

Foods & Nutrition 4422B
Financial Management & Control for Foods and Nutrition Students

CONTACT INFORMATION

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And by appointment

CLASS INFORMATION

Tuesdays: 4:30 – 5:30
Thursdays: 3:30 – 5:30
Room 19

COURSE DESCRIPTION

This course is designed to develop financial management and control competencies in individuals who will be responsible for managing their own departments in a variety of contexts including foodservice establishments (public and private), food production companies, government agencies and private practices. Students will be expected to apply the concepts in case-based, decision-focused situations.

COURSE LEARNING OUTCOMES

At the end of this course, students will:

1. Understand the nature of the environments in which dietitians are required to develop, analyze or synthesize financial information (e.g. hospitals, community health organizations, long-term care facilities, industry and private practice settings) in order to make appropriate recommendations and decisions in the context of case studies, class discussion and assignments;
2. Understand, evaluate and use financial management and analysis tools (e.g. cost-volume-profit, ratio, financial planning, cost control, and projection analysis) in order to analyze various challenges or opportunities faced by practicing dietitians and other decision makers;
3. Obtain relevant information; for example, through internet searches, phone inquiries and other independent research, in order to perform appropriate financial analyses and make well-supported recommendations in the context of case studies;
4. Analyze the implications of their recommendations, decisions, and actions on the overall financial health of their department/organization by completing case studies and assignments;
5. Communicate their processes, analysis, questions, recommendations and decisions with classmates and the professor by contributing to class discussions;

6. Use team and organizational skills to work effectively with diverse individuals and groups by preparing and delivering a group presentation;
7. Use effective written communication skills in their assignments and exams; for example, using clear and concise language, organizing material in a logical fashion, providing relevant and accurate information and tailoring the communication to a specific audience.
8. Demonstrate expected workplace behaviour during class discussion; for example, participation, persuasion, leadership, collaboration, engagement and attendance.

COURSE STRUCTURE AND CONTENT

The content for this course is divided into three main components.

- Past financial performance of an organization or department:
 - Understand the accounts that make up and how to create an Income Statement and Balance Sheet
 - Use ratio and benchmarking analysis to assess the financial health of the organization for various stakeholders
 - Creation of flexible budgets and budget variance analysis
- Decision-making in the short-term:
 - Use qualitative and quantitative tools to analyze situations and recommend courses of action including cost behaviour, cost-volume-profit relationships, breakeven analysis, isolating relevant costs, return on investment and payback analysis
 - Be able to structure problems, gather information, conduct analysis and make decisions
- Plan for the future:
 - Make decisions that impact the organization in the long-term by preparing budgets and analyzing investments using capital budgeting techniques.

COURSE MATERIALS

The following materials are *required* for students registered in Foods and Nutrition 4422A/B at Brescia University College:

Foods & Nutrition 4422B, Section 530 Brescia, "Course Package", January 2014.

COURSE PREREQUISITES AND ANTIREQUISITES

Prerequisite(s): Business Administration 1220E, Foods and Nutrition 3348A/B, Human Ecology 3349A/B or Year 4 in the Foods and Nutrition programs or permission of the Division of Food and Nutritional Sciences.

TEACHING METHODOLOGY AND EXPECTATIONS OF STUDENTS

A combination of lectures, exercises, problems, discussion questions, case studies, small group-work exercises, guest speakers and student presentations may be used in FN 4422A/B. Some class content will either mirror or complement the reading assignments, while other classes will cover material in addition to the assigned readings.

Students are expected to be fully engaged in the entire learning process. This means you are expected to study the assigned readings *prior* to the class they will be discussed and come prepared to share answers, thoughts and opinions from the assigned discussion questions and case studies.

CLASS ETIQUETTE

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason, students will be **excused for up to two classes per term** without requiring documentation to support the absence. These absences will not negatively affect the student's contribution grade. Absences exceeding two in a given semester will negatively affect the contribution grade of the student. If the student wishes to reverse the negative impact of the absence(s) she must seek academic accommodation through the academic advising office. See point one on page 7 of this outline for further information.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from writing the final exam, thus preventing you from passing the course. **At the discretion of individual instructors, any student who misses more than 25% of scheduled classes will receive a class contribution grade of 0 out of 15 for the course.**

Student Use of Technology in Class

Talking privately with classmates or using your computer or phone during class for personal activities such as reading/writing e-mail, surfing the Web, texting, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag (not on a desk or in your pocket).

A Note Regarding Email

Email is a useful communication tool, especially if used for sharing information; however, it is not a good tool for discussion or for decision making. Therefore, please follow these guidelines regarding the use of email in this course:

1. Email is fine for sharing info (e.g. you will be absent or late for class, what assignments are planned for class that week).
2. Email is fine for setting up meetings and appointments.
3. It is useful for simple questions of clarification, but do not use it for anything that requires more than a one or two sentence response. Instead, make an appointment with me to discuss more complex questions.
4. Email is not an appropriate way to discuss grades or an issue with group dynamics, please make an appointment to discuss in person.
5. Email, although informal, still requires a tone of respect and proper language. Rudeness and disrespect will not be tolerated.
6. I will check email on a daily basis Monday through Friday during the term. I will try to respond to your emails as promptly as possible, usually within 24 hours. Instantaneous responses will not be possible.

Appointments

If you wish to meet with me it is recommended that see me during the designated weekly office hours or that you make an appointment. Appointments can be arranged by approaching me after class or by sending an email to set up a mutually convenient time.

Make sure to be on time, have an objective for the discussion and bring a copy of your paper or exam if you wish to discuss it.

Privacy

In order to respect privacy laws, and the privacy of individual students, the only methods student grades will be communicated will be via course website, direct contact with me or on a test/exam/report/essay paper. I am not able to email your grade to any email address.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades. Your choice to share your grades will not be taken into consideration in any grading decision and in order to respect the privacy of each student, I will only discuss individual grades with the student in question.

The University is committed to protecting specific types of information, which, if disclosed, could reasonably be expected to result in harm to the University, an identifiable individual, or a third party. As a result, I am not able to release any information including, but not limited to, a student's personal information, attendance or grade records, to anyone other than the individual involved.

EVALUATION

Students must complete all elements of evaluation in order to receive a passing grade in the course. There will be no reweighting of components within the course. Please note that grades cannot be adjusted on the basis of need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned.

Component	Timing	Learning Objective	Weight
Assignment 1 – Financial Statement Assessment	Tuesday, February 4, 2014	1, 2, 4, 7	20%
Assignment 2 – Group Presentation	Tuesday, March 11, 2014	1, 2, 3, 6	15%
Final Exam	April Exam Period	1, 2, 4, 7	50%
Contribution	Every Class	4, 5, 8	15%

The format of each assignment will vary and may include computational questions, interpretation questions, analysis questions and case study analysis. Students will be provided with pertinent details in advance of each assignment.

Evaluation Component Descriptions

Financial Statement Assessment

This individual assignment will be handed out at the end of class on Tuesday, January 28 and will be **due on Tuesday, February 4 at the beginning of class**. An electronic version of the report must be submitted to turnitin through the course website. Late reports will receive a **10% deduction** for each 24-hour period the report is late.

Group Presentation

Students will be able to select their own groups of three to four members to gather information and make a presentation recommending a course of action. Presentations are to be no longer than 15 minutes.

Groups must be formed by Tuesday, February 25, 2014. The topic for the presentation will be discussed in class on Tuesday, March 4, 2014.

Contribution

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument,

clarifying difficult concepts and asking questions pertinent to the topic. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Contribution will be graded on a daily basis. Attending class is important but minimal credit will be given for attendance alone. Students are encouraged to speak to the instructor if they have concerns about their performance or if they would like to discuss strategies to support regular contribution.

ACADEMIC ACCOMODATION

If, on medical or compassionate grounds, a student is unable to complete a course component worth **greater than 10 per cent** of the final course grade, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the “**POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**” on page 7 of this outline.

For academic accommodation to be considered for any course component worth **less than 10 per cent** of the final course grade, it is the responsibility of the student to approach the course instructor(s) in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with the instructor. If documentation is not required, the instructor will make the final decision. The policies governing requests for academic accommodation for course components worth 10 per cent or more of the course grade are outlined in the Academic Policies section included at the end of the course outline.

Dropping a Course

In order to drop your courses without academic penalty, you must drop the course by the following dates:

Full Course	November 30
Fall Term Half Credit Course	October 15
Winter Term Half Credit Course	February 15

For further details, check the online academic calendar in the registrar’s website or check with your academic advisor.

To book an appointment with one of Brescia’s Senior Academic Advisors, call 519.432.8353, extension 28266.

BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation on medical grounds will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are not grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2013/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the

knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at http://www.brescia.uwo.ca/academics/registrar_services/index.html. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.cfm>. The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/>. Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

**FOODS & NUTRITION 4422B
ASSIGNMENT SCHEDULE OVERVIEW**

Session	Topic
1	Introduction to FN 4422
2	What is Financial Management & Control? Why You Need to be a Competent User of Financial Information
3	Types of Accounting, Financial Statement Review
4	Financial Statement Review
5	Ratio & Benchmarking Analysis
6	Ratio & Benchmarking Analysis
7	Proposal & Report Writing
8	Cost Behaviour & CVP Analysis
9	Cost Behaviour & CVP Analysis
10	Cost Behaviour & CVP Analysis
11	Cost Behaviour & CVP Analysis
12	Purchasing & Staffing Considerations
13	Short-Term Decision-Making
14	Short-Term Decision-Making
15	Short-Term Decision-Making
16	Management Control & Budgets, Introduction to Excel
17	Group Presentations
18	Budgets
19	Budgets
20	Budgets
21	Time Value of Money
22	Capital Budgeting Decisions
23	Capital Budgeting Decisions
24	Capital Budgeting Decisions
25	Review