

Syllabus: MGT 572 – FINANCIAL MANAGEMENT

Credits: 4

Instructor:

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Course description: MGT 572 – FINANCIAL MANAGEMENT

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?

This course addresses key financial areas that every health-care manager, not just the finance team, should understand. It examines how organization's 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.

Course objectives:

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.

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 MGT 572 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.

Required Textbooks

- “Bankable Business Plans” (second edition), by Edward G. Rogoff, Row House Publishing, 2007 (ISBN-13: 978-0-9791522-0-7).
- Recommended textbook: “Fundamentals of Healthcare Finance”, second edition, Louis C. Gapenski, AUPHA Press.
- Alternate textbook: “Healthcare Finance: An Introduction to Accounting and Financial Management”, Louis C. Gapenski, AUPHA Press (Health Administration Press), 5th edition.
- **Optional Texts**
- “How to Measure Anything: Finding the Value of Intangibles in Business”, Douglas W. Hubbard, 2010, available in Kindle edition. Please check Amazon.com if you need an ISBN.
- An optional backup book, especially for anyone new to accounting and financial statements: “The Essentials of Finance and Accounting for Nonfinancial Managers”, 2nd edition, Edward Fields, Amacom, 2011. This can be ordered on-line through Amazon and other on-line book providers. No specific reading will be assigned from this book.

Relevant literature and resources

Provided on-line.

Course coordination

The course is taught in a combined on-campus and on-line manner. The on-line portion of the course is taught completely asynchronously. Teaching modalities include:

An off-campus portion:

- Access to course e-learning modules via the OHSU Sakai system
- Handouts of Powerpoint slides
- Reading assignments in the form of PDF's, Microsoft Word documents, URL's
- Forum case study discussions and submissions
- Final case study

An on-campus portion:

- Two Saturday campus sessions

Evaluation

Participant grading is based on the following work:

- Team forum case study: on-line (threaded) discussions (to be covered in detail at first campus meeting)
 - Team forum rapporteur summaries - 30%
- Final case study
 - Team campus delivery – 30%
 - Forum participation – 10%
 - Final paper – 30%

Course Logistics

On the Home page, you will find a Summary Course Outline showing due dates and some of the required textbook readings. ***For detailed information about materials to read or to post, please go to Sakai and look at the “Course Materials” section for the appropriate week.***

Attendance Requirements

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. In addition, the regional and national organizations that accredit the institution and the program require us to adhere to this structure.

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.

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. The on-line learning modules may not be copied, reproduced or retransmitted in any manner.

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.

Syllabus Changes And 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 summary course outline posted on Sakai will have the most up to date information.*

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. See http://www.ohsu.edu/xd/education/library/research-assistance/plagiarism.cfm?WT_rank=1#.

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.

Inclement Weather

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. This hot line will offer specific recorded messages for road conditions on OHSU's Marquam Hill and West campuses (option 1), and for patients (option 2), students (option 3) and employees (option 4). If extreme weather conditions present potentially unsafe situations, the provost of the university may choose to delay or cancel classes, or alter office and research activities. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. For more information, please view the [website](#) or call the above hotline.

Student Accommodations

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 orchards@ohsu.edu to discuss your needs. You can also find more information at <http://www.ohsu.edu/student-access>. 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.

You may also visit <http://www.ohsu.edu/xd/education/student-services/education-diversity/student-access/index.cfm> to identify your Program Accommodation Liaison (PAL).
