



SYLLABUS: Healthcare Finance
Dillard College of Business Administration
FIN:
Fall Semester 2026
Brightspace/D2L

Contact Information:

Instructor: Dr. Rob Shah, PhD, MBA, CPA, CMA

Email: To ensure timely and consistent communication, all course-related questions and messages must be sent through the "**Messages**" feature within the D2L course. This is located in the upper toolbar within the course. For backup only, you can email me at rob.shah@msutexas.edu

Office Hours: Virtual (via D2L discussion board or email)

Location: Online via Brightspace/D2L

Course Materials:

Textbook (Required): Introduction to Health Care Finance and Accounting, 2nd Edition by Carlene Harrison, William P. Harrison, and Carol Taylor (Cengage, 2024). ISBN: 978-0357622049.

- [Access to Brightspace/D2L](#), the University's online learning environment platform
 - You will need an internet connection to access the class learning environment, Brightspace/D2L. You also need an email account for this class. You may use the email system within Brightspace/D2L, your school account or a personal/work account.
 - For homework problem sets, you will need a word processing program, like Microsoft Word, Pages, OpenOffice, LibreOffice or Google Docs. You should save your documents as a Word file (*.doc or *.docx).
 - You should also download and install the latest Adobe Acrobat Reader from Adobe's website. This is a free software package that will enable you to open and read PDF files (portable document files). Problem sets and some reading material assigned beyond the textbook will be given in this format. Chances are, you already have a version loaded on your computer.

Course Description:

This course provides an introduction to the financial and accounting principles essential for effective management of health care organizations. Topics include the healthcare financial environment, reimbursement systems, financial statements, budgeting, variance analysis, financial planning, and capital investment decision-making. Case studies and real-world applications are emphasized.

Course Prerequisite:

None

Learning Goals:

General Learning Goals:

Develop a foundational understanding of how finance and accounting principles apply to the healthcare industry. Students will be able to use financial information to make informed decisions in a health organization setting.

Course Specific Learning Goals:

- Interpret financial statements in a healthcare setting.
- Develop and evaluate budgets and perform variance analysis.
- Explain healthcare reimbursement systems and their impact.
- Conduct financial planning and forecasting in health organizations.
- Apply capital investment analysis methods (e.g., NPV, IRR).
- Make strategic financial decisions considering healthcare policy and regulation.

Course Policies:

Attendance Policy:

Since this course is taught asynchronously over the web, we have no regular scheduled meeting times, and therefore no required in-classroom attendance. Your grade is completely determined by your work and participation. In lieu of a normal physical attendance policy based on absences, your attendance will be measured by your assignments being turned in on time and reading the discussion board posts. As such, missing any three assignments or failing to login to the class web site for two consecutive weeks is equivalent to three unexcused absences, and in accordance with the *Student Handbook* and *Undergraduate Catalog*, can result in being administratively withdrawn from the course, which results in a grade of "F". D2L allows me to document each time you log into the course and what messages you have read in the discussion board.

Makeup Other Related Policies

Late work **will not be accepted** unless prior arrangement has been made. All due dates are clearly posted at the beginning of the semester and there is ample time to complete the work and submit it. If the assigned exam time is in conflict, you must make arrangements to take the exam **prior** to the scheduled date. You will be allowed to make up **one** missed exam by taking a **comprehensive makeup exam** at the end of the semester to replace the missing exam score. If you miss a second exam, you will receive a 0 for that exam. This makeup exam will only be used as a makeup exam, and cannot be taken to improve your grade or replace a poor score.

Grading and Evaluation:

Online courses are a double-edged sword. You have the benefit of an extremely flexible schedule, since there are no regular class meetings. But with the flexibility comes an enormous responsibility on your part as a student to manage your time efficiently. All work is expected to be turned in by the due date. Work turned in late will not be accepted unless prior arrangements have been made with me. This includes completing exams during the scheduled time.

Procrastination is the sure way to a failing grade in an online course. It is so vital to keep up with the reading assignments and ask questions as soon as material seems unclear or confusing to you. You simply cannot afford to put things off or try to cram the night before an exam. It is important to start reading early and do your assignments as soon as possible. Give yourself as much time as possible to ask questions and get feedback. The night before the exam is not a good choice.

Ungraded Elements

There is not a grade assigned to these particular elements, but you are expected to complete them as part of your overall class participation:

- Introduction assignment, instruction quiz, introduction message board post
- Textbook reading assignments
- Occasional online lecture notes readings (to augment textbook readings)
- Occasional media exercises – after watching a posted video or reading a posted news article, you will answer a question(s) related to the activity in the appropriate message topic on the Discussion Board

Graded Elements

Total Possible Points = 500

Assessment	Points
Chapter Quizzes (best 10 × 10 pts each)	100
Exams (3 × 100 pts each)	300
Final Paper	100

Grading Scale

Grade	Points
A	450–500
B	400–449
C	350–399
D	300–349
F	Below 300

Course Schedule and Assignment Calendar

The following schedule outlines the weekly topics, required readings, and major assignments. All chapter readings should be completed during the week indicated. Quizzes are due by 11:55 PM on the Sunday listed unless otherwise noted. Exams and final paper due dates are also specified. All times are U.S. Central Time.

Week 1 (Aug 24–30) – Course Introduction and The Healthcare Finance Environment

- Read: Chapter 1 – The Environment of Healthcare Finance
- Assignments: Chapter 1 Quiz (due Aug 30)

Week 2 (Aug 31–Sept 6) – Paying for Health Care: Reimbursement Systems

- Read: Chapter 2 – Paying for Health Care
- Assignments: Chapter 2 Quiz (due Sep 06)

Week 3 (Sept 7–13) – Accounting Fundamentals for Healthcare

- Read: Chapter 3 – Introduction to Healthcare Accounting
- Assignments: Chapter 3 Quiz (due Sep 13)

Week 4 (Sept 14–20) – Exam 1 Prep

- Prep for Exam
- Assignments: Exam 1 (Sept 20)

Week 5 (Sept 21–27) –Exam 1 & Financial Statement Analysis

- Assignments: Exam 1 (Sept 27)
- Read: Begin Chapter 5 – Analyzing Financial Performance

Week 6 (Sept 28–Oct 4) – Financial Performance Analysis and Financial Planning

- Read: Chapter 5
- Assignments: Chapter 5 Quiz (due Oct 4)

Week 7 (Oct 5–11) – Budgeting in Healthcare

- Read: Chapter 7 – Budgeting and Budgetary Control

Week 8 (Oct 12–18) – Managing Costs and Variance Analysis

- Read: Chapter 8 – Cost Management and Variance Analysis
- Assignments: Chapter 8 Quiz (due Oct 18)

Week 9 (Oct 19–25) – Working Capital and Cash Management

- Read: Chapter 9 – Working Capital Management
- Assignments: Chapter 9 Quiz (due Oct 25)

Week 10 (Oct 26–Nov 1) – Time Value of Money and Healthcare Capital

- Read: Chapter 10 – Time Value of Money and Capital Financing
- Assignments: Final Paper Draft (due Nov 1), Chapter 10 Quiz (due Nov 1)

Week 11 (Nov 2–8) – Exam 2 and Capital Investment Decisions

- Prep for Exam
- Assignments: Exam 2 (Nov 8)
- Read: Begin Chapter 11 – Capital Investment Analysis

Week 12 (Nov 9–15) – Capital Budgeting in Healthcare

- Read: Chapter 11 (cont.) & Chapter 12 – Capital Budgeting
- Assignments: Chapter 11 Quiz (due Nov 15) & Chapter 12 Quiz (due Nov 15)

Week 13 (Nov 16–22) – Healthcare Finance Strategic Issues and Wrap-Up

- Read: Chapter 13 – Current Trends and Issues in Healthcare Finance
- Assignments: Chapter 13 Quiz (due Nov 22)

Week 14 (Nov 23–29) – Thanksgiving Break & Final Exam Preparation

- Assignments: No assignments due – Use time for final paper and Test 3 preparation

Week 15 (Nov 30–Dec 6) – Test 3 (Final Exam)

- Prep for Exam
- Finalize Final Paper
- Assignments: Test 3 (Dec 6)

Finals Week – Final Paper Submission

- Assignments: Final Paper due Dec 10 by 11:59 PM

Academic Integrity:

With regard to academic honesty, students are referred to the “Student Honor Creed” in the [Midwestern State University Undergraduate Catalog](#)

Americans with Disabilities Act:

This class follows the guidelines suggested by the Center for Counseling and Disabilities Services for those students who qualify for disability services. See [Midwestern State University Disabilities Office](#)

Syllabus Change Policy:

This syllabus is a guide for the course and is subject to change.