



SYLLABUS – SUMMER 2025

COURSE NUMBER	FINA 5320
COURSE TITLE	Advanced Financial Management
INSTRUCTOR	Bryan Pannagl
EMAIL	Bryan.Pannagl@uttyler.edu
PHONE	903.520.0559
OFFICE HOURS	By Appointment
CLASS MEETINGS	Ref. EMBA Cohort Schedule

I. COURSE OVERVIEW

An introduction to the fundamentals of healthcare finance as practiced in health care organizations. The purpose of the course is to provide a broad overview of healthcare finance. The goal of the course is to introduce those basic principles and applications of healthcare finance that are most important to clinical and operational managers. The idea is that managers, who work at the departmental, administrative, or medical practice setting, need to understand those financial principles that they will encounter and work with on a regular basis to more effectively manage their respective operations. It is assumed that the audience for this material will be seeing it for the first time.

In addition, HFMA's Business of Health Care course will also be employed for the benefit of the students. Participants who successfully complete the six-course sequence and the final evaluation of knowledge may qualify to earn continuing education credits. All participants who meet the program's requirement receive a course completion certificate—recognition they can use to advance in their career and demonstrate their commitment to excellence.

II. CATALOG DESCRIPTION

FINA 5320 Advanced Financial Management

Financial management of the firm with special emphasis on financial planning, capital concepts.

<https://uttyler.smartcatalogiq.com/2022-2023/catalog/courses/fina-finance/5000/fina-5320/>

III. REQUIRED TEXT

Fundamentals of Healthcare Finance. 4th ed. ISBN: 978-1-64055-322-4

Healthcare Financial Management Association, Business of Health Care course access

IV. STUDENT LEARNING OUTCOMES

- Evaluate the main structures of "Healthcare" businesses and compare to other industries.
- Understand how healthcare providers are "paid" for their services.
- Learn the purpose and structure of the three main financial reports.
- Understand financial analysis.
- Examine operational financial management, planning, and budgeting
- Learn utilization of income statements and key operating statistics for the financial management of the organization's operations and the revenue cycle.



- Discuss estimating the cost of delivering services and the subject of cost accounting.
- Use estimated cost information to make pricing decisions.
- Discuss business financing and capital investment decision basics.
- Understand cash flow estimation and risk analysis.

V. SOULES COLLEGE OF BUSINESS CORE VALUES

Professional Proficiency
Technological Competence
Global Awareness

Social Responsibility
Ethical Courage

VI. GRADING POLICY

Grade Distribution	
HFMA Business of Healthcare Exam	40%
Final Case/Project	60%

Final Grades		
A	=	90% +
B	=	80% - 89%
C	=	70% - 79%
D	=	60% - 69%
F	=	<60%

I. ATTENDANCE/WEEKEND MAKE-UP POLICY

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students are present face-to-face in COB 321 on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student and faculty member. Students are expected to contact and receive prior approval from the faculty member. Please refer to the specific course policy on attendance as outlined below.

In person attendance is highly recommended. Any additional instruction or meetings/conversations are welcome but must be scheduled. The instructor has no set office hours.

II. CONTENT

- Module 1 - The purpose of this module is to make introductions, outline the overall structure and objective of the course and then to cover the main structures of "Healthcare" businesses and compare and contrast to other industries. Reimbursement for healthcare services will be discussed. It is important to understand the genesis of how healthcare providers are "paid" for their services.
- Module 2 - Introduction to financial reporting. The purpose of this Module is to discuss in depth the purpose and structure of the three main financial reports and how they are related to one another. In addition, there will be an introduction into financial analysis.
- Module 3 – This module will focus on operational financial management, planning, and budgeting. The discussion will build upon the concepts and reports that were discussed in Module 2 and focus on the utilization of the income statements and key operating statistics for the financial management of the organization's operations. Discussion of revenue cycle.
- Module 4 – In depth discussion of estimating the cost of delivering services and the subject of cost accounting. Using Estimated cost information to make pricing decisions.



- Module 5 – Topics to be discussed are business financing and the cost of capital as well as capital investment decision basics, and project cash flow estimation and risk analysis. Discussion and detailed explanation of a project pro-forma. Will review an example for the final project exercise.
- Module 6 – presentations of the final projects/cases.

III. CALENDAR

Week	Content	Readings	Due
1	Module 1	Chapters 1, 2 & 3 HFMA – 1. Healthcare Finance, The Big Picture.	Read: Ch's. 1-3 (prior to class)
2	Module 2	Chapters 11, 12, & 13 HFMA – 2. Financial Accounting Concepts.	Read: Ch's. 11-13 (prior to class) HFMA Assignment from Module 1. "The big Picture"
3	Module 3	Chapters 6 & 7 HFMA – 3. Cost Analysis Principles	Read Ch's. 6-7 (prior to class) HFMA Assignment from Module 2.
4	Module 4	Chapters 4 & 5 4. Strategic Financial Issues & 5. Managing Financial Resources	Read Ch's. 4-5 (prior to class) HFMA Assignment from Module 3.
5	Module 5	Chapters 8, 9 & 10 HFMA – 6. Looking into the Future	Read Ch's. 8-10 (prior to class) HFMA Assignments from Module 4 & 5
6	Presentations	Presentations	Presentations of Final Case/Projects HFMA Assignment from Module 6 and results of HFMA Business of Healthcare Exam.

IV. COHORT WEEKENDS SUMMER 2025

- FINA 5320 Advanced Financial Management

Cohort Meeting Dates

- W1 May 10th Sat 10am-4pm FINA 5320
- W2 May 17th Sat 10am-4pm FINA 5320
- W3 May 30th & 31st Fri 5pm- 8pm & Sat 8am- 10 am FINA 5320
- W4 June 13th & 14th Fri 5pm- 8pm & Sat 8am- 10 am FINA 5320
- W5 June 27th & 28th Fri 5pm- 8pm & Sat 8am- 10 am FINA 5320
- W6 July 12th Sat 10am-4pm FINA 5320

V. UNIVERSITY POLICIES

[HTTPS://WWW.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF](https://www.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF)