



MGT572 Financial Management

Spring 2017 Syllabus

Course Description

This course focuses on a central question – how is value created in your organization? This value creation is often poorly understood outside the top financial team. Yet, it's critically important that all health-care managers understand the decision-making process required for sound financial management. Course participants will simultaneously apply these financial management concepts and tools to a real-life setting. Teams will spend the semester developing a comprehensive business plan focusing on a specific health-care initiative.

Two separate, broad areas will be covered in the course content. Initially, we'll look at how the organization makes strategic choices between different types of organizational investments, i.e. the asset side of the Balance Sheet. Which investments (projects or initiatives) will add the most value to the organization? The course explores the key tools and factors commonly used to prioritize and select investment alternatives. It also assesses the core elements that create "the best ROI or return." Is it the project with the highest profitability, the quickest payback, the best cash flow, or ...? What are the key drivers behind the numbers?

Next we'll look at the financing side of the Balance Sheet. What are the financing options available for funding these investments? How do you assess the optimal financing alternative or mix? What is the impact of a financing decision on the financial statements, on the organizations' credit rating? Most important, the course focus is on developing sustainable services and products that positively contribute to the long-term health of the organization.

Credit Hours

4 credits

Faculty Information

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If you experience a technical problem with any aspect of using Sakai, please contact the Sakai Help Team. For a quick content-related question, feel free to contact me via e-mail. 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 subject line.**

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, April 3 through Friday, June 16, 2017.

We will meet in person twice in the term:

Saturday, April 8	9:15am – 2pm	CDRC 3200
Friday, June 2	4 – 9pm	CHH 3070

The remainder of the coursework is offered online through Sakai.

Required Texts

“Accounting Fundamentals for Health Care Management”, **2nd edition**, Finkler, Steven A., Ward, David M., (2011) Jones and Bartlett Publishers (ISBN: 978-1-4496-4528-1). MSRP: \$109 ***This is one of the books used last quarter in MGT561.***

“Bankable Business Plans” (second edition), by Edward G. Rogoff (2007), Row House Publishing. (ISBN: 978-0-9791522-0-7) MSRP: \$25.00. Also available in Kindle edition.

Optional Reading for this Course and Your Bookshelf:

Highly recommended as a review of your earlier basic accounting course: “The Essentials of Finance and Accounting for Nonfinancial Managers,” **2nd Edition**, Fields, Edward (2011), AMACOM. (ISBN: 978-0814416242)

“How to Measure Anything: Finding the Value of Intangibles in Business,” Hubbard, Douglas W. (2010), Wiley, ISBN 978-1118539279. Also available in Kindle edition.

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

Additional materials will be available in Sakai and listed in 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 Objectives

Upon successful completion of this course, students will:

- Understand the process of managing and building the financial strength of their organization
- Learn how to improve the organization’s cash flow
- Understand how they *impact and contribute to* the financial performance of their organization
- Develop and implement a sound investment/financing plan
- Be better prepared for their capstone project and any organizational project requiring a significant investment

Alignment with Program Learning Goals and Objectives	<p>This course is a foundation course in the MS curriculum and focuses on the following:</p> <p>LG2: Strategic Decisions</p> <ul style="list-style-type: none"> • LO1: Identify and define problems with consideration of uncertainties and risks. • LO2: Critically evaluate information. • LO3: Make decisions and evidence-based recommendations that improve outcomes.
Attendance Requirements	<p><i>Live attendance at the face-to-face sessions is required in this course due to the nature of our teamwork -- a team project selection in the first F2F and a team presentation in the second F2F. Missing the F2F sessions will impact the your final grade. See the Grading Policy (below) for details.</i></p>

If you will miss a face-to-face session, please contact your instructor as soon as possible. Students are expected to be present and participate in all forum discussions in a professional and respectful manner. Failure to attend or participate in class (both in person and online) may adversely affect your final grade.

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%

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

Participant grading is based on the following work:

35% Team Forums: forum discussion and participation, Team Summary submissions, Mid-term Peer/Self Team Evaluation
30% Final Paper
25% Team Project Powerpoint and Presentation Delivery, Final Peer/Self Team Evaluation
10% Face-to-Face Participation

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) by Friday, July 7, 2017. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

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. Digital (on-line) course lectures are copyright protected and may not be copied.

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 Division of Management. 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. **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.

**Commitment to
Equity and
Inclusion**

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. OHSU does not discriminate on any status protected by law. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin, veteran's status, ancestry, sex, sexual orientation, gender identity, or disability, please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu. Retaliation for reporting discrimination is prohibited.

Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator**: Laura Stadum (503-494-0258 or titleix@ohsu.edu).

**Inclement
Weather Policy**

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. 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. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

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. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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