



Course Syllabus: Financial Management in Radiological Sciences

College of Health Sciences in Radiology Sciences
RADS 5124
Spring 2026

Contact Information

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Course Description

This course provides an overview of financial management issues and techniques in healthcare, with a specific focus on radiologic sciences. An emphasis will be placed on the use of fiscal and economic decisions and their implications on the financial management process. A variety of financial concepts will be discussed, including Cost Accounting, Fiscal Budgeting, Break-Even Analysis, Business Plans, and Proforma Tools. The course will explore these financial management concepts in the context of daily professional practice of radiology administrators and educators.

Course Objectives

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Financial Management in Radiological Sciences provides an overview of how health institutions make fiscal and economic decisions. The purpose of this course is to enable students to accomplish the following:

- Discuss cost accounting principles through participation and demonstrate the purpose of the principles, specifically related to Imaging Services.
- Demonstrate a clear understanding of the various cost, financial, and managerial accounting techniques.
- Discuss the use of cost accounting for planning, control, decision making, inventory valuation, income determination, and external reports.
- Identify key elements of financial information and the importance of the concepts in providing care.

- Demonstrate the relationship between cost, volume and profits, and the utilization of these indicators in developing financial tools such as break-even charts, proformas, and business plans.
- Demonstrate the ability to develop spreadsheet tools.

Textbook & Instructional Materials

1. American Healthcare Radiology Administrators. (2017). Asset management in radiology (2nd ed.). ISBN: 978-0-9634176-9-5
2. American Healthcare Radiology Administrators. (2013). Financial management in radiology (2nd ed.). ISBN: 978-0-9634176-6-5

*It is important to purchase the **2nd edition**. The material in the 1st edition is outdated and will not be relevant for your coursework

Study Hours and Tutoring Assistance

Contact the instructor if you require assistance

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

AI:

Since writing, analytical, and critical thinking skills are part of the learning outcomes of this course, **all writing assignments** should be prepared by the student. Developing strong competencies in this area will prepare you for a competitive workplace. Therefore, AI-generated submissions are not permitted and will be treated as plagiarism.

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers

media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Grading

All assignments are categorized and weighted. This score will be converted to a letter grade as outlined

Table 1: Weighted percentage allocated to each assignment

Assignments	Weight
Discussion Board Questions	10%
Billing/Compliance Training Program	20%
Finance Paper	20%
Business Plan Project	30%
Business Plan Presentation	10%
Training Presentation	10%

Table 2: Final Grade Conversion.

Grade	Scale
A	90-100
B	80-89
C	70-79
D	60-69
F	Less than 60

Homework

Students are expected to read the material and be prepared to discuss the material on the Discussion Boards. Students are expected to actively participate in class discussions and complete all assessments.

Assignments for this course include:

1. Discussion questions based on textbook material and class discussions.
2. Submit a financial topic and write a scholarly paper (**Same topic will be used for the paper and training program**).
3. Billing/Compliance Training Program
4. Develop a financial project as part of a business plan

5. Prepare two presentations for the final weekend

Discussion Questions

Each student is responsible for responding to posts on the discussion board. The questions will be based on material from your textbook and from class discussions.

Your response should be posted by Wednesday at 11:59 pm and **MUST** use (and cite) sources to support your posts. A minimum of **TWO** sources are required in your response, and you may use your textbook as one of the sources. Wikipedia, blogs, and social media sites are **NOT** considered credible sources. High-quality, thoughtful, appropriate responses are expected.

In addition, you are expected to respond to one of your peers' posts by Saturday, again, using and citing sources (minimum one) to support your response. You must respond to any questions asked by your peers related to your original posts. Open discussion is encouraged. Keep in mind that we all have varying opinions, so please keep your discussions professional and respectful.

To make this discussion format work smoothly, students should become familiar with techniques for following existing electronic discussion threads and opening new discussion threads.

A sample discussion/format is posted on the discussion tool. Questions will be available on the following dates: **February 01, March 1, March 22, and April 06, 2026.**

Finance Paper

The Finance paper should use the standard MSU title page and be written in APA format. The paper should be a minimum of 3 pages and a MAXIMUM of 5 pages in length, not counting the title page, reference list, or any appendices. The paper should meet the following requirements:

- Based on the student's approved topic (**from the training program – review the training module for specific information**).
- Should include how the finance topic could potentially impact you as a Radiology leader and include possible solutions.
- Be drawn from a variety of scholarly and peer-reviewed articles (a minimum of three sources). The articles should be published within the last five years (2019-2025). Wikipedia, blogs, and social media sites are NOT considered credible sources.

- Include appropriate APA in-text citations and reference list
- Demonstrate graduate-level writing skills
- Be submitted as a Word (not PDF) document to the drop box by the due date: **March 22, 2026.**

Your paper topic will be presented in class on the second weekend. The length of your presentation will be 10-15 minutes. As part of your presentation, the student should discuss the training tools and important takeaways for radiology leaders gleaned from their topic

Billing/Compliance Training Program

Students will design a training program specific to staff development related to a billing or compliance topic. Topics must be related to healthcare, preferably imaging-specific. Topic ideas must be submitted by **February 22, 2026**, and approved by the instructor (first-come, first-served).

Ideas can be gleaned from peer-reviewed articles, papers, textbooks, or from other outside sources. Your training topic will also be the topic you use for the Finance paper. Potential topics may include, but are not limited to:

- Potential Stark or Anti-kickback violations occurring in the department
- Billing and coding problem
- Auditing and monitoring specific programs
- New rules and requirements
- Advisory boards
- Accepting gifts from patients, visitors, or vendors
- Physician recognition or gifts
- Ethics
- Compliance reporting programs
- Fair Market Value

Students are encouraged to create the training program in a slide deck such as PowerPoint, Canva, or similar format. The program should contain:

- A title and brief description of the program
- Three to five training objectives (strong action verbs that are measurable)
- A main menu containing course navigation
- Training content covering the objectives (audio narration can be used as part of the training)

- Six to eight test questions covering the content and aligned with training objectives
- References, as needed, in proper APA format.

The training should be designed to allow individuals to progress at their own pace. Students are encouraged to use links to external sites to reinforce content and embed YouTube videos as needed. The slide deck file should be submitted to the designated assignment folder by the due date specified in the course schedule. Be certain to review the grading rubric to understand how this assignment will be evaluated.

Finally – Be creative with this assignment!

Topic due date: **February 22, 2026**

The assignment is due on **April 12, 2026**.

Business Plan Project

Each student will develop a Business Plan for their organization. The plan must include identifying and developing a financial project. The project should be relevant in supporting the organization's current mission to support community needs. The financial project idea of your Business Plan must be submitted for approval by **February 22, 2026**.

The student will create a PowerPoint for their Business Plan to include the following components:

1. Provide details of the organization (specifically on the mission of the organization)
2. The financial project
3. The need for the financial project
4. The project must include pertinent financial tools to support the proposal, e.g., operating budgets, FTE calculations, and market analysis
5. The student should include either a SWOT analysis or Force Field analysis for the project.
6. The presentation should be a maximum of 12-15 slides (not including your cover and references).
7. Include a cover slide and a slide with references.

The Business Plan must be submitted to the appropriate drop box by **April 20, 2026**.

Students will present Business Plans the second weekend of the semester. The presentation should be informative and interactive.

1. Project presentations should be a minimum of 20 minutes and a maximum of 30 minutes in length.
2. During the presentation, be prepared to discuss and defend the need for your financial project.
3. The student may incorporate audiovisual technology and handouts to enhance their presentations and discussions

Extra Credit

There are no extra credit assignments in this course.

Late Work

Late work is not accepted in this course. Please contact your professor if there are extenuating circumstances prior to the due date.

Make Up Work/Tests

Make up work is not accepted in this course.

Important Dates

- Last day for term schedule changes: January 26, 2026
- Deadline to file for graduation: February 16, 2026
- Last Day to drop with a grade of "W:" April 29, 2026
- Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Without exception, students MUST attend and participate in both graduate seminar weekends to receive credit for the course. Additionally, this course

requires students to log in to D2L weekly to complete assignments. Although students are generally graded on intellectual effort and performance rather than attendance, absences may lower a student's grade if the faculty member deems class attendance and participation essential. In classes where attendance is considered part of the grade, the instructor should inform students of the specifics in writing at the beginning of the semester, either in a syllabus or a separate attendance policy statement. An instructor with an attendance policy must maintain daily records. The instructor must provide the student with a verbal or written warning before dropping them from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, provided the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ***Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#) .

Instructor Class Policies

In health care, we are often presented with issues that have more than one possible course of action. To make the coursework more meaningful, there will be discussion boards that encourage each of you to present your own perspectives and apply your knowledge to address some of those challenges. Keep in mind that we all have varying opinions so please keep your discussions professional and respectful.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. **HOWEVER**, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exists in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make an application for such assistance through Disability Support Services, located in the Student Wellness Center, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the designated smoking areas outside each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place that prohibit the unlawful possession, use, or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state, and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUREady – Active Shooter](#). Students are encouraged to watch the video entitled “*Run. Hide. Fight.*” which may be electronically accessed via the University police department’s webpage: [“Run. Hide. Fight.”](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

Please review the course schedule to find the due dates for each of your assignments this semester. Each assignment is available prior to the due date, allowing for more flexibility when completing it. However, the assignments must be submitted no later than 11:59 pm (CST) on the due date.

Date	Discussion Question Entry by Wed 11:59 pm	Responses to discussion questions by Saturday, 11:59 pm	Course Assignments	Other Due Dates
January 20-Feb 1				Review the course syllabus. Begin thinking about topic ideas and finance ideas
February 01 Discussion Question	February 4	February 7		First on Campus Meeting Feb 1 and Feb 2
February 14-15 Discussion Question	February 18	February 21		
February 22			Submit Billing Compliance and Training Topic and the Business Plan idea and by February 22, 2026	Submit to the drop box (email will not be accepted)
March 1 Discussion Question	March 4	March 7		
March 9-14	Spring Break	Spring Break	Spring Break	Spring Break

Date	Discussion Question Entry by Wed 11:59 pm	Responses to discussion questions by Saturday, 11:59 pm	Course Assignments	Other Due Dates
March 22 Discussion Question	March 25	March 28	Finance Paper due on March 22, 2026. Submit to the appropriate drop box by 11:59 pm (CST)	Please review the syllabus for the criteria
March 29-April 5	Holiday Break	Holiday Break	Holiday Break	Holiday Break
April 5 Discussion Question	April 8	April 11		
April 12			Billing/Compliance Training Program due on April 12, 2026. Submit to the appropriate drop box by 11:59 pm CST	Please review the syllabus for the criteria
April 19			The business plan is due on April 20, 2026. Submit to the appropriate drop box by 11:59 pm CST	Please review the syllabus for the criteria
May 2-3				Please review the syllabus for the criteria Second Weekend May 2nd and 3rd

Summary Table of Course Deadlines

Financial Management RADS 5124	Date
First Class Meeting	February 1 st - February 2 nd
Billing Compliance Training Program and Paper Topic	February 22 nd
Business Plan Project idea	February 22 nd
Finance Paper	March 22 nd
Training Program	April 12 th
Business Plan	April 20 th
Second Class Meeting (Presentations)	May 02 nd – 03 rd