MCMASTER University | **DeGroote School of Business**

Business C715
Health Care Funding and Resource Allocation
Winter 2026 Course Outline

Health Policy and Management Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course provides an overview of funding and resource allocation (financial, human, and capital) across key components of healthcare systems in Canada and selected other countries. Students will examine how economic arrangements and policies shape the delivery of health promotion, disease prevention, and treatment services, including primary care, hospitals, community and long-term care, and pharmaceutical policy. The main focus of the course is to prepare students for roles in the health sector by refining their presentation and writing skills, fostering the ability to provide and receive constructive peer critique, leading class discussions, and facilitating peer interactions. By the end of the course, students will be well-equipped for management and policy roles in government, health regions, and healthcare organizations both in Canada and internationally.

INSTRUCTOR AND CONTACT INFORMATION

Course Date: Jan 5 – Apr 30
Class Time: Thursday 8:30 am – 11:20 pm

Dr. Shamim Ahmed
Instructor
ahmes226@mcmaster.ca

Class Location: Ron Joyce Campus 357

Teaching Assistant
Ayush Suri
suria@mcmaster.ca

Course website: http://avenue.mcmaster.ca

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

COURSE DESCRIPTION

This course examines the allocation of resources for health care and health promotion in Canada. Students will gain an understanding of the components of health systems in Canada and other countries, including how financial, human, and capital resources are financed (sources of funding), how these resources are allocated within the system (funding mechanisms), and how health professional remuneration (payment models) influences the organization and delivery of services. The course will explore these factors in relation to the global burden of disease, with a focus on contemporary issues. For instance, students will analyze how financial resources were allocated and utilized during the COVID-19 pandemic and evaluate the world's preparedness (or lack thereof) for future health challenges. Canadian approaches will be compared to those in selected countries within a global context, including South Asia and Africa. Topics will include hospital funding, physician payment models, pharmaceutical pricing, alternative financing approaches, and the role of provincial and regional structures in allocating funding for long-term care, rehabilitation, and community health programs.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Identify how resources are allocated to each of the key components of health systems, ranging from health promotion/prevention through treatment and aftercare services;
- Demonstrate an understanding of the role of governance, funding and financing arrangements on how resources are allocated across components of Canadian health systems with implications for efficiency and equity;
- Conduct a comparative analysis of health system governance, funding and financing arrangements across jurisdictions;
- Gain skills in small group work, peer review and different presentation modalities.

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case materials
$FREE
- http://avenue.mcmaster.ca

Marchildon, G. (2020) Health Systems in Transition: Canada, Health system review
$FREE
- Available at
  https://www.researchgate.net/publication/351177869_Health_Systems_in_Transition_Canada_Third_Edition

- McMaster University Library e-book link: https://books-scholarsportal-info.libaccess.lib.mcmaster.ca/en/read?id=/ebooks/ebooks6/upress6/2021-04-18/1/9781487537517

Mossialos, E., Dixon A., Figueras, J. & Kutzin J. (2002) Funding health care: options for Europe. European Observatory on Health Care Systems Series
$ FREE

- Available at https://eurohealthobservatory.who.int/publications/m/funding-health-care-options-for-europe

[This is a preliminary list and will be updated regularly]

OPTIONAL COURSE MATERIALS AND READINGS

Culyer, T. (2012) The Humble Economist, York Publishing Services Ltd: UK $ FREE

- Available at https://www.ohe.org/wp-content/uploads/2014/07/376-Humble-Economist-Cockson-2013.pdf

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EVALUATION

Learning in this course will be derived from lectures on selected concepts, related readings, in-class small group work (including facilitation, discussions, and presentations), active participation, and the research and preparation of assignments and presentations. All work will be evaluated individually, except where group work is specifically assigned. Even in group projects, individual contributions will

be assessed to mitigate the "free rider problem." Detail rubrics or mark distributions for each component will be shared later on A2L. Your final grade will be calculated as follows:

Components and Weights

Class Participation	Class Participation and Thoughtful Discussion	10%
Assignment 1 [Individual]	Media Analysis Summary (5 pages) [Case Study: COVID-19 Pandemic]	15%
Class Presentation **[Group Work]**	Comparative Analysis of Health System Management between Two Countries [PowerPoint/CANVA Document]	20%
Class Facilitation **[Group Work]**	A critical discussion on healthcare and health promotion scenarios in a specific province of Canada [Structured Class discussion with a maximum 3-page summary of your discussion]	25%
Final Term Paper (Individual)	Problem identification, analysis and policy recommendations (8-10 pages)	30%
Total		**100%**

Grade Conversion

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

LETTER GRADE	PERCENT	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 directly approaching an instructor regarding 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 instructors or TAs 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:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

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, etc.) 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., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

All courses use some online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). 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 e-mail 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. Quizzes can be set to use LockDown Browser or LockDown Browser.

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.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the "Code"). 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 Avenue 2 Learn, WebEx 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

Missed Mid-Term Examinations / Tests / Class Participation

Please do not use the online McMaster Student Absence Form (MSAF) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

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 re-weighting 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 (mbastudent.degroote.mcmaster.ca). 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.

Missed Final Examinations

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

Students who have missed a final exam for a valid reason can apply to the DSSAO (DSB Student Services Academic Office) to write a deferred examination by submitting an Application for Deferring a Final Exam with supporting documentation. The application must be made within five days of the scheduled exam.

The Application for Deferring a Final Exam and the MBA Student McMaster University Student Health Certificate can be found on the DeGroote MBA Current Student website (mbastudent.degroote.mcmaster.ca)

Deferred examination privileges, if granted, are normally satisfied during the examination period at the end of the following semester. In select cases, the deferred examination may be written at a time facilitated by the DSSAO (DSB Student Services Academic Office) (DSB Student Services Academic Office) and agreed to by the course instructor.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

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 Student Accessibility Services (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

- SAS will now be using our online system, MySAS Portal, for graduate students to share accommodation letters with their Instructors and their Faculty/Program. Students will be responsible to activate their accommodations on a term-by-term basis and the approved accommodation letter will be directly sent to the Instructor.

- Students must engage the DSSAO (DSB Student Services Academic Office) to implement 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 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 implement 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.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. 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 or to the Registrar's Office prior to their examinations. Students should also contact their instructors 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.

ONLY IF APPLICABLE

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

http://www.pre.ethics.gc.ca

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

http://reo.mcmaster.ca/

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA C715 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 (AI) Use in This Course

Students are not allowed to use generative AI tools to create, complete, or submit any coursework, assignments, or assessments. According to McMaster's Academic Integrity Policy, it is an offence to submit work obtained from another source, including AI-generated content. Using generative AI in this way is considered contract cheating and will be referred to the Office of Academic Integrity.

Professional practice also requires that AI not be used to interpret, summarize, or analyse others' work, including case solutions, on your behalf. All submitted work must reflect your own understanding and effort.

Please read further:

https://provost.mcmaster.ca/generative-artificial-intelligence-2/

https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/academic-integrity-policy/

Instructor's Note

Please be aware of the following guidelines for class conduct:

- No audio or video recordings are allowed without proper consultation with the instructor.
- The use of laptops and mobile devices during the first hour of the class is strongly discouraged.
- Students are encouraged to use a paper nametag, which should be clearly visible on their desks.

COURSE SCHEDULE

It will be posted on AL2 as an Announcement. The first class will be on 8 January 2025 at 8:30 am.