



Course Plan (Syllabus)

First: Course Information

Faculty: Nursing	
Department: Community and Mental Health Nursing	Program: Master
Academic Year: 2024/2025	Semester: Second

Course No.: 0801710	Course Title: Financial Management		
Credit Hours: 2 hours	Theoretical: 2 hours		Practical: 0 hour
Prerequisite No.: None	Prerequisite Title: None		
Section No.: 1	Lecture Day(s):	<input type="checkbox"/> Sun <input type="checkbox"/> Tue <input type="checkbox"/> Thu <input type="checkbox"/> Fri <input checked="" type="checkbox"/> Sat <input type="checkbox"/> Mon <input type="checkbox"/> Wed	Lecture Time: 15:00-17:00
Level in JNQF	Level 9	Notional Hours JNQF	84
Type of Course	Obligatory Specialization		
Type of Learning	Blended Learning (1 Face-to-Face + 1 Asynchronous)		

Second: Instructor's / Coordinator's Information

Course Instructor	Name: <i>Dr. Anas Khalifeh</i>			Academic Rank: Assistant Professor			
	Office No.: 271D		Ext. No.: 1771		Email: <i>akhalifeh@zu.edu.jo</i>		
	Office Hours	Sun 11-12 12-1	Mon 12-1 1-2	Tues 10-11 choose	Wed 1-2 choose	Thu choose choose	Sat 2-3 choose
Course Coordinator	Name: <i>Dr. Anas Khalifeh</i>			Academic Rank: Assistant Professor			
	Office No.: 271D		Ext. No.: 1771		Email: <i>akhalifeh@zu.edu.jo</i>		

Third: Course Description

This course designed to provide post graduate students with the basic principles and concepts of financial management that needed for the nurse manager to understand how and why the business and budgetary decision are made. It included the topics about the introduction of financial management, health care costs, budgeting process, monitoring and control, material resources management, and provider payment systems. Nurses' absenteeism, turnover, productivity and its relation to cost.



Course Plan (Syllabus)

Fourth: Course Objectives

By the end of the course, students will be able to:

1. Recognize the importance and scope of financial management
2. Recognize the principles and characteristics of budget.
3. Describe the process of material resources management.
4. Recognize the types of providers' payment systems.
5. Describe the sources of health care costs.
6. Develop a budget for a nursing unit.
7. Create a plan to control and maintain equipment, and to improving nurse productivity.

Fifth: Learning Outcomes

<i>Level descriptor according to (JNQF) *</i>	CILOs Code	CILOs	<i>Associated PILOs Code</i> <i>Choose one PILO for each CILO **</i>	Assessment Methods	Scores out of 100
Knowledge	K1	Recognize the importance and scope of financial management	P1	Assignments & Homework Oral Presentations Mid Exam Final Exam	12
Knowledge	K2	Explain the process, the principles and characteristics of budget and how to monitor and control it.	P2	Assignments & Homework Oral Presentations Mid Exam Final Exam	5
Knowledge	K3	Describe different financial statements and assess the financial position (assets, liabilities, and equity) in light of financial statement analysis.	P2	Assignments & Homework Oral Presentations Mid Exam Final Exam	10
Knowledge	K4	Recognize the methods used in measuring productivity in the	P4	Assignments & Homework	7



Course Plan (Syllabus)

		light of the types of providers' payment systems.		Oral Presentations Mid Exam Final Exam	
Skills	S1	Analyze the differences between retrospective and prospective payment and suggest how to control hidden costs in light of causes..	P4	Assignments & Homework Oral Presentations Mid Exam Final Exam	12
Skills	S2	Investigate the relationship between cost and productivity and how to manage the timing of cash inflow and outflow.	P4	Assignments & Homework Oral Presentations Mid Exam Final Exam	10
Skills	S3	Examine the special decisions's nurse manager faced in light of challenges and problem in financial management.	P6	Assignments & Homework Oral Presentations Mid Exam Final Exam	8
Competencies	C1	Develop a budget for a nursing unit.	P5	Assignments & Homework Oral Presentations Mid Exam Final Exam	12
Competencies	C2	Create a plan for investment to improve nurse productivity using the financial techniques.	P5	Assignments & Homework Oral Presentations Mid Exam Final Exam	12
Competencies	C3	Calculate interest using of simple and compound methods, and determine types of interest rate.	P5	Assignments & Homework Oral Presentations Mid Exam Final Exam	12

* <https://jnqf.heac.org.jo/?v=5.20.10.28.2&url=ar/Manuals>; ** Program Outcome Competencies (Learning outcomes) Code (PILOS); CILOs: Course Intended Learning Outcomes



Course Plan (Syllabus)

Sixth: Learning Resources

Main Reference: Introduction to the Financial Management of Healthcare Organizations		
Author: Michael Nowicki	Edition: 9 th	Publication Year: 2024
Additional resources: <ul style="list-style-type: none"> • <i>Zelman, W. N., McCue, M. J., Glick, N. D., Thomas, M. S. (2020). Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts and Applications. United Kingdom: Wiley.</i> • <i>Reiter, K. L., & Song, P. H. (2018). Gapenski's Fundamentals of Healthcare Finance. 3rd Ed. Health Administration Press. USA.</i> • <i>Song, P. H., Reiter, K. L. (2022). Fundamentals of Healthcare Finance, Fourth Edition. United States: Health Administration Press.</i> • <i>Sullivan, E. (2018): Effective Leadership and Management in Nursing. Eight edition. Pearson Practice Hall.</i> • <i>American Hospitals Association (AHA). https://www.aha.org/.</i> • <i>Healthcare Financial Management Association (HFMA). https://www.hfma.org/.</i> • <i>U.S. Department of Health and Human Services (HHS). https://www.hhs.gov/.</i> 		
Teaching Context	<input checked="" type="checkbox"/> Classroom <input type="checkbox"/> Laboratory <input type="checkbox"/> Workshop <input checked="" type="checkbox"/> MS Teams <input checked="" type="checkbox"/> Moodle	

Seventh: Course Structure

Lecture Date	Topics	CILOs Codes	Teaching Procedures	Teaching Methods	References
2025/03/08	<ul style="list-style-type: none"> • Introduction to course requirements and materials • Financial Management in Context 	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Course Syllabus Ch. 1 (Michael Nowicki)
2025/03/15	Videos related to topic discussed Exercise- Value based healthcare	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/03/22	<ul style="list-style-type: none"> • Health Care Financial Statements 	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Ch. 3 (Michael Nowicki)



Course Plan (Syllabus)

2025/03/29	Videos related to topic discussed Exercise- Health Care Financial Statements	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/04/05	Principles and Practices of Health Care Accounting Student Presentation: • Financial Statement Analysis	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Ch. 3, 8 (Michael Nowicki)
2025/04/12	Videos related to topic discussed Article discussion	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/04/19	Midterm Exam				
2025/04/26	Videos related to topic discussed.	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/05/03	Student Presentation: • Working Capital Management • The Time Value of Money	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Ch.9, 10 (Michael Nowicki)
2025/05/10	Videos related to topic discussed Course project	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/05/17	Student Presentation: • The Investment Decision • Capital Financing for Health Care Providers (Managing Materials)	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Ch.10, 13 (Michael Nowicki)



Course Plan (Syllabus)

2025/05/24	Videos related to topic discussed Deadline for the submission of the course project	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Self-study activities, Group discussion	Asynchronized Activity Plan
2025/05/31	Student Presentation: <ul style="list-style-type: none"> Using Cost Information to Make Special Decisions Budgeting 	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Face-to-Face	Lecturing Questions and Answers Discussion	Ch. 14 (Michael Nowicki)
2025/06/07	Holiday				
2025/06/14	Student Presentation: Project presentations	K1, K2, K3, K4 S1, S2, S3 C1, C2, C3	Asynchronous	Lecturing Questions and Answers Discussion	Students References
Final Exams: 15 to 25/6/2025					

Eighth: Assessment Methods

Assessment Method	Score Identified for each Assessment	Specific Course Output to be Assessed*									
		P1/K1	P2/K2	P2/K3	P4/K4	P4/S1	P4/S2	P6/S3	P5/C1	P5/C2	P5/C3
Mid-term Exam	30%	3	1	4	2	4	3	2	4	4	3
Assignments	15%	2	1	1	1	1	2	2	1	2	2
Group presentation	15%	1	1	2	1	2	1	2	2	1	2
Final Exam	40%	5	2	3	3	5	5	2	5	5	5
Total out of 100	100	33				31			36		

* Refer to document ([Guidelines-for-Nursing-Programs-Accreditation-at-Jordanian-Universities](#))

Ninth: Course Policies

All course policies apply across **all teaching modes**, including **online, blended, and face-to-face learning**.

- ☐ **Punctuality:** Attend on time; late work may lose marks.
- ☐ **Participation:** Engage in discussions, group work, and assignments.





Course Plan (Syllabus)

- ☐ Attendance & Exams: Mandatory attendance; valid excuse required for absences.
- ☐ Academic Integrity: No cheating, plagiarism, or unauthorized collaboration.
- ☐ Ethical Conduct: Respectful behavior is required online and offline.
- ☐ Technology Use: Follow platform rules; no misuse of digital tools.

Approval	Name	Date	Signature
Head of Department	Dr. Islam Al-Oweidat	2025/03/02	
Faculty Dean	Dr. Ahmed Rayan	2025/03/02	