

DBA 610: Financial Decision-Making

School of Business and Management

6 Credits, Graduate Course

Fall 2021

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under Faculty Information in the online course menu.

Contact Information

Contact information for instructors is found under *Faculty Information* in the online course menu.

Name:

Email:

Phone:

Office Hours and Response Time:

Course Description

In this course, students examine macro-financial trends impacting today's businesses and organizations. Emphasis is placed on financial concepts, models, and theories that can be applied to the identified challenges facing business leaders across industry sectors. Projects include presenting a comprehensive financial analysis, connecting emerging global challenges with internal decision-making, and making recommendations to fund a new strategic initiative or investment through capital acquisition, allocation, or structuring. By completing this course, students apply how to formulate business strategies through relevant course projects.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Note: resources listed under "Required - Must Purchase" should be purchased from a vendor of the student's own choosing; resources listed under "Available from the Library" are available at no cost to students.

Course Outcomes

As a result of this course, students will know or be able to do the following:

- Analyze emerging global trends impacting business performance.
- Analyze the capital and/or organizational structure of a variety of business organizations.
- Evaluate the short- and long-term health of an organization.
- Create strategic recommendations for improving organizational performance in a global context.

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog (<https://www.cityu.edu/catalog/>).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work to understand how it will be assessed.

OVERVIEW OF REQUIRED ASSIGNMENTS	% OF FINAL GRADE	POINTS
Instructor Led Conference Calls	10%	100 points
Discussion Board Activities	20%	200 points
Financial Analysis Report	20%	200 points
Trends in Capital Structure	20%	200 points
Financial Strategies and Impacts	30%	300 points
TOTAL	100%	1,000 points

Course Assignments and Grading

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor-determined Activities

Instructor-determined activities are formative assessments selected to develop student understanding of course materials. In online courses, participation in online class discussions – answering discussion questions (DQs) and responding to answers and/responses of others in the class during each class week (session) are required activities. In online classes, you participate in all class discussions via the Blackboard Discussion Board area. Your instructor will provide additional instructions about specific activities, points possible for activities and grading criteria for specific activities, such as answering discussion questions (DQs) and contributing to class discussions. For Mixed Mode (MM) courses, follow the instructor criteria. If no differentiating criteria is presented, all discussion board prompts are required work.

Criteria	% of Grade
Meets requirements of activity in a timely manner	30%
Adds insightful or new ideas, comments, or questions relevant to the activity and/or to other students' posts	35%
Writes clearly, concisely, and grammatically correct content	25%
Appropriately references readings, material in course sessions and other postings	10%
TOTAL	100%

Assignment #1 – Financial Analysis Report (Paper)

Course Outcome:

- Evaluate the short- and long-term health of an organization.

Assignment Content:

Obtain a selected company's annual 10-K report for the last 5-years found (typically) on the company's investor website. Analyze the firm's trends in the internal and external macro financial environment. Summarize the organization's financial strengths and weaknesses. Discuss how the external environment can influence leadership decision-making on long-term organizational performance. (See Assignment in course for complete details.)

Complete this paper within a 10–12-page limit (250 words per page; 2,500 – 3,000). Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used (use proper APA formatting), however, they too are not considered part of the page count. No abstract is required per APA 7. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of five (5) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A total of 10 (ten) references are required for this paper. Within the paper, use course concepts learned and, as appropriate, incorporate the writing styles: Application, Analysis, Synthesis, and Evaluation. Students must cite sources of all ideas, facts, and information used that are not their own, even

if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, visit this [webpage](#).

Criteria	% of Grade
Executive Summary	10%
Analysis of Internal and External Environment	20%
Quality of Firm Analysis	40%
Style, Mechanics, and Organization	20%
References and APA	10%
TOTAL	100%

Assignment #2 – Trends in Capital Structure (Paper)

Course Outcome:

- Analyze emerging global trends impacting business performance.

Assignment Content:

Research long-term trends occurring within an industry that are impacting the capital structures of companies within that industry. Analyze the industry's macro-financial environment pertaining to resource acquisition or capital allocation trends from within the past 20 years. Within your analysis, include both domestic and global trends that may be impacting your chosen industry. Include a description of the underlying problems within that industry that may be causing the trends. Discuss the forces that are driving these underlying trends, whether the trends are likely to continue or discontinue, and explain your rationale.

Complete this paper within an 8–10-page limit (250 words per page; 2,000 – 2,500). Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used (use proper APA formatting), however, they too are not considered part of the page count. No abstract is required per APA 7. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of four (4) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A total of 10 (ten) references are required for this paper. Within the paper, use course concepts learned and, as appropriate, incorporate the writing styles: Application, Analysis, Synthesis, and Evaluation. Students must cite sources of all ideas, facts, and information used that are not their own, even if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, visit this [webpage](#).

Criteria	% of Grade
Long-Term Trends in Macro Market	20%
Domestic and Global Trends Impacting Industry	25%
Evaluation of Forces Driving Trends	25%
Style, Mechanics, and Organization	20%
References and APA	10%
TOTAL	100%

Assignment #3 – Financial Strategies and Impacts (Presentation)

Course Outcome:

- Analyze the capital and/or organizational structure of a variety of business organizations.
- Create strategic recommendations for improving organizational performance in a global context.

Assignment Content:

Present a proposal to an audience of organizational leaders to fund a merger with another organization. For your selected organization and the merger target analyze the data for both companies in their most recent SEC annual 10-K reports. After evaluating the financial data, determine a financial strategy for the organization: capital acquisition, resource allocation, or corporate restructure. Provide rationale as to how the proposed merger can improve the long-term return to shareholders and to stakeholders. In your presentation defend your recommended strategy. Additionally, discuss risks to success of this strategy by discussing at least two external impacts and two internal organizational weaknesses that must be managed for it to become successful. Incorporate both qualitative and quantitative aspects to your presentation.

Presentation

Students are to prepare a 12 - 15 (Max) slide presentation. Presentation slide count does not include the title, reference, or appendix slides. Each slide should have brief, key points displayed with images that visually tell the story being told. Students are to dress professionally when presenting. For MM or fully In-class sessions, students are required to present their research and analysis live to their peers and instructor; Online students are to record in audio format and submit a narrated presentation (See below). In both cases, audio/spoken content should equate to an average of 60 seconds per slide. (Should Online students not have the technology necessary to present via the required format, please discuss with, and gain approval from, your instructor first before including speaker notes.) Include a minimum of ten (10) quality references; five (5) that come from scholarly sources.

Help with Creating Your Video: Using MS PPT is an often-used solution, as is the CityU solution, Kultura. Kultura is directly connected to Bb making the video recording process a bit easier. By visiting the Student Help Center you can find HOW-TO links to recording a voice over PPT, how to make a Kultura video, among many other helpful links. There are other solutions available to use as well - Please talk to your instructor before using other options as not all solutions can be viewed/played without downloading software or subscribing to a service. Once you have completed your presentation, upload the presentation to YouTube. Create a YouTube account if necessary. Address the privacy issue according to your preference but ensure the instructor and students in the class can view the presentation.

Video/PPT submission to the Gradebook: To grade your work, there must be something submitted to the gradebook. Please put the YouTube link on the cover slide of your presentation before submitting the presentation slides to the gradebook. Another option is to paste the link to a word document and submit the word document to the gradebook.

Submission title: Last Name, First Name, Assignment Title

Criteria	% of Grade
Merger Target and Financial Analysis	20%
Recommendations and Rationale	25%
Risk and Reward	25%
Presentation	20%
References and APA	10%
TOTAL	100%

COURSE POLICIES

Course Policies

Course policies on topics such as *Late Assignments*, *Participation*, and *Professional Writing* are found under *Course Information* in the online course menu. Students are responsible for reviewing and applying these policies while enrolled in this course.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Title IX Statement

City University of Seattle and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If students have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage them to report this to the University. If a student

speaks with a faculty member about an incident of misconduct, that faculty member must notify CityU's Title IX coordinator and share the basic fact of the experience. The Title IX coordinator will then be available to assist students in understanding all of the options and in connecting students with all possible resources on and off campus.

To view CityU's sexual misconduct policy and for resources, please visit the [Title IX](#) and [Campus Safety](#) pages in the my.cityu.edu portal.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/> .

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Late Assignments

Students are required to submit all assignments by the due dates stated in the course schedule. A late assignment is one that is submitted after the due date or after any extension has expired. If circumstances prevent a student from meeting the due date, the student needs to contact the instructor and request an extension at least 48 hours prior to the date the assignment is due. Emergency situations will be considered on a case-by-case basis.

Being busy, pressured with outside work, technical issues, or having competing academic commitments are not valid reasons to grant extensions. A student who receives an extension in advance of the due date and abides by the agreement with the instructor is not subject to late penalties.

Without prior arrangement with the instructor, students who submit assignments late will receive a 5% deduction in grade each day or part of the day that the assignment is late up to a maximum of 25% off. Coursework received after 10 days will not be graded and will receive a zero grade unless prior arrangements have been made.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or

206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a username and password.