

PSC645 Nonprofit Financial Management and Budgeting (Summer 2016)

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Course Description:

This three credit hour course focuses on selected topics in nonprofit financial management and budgeting. It is a required core course for graduate students in the Post-Baccalaureate Certificate in Nonprofit Management. The primary objective of the course is to provide students with a basic background in financial management to enable them to better understand financial concepts and techniques and consequently to better use financial information in making decisions in nonprofit organizations. The course is not intended to make students into accountants or financial technicians but rather to make them good users of financial information as nonprofit managers. Students will become conversant in the financial terms, concepts, and tools needed to ask the right questions of those generating financial information and to interpret the answers as they affect organizational decision making in nonprofit organizations. The course is an introduction to nonprofit financial management in the context of management control concepts; planning and budgeting processes; managerial or cost accounting techniques; long-term financing or debt management; management of short-term resources or cash management; accountability and control concepts and techniques; methods, processes, and tools of nonprofit accounting and financial reporting; and financial statement analysis that provides information for improved organizational decision making.

Student Learning Outcomes: Upon completion of this course, students enrolled in course should be able to:

1. Apply management control concepts to financial management and budgeting in the context of nonprofit organizations and discuss their value for accountability and control.
2. Identify the unique role of planning and budgeting as a part of nonprofit financial management.
3. Identify different types of cost behavior in nonprofit organizations and apply basic cost concepts in cost analysis and cost accounting techniques.
4. Utilize appropriate long-term financing techniques to analyze the feasibility of nonprofit program/investment proposals.
5. Discuss unique aspects of financial accounting and reporting in nonprofit organizations and interpret resulting financial statement information.
6. Analyze nonprofit financial statement information utilizing appropriate approaches, including ratio analysis.
7. Define appropriate cash management and investment practices applicable to nonprofit organizations.

Upon completion of this course, students enrolled in the course should in addition be able to:

1. Critically analyze research literature on nonprofit financial management topic areas covered in the course.
2. Integrate and interpret financial information from multiple sources for comprehensive nonprofit financial analysis.

Teaching Strategies:

A variety of teaching strategies will be employed to achieve learning outcomes listed above. These include reading, discussion, and written analysis assignments. **In the Summer Session, the course as a hybrid course will have at least two in-person, on-campus class sessions -- the first and last class sessions. The course may also have an additional optional, informal work/discussion sessions later in the Summer Session.** The course is based primarily on course materials and discussion of those materials. Case studies will be utilized as a method for applying and discussing course concepts and techniques. Case studies can be accessed in Canvas. Assigned groups of students will be required to post their jointly developed written case analysis and to lead discussion of their assigned case using the Case Analysis Discussion Forum for their case. Abstracts/reviews of journal article literature by individual students and group financial statement analyses will be handled in a similar fashion for posting and discussion leadership by students assigned. In addition, problem sets will be used to reinforce course concepts and apply techniques covered in the course.

Required Texts:

Finkler, Steven A., Purtell, Robert M., Calabrese, Thad A., and Smith Daniel L., Financial Management for Public, Health, and Not-for-Profit Organizations. Fifth Edition. Thousand Oaks, CA: CQ Press/Sage Publications, Inc., 2017. ISBN 978-1-5063-2684-9.

McLaughlin, Thomas A., Streetsmart Financial Basics for Nonprofit Managers. Third Edition. Hoboken, NJ: John Wiley & Sons, Inc., 2009. ISBN 978-0-470-41499-6.

Other references are included in Canvas.

Course Structure and Attendance Policy:

The Summer Session course as a hybrid course is an online course, but it also has some required and some optional in-person, on-campus class sessions as indicated in the Course Schedule at the end of the syllabus. This course has similar content and assignments to a traditional face-to-face version of the course as modified for hybrid and online delivery. Learning in an online environment requires engagement and active participation on the part of students. You should plan to spend the same amount of time reading, completing assignments and participating in class and group discussion that you would in a face-to-face version of the course, including taking account of the fact that if not doing so online through Canvas, you would be participating in an in-person class session that would be four hours in length every week in order to meet contact hour requirements for a 3 credit hour course for the compressed Summer Session 10 week schedule. As an asynchronous online course, we will not meet as a class at the same time in weeks when an in-person, on-campus class session is not scheduled. You can do your course

work at times during the week that may be convenient, but you are responsible for completing assignments within the required timeframes and by the established deadlines. See requirements for postings associated with course requirements. You should plan to spread your participation in the course throughout the week. Individual and group assignments will be due during the week as indicated in the course requirements section below. While most individual and group assignments that will be the subject of further discussion by the rest of the class will need to be posted by Monday, initial discussion postings by individual students to discussion boards should occur by Wednesday with follow-up and final postings completed by the end of the week on Saturday. Please plan and manage your time wisely during the week and anticipate upcoming assignments. Please notify the instructor if you have an unforeseen emergency affecting your progress in the course or that might warrant a withdrawal or incomplete for the course.

Explanation of Course Requirements and Evaluation:

The course assignments are designed to achieve the learning objectives for the course. The assignments and their weighting as part of the final course grade is as indicated below. Additional information and instructions for assignments can be found on the Assignment tab for the course.

1. Written Introduction (Ungraded). Although we will do introductions in class during the first class session, please post a personal introduction online in the Class Discussion Forum during the first week of the course for reinforcement since other class members will only see you in-person on a couple of occasions during the Summer Session. Introduce yourself to the class and tell a little about yourself, such as where you are from, your status in the program, something about your educational background and work experience, what you do for a living if currently employed, what your career interests are, and what you hope to learn in this course.

2. Article Abstract/Discussion Questions/Discussion Leadership (10% of course grade)

Normally the purpose of this assignment is for graduate students in the course to develop research skills through literature research and critical analysis of a journal article pertaining to one of the topic areas covered in the course and to engage the class in reading and discussion of the journal article in relation to the related course topic. To some extent in Summer Session, there is less emphasis on independent literature research to identify appropriate articles for this purpose because of the more limited time and the compressed schedule for course content. The assignment requires the following: Consult in advance with the instructor to get approval to use an appropriate Journal Article related to the Lesson topic for the week assigned (the instructor will provide a reference listing of approved journal articles for this purpose); Prepare a 1-2 page double-spaced written abstract and critique of the Journal Article; Prepare at least 2-3 appropriate discussion questions for leading discussion about the article on the Lesson Discussion Board for the week assigned; and Discussion Leadership on the Lesson Discussion Board using the Discussion Questions.

3. Written Case Analysis, Powerpoint Summary and Discussion Leadership (total 20% of course grade – 10% written and 5% each for Powerpoints/Discussion Questions and Class Discussion Leadership) The purpose of this assignment is for groups of students to apply financial management and budgeting concepts and techniques to nonprofit case studies in the

course and to lead discussion of the case on the appropriate Case Analysis Discussion Board. 2-3 students will be assigned to each of the five cases assigned in the course. The written case analysis paper should be approximately 10-15 pages double-spaced and follow the guidelines in the Assignment tab. The written analysis should address in the narrative comments on the case in the paper each of the specific questions raised in the case and also address specific considerations raised in the assigned readings for the week. Guidelines for the written case analysis and case discussion leadership are on the Assignments tab for the course. The Written Case Analysis (10%) and the Powerpoint Summary/Discussion Questions and Case Discussion Leadership (5% each) will be weighted as indicated in evaluating this requirement. A grade will be assigned for the group as a whole for the Case Analysis paper and Powerpoint summary but individually for the Discussion Leadership postings on the Case Analysis Discussion Board.

4. Financial Statement Analysis (total 20% of course grade – 10% Written Analysis Paper and 5% each for Powerpoint/Discussion Questions and Class Discussion Leadership)

The purpose of this assignment is to help students integrate financial information from the different financial statements for a nonprofit organization and develop skills in comprehensive nonprofit financial statement analysis and report writing. Students will be assigned to a group of 2-3 graduate students to review and analyze the financial statements of a nonprofit organization, either one chosen by the group or one assigned by the instructor. Students will be assigned to the same group as for the Case Analysis assignment.

You will need to utilize elementary Excel spreadsheet skills in completing this assignment. If you need to develop or refresh these skills, you should complete tutorials as soon as possible at the beginning of the course. Spreadsheet analysis should be used to analyze the financial statements of the selected nonprofit organization following the guidelines from Finkler that pertain to the financial statement analysis process. In particular, a common size analysis of the financial statements should be performed using spreadsheet analysis to determine which elements are important and where changes have occurred. In addition, financial ratios should be calculated utilizing spreadsheet analysis following the guidelines contained in Chapter 14 of Finkler. The results from these analyses should be thoroughly interpreted. The group will prepare a 10-15 page double-spaced analysis paper which will be based upon the data from the spreadsheet analysis. Students will be responsible for posting the Financial Statement Analysis materials to Blackboard and leading discussion of the results of their group analysis during the last class session for the course in Week 10, which will be an in-person, on-campus class session. Guidelines for the financial statement analysis paper, Powerpoint summary and discussion questions, and discussion leadership are on the Assignments tab for the course.

5. Final Examination (25% of course grade)

The Final Examination will be comprehensive and include discussion and short-answer questions as well as problems applying financial management concepts and techniques. **The Final Exam is due by Friday, July 22.**

6. Discussion and Participation (25% of course grade)

As an online course, students are expected to engage in regular participation in online discussions. Discussions related to several different course assignments provide students with opportunities to demonstrate their understanding of financial management concepts and techniques as applied to journal articles, case analyses, and financial statement analysis related to financial management in nonprofit organizations. They also provide additional learning opportunities as students engage in a learning community through interaction with each other and the instructor. The following are included as part of the grade for Discussion and Participation: Individual discussion and Participation about all Article Abstracts for each of the Lessons, Individual discussion and Participation about all Case Analyses for all assigned cases, Individual discussion, and Participation about an assigned Financial Statement Analysis in Week 10. **Problem Sets assigned should be completed and submitted for practice in problem solving, the Problem Sets are not graded and don't count toward Discussion and Participation. Questions for Discussion indicated under the Problem Set tab are suggested as useful review but also will not be graded.** See separate details on specific aspects of these elements of Discussion and Participation under the Course Information tab.

A Discussion Board for Article Abstracts for each lesson by week under the Discussion tab will be utilized for engaging in discussions with other class members about Article Abstracts assigned for the week. You will also utilize Discussion boards under the Discussion tab for engaging in discussions with other class members about assigned cases and posted Case Analyses and Financial Statement Analyses will be posted (but not discussed on Blackboard but rather in person in class during Week 10) when these assignments are due. Discussion in these discussion forums each week or as assigned will be guided by questions from assigned discussion leaders. You will be expected to respond to these questions and fully participate in the threaded discussions based on having read assigned readings in the texts, abstracted articles (reference links will be provided) and posted article abstracts, assigned cases (posted to Canvas) and posted case analyses, and posted Financial Statement Analyses as assigned for Week 10 in-class discussion. Your initial postings in response to discussion questions in the various applicable discussion forums for a particular week should consist of at least one initial posting to discussions for each article abstract and the case analysis as assigned for each week which responds to all Discussion Questions for each article abstract or case analysis. Initial postings should be completed by mid-week (No later than Wednesday evening by 11:59 P.M.). Final follow-up response postings should be completed (No later than Saturday evening by 11:59 PM.) only after checking to see what others have posted so that you can respond to their contributions to the discussions on the various Discussion boards. At a minimum in terms of follow-up response postings by Saturday, you need to respond to at least one posting by another student in the applicable discussions for each of the article abstracts and the case analysis as assigned for the week.

Your postings and follow-up responses should be thoughtful and substantive. You are a part of a learning community, and you should strive to add value to course discussions. Discussion and Participation will be evaluated on both quality and quantity of contribution (original posting plus responses). Make sure to make original and thoughtful comments and respond to and ask questions of others when they have made comments. Add value, which means just saying "I agree, or disagree" isn't sufficient. Always include "because..." and give your reasoning and any source or basis for the comment. Substantive postings would include references to assigned

readings, articles, and cases and how they relate to response content. Extend ideas to deeper aspects of the topic, and be careful not to drive the discussion “off-topic.” Feel free to pose new or related questions and probe for clarification of posts by others. Strive to help the discussion be a sustained exchange between those learning about a financial management topic together instead of disconnected comments. Be concise and tie your comments to substantive aspects of the course (for example, concepts or techniques from text readings, articles or case content). Be polite, respectful and constructive in your responses to others. Do not use the discussion forums as an opportunity to vent or complain, but instead bring any concerns you have directly to the instructor via e-mail.

EVALUATION AND GRADING:

Students will be graded on 1) one journal article abstract and discussion leadership (10%); Written Case Analysis and Discussion Leadership (20%); Financial Statement Analysis and Discussion Leadership (20%); Final Examination (25%); and Discussion and Participation (25%). More specific evaluative criteria for individual assignments will be posted to Blackboard and discussed at the beginning of the semester.

Grade Grading Scale: A (93-100) A – (90-92) B+ (88-89) B (85-87) B- (80-84) C+ (78-79) C (75-77) C- (70-74) F (0-69)

ACADEMIC INTEGRITY POLICY: Students are responsible for familiarizing themselves with the UNCG policy on issues such as cheating, plagiarism, misuse of academic resources, falsification or dishonest conduct. Procedures and penalties related to these and other violations of the Academic Integrity Policy in the UNCG Undergraduate Bulletin/Graduate Bulletin as well as via the following web site: [http:// Academicintegrity,uncg.edu/](http://Academicintegrity,uncg.edu/). Any violation of the Honor Policy may result in failure of the assignment and subsequently the entire course.

TOPICAL OUTLINE/CALENDAR, ASSIGNMENTS AND ACTIVITIES:

Week 1

May 16 -- 21

Initial Class Session on Monday, May 16; (Required On-Campus Class Session – Curry 331)***

Course Introduction; Financial Management and the Objectives and Characteristics of Nonprofit Organizations;

Read Lesson 1; Finkler – Ch. 1; Anthony & Young, Ch. 2; McLaughlin, Ch. 1-2, Ch. 15.

Article Abstract assignment dates (Weeks 2 – 10) and a Case assignment (Cases 1-5) will be discussed and preferences submitted during the first class session. You will also be asked to indicate if you have possible access to financial statements from a Nonprofit Agency to use for group financial analysis.

Post Written Personal Introduction as follow-up to class introductions in the first class session.

Students assigned Article Abstracts for Week 2 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson 2 and 3 topics for Week 2.

Students assigned to Case 1 (A&Y Case 1-1) or Case 2 (A&Y Case 10-2) should use Group Discussion or other Collaboration tools to prepare a Case Analysis for next week and send e-mail status report on case group activities to the instructor by Friday, May 20.

Students will need to utilize elementary **Excel spreadsheet skills** in completing the Financial Statement Analysis assignment which starts in Week 7. While it is not expected that students should have these skills before taking this course, students should be able to develop satisfactory skills, or refresh their skills if they already have skills, by completing tutorials as soon as possible at the beginning of the course in order to be ready to perform elementary spreadsheet analysis by Week 6 as a part of a Financial Statement Analysis Group. Additional information will be provided by the instructor about what skills are required and available tutorials.

Week 2

May 23 - 28

Financial Management and Management Control; The Management Control Environment; Planning and Budgeting as a Part of Financial Management; Planning and Budgeting: Additional Budgeting Concepts

Read Lessons 2 and 3; Finkler – Ch. 2-3; Anthony & Young, Ch. 1, Ch.6; McLaughlin, Ch. 12; Case 1, “Hamilton Hospital Surgical Group Practice Trust Fund”(A&Y Case 1-1); and Case 2, “Urban Arts Institute Case”, (A&Y Case 10-2).

Students assigned Article Abstracts for Week 2 post by Monday, May 23 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on separate discussion threads on the Week 2 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on Wednesday, May 25 and follow-up response postings for each Article Abstract by 11:59 on Saturday, May 28.

Case Group 1 and Case Group 2 post by Monday, May 23 their Case Analysis, Powerpoint Summary, and Discussion Questions for “Hamilton Hospital Surgical Group Practice Trust Fund” and “Urban Arts Institute Case” for class discussion (See Canvas tab, A&Y Case 1-1 and A&Y Case 10-2) and lead class discussion on their cases on separate discussion threads on the Week 2 Case Analysis Discussion Board. Initial class discussion postings due by 11:59 PM on Wednesday, May 25 and follow-up response postings by 11:59 on Saturday, May 28.

Students assigned Article Abstracts for Week 3 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson 4 topic.

Students assigned in Week 3 to Case 3, A&Y Case 5-3, should use Group Discussion or other Collaboration tools to prepare a Case Analysis for next week and send an e-mail report on case group activities to instructor by Friday, May 27. Other future Case Groups should also send e-mail reports to instructor on case group activities.

Week 3

May 30 – June 4

Financial Analysis Techniques in Management Control Systems

Cost Analysis Techniques: Understanding Costs; Basic Cost Concepts and Definitions; Cost Behavior; Break-Even Analysis

Read Lesson 4; Finkler – Ch. 4 (pp. 125-146, 171-174); McLaughlin, Ch. 8; Case 3, "Abbington Youth Center Case" (A&Y Case 5-3).

Students assigned Article Abstracts for Week 3 post by Monday, June 1 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 3 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on Wednesday, June 1 and follow-up response postings for each Article Abstract by 11:59 on Saturday, June 4.

Case Group 3 post by Monday, May 30 their Case Analysis, Powerpoint Summary, and Discussion Questions for "Abbington Youth Center Case" (A&Y Case 5-3) for class discussion and lead class discussion on the case on the Week 3 Case Analysis Discussion Board. Initial class discussion postings due by 11:59 PM on Wednesday, June 1 and follow-up response postings by 11:59 on Saturday, June 4.

Students assigned Article Abstracts for Week 4 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson 5 topic.

Students assigned in Week 4 to Case 4 (A&Y Case 4-3) should use Group Discussion or other Collaboration tools to prepare a Case Analysis for next week and send an e-mail status report on case group activities to instructor by Friday, June 3. Other future Case Groups should also send e-mail reports to instructor on case group activities for this week.

Problem Set #1 – due by 11:59 PM on Saturday, June 4. Although Problem Sets assigned should be completed and submitted for practice in problem solving, the Problem Sets are not graded and don't count toward Discussion and Participation. Questions for Discussion indicated under the Problem Set tab are suggested as useful review but also will not be graded.

Week 4

June 6 – 11

Cost Analysis Techniques Continued: Cost Allocation and Activity-Based Costing; Pricing

Read Lesson 5; Finkler – Ch. 4 (pp. 146-160); McLaughlin, Ch. 13-14; Case 4, "Harbor City Children's Center" (A&Y Case 4-3).

Students assigned Article Abstracts for Week 4 post by Monday, June 6 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 4 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on Wednesday, June 8 and follow-up response postings for each Article Abstract by 11:59 on Saturday, June 11.

Case Group 4 post by Monday, June 6 their Case Analysis, Powerpoint Summary, and Discussion Questions for "Harbor City Children's Center" (A&Y Case 4-3) for class discussion and lead class discussion on the case on the Week 4 Case Analysis Discussion Board. Initial class discussion postings due by 11:59 PM on Wednesday, June 8 and follow-up response postings by 11:59 on Saturday, June 11.

Students assigned Article Abstracts for Week 5 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson topics for Week 5.

Students assigned to Case 5, A&Y Case 3-1, should use Group Discussion or other Collaboration tools to prepare a Case Analysis for next week and send an e-mail status report on case group activities to the instructor by Friday, June 10.

Problem Set #2 – due by 11:59 PM on Saturday, June 11.

Week 5

June 13 – 18 (Possible Optional On-Campus Work/Discussion Session on Monday, June 13)***

Reporting Results: Financial Accounting, Accounting Concepts, Balance Sheet; Reporting Results of Operations: Activity and Cash Flow Statements Unique Aspects of Nonprofit Accounting

Read Lesson 7, 8 and 9; Finkler – Ch. 9-11; McLaughlin – Ch. 3-4, Ch.5, Ch. 7. Case 5 "The Athenaeum School Case" (Anthony & Young Case 3-1).

Students assigned Article Abstracts for Week 5 post by Monday, June 13 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 5 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on

Wednesday, June 15 and follow-up response postings for each Article Abstract by 11:59 on Saturday, June 18.

Case Group 5 post by Monday, June 13 their Case Analysis, Powerpoint Summary, and Discussion Questions for "The Athenaeum School Case" (Anthony & Young Case 3-1) for class discussion and lead class discussion on the case on the Week 5 Case Analysis Discussion Board. Initial class discussion postings due by 11:59 PM on Wednesday, June 15 and follow-up response postings by 11:59 on Saturday, June 18.

Students assigned Article Abstracts for Week 6 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson topics for Week 6.

Problem Set #3 and #4 -- due by 11:59 PM on Saturday, June 18.

Week 6

June 20 – 25

Financial Statement Analysis; Ratio Analysis

Read Lesson 10; Finkler – Ch. 14; McLaughlin – Ch. 6.

Students assigned Article Abstracts for Week 6 post by Monday, June 20 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 6 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on Wednesday, June 22 and follow-up response postings for each Article Abstract by 11:59 on Saturday, June 25.

Students assigned an Article Abstract for Week 7 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson topic for Week 7.

Students have been assigned to Financial Analysis Groups 1-4, and Financial Analysis Groups should use Group Discussion or other Collaboration tools to start discussion of the Financial Statement Analysis Assignment. Each group should send an e-mail report on Financial Analysis Group activities during Week 6 to the instructor by June 25.

Problem Set #5 -- due by 11:59 PM on Saturday, June 25.

Week 7

June 27 – July 2

Working Capital Management: Cash Management and Investment

Read Lesson 11; Finkler– Ch. 7; McLaughlin – Ch. 10.

Students assigned Article Abstracts for Week 7 post by Monday, June 27 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 7 Article Abstract Discussion Board. Initial Class

discussion postings for each Article Abstract due by 11:59 PM on Wednesday, June 29 and follow-up response postings for each Article Abstract by 11:59 on Saturday, July 2.

Students assigned an Article Abstract for Week 8 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson topics for Week 8.

Financial Analysis Groups 1-4 should use Group Discussion or other Collaboration tools to discuss the Financial Statement Analysis Assignment. Each group should send an e-mail report on Financial Analysis Group activities during Week 7 to the instructor by July 2.

Week 8

July 4 – 9

Long-Term Financing: Program/Investment Analysis; Debt Management

Read Lesson 6; Finkler – Ch. 5-6; McLaughlin, Ch. 11.

Students assigned Article Abstracts for Week 8 post by Tuesday, July 5 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 8 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on Wednesday, July 6 and follow-up response postings for each Article Abstract by 11:59 on Saturday, July 9.

Students assigned Article Abstracts for Week 9 should consult with the instructor to identify and get approval to use an appropriate Journal Article related to the Lesson topic for Week 9.

Financial Analysis Groups 1-4 should use Group Discussion or other Collaboration tools to discuss the Financial Statement Analysis Assignment. Each group should send an e-mail report on Financial Analysis Group activities during Week 8 to the instructor by July 9.

Problem Set #6 – due by 11:59 PM on Saturday, July 9.

Week 9

July 11 -16 (Possible Optional On-Campus Work/Discussion Session on Monday, July 11)***

Accountability and Control: Variance Analysis

Accountability and Management Control Revisited

Read Lessons 12 and 13; Finkler – Ch.8; McLaughlin -- Chapters 9 and 17-20.

Students assigned Article Abstracts for Week 9 post by Monday, July 11 an Article link, Article Abstract, and Discussion Questions and lead Class Discussion on the Week 9 Article Abstract Discussion Board. Initial Class discussion postings for each Article Abstract due by 11:59 PM on

Wednesday, July 13 and follow-up response postings for each Article Abstract by 11:59 on Saturday, July 16.

Financial Analysis Groups 1-4 should use Group Discussion or other Collaboration tools to complete preparation of the Group's Financial Statement Analysis Assignment and send an e-mail report to the instructor by Friday, July 15 about the status of the Group's Financial Statement Analysis paper, Powerpoint Summary, and Discussion Questions to be used in Week 10 for the In-Class Presentation and Discussion Leadership and posted in advance on the Financial Statement Analysis Board.

Problem Set #7 -- due by 11:59 PM on Saturday, July 16.

Week 10 July 18 – 22 (July 18 Required On-Campus Class Session – Curry 331)***

In-Class Presentation and Discussion on Financial Statement Analysis

Financial Analysis Groups post their Financial Statement Analyses, Powerpoint Summaries, and Discussion Questions to the Financial Statement Analysis Board in advance of Monday, July 18. Groups do Powerpoint Presentations and individual Group members evaluated on leading discussion using Discussion Questions for their Financial Statement Analysis. Individual students as assigned evaluated on in-class discussion of assigned Financial Statement Analysis by another Group. **Group Financial Statement Analysis Paper due.**

Final Examination Due Fri., July 22.