**A. Course: 37:575:385:01 Finance for Organizational Leadership (3)** - Preliminary

**B. Pre-Requisite:** None

**C. Meeting Times:** Thursdays, 7:15 PM to 10:05 p.m.

**D. Location:** CDL, Room 109

**E. 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.

**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 international version of the text has different content, homework problems, etc. Please do not purchase the international edition of the text for this class. A copy is on reserve at the Chang Library.

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

**H. Email ID**: smlawren@rci.rutgers.edu Please do not include attachments (except PDFs in Office 2003) due to the potential for viruses.

**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.

| Assignment # | Grade Components | Weight (%) |
|---|---|---|
| Assignment 1 (25%) | Homework | 10.0 |
| Chapters 1-5 | Case Study, Chapter 3,<br>Dennison Specialty Hospital Part I<br>Dennison Specialty Hospital Part II | <br>5.0<br>5.0 |
| | Excel Forecasting Project #1 | 5.0 |

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|---|---|---|
| Assignment 2 (40%) | Homework | 10.0 |
| Chapters 6-9 | Case Study, Chapter 8, Gore Mountain | 10.0 |
| | Current Events/Devise Activity In-Class | 5.0 |
| | Excel Pareto Analysis Project #2 | 10.0 |
| Assignment 3 (35%) | Homework | 5.0 |
| Chapters 10-15<br>Note: Chapters 11-13 are optional) | Annual Report Analysis | 10.0 |
| | Case Study, Chapter 14, Major Medical Center | 10.0 |
| | Excel Survey Analysis Project #3 | 10.0 |

**M. 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.

**N. Attendance**: 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)**<br>**Chapter 2 (Planning for Success: Budgeting); Excel**<br>**Excel spreadsheets, graphics and financial applications**<br>**Factors that affect cash flows; creating a budget;**<br>*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**<br>Line-Item and Responsibility Center Budgets; program and functional budgets; budgeting techniques |

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|---|---|
| 3 | **Workshop of Pivot Tables will be held in Room 007 of the Loree Building on Cook/Douglass. Please be prompt.** |
| 4 | **Chapter 3 (Additional Budgeting Concepts), Part 2**<br>Forecasting and Excel |
| 5 | **Chapter 4 (Understanding Costs)**<br>Cost Behavior; Break-Even Analysis, Cost Measurement |
| 6 | **Chapter 5 (Capital Budgeting)**<br>Time Value of Money; Investment Analysis |
| 7 | **Chapter 6 (Long-Term Financing)**<br>Equity Financing; Long-Term Debt<br>**Assignment 1 Due at 7:15 PM Prompt** |
| 8 | **Chapter 7 (Managing Short-Term Resources and Obligations)**<br>Cash, Marketing Securities, Accounts Receivable, Inventory |
| 9 | **Chapter 8 (Accountability and Control), Part 1**<br>Measures of Performance, Controlling Quality |
| 10 | **Chapters 8 (Accountability and Control), Part 2**<br>Variance Analysis. Ethics |
| 11 | **Chapter 9 (Taking Stock of Where You Are: The Balance Sheet)** |
| 12 | **Chapter 10 (Reporting the Results of Operations: The Activity and Cash Flow Statements)**<br>Generally Accepted Accounting Principles (GAAP), Assets, Liabilities, Net Assets or Fund Balance<br>**Assignment 2 Due at 7:15 PM Prompt** |
| 13 | **Chapter 14 (Financial Analysis)**<br>Financial Statement Review; The Notes That Accompany Financial Statements |
| 14 | **Chapter 15 (Financial Condition Analysis)**<br>Ratio Analysis |
| Optional (Time Permitting) | **Chapter 11 (Unique Aspects of Accounting for Not-for Profit and Health Care Organizations)**<br>Accounting for Not-For-Profit Orgs; Health Orgs<br>**Chapter 12 (Unique Aspects of Accounting for State and local governments – Part I; Reporting Financial Results)** and<br>**Chapter 13 (Unique Aspects of Accounting for State and local governments – Part II; The Recording Process)**<br>Reporting Financial Information<br><br>**Assignment 3 Via the Drop Box,** |

**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. Assignments:** All assignments are posted on Sakai in folders under Resources. Assignments must be handed in on time; otherwise there will be a 10% penalty on the score. If you miss class, then send the material in a PDF 2003 file. Work must be shown, not just the final answer.
**Note: Project due dates are tentative until confirmed.**

**T. 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.

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

**W. Project Civility:** Common courtesy is expected at all times.

**W. Parking Impacts**: Special events may impact parking.

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