

# MHIA

Master of Health Industry Administration

Academic Handbook



2023-24

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**Can't find what you're looking for? Check the Graduate Academic Handbook!**



Review important information about:

- Tuition and fees
- Scholarships and financial aid
- Exams, grades and conduct
- Petitions and appeals
- Student services and enrolment
- Student life and clubs
- Libraries, transit, childcare, health services

Available on the [Academic Resources webpage](#)

## Disclaimer

The material contained in this Handbook has been submitted by the administrative departments and academic units concerned. All general information and course references have been checked for accuracy as much as possible. If errors or inconsistencies do occur, please bring these to the attention of the responsible department. York University reserves the right to make changes to the information contained in this publication without prior notice.

It is the responsibility of all students to familiarize themselves each year with the information contained in this handbook, as well as with any additional regulations relating to academic policy as communicated by the Division of Student Services and International Relations in the Schulich School of Business.

It is the responsibility of all students to be familiar with the specific requirements associated with the degree, diploma or certificate sought. While advice and counseling are available, it is the responsibility of each student to ensure that the courses in which registration is affected are appropriate to the program requirements of the Schulich School of Business.

While the University will make every reasonable effort to offer courses and classes as required within programs, student should note that admission to a degree or other program does not guarantee admission to any given course or class.

Every student agrees by the act of registration to be bound by the regulations and policies of York University and of the Schulich School of Business.

In the event of an inconsistency between the general academic regulations and policies published in student handbooks and calendars, and such regulations and policies as established by the Schulich School of Business and Senate, the version of such material as established by the Schulich School of Business and the Senate shall prevail.

## York University Policies

York University disclaims all responsibility and liability for loss or damage suffered or incurred by any student or other party as a result of delays in or termination of its services, courses, or classes by reason of force majeure, fire, flood, riots, war, strikes, lock-outs, damage to University property, financial exigency or other events beyond the reasonable control of the University.

York University disclaims any and all liability for damages arising as a result of errors, interruptions or disruptions to operations or connected with its operations or its campuses, arising out of computer failure or non-compliance of its computing systems.

York University is a smoke-free institution. Smoking is permitted in designated areas only.

## Important Websites

Resource	URL	Go here for...
The Schulich School of Business official website	<a href="http://schulich.yorku.ca">schulich.yorku.ca</a>	Program Information, Financial Aid, International Opportunities, Career Development Centre, MySchulich student portal
Schulich Current Graduate Students page	<a href="http://schulich.yorku.ca/current-students/graduate-students">schulich.yorku.ca/current-students/graduate-students</a>	Important Dates, Course Offerings, Wait List, Upcoming Events, Enrolment Details, Academic Petitions and Appeals
Student Services GradBlog	<a href="http://gradblog.schulich.yorku.ca">gradblog.schulich.yorku.ca</a>	Student stories, Regular updates about courses, important dates, enrolment and events
York Online Services	<a href="http://currentstudents.yorku.ca">currentstudents.yorku.ca</a>	Enrolment & fees, Housing & Transportation, Academic Regulations & Grade Reports
Student Accessibility Services	<a href="http://accessibility.students.yorku.ca">accessibility.students.yorku.ca</a>	Resources for academic and personal development, individual and group counselling, Learning Skills Workshops
Graduate Business Council	<a href="http://gbcschulich.com">gbcschulich.com</a>	Mission statement, executive reps, student clubs, services and events

# 2023-2024 Sessional Dates

## Fall 2023

Activity	Term F2	Term A	Term M
	Most 3.00 credit courses	All first-half 1.50 credit courses	All second-half 1.50 credit courses
Class Start Date	Sept 11	Sept 11	Oct 30
Class End Date	Dec 8	Oct 23	Dec 8
Reading Week	Oct 24-27	N/A	N/A
Examinations	Dec 11-15	Oct 24-27	Dec 11-15
Last date to enrol without permission	Sept 18	Sept 18	Nov 6
Last date to enrol with permission	Sept 25	Sept 25	Nov 13
Last date to drop courses without academic penalty	Oct 16	Oct 2	Nov 20

## Winter 2024

Activity	Term W2	Term C	Term N
	Most 3.00 credit courses	First-half 1.50 credit courses	Second-half 1.50 credit courses
Class Start Date	Jan 8	Jan 8	Feb 26
Class End Date	Apr 8	Feb 16	Apr 8
Reading Week	Feb 20-23	N/A	N/A
Examinations	Apr 10-16	Feb 20-23	Apr 10-16
Last date to enrol without permission	Jan 15	Jan 15	Mar 4
Last date to enrol with permission	Jan 22	Jan 22	Mar 11
Last date to drop courses without academic penalty	Feb 12	Jan 29	Mar 18

## Summer 2024

Summer 2024 dates will be added to the Key Dates website once available.

Visit [schulich.yorku.ca/current-students/graduate-students/key-dates](https://schulich.yorku.ca/current-students/graduate-students/key-dates)

# 2023-2024 Important Dates

Date	Reminder
September 4	Labour Day, University closed
September 10	Last day to pay Fall 2023 fees without financial penalty
September 11	Fall 2023 classes begin
October 9	Thanksgiving, University closed
Mid-October	October 2023 convocation (date TBA)
October 24-27	Reading Week. No classes, University open
December 8	Last day of Fall 2023 classes
December 11-15	Examination Week, Term F2
TBA	Winter Break, University closed
January 8	Winter 2023 classes begin
January 10	Last day to pay Winter 2023 fees without financial penalty
February 19	Family Day, University closed
February 20-23	Reading Week. No classes, University open
March 29	Good Friday, University closed
April 8	Last day of Winter 2023 classes
April 10-16	Examination Week, Term W2
Late June	June 2024 convocation (date TBA)
July 31	Deadline to apply for October 2024 convocation



**FIND IMPORTANT DATES ONLINE!**

[schulich.yorku.ca/current-students/graduate-students/key-dates](https://schulich.yorku.ca/current-students/graduate-students/key-dates)

# Contact Us

The School's Division of Student Services & International Relations should be consulted on questions related to admissions, enrolment, registration, grade or course problems, financial assistance or special advising.



**MEET US ONLINE!**

[schulich.yorku.ca/student-enrolment-services](https://schulich.yorku.ca/student-enrolment-services)

TITLE	NAME	E-MAIL
Associate Dean, Students	Kiridaran Kanagaretnam	kkanagaretnam@schulich.yorku.ca
Executive Director	Lindsay Hillcoat	lhillcoat@schulich.yorku.ca
Financial Administrative Assistant	Heidi Furcha	hfurcha@schulich.yorku.ca
<b>Student &amp; Enrolment Services</b>		
Director, Student & Enrolment Services	Luba Pan	panlyuba@schulich.yorku.ca
Manager, Student Success	Kay Kim	kaykim@schulich.yorku.ca
Manager, Communications	Beth Gallagher	bethlg@schulich.yorku.ca
Records & Promotion Assistant	Sophia Yu	sophyu@schulich.yorku.ca
Student Academic Services Coordinator	Elena Maizel	emaizel@schulich.yorku.ca
Student Success Coordinator	Fern Best	studentservices@schulich.yorku.ca
Student Success Coordinator	Lyndsay Vair	studentservices@schulich.yorku.ca
Registration & Academic Service Assistant	Kareene Martin	studentservices@schulich.yorku.ca
Student Service Assistant	Maria Rizzuto	studentservices@schulich.yorku.ca
Systems Coordinator	Vivian Sun	studentservices@schulich.yorku.ca
Communications Coordinator	Nikeeta Machado	nikeeta@schulich.yorku.ca
<b>Financial Aid</b>		
Assistant Director, Admissions & Financial Aid	Doris Mak (on leave)	dmak@schulich.yorku.ca
Financial Aid Officer	Anne Caulfield	finaid@schulich.yorku.ca
<b>International Relations</b>		
Associate Director, International Relations	Ann Welsh	awelsh@schulich.yorku.ca
Graduate International Program Coordinator	Cheryl Sticklely	cstickley@schulich.yorku.ca
International Information Assistant	Lan Yu	intlrelations@schulich.yorku.ca
International Student Support Specialist	Vino Shanmuganathan	vshan@schulich.yorku.ca
International Student Support Specialist	Sophie Yang	yangjy@schulich.yorku.ca
<b>Additional Contacts</b>		
Office of the Associate Dean, Academic		ada@schulich.yorku.ca

## Program Director

Professor Amin Mawani  
mhia@schulich.yorku.ca

## Academic Advising

Fern Best  
Lyndsay Vair  
Student & Enrolment Services  
studentservices@schulich.yorku.ca

# Enrolment

## Registration and Enrolment

- The course enrolment process at York is completed by students online
- The process of making enrolment changes at York is also automated (e.g. changing course sections, substituting one course for another by dropping one and adding another, or dropping a course)
- Students without immediate access to a computer may use on-campus terminals, including the library, computer lab, or the computers in the Schulich Student & Enrolment Services Office, W263
- Students normally enrol for Summer term courses in March and for Fall and Winter courses in June
- Enrolment is on a first-come, first-served basis
- Students cannot add or drop courses after the deadline (see page 4 for details)

## Enrolment Blocks

All students having an outstanding balance of \$1,000.00 or more will be blocked from enrolling in the Summer, Fall and/or Winter terms.

## Enrolment Access Notification

A student's Enrolment Access Period begins on the date and time posted online at [currentstudents.yorku.ca](http://currentstudents.yorku.ca). Enrolment access start dates are posted on the Registrar's Office website ([registrar.yorku.ca](http://registrar.yorku.ca)) by selecting "Find out when I can enrol." Enrolment access times are determined according to the number of completed credits a student obtains. Schulich access periods begin on different days. Students with the highest number of credits completed begin first. Once the enrolment access has begun, it continues until the final date to enrol in courses for that term. **We recommend that students enrol as early as possible once their access period begins.** We also encourage students to verify their enrolment periodically online.

## Course Offerings And Withdrawals

The Master of Management is a one year, full-time program with a specialized set of courses. Students are not permitted to take additional courses within the MMgt program at Schulich or out of Faculty, except courses specified in the list of electives or by permission from the program director.

## Course Withdrawals

- Dropping one or more courses will prevent a full-time student from completing the MMgt degree program within the prescribed program length and will result in withdrawal from the program
- See your academic advisor ahead of time to discuss the implications of dropping a course
- This program is offered on a full-time basis only

## Course Cancellations

If a course is cancelled, Student & Enrolment Services immediately informs those enrolled via their Schulich e-mail.

## Revised Course Offerings

Revisions to course offerings are also posted on the Schulich Course Offerings database.

Revisions can include:

- cancelled courses
- new courses
- schedule changes (day/time)
- room changes
- new instructors

Additional enrolment information can be found in the Graduate Academic Policy Handbook: [schulich.yorku.ca/handbooks](http://schulich.yorku.ca/handbooks).

Enrolment updates are also communicated to students via their academic advisors and e-mail updates from the Director, Student & Enrolment Services.

# Master of Health Industry Administration (MHIA)

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The MHIA combines Schulich's strengths of leading-edge management education with our specialized expertise in the field of healthcare administration. Building on Schulich's existing Health Industry Management specialization and graduate diploma, along with a diverse alumni pool and wide range of sector partners, this highly applied professional program will integrate leadership development with a focus on strategic thinking, systems design, healthcare quality, and value-creation.



## PROGRAM LENGTH

- 12 months, 34.50 credits

## PROGRAM WORKSHOPS

- Attendance of the Fall (MHIA 5000), Winter (MHIA 5500), and Summer (MHIA 6000) Workshops is mandatory.

## GRADUATION REQUIREMENTS

To graduate, a student must achieve an overall GPA of at least 4.40 (B-). Students must complete the following to be eligible to graduate from the program(s):

- 34.50 credits of Required Core Courses

## ACADEMIC ADVISOR

Fern Best  
Student Success Coordinator  
[studentservices@schulich.yorku.ca](mailto:studentservices@schulich.yorku.ca)

Lyndsay Vair  
Student Success Coordinator  
[studentservices@schulich.yorku.ca](mailto:studentservices@schulich.yorku.ca)



# Promotion Standards

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1. Students enrolled in the Master of Health Industry Administration program will be reviewed as follows to determine whether or not they have met promotion requirements below:
  - initial review upon completion of Term 2
  - subsequent review at the end of each following term
2. To maintain their standing in the program, all students must maintain a GPA of at least 4.40 and not receive a grade of F in more than 3.00 credits of course work.
3. Students who do not meet these requirements will be withdrawn.
4. Students who fail a required course must retake it. Students who fail an elective course may retake it, or may elect to take another course. Students who re-take a failed course and receive a second failing grade will be withdrawn.
5. A student who has been withdrawn from the program is advised to seek the help of a Student & Enrolment Services advisor to discuss the best way forward. The student may petition to the Student Affairs Committee to be allowed to continue in the program without having met the promotion requirements.

# MHIA at a Glance

Master of Health Industry Administration (MHIA)		
Term 1 (Fall) 12.00 credits	Term 2 (Winter) 12.00 credits	Term 3 (Summer) 10.50 credits
MHIA 5000 1.50 Fall Workshop: Overview of Canadian Healthcare Industry	MHIA 5500 1.50 Winter Workshop in Leadership & Strategy in Canadian Healthcare	MHIA 6000 1.50 Summer Workshop: in Healthcare Systems and Public Policy
MHIA 5130 1.50 Preventive Healthcare	MHIA 5140 1.50 Digital Health	MHIA 6170 1.50 Performance Indicators in Healthcare
ACTG 5200 3.00 Financial Decisions for Managers	OMIS 5150 1.50 Analytics and Modelling for Healthcare	HIMP 6180 3.00 Entrepreneurship & Innovation in Healthcare
MKTG 5201 3.00 Marketing Management for Healthcare	MHIA 6120 3.00 Leadership and Healthcare Strategy	MHIA 6200 1.50 Public Policy for Healthcare
MSTM 5210 3.00 Design and Management of Organizational Processes	HIMP 6150 3.00 Economics of Healthcare	MHIA 6100 3.00 Strategy Consulting Study in Healthcare
	MHIA 6160 1.50 Quality and Value in Healthcare	



**EXPLORE THE MHIA ONLINE!**  
[schulich.yorku.ca/programs/mhia](https://schulich.yorku.ca/programs/mhia)

# Teaching Faculty

Throughout your Schulich Master of Health Industry Administration, you will be challenged by our award-winning faculty, who are experts in a broad range of functional and program areas as well as successful industry practitioners. Below are the faculty and part-time instructors who may be teaching MHIA courses in the 2023-2024 academic year.

## Program Director

### Amin Mawani

MA (Toronto); LLM (York);  
PhD (Waterloo); FCPA, CFP,  
Professor of Taxation

### Abi Sriharan

M.sc, D.Phil (Oxford)  
Adjunct Professor  
Research Director & Senior  
Scientist,  
Krembil Centre for  
Health Management and  
Leadership

### Adam Diamant

BSc (Toronto); MSc  
(Boston); PhD (Toronto)  
Associate Professor of  
Operations Management  
and Information Systems;  
York Research Chair in  
Managing AI-Driven  
Technologies in Health  
Care

### Christo El Morr

BA (Saint Serge); BSc  
(Lebanese); MSc, PhD  
(Compiègne)  
Professor of Health  
Informatics  
Faculty of Health, School  
of Health Policy &  
Management

### David A. Johnston

BA & MA & PhD (UWO)  
George Weston Ltd.  
Research Chair and Centre  
Director for Sustainable  
Supply Chains, Program  
Director, Master of Supply  
Chain Management

### David Elsner

BASc, BA, MBA (Toronto)  
Adjunct Professor,  
Master of Management  
in Artificial Intelligence  
(MMAI) Program and  
Master of Business  
Analytics (MBAN)  
Program; President, DHE  
Consulting; Managing  
Partner, illuminaite

### Joelle Pokrajac

BA (McMaster); MBA  
(Wilfred Laurier); CPA,  
CMA (Ontario)  
Adjunct Professor of  
Accounting

### Joseph Mapa

BA, BEd, DHA & MBA  
(Toronto)  
Executive-in-Residence  
Executive Director –  
Krembil Centre in Health  
Management and  
Leadership

### Kostas Tsambourlianos

BA Hons (York); EMBA  
(Kellogg-Schulich);  
PMP (Project Management  
Professional)  
Academic Director, York  
Consulting Group

### Neil J. Buckley

MA (Queen's); PhD  
(McMaster)  
Associate Professor  
Dept of Economics,  
Faculty of Liberal Arts &  
Professional Studies

### Raha Imanirad

BSc (York); MBA (Schulich);  
PhD (Harvard)  
Assistant Professor of  
Operations Management  
and Information Systems

### Sylvia H. Hsu

CGA (Ontario); PhD  
(Wisconsin)  
Associate Professor of  
Accounting

### Tarra Penney

BSc, MA (Dalhousie); PhD  
(Cambridge)  
Assistant Professor of  
Policy Evaluation in Global  
Health  
Faculty of Health, School  
of Global Health, School  
of Kinesiology & Health  
Science

# Course Descriptions



NOTE: Not all courses listed are offered every term. For full course details, visit the [Schulich Course Offerings database](#).

## CORE COURSES

### SB/ACTG 5200 3.00 Financial Decisions for Managers

This course will provide students with an understanding of the financial implications of managers' decision making and how financial measures can be used to monitor and control business operations. Concepts will include capital budgeting, financial statements, break-even analysis, non-routine decision making, pricing decisions, profit and loss calculation, ROI, and Operating Budget and budgeted financial statements.

### SB/HIMP 6150 3.00 Economics of Healthcare

This course examines the demand and utilization of health services; drivers of healthcare costs; measuring output in healthcare; tradeoffs between efficiency, operational effectiveness and equity; realignment of capacity; how healthcare reforms affects demand; utilization and the mix of providers in the healthcare industry.

**Prerequisites:** All 5100-series Required Foundations of Management Core Courses or permission of instructor.

### SB/HIMP 6180 3.00 Entrepreneurship & Innovation in Healthcare

This course examines the role of the private health sector through the lens of businesses providing technology and services (e.g., pharma), and startups across the healthcare continuum as an engine for new products (e.g., digital health solutions) techniques and insights. How has private sector entrepreneurship and innovation contributed to and continues to accelerate efforts towards improving the healthcare system.

### SB/MHIA 5000 1.50 Fall Workshop: Overview of Canadian Healthcare Industry

This weekend orientation workshop will offer an overview of the Canadian healthcare industry. Speakers from various sectors of the healthcare industry such as public hospitals, pharmaceuticals, medical devices, long-term care facilities, public health, biotech, research community, health insurance, venture capital, patient advocates, clinicians and media will present their perspectives on the industry and the issues their sectors face.

### SB/MHIA 5130 1.50 Preventive Healthcare

Prevention is a critical dimension of health and health care. This course offers an introduction to prevention levels and the epidemiological basis for preventive strategies, explores the leading causes of preventable disease and disability, and the roles of social and commercial determinants of health. It also introduces students to epidemiological research and supports the development of critical appraisal skills.

### SB/MHIA 5140 1.50 Digital Health

This course examines the emerging trends and applications in digital health, the opportunities that they offer, and the challenges they entail for healthcare systems. The course focuses on patient portals, human-machine interface, data analytics and machine learning in building information systems that cater to patients and healthcare professionals. The course also explores privacy, confidentiality, and security of health information.

### SB/MHIA 5500 1.50 Winter Workshop in Leadership & Strategy in Canadian Healthcare

This weekend workshop will offer an overview of strategy in the Canadian healthcare industry. Senior leaders from various sectors of the healthcare industry such as hospitals, pharmaceuticals, medical devices, long-term care facilities, public health, biotech, research community, health

insurance, venture capital, patient advocates, clinicians and media will present their strategic issues for their sub-sectors.

**SB/MHIA 6000 1.50 Summer Workshop:  
in Healthcare Systems  
and Public Policy**

This weekend workshop will offer an overview of public policy in the Canadian healthcare sector, with brief comparisons with other jurisdictions. Senior leaders from governments, think tanks and NGOs will present their perspectives and outlook.

**SB/MHIA 6100 3.00 Strategy Consulting Study  
in Healthcare**

This capstone course assigns students to act as consultants to an organization. The course is focused on applying in-class learning to real life situations. The students will be assigned an organization and work in groups to analyze the organizational problem they are given and develop recommendations for the organization to address their strategic issues.

**SB/MHIA 6120 3.00 Leadership and  
Healthcare Strategy**

This course explores healthcare organizations in their environments and provides an introduction to the value of strategic thinking and strategic positioning for organizational success and sustainability.

**SB/MHIA 6160 1.50 Quality and Value in  
Healthcare**

This course introduces the main elements of a value-based healthcare system. From medical condition centered delivery models, cost analysis and payments, to IT infrastructure, systems integration and geography of care. This course engages students in understanding and coping with these factors and how they can be applied within the Canadian health system.

**SB/MHIA 6170 1.50 Performance Indicators in  
Healthcare**

This course is designed to introduce students to the various financial and non-financial metrics used in the healthcare industry. Students will develop familiarity and understanding of the methodologies used in financial evaluations in healthcare settings and the objectives they serve. Students will develop judgment on which metrics are appropriate given the context.

**SB/MHIA 6200 1.50 Public Policy for  
Healthcare**

The course will examine the structures, legislative frames, key levers, and the importance of evaluation and evidence in the health public policy arena. Forces such as lobbying, the media and the impact of politics will be highlighted. The course will also examine key stakeholders and tensions (patients, providers, the public, and politics).

**SB/MKTG 5201 3.00 Marketing Management  
for Healthcare**

This course covers diverse aspects of sustainable finance, including ESG measurement, socially responsible and impact investing, integrated reporting, and risk management, and provides rigorous training at the nexus of sustainability and financial management. Students will gain insights into sustainable and responsible decision-making in finance and how corporations and investors respond to market forces and regulations requiring them to invest responsibly.

**SB/MSTM 5210 3.00 Design and Management  
of Organizational  
Processes**

This course involves a critical examination of the most important ideas and practices used by organizations to design and implement competitive processes. This includes six sigma lean, supply chain management, project management and the adoption of new technology. This also involves

consideration of the role of customers, employees and suppliers. The goal is safer, greener, more cost effective and better quality products and services.

**SB/OMIS 5150 1.50      Analytics and Modelling  
for Healthcare**

This course will demonstrate the fundamentals of data analysis, data visualization, and how to communicate effectively with data. Students will discover how to use the concepts, skills and methods to find the key message of the data and how to use it to create an interesting, engaging, and impactful business story.







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**CONNECT:**

Student Services &  
International Relations

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SSB W263 | 416-736-5303

*Last Updated: November 16, 2023*

