

CENTRAL MICHIGAN UNIVERSITY  
MASTER OF SCIENCE IN ADMINISTRATION

**I IDENTIFYING INFORMATION**

Course: MSA 635: Financial Management  
Course Section #: 22109238

Location: Mt. Pleasant, Michigan, Rowe Hall 229

Course Dates and Times: March 19-20, March 26-27, April 9-10, April 23-24, 2010 Fridays 6-8:50 pm,  
Saturdays, 8:30 am – 4:20 pm

Instructor with Academic Biography:

Dr. James S. Neubecker received his undergraduate degree in accounting from Michigan State University. He received two graduate degrees from Central Michigan University; one in Educational Administration, the other in Business Administration, with a major emphasis in Accounting. He received his doctorate in public administration from Western Michigan University. He has also taken courses in Data Processing. He serves on a number of professional committees with the American Institute of Certified Public Accountants, Michigan Association of CPAs, Central Michigan University and Ferris State University.

In addition to the formal degree programs, Dr. Neubecker is a Certified Public Accountant and a Certified Internal Auditor.

Recently, Dr. Neubecker was employed as the Deputy Auditor General for the Michigan Auditor General. Prior to that he was an Audit Division Administrator with the Office of the Auditor General, Lansing, Michigan.

He has worked as a part-time instructor for Aquinas College, Grand Rapids, Michigan; Central Michigan University, and Western Michigan University, Kalamazoo, Michigan. He frequently is a guest speaker at accounting seminars sponsored by the professional associations and conducts training programs for accounting and auditing entities. Recently, he has written and conducted training programs for the Michigan Office of the Auditor General and the Diocese of Lansing, Michigan.

Instructor Contact Information:

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Instructor Availability: daily after 7:00 p.m. to 10:00 p.m.

Prerequisites: ACC 201 or its equivalents

**II TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

Required Text/Course pack:

Higgins, Robert C., Analysis for Financial Management, 9th Edition, Irwin, McGraw-Hill, 2009

**ISBN: 978 - 0 - 07 - 338231 - 9**

**Course pack for MSA 635:**

Course pack, written by Dr. James S. Neubecker, consisting of additional questions and problems, oral presentation instructions, term paper instructions, and PowerPoint slides to complement all lectures.

The course pack will be available approximately one week before the course begins and will be put on Blackboard under Course Materials. An announcement will be made at that time, so you can prepare for our first weekend with confidence and conviction.

**Strongly recommended, but not required:**

Dixon, Robert L.; Arnett, Harold E., The McGraw-Hill 36-Hour Accounting Course, Third Edition, McGraw-Hill, Inc. 1993 ISBN: 0 – 07 - 017094 - 0

Other Materials: Handout materials to be provided by instructor and center

Optional Materials: Reading current business newspapers and periodicals

**Note: While we will not be specifically discussing the supplemental text in class, it is strongly encouraged to be read by my students who are concerned about their basic accounting skills and how they might be applied in a graduate finance class. As such, I have incorporated into the syllabus the pertinent chapters from Dixon-Arnett as they relate to the chapters in the Higgins text. This will expedite your review and understanding of the required textbook.**

### III COURSE DESCRIPTION

Study of financial management and financial management techniques for administrators of private and public organizations. Emphasis is on financial planning and control.

### IV COURSE GOALS AND OBJECTIVES

Upon satisfactory completion of this course, the student will be able to:

1. Understand the role of the financial accounting information system in providing data requisite to analyzing organizational efficiency and profitability.
2. Describe the financial objectives of the modern corporation and distinguish the basic differences between the financial objective of private and public organizations.
3. Apply analytical models that are used to evaluate financial performance and potential investments.
4. Discuss the role of budgeting in long-term and short-term financial planning.
5. Apply analytic models designed to measure the financial requirements implicit in forecasting sales growth.
6. Understand the concepts of operating and financial leverage and show how leverage impacts financial planning and risk.
7. Use models for, and measures of, working capital management, particularly as regards accounts receivable and inventory turnovers.
8. Analyze the implications of the sources of short, intermediate, and long-term funds for the organization and how each is used in planning and control.
9. Evaluate the profitability of long-term investments through an understanding of the cost of capital.
10. Incorporate an understanding of the subject of decentralized operations with the need for responsibility accounting.
11. Analyze the behavioral incentives and ethical considerations of financial objectives and budgets.
12. Understand the implications of responsibility financial management.
13. Prepare in proper format, a comprehensive financial case or critical paper of particular interest to the student, in which two or more of the previous objectives are clearly and professionally illustrated.

### V METHODOLOGY

Classroom time will be used to explain key concepts from the assigned text chapters, handouts, and supplemental readings. In addition we will go over each and every question, exercise or problem assigned. Numerous illustrations of actual business and not-for-profit entities will be used during lectures and as well as those provided by the students' own individual backgrounds to help each one understand the realities of the business community and how the objectives of the course are used daily in business.

## VI COURSE ASSIGNMENTS

READINGS	Exercises and Problems
<b>Session 1: Friday, March 19, 2010</b>	
Introduction to the course	
Protocols	
Accounting & Finance Review	
Chapter 1 (Higgins)	Course pack questions for Chapter 1
<b>Session 2: Saturday a.m. , March 20, 2010</b>	
Chapter 1 (Higgins) complete lecture	
Chapter 2 (Higgins)	Course pack questions for Chapter 2
<b>Session 3, Saturday p.m. March 20</b>	
Chapter 1 (Dixon-Arnett)	Chapter complements Higgins chapters 1 - 3
Chapter 2 (Higgins)	Course pack questions
Chapter 3 (Higgins)	Course pack questions
Chapter 1,2, and 3 (Higgins)	Assign and review text questions for next class period
Dow-Jones Common Stock Purchases	Assign during class
<b>Session 4, Friday, March 26, 2010</b>	
Chapter 1 (Higgins)	Questions 1 through 4, 6 through 8
Chapter 2 (Higgins)	Questions 1, 3 through 5, 7
Dixon-Arnett	None
Chapter 2 (Dixon-Arnett)	Review current Income Statement for Microsoft
<b>Session Number 5, March 27, 2010 a.m.</b>	
Chapter 3 (Higgins)	Questions 1 – 4
Chapter 4 (Higgins)	Course pack Questions
Presentations	
<b>Session Number 6, March 27, 2010, p.m.</b>	
Chapter 3 (Higgins)	Question 8
Chapter 10 (Dixon-Arnett)	None
Chapter 4 (Higgins)	Course pack questions
Presentations	
Dow-Jones Common Stock reviews	
<b>Session Number 7, April 9, 2010 Friday</b>	
Chapter 4 (Higgins)	Text questions 1 through 3, 5
Presentations	
Chapter 12 (Dixon-Arnett)	None
Chapters 1 – 4 test review for Higgins	
<b>Session Number 8, April 10, Saturday a.m.</b>	
TEST NUMBER 1 (Chapters 1-4, Higgins)	
Discuss semester papers	Handout instructions for paper
<b>Session Number 9, April 10, Saturday p.m.</b>	
Chapter 5 (Higgins)	Course pack questions
Chapter 7 (Higgins)	Course pack questions & 4 in-class problems
Dow-Jones Common Stock Reviews	
<b>Session Number 10, April 23, 2010 Friday</b>	
Chapter 5 (Higgins)	Questions 1, 3, 5, 7 and 8
Chapter 7 (Higgins)	Questions 1a through 1e, 2 and 8
Presentations	
<b>Session Number 11, April 24, 2010, a.m.</b>	
Chapter 6 (Higgins)	Course pack questions
Presentations	
Chapter 9, (Higgins)	Course pack questions

<b>Session Number 12, April 24, 2010. p.m.</b>	
Chapter 6 (Higgins)	Questions 1, 4 and 5; 7 and 9
Presentations	
Dow-Jones Common Stock Reviews	In class exercises
Term Papers due	
Final exam	In-class final examination
FINAL EXAMINATION (Chapters 5-7, 9 (Higgins))	

## Summary

In-class discussions will include lectures from Higgins, current business events (including nonprofit applications); and handouts. Further, we will complete selected problems and/or exercises. Therefore, it is essential that you complete all readings and questions prior to the class period in which they are assigned. Also, please bring a calculator to class to help you solve the exercises/problems.

## VII CRITERIA FOR EVALUATION

Type of Performance and Evaluation Criteria:

### Grades

The grades for this course will be based upon the tests and the term paper. The point distribution is given below:

Test 1	75
Test 2	75
Classroom participation	25
Oral Presentation	25
Term Paper/Case Analyses	50
Total	250

The **quality** of class participation and homework assignments will be taken into consideration in those cases where your total point score falls in-between two grades. (More discussion on this point in the first class period.)

### Late Assignments:

On rare occasions a student's professional responsibilities dictate and must come before class work. If this happens in your case, you must first clear with me before assuming it is acceptable to turn in an assignment late. In any case, you will be held responsible for all course content, whenever you must be away from class.

**Please note: Acceptance of late assignments are at the discretion of the instructor. But, in any case late assignments carry a minimum penalty of 3 points. No late assignments will be accepted after 7 days from the original due date.**

### Make-Ups and Rewrites:

If you need to be away from class on a test night, you must first clear with me before assuming you may make up the test at a later date. In the case of an emergency, you may leave a message on my phone, or e-mail me.

Attendance Policy: Attendance is optional, although strongly encouraged.

Class Participation: It is critical to the success of this program that you complete all reading assignments, prior to coming to class. Without advance reading and preparation, you, the student, will find it very difficult, if not impossible, to keep up with the rest. It is expected that every student will participate vigorously in the intellectual discussions commonly experienced in graduate education. Positive contributions to classroom participation will be considered when students are receiving their final grade. For example, a strong classroom participation could bring your grade up from a B+ to an A-, a B- to a B, etc.

Extra Credit: Not applicable.

Grading Scale: The grading scale I use is relatively simple:

A	From 94 to 100
A-	From 90 to 93
B+	From 87 to 89
B	From 83 to 86
B-	From 80 to 82
C+	From 77 to 79
C	From 73 to 76
C-	From 70 to 72
E	Below 70

Incomplete: The (I) Incomplete is a temporary grade used in cases when a student is unable to complete course requirements because of illness or other justifiable circumstances. An (I) Incomplete is assigned in cases in which the student has completed satisfactorily the major portion (50%) of the course requirements and has the ability to complete the remaining work without re-registering for the course. Further information on (I) Incomplete can be found on page 52 of the 09-10 Graduate Bulletin.

Copies of Assignments: Attention CMU students: It is your responsibility to retain a copy of any materials that you mail or hand in to a center or to your instructor. This includes, but is not limited to, exams, assignments, cases, or reports.

## VIII SUPPORT SERVICES AND OTHER REQUIREMENTS

**Library Services:** *CMU offers you a variety of library services. Don't hesitate to avail yourselves of the many fine services the library offers you. It is expected that students will be using the library for references purposes in order to complete their oral presentations and research paper. If you feel the library will have to order material through inter-library loan, be sure to give them adequate time to meet your schedule.*

**Academic Dishonesty:** *Written or other work that a student submits must be the product of her/his own efforts. Plagiarism, cheating and other forms of academic dishonesty, including dishonesty involving computer technology, are prohibited. Plagiarism can include acts of both commission and omission. Thus, submission of un-cited work, even if it is not the student's intent to plagiarize, can result in severe penalties. Students and instructors are referred to the Policy on Academic Integrity, pages 30-33, 2009-10 Graduate Bulletin.*

**ADA:** *CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disabilities Services, 120 Park, 989-774-3018.*

## **IX BIBLIOGRAPHY**

Supplementary Texts: (Note: Students need not buy; instructor will provide through lecture important portions of the supplementary texts.)

Cox, Raymond, R. Gene Stout, and Daniel Vetter; Financial Administration and Control, Blackwell Publishers, Cambridge, MA, 1995.

Louderback, Joseph G. III and Dominiak, Geraldine F. Managerial Accounting (10th Edition) Boston: Kent Publishing Company 2003

Handout materials, as assigned and distributed throughout the semester by your instructor.