A. Course: 37:575:385:01 Finance for Organizational Leadership (3 credits)

B. Pre-Requisite: None

C. Meeting Times: Mondays, 7:15 PM to 10:05 p.m.
Location: Hickman, Room 130

D. Course Description: Quantitative financial and accounting techniques in organizations used for cost analysis and performance decisions. The class is for nonfinancial leaders in profit and nonprofit organizations.

E. LSER Learning Objective: Formulate, evaluate, and communicate conclusions and inferences from quantitative information about work

F. Text: Finkler, Steven A., **Financial Management for Public, Health, and Not-for-Profit Organizations**, 3e, Pearson/Prentice Hall, 2010, ISBN 978-0-13-607073-3; The international version of the text is not viable for the class. The 2e and international version of the text have different content, homework problems, etc. Please do not purchase the 2e or the international edition of the text for this class. A copy of 3e is on reserve at the Chang Library.

G. Instructor: Sheila M. Lawrence, Ph.D.

H. Email ID: smlawren@rci.rutgers.edu

I. Phone: 973-596-6425 - please call between 9 AM and 9 PM; (Please speak slowly, state the course # (575:385:01), spell your name, and give your phone number.) please follow up with an e-mail message.

J. Office Hours: Prior to class by appointment and after class

K. Special Needs – Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the Office of Disability Services, the designated office on campus to provide services and administer exams with accommodations for students with disabilities. The Office of Disability Services is located in the Kreeger Learning Center, 151 College Ave, 732-932-2848. I look forward to talking with you soon to learn how I may be helpful in enhancing your academic success in this course.

L. Assessment: This class is hands-on and features assessment of projects and assignments, rather than a lecture course that uses exams to assess learning. Course Assessment is calculated as a weighted average of the following projects.

Assessment: Assessment Policy:

Letter Grade	Scores Based on Course Components
A	90-100
B+	85-89
B	80-84
C+	75-79
C	70-74
D	60-69
F	< 60

Note: The thresholds for final letter grades will be re-scaled if a conventional standard seems unreasonable.

M. Assignments: All assignments are posted on Sakai in folders under the Assignments Folder. Assignments must be handed in on time; otherwise there will be a 10% penalty on the score, with a max of one week. All work must be shown, not just the final answer. Submissions must be complete; no partial assignments can be submitted. Please do not use the Drop Box.

Note: Project due dates are tentative until confirmed.

Assignment #	Grade Components	Chapters	Target Due Date*	Weight (%)
Assignment 1 (30%)	Homework	1 thru 5	7:15 PM Sharp	10
Chapters1-5	Case Study: Dennison Specialty Hospital Part I (Parts A&B)	2 Template		5
	Case Study: Dennison Specialty Hospital Part II (Parts C and D-1)	3 Template		5
	Excel Forecasting Project	3 Spec		10
Assignment 2 (30%)	Homework	6 thru 8	7:15 PM Sharp	10
Chapters 6-8	Case Study, Gore Mountain	8 Template		10
	2 Current Events**	All Spec		5
	In-Class Puzzle	6 thru 8; Handout		5
Assignment 3 (40%)	Homework	9,10,14,15	7:15 PM Sharp	5
(15% In-Class)	Pareto Project	Spec		10
Chapters 9-15	Summary Paper on Important Concepts	Write-Up		5
	Annual Report Analysis	11 - Spec		5
	In-Class Participation and Attendance	All - Spec		5
	In-Class Guest Speakers	All - Spec		5
	In-Class Financial Ratios	Handout		5
Total				**100**

* On-line submissions must be posted by 6:45 PM as well.
** A 5-minute presentation will be made each week by a group of students on a topic relating to finance. A copy each article will be submitted to the professor prior to the presentation, along with a write-up not to exceed 4 paragraphs..

Penalty: 10% for every assignment submitted late, with a max of one week. Submissions must be complete; no partial assignments can be submitted.

I. To facilitate the grading of exams, please address the following:

1. For homework, please fully substantiate your answers; for homework assignments, page 1 must be the summary documents, posted on the Assignments Folder on Sakai. The document helps clarify the homework problems.

2. Please order the materials as follows: Homework, Cases, and Special Projects.

3. Please number your exam pages, and include the labeling of any sub-questions (a,b,c…).
4. Please include your name on every page and identify the case/problem #.
5. Please run spell check (where appropriate) and proofread your exam.
6. Where possible, please use Excel. For any Excel output, please insure correct column widths are used. Otherwise show all hand calculations. (Note: The Excel assignments must be done in Excel.)
7. Insure that there are no page breaks in the middle of Excel outputs.
8. Please be sure to annotate your Excel output; merely providing the template and computerized output is not acceptable for full credit.
9. Please Print Preview all Excel documents to insure that there are no blank pages or instances of one-column on a separate page. Use landscape printing and Page Set Up options.
10. Please do not use red ink.
11. No portion of any problem needs to be done with a graphics calculator.
12. Please staple or clamp your assignment submission. Please, also, upload your coursework submissions to the Assignment Folders on Sakai.
13. Merely posting a final answer is not sufficient. Please provide calculations/Excel screenshots as needed.
14. Please be sure to include a discussion/recommendation after tables and analyses.

N. Participation and Attendance: Active participation is critical. Attendance is of critical importance. It is essential to keep up with the class material. Attendance will be taken in each class. If a student misses/will miss a class, then the student needs to send a courtesy e-mail message to the professor.

O. Required: Statistical software in Excel 2003 (or higher) is included in the course, which is required for homework, related cases, and team assignments. Reading assignments must be completed prior to each lecture. **Communication Devices:** No communication devices (cell phones, palm pilots, beepers, pagers, etc**.)** can be used in the classroom.

P. Lecture Schedule: The following is an approximate lecture schedule. Project due-dates are tentative until confirmed. Assignments and readings represent the material to be covered during that class session. Students are expected to complete the readings on the syllabus prior to the class date on which they are listed.

Target Week	Proposed Chapter Series:
1	**Chapter 1 (Introduction to Financial Management)** **Chapter 2 (Planning for Success: Budgeting); Excel** **Excel spreadsheets, graphics and financial applications** **Factors that affect cash flows; creating a budget;** *Discussion of financial management and public finance; Mission; strategic plan, types of budgets and the budgeting process*
2	**Chapter 3 (Additional Budgeting Concepts), Part 1** *Line-Item and Responsibility Center Budgets; program and functional budgets; budgeting* techniques
3	**Excel Workshop by Marcie Anszperger will be held in Room 007 in the basement of the Loree Building, 72 Lipman Drive, Building Number 8432 on Cook/Douglass. Please park in the Douglass Parking Deck next door. Please be prompt.** http://rumaps.rutgers.edu/#?campus=nb

4	**Chapter 3 (Additional Budgeting Concepts), Part 2** *Forecasting and Excel; Descriptive Statistics*
5	**Chapter 4 (Understanding Costs)** *Cost Behavior; Break-Even Analysis, Cost* Measurement
6	**Chapter 5 (Capital Budgeting)** *Time Value of Money; Investment Analysis*
7	**Chapter 6 (Long-Term Financing)** *Equity Financing; Long-Term Debt* **Assignment 1 Due at 7:15 PM Sharp in Paper and 6:45 PM in the Assignments Folder**
Mar. 12	***Spring Break – No Class***
8	**Chapter 7 (Managing Short-Term Resources and Obligations)** *Cash, Marketing Securities, Accounts Receivable, Inventory*
9	**Chapter 8 (Accountability and Control), Part 1** *Measures of Performance, Controlling Quality* Six Sigma and Starbucks **Introduce Pareto Project** **Guest Lecturer: Shannon Hunt, Insurance**
10	**Chapters 8 (Accountability and Control), Part 2** *Variance Analysis. Ethics* ***In-Class Puzzle*** ***In-Class Problem 8-30***
11	**Chapter 9 (Taking Stock of Where You Are: The Balance Sheet)** *GAAP; Balance Sheet Elements; Recording Financial Information* **Assignment 2 Due at 7:15 PM Sharp in Paper and 6:45 PM in the Assignments Folder**
12	**Chapter 10 (Reporting the Results of Operations: The Activity and Cash Flow Statements)** *Generally Accepted Accounting Principles (GAAP), Assets, Liabilities, Net Assets or Fund Balance* **Guest Lecturer: Laura Nass-Rosen, Financial Analyst**
13	**Chapter 15 (Financial Condition Analysis)** *Ratio Analysis*
14	**Chapter 14 (Financial Analysis)** *Financial Statement Review; The Notes That Accompany Financial Statements* **In-Class Ratio Analysis** **Assignment 3 Due at 7:15 PM Sharp in Paper and 6:45 PM in the Assignments Folder**
Optional (Time Permitting)	**Chapter 11 (Unique Aspects of Accounting for Not-for Profit and Health Care Organizations)** *Accounting for Not-For-Profit Orgs; Health Orgs* **Chapter 12 (Unique Aspects of Accounting for State and local governments – Part I; Reporting Financial Results)** and **Chapter 13 (Unique Aspects of Accounting for State and local governments – Part II; The Recording Process)** *Reporting Financial Information* **Decision Analysis (Supplementary)**

Q. Academic Integrity: All students are responsible for locating, reading, and abiding by the University Policy on Academic Integrity for Undergraduate and Graduate Students. The policy is available on-line at http://cat.rutgers.edu/integrity/policy.html

R. Recommendations: Requests for recommendations must be made in writing after completion of the course.

S. Communication:

1. *NETID Needed*

Rutgers uses the Sakai system. In order to use this system, you must have a NETID and PW. A NETID is an account on one of the main systems at Rutgers (Pegasus, Eden, Andromeda or RCI).

- **If you have a NETID,** you can currently ensure that you will be able to login to the system.
- **If you do not have a NETID**, please use the following page to attain one: http://netid.rutgers.edu/
- **If you have any problems**, please contact your local RUCS Help Desk. You can reach them at help@nbcs.rutgers.edu or 732-445-Help

2. *Sakai*

To facilitate class learning, please access and print course documents needed for class from the course management system known as Sakai. Course documents are posted in folders under Resources.

Quick Start for Sakai:
https://sakai.rutgers.edu/access/content/public/quickmember.html
Sakai website:
http://sakai.rutgers.edu/portal

If you do not see this course listed, then the site in likely in the "More" dropdown box to the right of your tabs. You can rearrange the order of your sites or hide sites from previous semesters by using the Preference tool in My Workspace and clicking on the "Customize Tabs" action button.

U. Student E-Mail and Phone Numbers:

a. A student can forward mail from his/her Eden/Pegasus address to a preferred e-mail address. Go to http://www.eden.rutgers.edu/tools.php and click on forwarding. Enter your NetID and PW. Then fill in your preferred e-mail address.

Cautions: Hotmail has problems with e-mails with attachments. Also, some corporations spam e-mails with attachments.
- If you have any problems, please contact your local RUCS helpdesk at help@nbcs.rutgers.edu

b. Students also have the responsibility to then inform the professor of any changes to their phone numbers (day and evening). Please use **"Finance for Org. Leadership"** in the Subject section to avoid being spammed. ***Please sign your full name in all e-mail correspondence.***

c. Please check your e-mail regularly, especially on the day of class, to learn if there are any changes in the class schedule, class requirements, or for other general announcements.

d. Please do not Reply All to the Instructors. Otherwise, several members of the staff and instructors will receive your correspondence.

T. Study Groups: Forming study groups will facilitate learning by keeping you focused, involved, and current in the course.

U. Project Civility: Common courtesy is expected at all times.

V. Parking Impacts: Special events may impact parking.

W. **University/Campus Closings:** 732-932-INFO (New Brunswick); http://campusstatus.rutgers.edu