



## General Course Information

<b>Instructor:</b>	Dr. Trent Tucker
Email	Trent.Tucker@uoguelph.ca
Office Location	Mac Hall 220
Office Hours	Tues   Thurs 12:00 – 1:00 PM
Department/School	Department of Management
<b>TA's:</b>	N/A
Email	...
Office Location	...
Office Hours	...
	...
<b>Class Schedule:</b>	Tues   Thurs 10:00 AM to 11:20 AM
<b>Class Location:</b>	RICH 2529 (Richards Bldg; just south of the Bull Ring)
<b>Final Exam:</b>	*tentatively* scheduled for 8:30 AM on Tuesday, August 15 <sup>th</sup> . → See Final Exam schedule at U of G website for official date/time ←
<b>Pre-requisites:</b>	ACCT*2230
<b>Co-requisites:</b>	None.
<b>Restrictions:</b>	Registration in BCOMM or BA.EURS area of emphasis in European Business Studies.

## Course Description

### From the U of G Undergraduate Calendar:

The viewpoint taken in the course is that of the senior financial officer of a business firm. The focus is on the management of cash, accounts receivable, inventory and short and intermediate term liabilities. Emphasis is placed on the analysis and forecasting of financial statements, and financial modeling for planning and controlling the growth of the business enterprise.

## Course Learning Outcomes

Students who successfully complete the course will be able to:

### Knowledge and Understanding:

1. Produce a Statement of Cash Flow, understand how it differs from income flow, critique its structure, and interpret how the management of cash flow is critical to successful business performance. Understand what to do to improve any challenge the analysis may identify.

### Discipline/Professional and Transferable Skills:

2. Analyze the financial statements of a firm as a basis of appraising business performance from the viewpoint of managers, owners, and lenders. Identify critical points using the tools of analysis, understand what to consider to improve any challenge the analysis may identify.

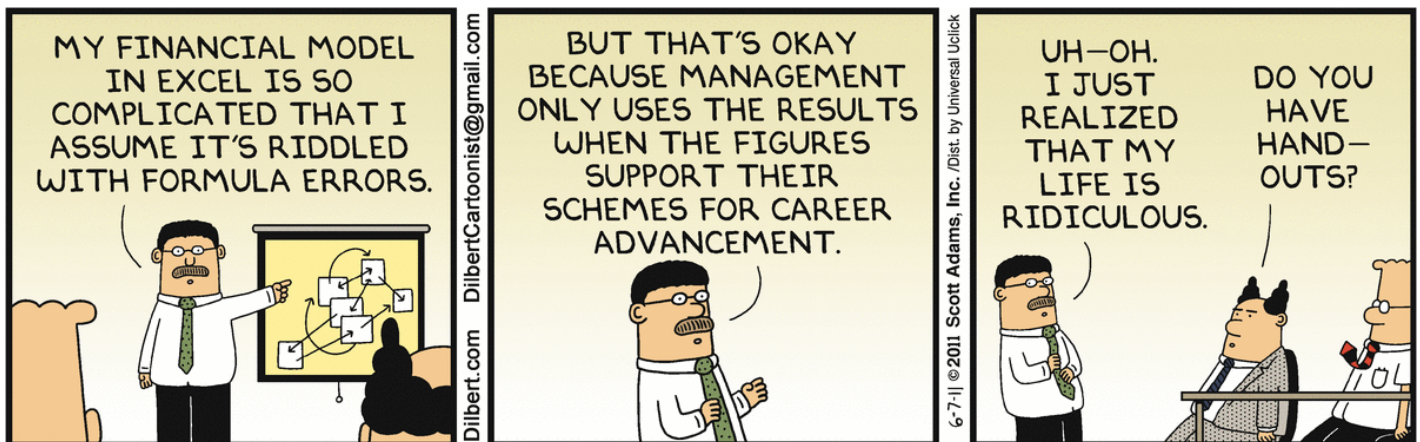
3. Prepare *pro forma* financial statements, and cash budget, and interpret these statements for risk and sensitivity analysis. Appraise these projections using tools such as past performance, ratios, Sustainable Growth and the Cash Conversion Cycle. Understand the limitations of past these tools and what to do about them.

### Attitudes and Values:

4. Describe the importance of developing an appropriate working capital policy; apply various tools to help manage cash, accounts receivable and inventory and distinguish the various sources of short-term financing such as accounts payable and bank loans and commercial paper.

5. Understand why a financial professional needs to be aware of market developments and their consequences for a firm dealing with a financial management issue.

6. Through the use of cases be able to recognize when these issues surface and when to apply the tools learned.



Source: [Dilbert.com](http://Dilbert.com) website. Used under the Universal Uclick Educational/Classroom Usage guidelines

## Indicative Content

### Tentative Course Schedule...

Date:	Readings / Topic(s)	In Class Activities:	LO's
May 11	Ch.1 • Introduction to the course, goals / function of Finance	Discussion questions 1.8, 9, 10, 11, 13	—
May 16	Ch. 2 • Review of Accounting	Problems: 2.6, 7, 21, 23	1
May 18	Ch. 3 • Financial Analysis	Problems: 3.4, 12, 18, 19, 20, 25, 33	2
May 23	Financial Analysis in Action: Starwood Hotels (2013/14)	Starwood Questions @ CourseLink	2
May 25	Ch. 4 • Financial Forecasting	Problems 4.5, 20, 28, 30, 31e	3
May 30	Case Analysis #1 • Horniman Horticulture (start)	Case Questions @ CourseLink	3
June 1	Case Analysis #1 • Horniman Horticulture (finish)	<b>Quiz #1</b> (5%)	3
June 6	Ch. 5 • Operating Leverage	Problems: 5.1, 2, 10	4
June 8	Case Analysis #2 • The 10 Beach Hut	Case Questions @ CourseLink	4
June 13	Ch. 6 • Working Capital	Problems 6.1, 5, 6, 26	4
June 15	<b>Midterm Exam</b> (20%)	Covers Chapters 1-5	—
June 20	Case Analysis #3 • Totally Tidy by Tilly (start)	Case Questions @ CourseLink	3
June 22	Case Analysis #3 • Totally Tidy by Tilly (finish)	Case Questions @ CourseLink	3
June 27	Case Analysis #4 • Big City Courier	Case Questions @ CourseLink	4
June 29	Ch. 7 • Current Asset Management	Problems 7.3, 5, 13, 24	4
July 4	Case Analysis #5 • Chemlite Inc. B	Case Questions @ CourseLink	4
July 6	Ch. 8 • Short-term Financing	Problems: 8.1, 3, 9, 30	4, 5
July 11	Case Analysis #6 • Acushnet Canada	Case Questions @ CourseLink	4, 5
July 13	Ch. 9 • International Finance	Problems 9.9, 12	5
July 18	Case Analysis #7 • Alliance Design Concepts (start)	Case Questions @ CourseLink	5
July 20	Alliance Design Concepts (finish)	<b>Quiz #2</b> (5%)	5
July 25	Review Case Analysis #1 • The Miswak Company	Case Questions @ CourseLink	ALL
July 27	Review Case Analysis #2 • Caltron Ltd.	Case Questions @ CourseLink	ALL
August 1	Class time for <b>Team Case</b> (15%): Gemini Electronics	Team Case DUE: Friday August 4 <sup>th</sup>	ALL
Aug. 15	← <i>tentative</i> date for FINAL EXAM; see official UofG schedule	Case-based exam (Strong Tie) 35%	ALL

## Course Assessment

Assessment	Description, Timing, Format	Weight
Top Hat	Classroom Response System; numeric + multiple choice questions in most classes thru the term	10%
In Class Quizzes	Two 40-minute Quizzes; June 1 <sup>st</sup> and July 20 <sup>th</sup> ; short answer (calculation) & written problems	10%
Connect Quizzes	Online problems; one quiz / textbook chapter; problems, MCQs, short answer.	10%
Midterm Exam	Exam; written in class (June 15 <sup>th</sup> ); problems and/or short answer questions	20%
Team Case	Teams (4-5 students) complete the <b>Gemini Electronics</b> case for submission on August 4 <sup>th</sup> .	15%
Final Exam	Case-based final exam ( <b>Strong Tie Ltd.</b> case, open book, open notes, case prep.) TBD.	35%

Σ = 100%

## Teaching and Learning Practices (as appropriate)

### Class Preparation and Review:

For each chapter in the book, you are expected to complete the self-assessment quiz on the CONNECT site. These assessments will help you determine whether you are prepared for that topic's sessions. Generally speaking, the CONNECT Quiz will be open until midnight (11:59 PM) the day *before* the chapter is taken up in class. **Confirm** due dates on CONNECT, but the *tentative* closing dates of the quizzes are:

Chapter 1 ★ Monday, May 15 <sup>th</sup>	Chapter 2 ★ Monday, May 15 <sup>th</sup>	Chapter 3 ★ Wednesday, May 17 <sup>th</sup>
Chapter 4 Wednesday, May 24 <sup>th</sup>	Chapter 5 Monday, June 5 <sup>th</sup>	Chapter 6 Monday, June 12 <sup>th</sup>
Chapter 7 Wednesday, June 28 <sup>th</sup>	Chapter 8 Wednesday, July 5 <sup>th</sup>	Chapter 9 Wednesday, July 12 <sup>th</sup>

**Note:** as we are covering the first three chapters in the text in the first three classes, the first three CONNECT quizzes are very close together. CONNECT also includes access to "LearnSmart" — for additional quizzing / self-help resources.

### TopHat:

Most classes will have opportunities for students to interact using Top Hat software to answer questions posed in class by the instructor. Half of the grades are based on answering 65% of the questions and the other half of the grades are based on answering 65% of the questions *correctly*. Should a student not achieve the 65% standard in either measure, their grade will be prorated to the 65% level.

➔ Should any student have any concerns regarding the use of TopHat, they are required to advise the professor prior to the second week of classes.

### Camtasia Videos:

I will often use screen capture technology (Camtasia) to record solutions to the assigned problems completed in class. These videos will be in MP4 format and will be posted a couple of days after the class has taken place. They in no way replace attendance in class as they only focus on those matters recorded and potentially not what the individual student may wish to have addressed in class. They are provided "as is" for your studying pleasure.

## Team Assignments:

You are expected to create your own teams of four or five students to for the Team Case Assignment. A discussion board will be made available on the CourseLink site to assist you in finding teams. Students who are not part of a team or students in pairs / triples will be combined into teams on June 30<sup>th</sup>. This will give you ample time to work on the Gemini Electronics case.

In this course, we will be using Turnitin, integrated with the CourseLink Dropbox tool, to detect possible plagiarism, unauthorized collaboration or copying as part of the ongoing efforts to maintain academic integrity at the University of Guelph. All submitted assignments will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site. A major benefit of using Turnitin is that students will be able to educate and empower themselves in preventing academic misconduct. In this course, you may screen your own assignments through Turnitin as many times as you wish before the due date. You will be able to see and print reports that show you exactly where you have properly and improperly referenced the outside sources and materials in your assignment.

**Details on all assignments will be posted on the CourseLink site.**

## Examinations:

The final examination is case-based, meaning you can bring the case and the approved pages of notes regarding the case to the exam. Electronic devices are not permitted, except calculators. No telephones may be used in exams.

**Note:** We will use “Crowdmark” for the quizzes and exams. Crowdmark is an online grading tool and will be used to support the assessment grading process. Crowdmark is an online grading solution that operates on servers outside Canada. By agreeing to this service, you are consenting to the storage of your personal details (submitted work, midterm & final exam, name, U of G email address, and grade) outside of Canada. While Crowdmark adheres to strict privacy regulations, the University of Guelph cannot guarantee security of your private details on servers outside of Canada. If you choose not to provide your consent, see your instructor to make alternate arrangements.<sup>1</sup>

Extensions will only be granted on the basis of serious extenuating circumstances. If you are registered with Student Accessibility Services and will require some form of accommodation in the completion of the required learning activities for this course, please contact the instructor during the first week of classes. Keep a copy of all of your graded work until final marks have been recorded. You may be asked to resubmit your work at any time.

## Course Resources

This course uses a variety of materials and resources. One of your primary resources will be the course website (<https://courselink.uoguelph.ca>). All announcements, required and recommended readings, assignments and updates will be posted here. You will also be able to access any handouts you may have missed through this site. Check this site often.

The other required materials are:

- Foundations of Financial Management, Custom Publication, Block, Hirt et al. 10th Canadian Edition, copyright 2015, WITH CONNECT (<http://connect.mheducation.com/class/t-tucker-summer-2017>).
- Course Case Pack available at the Co-op Bookstore, Johnston Hall. Includes Final Exam case!
- Top Hat (<https://app.tophat.com/e/684799>).

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<sup>1</sup> The boilerplate for this “Crowdmark privacy opt out” comes from [UBC](#).

## Course Policies

### Course Philosophy and Approach:

This course is designed to provide you with exposure to the financial management issues faced by a general manager in almost any and all industries, for or not for profit. Therefore, we will emphasize practice problems as the core of the lecture sessions. The case exercises will explore the application of the analytical tools in the business scenario as presented in the cases.

The course is based on an active 12-week semester. In the instructors' views, the most effective and efficient use of classroom time aims at reinforcing or clarifying what you have tried to learn on an individual basis *before* entering the classroom. For this reason, we will assume that you have carefully read the assigned material and made a reasonable effort to prepare solutions to the assigned problems and cases prior to class. These materials will be *discussed* in class.

→ I will use name placards in class to get to know you (and so you get to know your peers). Please bring them to and use them in every class.

This framework will allow you to identify and correct any misconceptions you had from working through the material on your own or with your peers. This approach is generally accepted as the best way to learn finance. Copying the solution presented in class without having first attempted it could impede your learning by distracting you during this essential element of class time. This lazy approach tends to make it difficult to approach problems that differ from the examples you have memorized, which is reflected in exam results and course grades.

In this course, some of your time will be spent in group interaction. This enables you to share ideas and to improve communication skills. Through interaction, you will discover for yourself the meaning of concepts, the subtleties inherent in everyday business situations, and the rationale for various solutions to managerial problems. To achieve effective interaction, I have three expectations:

1. **Attendance.** Because interaction is central, and also because fellow group members will be relying on you for ideas, we expect you to attend every class. Valid reasons for absence include serious illness and family emergencies; studying for exams and completing assignments are not valid reasons to miss class.
2. **Preparation.** You are expected to read assigned material in advance and to be fully prepared for class discussion. You may be called upon to contribute to discussion at any time. Unsupported opinions will not substitute for informed discussion. Adequate preparation is the only way to avoid embarrassment.
3. **Team work.** You will participate in some Team work during the term. The Team should address Team problems or conflict in a timely fashion. I am available to assist Teams who experience problems.

### Online Communication:

I will communicate with you via CourseLink and/or your central email account (@mail.uoguelph.ca) from time to time. You are required to check this account on a regular basis. While we usually check our email daily, you should expect a response to any emails you send me within two business days.

### Intellectual Property:

Educational materials developed for this course, including, but not limited to, lecture notes and slides, handout materials, examinations and assignments, and any materials posted to CourseLink, are the intellectual property of the course instructor. These materials have been developed for student use only and they are not intended for wider dissemination and/or communication outside of a given course. Posting or providing unauthorized audio, video, or textual material of lecture content to third-party websites violates an instructor's intellectual property rights, and the Canadian Copyright Act. Recording lectures in any way is prohibited in this course unless specific permission has been granted by the instructor. Failure to follow these instructions may be in contravention of the university's Undergraduate Degree Regulations and Procedures (Academic Misconduct), and will result in appropriate penalties. Participation in this course

constitutes an agreement by all parties to abide by the relevant University Policies, and to respect the intellectual property of others during and after their association with the University of Guelph<sup>2</sup>.

## University Policies

### Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for

Academic Consideration: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

### Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services (SAS) as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website: <http://www.uoguelph.ca/csd/>

### Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

### Drop date

The last date to drop one-semester courses, without academic penalty, is **Friday, July 7<sup>th</sup>**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml>

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<sup>2</sup> Speaking of intellectual property, the above boilerplate is adapted from wording I used when I was an instructor at Wilfrid Laurier University.