance on the assignments will be posted on A2L. Note: If a student has conducted a project or assignment for another course on a similar topic to one proposed for this course, they are required to obtain permission from the instructor in advance of proceeding with the topic. This is to ensure that projects or assignments are sufficiently different from one another. If in doubt, please contact the instructor.

Grade Conversion

At the end of the course, overall percentage grades will be converted to letter grades in accordance with the following conversion scheme:

LETTER GRADE	PER CENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

http://mbastudent.degroote.mcmaster.ca/contact-anonymous/

Students who wish to correspond with the instructor or TA directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week 4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week 8 in the term.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences (e.g., the grade of zero on an assignment, loss of credit with a notation on the transcript - notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

<p align="center">www.mcmaster.ca/academicintegrity</p>

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., A2L) using plagiarism detection (a service supported by

Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, other software). For more details about McMaster's use of Turnitin.com please go to:

www.mcmaster.ca/academicintegrity

COURSES WITH AN ONLINE ELEMENT

All courses use some online elements (e.g., email, Avenue to Learn). Students should be aware that when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster email accounts, and program affiliation may become apparent to all other students in the same course.

Students may be required to use the Respondus LockDown Browser and Respondus Monitor. The Respondus LockDown Browser is a downloadable program that allows a student to take an Avenue to Learn quiz in a secure environment.

For more details about McMaster's use of Respondus Lockdown Browser please go to:

https://avenuehelp.mcmaster.ca/exec/respondus-lockdown-browser-and-respondus-monitor/

The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all our living, learning, and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"; https://secretariat.mcmaster.ca/app/uploads/Code-of-Student-Rights-and-Responsibilities.pdf). All students share the responsibility of

maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of A2L, or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ATTENDANCE

Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional, and productive environment for everyone, including our faculty.

Instructors may use Top Hat in their course in a variety of ways, including to capture attendance in their classes. Attendance is recorded by submitting a unique 4-digit code displayed in your physical classroom using your personal device.

MISSED ACADEMIC WORK AND PENALTY FOR LATE SUBMISSIONS

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or reweighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the Petition for Missed Term Work and the MBA Student McMaster University Student Health Certificate, can be found on the DeGroote MBA Student website (https://mbastudent.degroote.mcmaster.ca/resources/forms-and-applications/). Please direct any questions about acceptable documentation to the MBA Academic Advisors (askmba@mcmaster.ca).

University policy states that a student may submit a maximum of three (3) Petition for Missed Term Work per academic year, after which the student must meet with the Director of the program. If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

Late Submissions

Deadlines for assignments are set. All work must be submitted to the corresponding A2L Assignments folder on the due date and time as stated in the Course Schedule. Do not submit work by email. Late assignments will be penalized 10% for every 24 hours, or part thereof, they are submitted past their due date and time. If you anticipate being unable to complete an assignment on the due date, please contact the instructor prior to the due date. Requests for extensions will not be considered within 48 hours of the deadline except under exceptional circumstances.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor, normally within the first three (3) weeks of classes, by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

http://sas.mcmaster.ca

Use of Test Accommodations at McMaster University Burlington Campus Ron Joyce Centre

Whereas SAS, on Main Campus, determines all MBA student accommodations, the MBA Faculty Office manages the coordination of accommodations for tests, midterms, and exams at the Ron Joyce Centre in Burlington.

Process for Students

- Students must activate their accommodation(s) (e.g., extra-time, memory aid, etc.) for each upcoming test, midterm, or exam, at least two weeks in advance. Students can do this by emailing their Instructor and the DeGroote MBA SAS scheduling office at DSBSAS@mcmaster.ca. If a student cannot meet this deadline, they should contact DSBSAS@mcmaster.ca to discuss alternative arrangements. The program is committed to exploring flexibilities where possible to support students.

- All tests, midterms, and exams are booked synchronously with the class's start time. Any deviations from the start time (e.g. start earlier than the class to enable completion at the same end time) requires a discussion with their instructor on protocol at the time of accommodation activation.
- Students will leverage the accommodation (e.g., extra-time, memory aid, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room.
- Following the request to activate the accommodation(s), dsbsas@mcmaster.ca will reach out to the student with their test, midterm, or exam details, including the date, time, and room number. As there may be other students writing tests in the room, we ask that students enter the room quietly and leave all personal items at the front of the room.

All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

RELIGIOUS, INDIGENOUS, OR SPIRITUAL OBSERVANCES

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy: (https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/acad-accom-for-religious-indigenous-and-spiritual-observances-riso/). Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation. Students should also contact the instructor as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work,

including lectures by university instructors. The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation to the various learning activities of C610 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. It is your responsibility to read this course outline, to familiarize yourself with the course policies, and to act accordingly.

Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

ARTIFICIAL INTELLIGENCE

Students may use generative AI in this course so long as its use is referenced and cited following citation instructions. Use of generative AI without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation/referencing and to do so appropriately.