

## **MGT 572 Financial Management**

### **Spring 2018 Syllabus**

#### **Course Description**

This course focuses on a central question – how do my decisions add value to the firm? As a manager involved in the healthcare 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?

This course addresses key financial areas that every healthcare 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.

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.

**Credits:** 4 quarter credits

#### **Faculty Information**

Gudrun Granholm

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#### **General Course Meeting Information**

This course meets online Monday, April 2 – Friday, June 22, 2018.

We will meet in person twice in the term:

Saturday, April 7, 2018	9:15am – 2:00pm	CHH 3171/3181
Saturday, June 2, 2018	8:30am – 12:30pm	CHH 3171/3181

## Required Materials

“Technology Ventures: From Idea to Enterprise”, 4th edition, Byers, Dorf & Nelson (2015), McGraw-Hill Irwin. (ISBN: 978-0073523422) MSRP: \$150.00

“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 earlier in MGT 561.

Optional Reading for This Course:

“The Essentials of Finance and Accounting for Nonfinancial Managers,” 2nd Edition, Fields, Edward (2011), AMACOM. (ISBN: 978-0814416242). This book was also used in MGT 561.

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.

Additional readings will be made available through OHSU Library and the Sakai learning platform.

## 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*

This course is a foundation course in the MS curriculum and while this course contains aspects of all the program’s learning goals, it focuses on the following:

#### *LG2: Strategic Decisions*

- **LO1:** Identify and define problems with considerations of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

## Attendance Requirements

***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 your final grade.*** See the Grading Policy section below for details.

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.

Grades will be based on scores from forum posts and participation, participation in the in-person (F2F) sessions, and assignments. The point breakdown is as follows:

*15% In-person Attendance and Participation at Face-to-Faces*  
*30% Team Forums 1-3 (10% per forum)\**  
*25% Team Forum 4 - including team presentation at second face-to-face\**  
*30% Final Paper*

*(Note: this course is based on team work and requires a live presentation at the 2nd F2F. Unless an emergency prevents attendance at the face-to-faces, missing a face-to-face will cause a full point drop in your final course grade.)*

*\*Role of the Self/Peer Team Evaluations (mid-point and at end of quarter):*

There are two separate deliverables for each forum – an initial draft prepared by each team member and a team summary that will be formally submitted for grading to the instructor.

- Each team member must post an Initial Draft in the Forums discussion area by Friday following release of the Forum instructions the preceding Monday.

While the initial draft will not be graded, I will review and grade these forum postings if there is a team participation issue (determined through the confidential Mid-term and Final Peer/Self Evaluation). Grade adjustments based on this will be reflected in the final paper grade and will significantly impact the final grade.

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, June 29, 2018. 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.

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](mailto: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](mailto: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](mailto: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](mailto:sakai@ohsu.edu), or by phone at 1-877-972-5249.

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