



Strategic Financial Decision Making

MBA 550

Southwestern College Professional Studies

COURSE SYLLABUS

I. Course Catalog Description

Learners explore and apply the principles of strategic and financial management. They will create and execute effective financial strategies. Topics include financial risk assessment and management, financial analysis and forecasting, creating, integrating, and executing financial and organizational strategies. Prerequisites: MBA 512 and MBA 535

II. Required and Supplementary Instructional Materials

Bender, Ruth (2014). Corporate financial strategy (4th ed.). New York, NY: Routledge.

Bensoussan, Babette E. (2013). Analysis without paralysis: 12 tools to making better strategic decisions (2nd ed.). Upper Saddle River, NJ: Pearson Education, Inc.

III. Learning Outcomes

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has learning outcomes specific to each course and each [undergraduate](#) and [graduate](#) program of study, as well as [institution-wide outcomes](#) related to the mission and vision of the college. Outcomes can help learners and instructors focus on the big picture of the learning experience and can help inform potential employers about a graduate's knowledge and skills.

Upon successfully completing this course, the learner will be able to:

- Evaluate financial risk and risk management methods associated with diverse financial problems.
- Analyze organizational fiscal performance in different local and global markets, considering the influence of financial, strategic, socio-cultural, economic, and corporate and political governance factors.
- Construct models for financial analysis and forecasting for varied financial problems within distinct organizations and market environments.
- Appraise alternative strategies for resolution of an organizational financial problem(s).
- Recommend a strategy for the resolution of a financial problem that aligns with an organization's competitive strategy and strategic objectives.
- Create a plan for the execution, sustainment, and performance assessment of a recommended strategy for resolution for a financial problem within an organization.

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

IV. Course Policies

Students are expected to read and abide by the course policies. located in the instructor-specific syllabus in the blackboard course.

V. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
Discussions (2 per unit)	12	240	24%
Unit 1 Presentation	1	100	10%
Unit 2 Paper	1	100	10%
Unit 3 Group Presentation	1	100	10%
Unit 4 Proposal	1	100	10%
Unit 4 Recommendation	1	60	6%
Unit 6 Final Project (Mastery Assignment)	1	300	30%
Total Points			

VI. Course at a Glance:

Unit	Reading & Preparation Activities	Graded Work Due
1	<ul style="list-style-type: none"> • Read Bender, Part 1: Chapters 1 and 4 • Read Bensoussan, Chapters 1-2 • Read article from Balanced Scorecard Institute (2015), “Balanced Scorecard Basics” • Read article from Simplilearn (2012), “Financial Risks and Its Types” • View video (4:25): “Risk Management Basics: What Exactly Is It?” • Read chapter from Flexstudy.com, “Financial Decision Making and the Techniques Used in Financial Analysis” • Read the article, “What is ERM?” • View video (31:17): “Enterprise Risk Management: Fact, Fiction and Practice” 	<ul style="list-style-type: none"> • Unit 1 Discussion 1 • Unit 1 Discussion 2 • Unit 1 Presentation: Financial and Risk Management
2	<ul style="list-style-type: none"> • Read Bender, Part 1: Chapters 3 and 6 • Read Bensoussan, Chapter 8 • Read SlideShare, “Types of Financial Analysis” • Read “Improving Organizational Performance and Governance” from COSO (2014) • Read article from Diverseo, “Risk Assessment and Financial Decisions are Affected by Cognitive Biases” • Review the following information as it pertains to the final project in this course: “Major Components of a Strategic Plan” 	<ul style="list-style-type: none"> • Unit 2 Discussion 1 • Unit 2 Discussion 2 • Unit 2 Paper: Organizational Fiscal Performance
3	<ul style="list-style-type: none"> • Read Bender, Part 3: Chapters 11 and 12 • Read Bensoussan, Chapter 6 • Read article from wiseGEEK, “What Are the Different Types of Financial Analysis Models?” • Read “Modelling Fundamentals” (pages 1-13) from Best Practice Modelling (BPM) • View video (24:12): “Key Financial Metrics and Ratios: ROA, ROE and ROC” 	<ul style="list-style-type: none"> • Unit 3 Discussion 1 • Unit 3 Discussion 2 • Unit 3 Group Presentation: Financial Analysis and Forecasting

Unit	Reading & Preparation Activities	Graded Work Due
4	<ul style="list-style-type: none"> • Read Bender, Part 2: Chapters 7 and 10 • Read Bensoussan, Chapter 14 • Read article from Educational Business Article (EBA), “Systematic Problem Solving Strategies: Improving Customer Satisfaction and Efficiency” http://www.educational-business-articles.com/problem-solving-strategies.html • Read “Guide to Internal Control Over Financial Reporting” from the Center for Audit Quality (CAQ, 2013) • Read article from Business Improvement Architects (BIA), “What is Risk Management?” • View presentation (14:30) by Ed Vengrouskie, “Values and Ethics in Financial Decision Making” 	<ul style="list-style-type: none"> • Unit 4 Discussion 1 • Unit 4 Discussion 2 • Unit 4 Proposal: Financial Problem-Solving Strategies • Unit 4 Recommendation: Risk Management Methods
5	<ul style="list-style-type: none"> • Read Bender, Part 4: Chapter 14 • Read Bensoussan, Chapters 4, 5 and 7 • Read article from XtraPal (2015), “Strategic Themes” http://xtra.strategypal.com/strategy-pad/sts/strategic-themes-2-2/ • Read article from Boundless.com (2015), “Sustainable Competitive Advantage” • View video (7:59): “Chapter 11 Relationships between Strategy and Structure” • Read article from FirstConcepts.com, “Strategy Follows Structure, Structure Supports Strategy” • Read article from SPCforEXCEL (2015), “Problem Solving Model” • View video (3:38): “How Nonlinear Thinking Facilitates Innovative Problem Solving” 	<ul style="list-style-type: none"> • Unit 5 Discussion 1 • Unit 5 Discussion 2
6	<ul style="list-style-type: none"> • Review Bender, Chapters 1, 3, 4, 6, 7, 10, 11, 12, and 14 • Review Bensoussan, Chapters 1, 2, 4, 5, 6, 7, 8, and 14 • Read article from ISSG.net (2013) “The 4 Most Effective Ways Leaders Solve Problems” • Read article from Ehow.com (2015), “Theory of Organizational Performance Management” • Read article from Yourbusiness.azcentral.com, “What Financial Problems Might an Organization Encounter When Implementing a Strategic Plan?” 	<ul style="list-style-type: none"> • Unit 6 Discussion 1 • Unit 6 Discussion 2 • Unit 6 Final Project: Strategic Financial Plan

VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.