



School of Medicine
Oregon Health & Science University
Division of Management

MGT 572 Financial Management

Spring 2014 Syllabus

Course Description	<p>This course focuses on a central question – how do my decisions add value to the firm? As a manager involved in the health care industry, it's critically important to understand the impact of your operational decisions on the financial statements. How will it impact the health care ratio, the operating margin, the balance sheet, cash flow?</p> <p>This course addresses key financial areas that every health-care manager, not just the finance team, should understand. It examines how organizations are financed, both from external as well as internal sources. For the external financings, the emphasis is on understanding how organizations are assigned financial ratings by analysts. For internal financing the focus is on working capital management and capital budgeting.</p> <p>The course also covers the valuation of an organization and its assets, along with examining the differences between publicly-held companies versus privately-held entities. This includes working on a deeper understanding of competitor financials and benchmarks. Mergers, acquisitions and other types of joint ventures will also be reviewed.</p>
Credit Hours	4 quarter credits
Prerequisite	MGT 561 or instructor consent
Faculty Information	<p>Gudrun Granholm, CEO Box One, Inc. 503 352-0850 (landline with e-mail alert) gudrung@boxoneleader.com Website: BoxOneLeader.com</p>

Office Hours

For a quick content-related question, feel free to contact me via e-mail or phone. For a longer conversation, please send me an e-mail to request an on-line phone or e-mail appointment. I encourage you also to get to know your team-mates and use them as a resource for your questions. **Please note: if you're sending me an e-mail, please be sure to include FIN 561 in your topic line.**

Online Hours

I will frequently be on-line throughout the quarter, including evenings and weekends. I travel extensively to deliver trainings in different locations, so you may occasionally experience a slow response, but I will get back to you as soon as I have an e-mail connection.

General Course Meeting Information

This course meets online Monday, March 31 – Friday, June 13, 2014.

We will meet in person twice:

Saturday, April 12, 2014	9am – 2pm	CHH 12181
Friday, May 30, 2014	4pm – 9pm	CHH 12181

The remainder of the coursework is offered online through Sakai.

Required Texts

Rogoff, E. G. (2007). ***Bankable Business Plans, 2nd ed.*** Row House Publishing (ISBN-13: 978-0-9791522-0-7; MSRP \$24.95).

Gapenski, L. C. (2011) ***Healthcare Finance: An Introduction to Accounting and Financial Management, 5th Ed.*** Health Administration Press (ISBN: ISBN-10: 1567934250 | ISBN-13: 9781567934250; MSRP \$128.00).

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor.

Additional materials will be available in Sakai as part of the Course Materials. Students are encouraged to keep copies of readings and links that they may want to use in the future as the materials will no longer be available once the course is complete.

Course Outcomes

In order to understand how financing options impact the funding of critical health care initiatives and projects, the course centers on the development of team business plans. The projects can range from investment decisions involving capital equipment to major decisions such as investing in buying a health-care competitor, line of business, developing a new product or service. This course is foundational for the final Capstone Project.

Attendance Requirements

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade.

As there are only two opportunities for us to meet live during the semester, **attendance is mandatory at these meetings**. The residency is an integral part of the program because of academic quality and accreditation. The opportunity to meet with others in your cohort/class and interact with them as well as the instructors is an essential component of maintaining the high educational quality standards set by

the School. Missing these campus session would, essentially, be the equivalent of missing approximately 20% of campus-based class.

Excused absences from the residency are only allowed in the event of an extreme personal or family emergency. This includes such things as serious personal illness or injury or a serious emergency, illness or death in the family. If you experience an event that meets these criteria, please notify me as soon as you are able. This is a very strict policy because of the critical importance of the residencies.

Grading Policy Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from Forum posts and participation, two problem analyses, and participation in the in-person class meetings. The point breakdown is as follows:

30% Team Forum Rapporteur Summaries (case studies)
40% Final Case Study, Team Campus Deliverables
30% Final Case Study, Final Paper

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [ISIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375.

Forums *Expectations about forum posting and how you are going to grade.*

Submissions *General information about what submissions will be required. Assignment details will go in Sakai.*

Copyright Information Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Syllabus Changes & Retention This syllabus is not to be considered a contract between the student and the School of Medicine. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. *HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.*

Student Access Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

Inclement Weather Policy When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

Academic Honesty Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online [here](#).

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

Use of Sakai This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours:

Sakai Help Desk
Mon – Fri, 8 am – 10 pm
weekends 12 pm – 5 pm

Contact Information:

(Local) 503-494-7074
(Toll-free) 877-972-5249
email sakai@ohsu.edu

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