

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

American Public University System

The Ultimate Advantage is an Educated Mind

<p>School of Business FINC405 Budget Development and Execution</p> <p>3 Credit Hours 8 weeks Prerequisite: None</p>

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Course Description (Catalog)

This course provides an in-depth focus and analysis of the four phases of the budget cycle -- formulation, review, execution and audit. It also explores the purposes of budget, including line-item budgeting, performance budgeting, zero-based budgeting and capital budgeting.

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Course Scope

This course covers the purpose and value of budgeting and how the budget is used as a decision-making tool. The fundamentals of budgeting are emphasized including gathering the right information, the parts of the budget as well as line item, performance-based, zero-based and capital budgeting.

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Course Objectives

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After successfully completing this course, you will be able to:

- LO 1. Define and discuss the purposes of the fundamental terms and concepts associated with budgeting.
- LO 2. Demonstrate an in-depth knowledge of the budget preparation, approval, and execution processes.
- LO 3. Complete the process of creating a budget.
- LO 4. Monitor budgets and utilize variance analysis.
- LO 5. Examine the role of budgets in achieving organizational goals.
- LO 6. Demonstrate a thorough knowledge of how ethical decisions are made in the budgetary process.
- LO 7. Apply financial formulas in evaluating investment decisions.

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Course Delivery Method

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Discussion Board questions (accomplished in groups through a threaded discussion board), examination, and individual assignments (submitted for review by the Faculty Member). Assigned faculty will support the students throughout this eight-week course.

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Course Resources

Required Course Textbooks

Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2011). *Accounting, Tools for business decision making: 2011 custom edition*, (4th ed). Hoboken, NJ: John Wiley & Sons.

Shim, J. K., Siegel, J. G. & Shim, A. I. (2012). *Budgeting basics and beyond* (4th ed.). Hoboken, NJ: John Wiley & Sons.

(e-chapters accessible via Lessons > Required Textbook and Required Reading)

Additional Resources (Lessons)

- APA - guidelines to format your writing assignments
- Turnitin - how to setup and use Turnitin

Websites

In addition to the required course texts the following public domain Websites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note web site addresses are subject to change.

Site Name	Website URL/Address
American Psychological Association (APA)	http://www.apastyle.org/index

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Purdue Online Writing Lab	http://owl.english.purdue.edu/owl/resource/560/01/
Turnitin	http://www.turnitin.com

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Evaluation Procedures

Describe how you will evaluate your students for each graded activity:

Grade Instruments	Points	Percentage
Forums (Week 1-7)	100 points each	25
Homework Problems (Week 1, 2, 6, 7)	100 points each	20
Quizzes (Week 1, 2, 6, 7)	100 points each	24
Writing Assignment (Week 3, 5)	100 points each	6
Quiz (Week 4 and 8)	100 points each	25
Final Course Grade		100

Course Days

Throughout the course, you will see due dates with numbered days. Please use this key when in doubt.

Day 1 – Monday

Day 5 – Friday

Day 2 – Tuesday

Day 6 – Saturday

Day 3 – Wednesday

Day 7 – Sunday

Day 4 – Thursday

**Bold indicates most common due dates.*

Forums

Please join the forums during weekly sessions. Students must post an initial response to the weekly discussion question by **Day 3**, and **at least 2 replies to other students by Day 7**. **Active participation is required by replying to classmates during the week of discussion. Therefore, replies posted after the end of the each week will not be graded.** The forums are for student interaction and submitting input after the end of the week serves no learning objectives and does not constitute as participation. **Students should demonstrate their own knowledge in the forums and avoid copying and pasting from websites.**

Your grade earned for the forums will be based on the Forums Grading Criteria:

Guidelines	Forums Grading Criteria
Quality Guidelines (50%):	<ul style="list-style-type: none"> All discussion questions are answered completely. Responses are original in content with a minimum of 1 external reference. All posts demonstrated analysis of the topic. Responses to classmates are significant and advanced the discussion.
Participation Guidelines (30%):	<ul style="list-style-type: none"> Initial response is posted by Day 3. Initial response is no less than 250 words. Reply to at least 2 of their classmates by Day 7. Responses to classmates are at least 100 words.

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<p>Clarity, Organization & Professionalism Guidelines (20%):</p>	<ul style="list-style-type: none"> • Responses were organized and logical. • No spelling or grammatical errors. • References were used and cited properly. • Appropriate language, respect and consideration toward peers/instructor.
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Homework Assignments

Assigned problems should demonstrate an understanding and thorough application of chapter objectives. Excel homework templates can be found in Resources in order to make it easier to complete the problems assigned. If preferred, you may complete your homework in a Word file. Ensure that your work is organized and properly formatted (for numeric solutions, please highlight your answer). Please name your assignment file as 'lastnameinitial-FINC405-assignment#', and submit **by 11:55pm, ET, Day 7**.

Your homework exercises/problems will be evaluated according to the following Homework Grading Criteria:

Grade	Homework Problems Grading Criteria
90-100%	<ul style="list-style-type: none"> • Assigned exercises/problems are completed in full. • Work demonstrates effective application of the concepts/principles covered in the chapter. • Work thoroughly explains answers and calculations. • Solutions are calculated with no errors or insignificant errors.
80-89%	<ul style="list-style-type: none"> • Assigned exercises/problems are completed in full or are significantly complete. • Work demonstrates effective application of most concepts/principles covered in the chapter. • Work thoroughly explains most answers and calculations. • Solutions are calculated with insignificant errors.
70-79%	<ul style="list-style-type: none"> • Assigned exercises/problems are mostly complete. • Work demonstrates effective application of some concepts/principles covered in the chapter. • Work explains some answers and calculations. • Solutions are calculated with significant errors.
60-69%	<ul style="list-style-type: none"> • Assigned exercises/problems are fairly complete. • Work demonstrates effective application of a few concepts/principles covered in the chapter. • Work explains a few answers and calculations. • Solutions are calculated with significant errors.
0-59%	<ul style="list-style-type: none"> • Assigned exercises/problems are less than 50% complete. • Work does not demonstrate effective application of the concepts covered in the chapter. • Work submitted does not thoroughly explain answers and calculations. • Solutions are not calculated or are calculated with significant errors.

Writing Assignment

The writing assignment will demonstrate writing across the curriculum in Weeks 3 and 5. The topic and length of the paper is described in the 8-Week Outline. Your paper will be reviewed according to content, organization, writing style, grammar and APA 6.0 format, as detailed below. Please name your assignment file as 'lastnameinitial-FINC405-WA#', and submit **by 11:55pm, ET, Day 7**.

You are required to have your writing assignment reviewed by Turnitin before you submit it to the professor. Please review the Turnitin section at the end of the Syllabus. Additional setup and use instructions are available in Resources.

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Your assignment will be evaluated according to the following Writing Assignment Grading Criteria:

Guidelines	Writing Assignment Grading Criteria
Content (60%)	<ul style="list-style-type: none"> • Response demonstrate a clear understanding of the key elements of assignment questions. • Responses thoroughly cover the elements in a substantive manner. • Response demonstrates critical thinking and analysis. • Content is complete and accurate. • Introduction and conclusion provides adequate information on the given topic.
Organization (20%)	<ul style="list-style-type: none"> • Paper structure is clear and easy to follow. • Ideas flow in a logical sequence. • Introduction provides a sound introduction to the topic and previews major points. • Paragraph transitions are logical and support the flow of thought throughout the paper. • The conclusion thoroughly reviews the major points.
Writing Style, Grammar, APA Format (20%)	<ul style="list-style-type: none"> • Sentences are well constructed, complete, clear, and concise. • Words used are specific and unambiguous. • The tone is appropriate to the content and assignment. • Grammar, spelling and punctuation are correct. • APA guidelines (6th edition) are followed, such as headers, citations, references, etc. • Effective use of aids, such as sections, summaries, table of contents, indices, and appendices (if appropriate)

Quizzes

The Quizzes will consist of 20 multiple choice questions of the chapters covered during each week. Each quiz is accessible only once and is available for 1.5-hours. Once a quiz is accessed, you will not be able to access it again if you disconnect. Therefore, allocate time to complete your quiz. Weekly quizzes must be submitted **by 11:55pm, ET, Day 7**.

Quizzes (Week 4 and 8)

Week 4 Quiz will consist of 25 multiple choice questions covering all the chapters assigned during Weeks 1-3. Week 8 Quiz will consist of 25 multiple choice questions covering Week 5-7. The quizzes are accessible only once for a period of 2-hours. Once it is accessed, you will not be able to access it again if you disconnect. Each quiz is due on Day 7 of Week 4 and 8 **by 11:55pm, ET. No extensions on Week 8 Quiz.**

Submission of assignments and grading

Be sure to turn in assignments and exams as scheduled. Assignments will be graded within 5 days after the end of the week according to APUS policy. **Assignments submitted 3 days after their due date will be assessed a 10% late penalty.** If your assignment is submitted after the weekly grading, it will be graded during the next grading period for our class. It is preferred that students refer to the 8-Week Course Outline for a weekly schedule of assignments and their due date.

Refer to the Student Handbook for policies relevant to academic honesty and other procedures and policies related to this course. Refer to Online Resource Center for any research assistance. Plagiarized papers or incidents of academic dishonesty will receive an F.

APUS Grading System

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Grade	Quality Points/ Grading Percent
A	4.0/ 100 - 94
A-	3.67/ 93 - 90
B+	3.33/ 89 - 87
B	3.0/ 86 - 84
B-	2.67/ 83 - 80
C+	2.33/ 79 - 77
C	2.0/ 76 - 73
C-	1.67/ 72 - 70
D+	1.33/ 69 - 67
D	1.0/ 66 - 64
D-	.67/ 63 - 60
F	0.0/ 59 - 0

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8 – Week Course Outline

Please see the [Student Handbook](#) to reference the University’s grading scale

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Week	Topic	Learning Objectives	Readings	Assignment
1	Budgeting Fundamentals	LO 1. Define and discuss the purposes of the fundamental terms and concepts associated with budgeting.	<p>Text Readings: Kimmel, Chapter 20 Shim, Chapter 1 & 6</p> <p>In Lesson: Homework Template Solutions to Brief Exercises Selected Practice Problems PPT Chapter 20</p>	<p>Introduction Introduce yourself to the class. Tell us about your goals, interests, and what you want to accomplish in learning.</p> <p>Forum Chapter 20: BYP 20-5 Communication Activity</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students’ posts by 11:55pm, ET, Day 7.</p> <p>Homework Problems Chapter 20: E20-2, E20-4, P20-1A</p> <p>Submit in homework template by 11:55pm, ET, Day 7.</p> <p>Quiz 20 True/False and Multiple Choice Questions. Quiz is accessible only <i>once</i> for a period of 1.5-hours. Submit by 11:55pm, ET, Day 7.</p>

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2	<p>Planning and Control</p>	<p>LO 2. Demonstrate an in-depth knowledge of the budget preparation, approval, and execution processes.</p> <p>LO 3. Complete the process of creating a budget.</p>	<p>Text Readings: Kimmel, Chapter 21 Shim, Chapter 2, 14</p> <p>In Lesson: Homework Template Solutions to Brief Exercises Selected Practice Problems PPT Chapter 21</p>	<p>Forum Chapter 21: BYP 21-6 Ethics Case</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Homework Problems Chapter 21: E21-3, E21-4, P21-1A</p> <p>Submit in homework template by 11:55pm, ET, Day 7.</p> <p>Quiz 20 True/False and Multiple Choice Questions. Quiz is accessible only once for a period of 1.5-hours. Submit by 11:55pm, ET, Day 7.</p>
3	<p>Tracking the Budget</p>	<p>LO 1. Define and discuss the purposes of the fundamental terms and concepts associated with budgeting.</p> <p>LO 3. Complete the process of creating a budget.</p>	<p>Text Readings: Kimmel, Chapter 21 Shim, Chapter 3</p>	<p>Forum Chapter 21: BYP 21-7 "All About You" Activity</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Writing Assignment Chapter 21: BYP 21-1 Decision Making Across the Organization</p> <p>Submit a 500-650 word response in APA 6.0 format with a minimum of 2 scholarly journal references. Adhere to Writing Assignment Guidelines. Submit by 11:55pm, ET, Day 7.</p>
4	<p>Midterm</p>	<p>LO 1. Define and discuss the purposes of the fundamental terms and concepts associated with budgeting.</p> <p>LO 2. Demonstrate an in-depth knowledge of the budget preparation, approval, and execution processes.</p> <p>LO 3. Complete the</p>	<p>In Lesson: Review readings and assignments from Weeks 1-3.</p>	<p>Forum Tina Haworth asks your help in understanding the essentials of effective budgeting. Identify the essentials for Tina. (a) "Accounting plays a relatively unimportant role in budgeting." Do you agree? (b) What responsibilities does management have in budgeting?</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Quiz</p>

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		process of creating a budget.		25 Multiple Choice Questions from chapters assigned during Week 1-3. Exam is accessible once for a period of 2-hours.
5	Zero-Based Budget	<p>LO 4. Monitor budgets and utilize variance analysis.</p> <p>LO 5. Examine the role of budgets in achieving organizational goals.</p> <p>LO 6. Demonstrate a thorough knowledge of how ethical decisions are made in the budgetary process.</p>	<p>Text Readings: Shim, Chapter 22</p>	<p>Forum You worked many long hours preparing your operating budget projections. Satisfied that you covered all the bases, you submitted your report to your Vice President. A week later, you reviewed your calculations and found you grossly overstated your projections. What are the consequences of telling your VP? What are the consequences of if you don't tell your VP?</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Writing Assignment Chapter 22: BYP22-6 Ethics Case Submit a 500-650 word responding to "Instructions" (a-c) in APA 6.0 format with a minimum of 2 scholarly journal references. Adhere to Writing Assignment Guidelines. Submit by 11:55pm, ET, Day 7.</p>
6	Capital Budgets	<p>LO 1. Define and discuss the purposes of the fundamental terms and concepts associated with budgeting.</p> <p>LO 5. Examine the role of budgets in achieving organizational goals.</p>	<p>Text Readings: Kimmel, Chapter 23 Shim, Chapter 20</p> <p>In Lesson: Homework Template Solutions to Brief Exercises Selected Practice Problems PPT Chapter 23</p>	<p>Forum Chapter 23: BYP 23-6 Ethics Case</p> <p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Homework Problems Chapter 23: E23-4, E23-8, P23-4A</p> <p>Submit in homework template by 11:55pm, ET, Day 7.</p> <p>Quiz 20 True/False and Multiple Choice Questions. Quiz is accessible only once for a period of 1.5-hours. Submit by 11:55pm, ET, Day 7.</p>
7	Balanced Scorecard	<p>LO 5. Examine the role of budgets in achieving organizational goals.</p>	<p>Text Readings: Kimmel, Chapter 22 Shim, Chapter 8, 23</p>	<p>Forum Chapter 22: BYP 22-5 Communication Activity</p>

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		<p>LO 4. Monitor budgets and utilize variance analysis.</p> <p>LO 6. Demonstrate a thorough knowledge of how ethical decisions are made in the budgetary process.</p> <p>LO 7. Apply financial formulas in evaluating investment decisions.</p>	<p>In Lesson: Homework Template Solutions to Brief Exercises Selected Practice Problems PPT Chapter 22</p>	<p>Submit initial response by 11:55pm, ET, Day 3, and respond to at least 2 other students' posts by 11:55pm, ET, Day 7.</p> <p>Homework Problems Chapter 22: E22-2, E22-7, P22-2A</p> <p>Submit in homework template by 11:55pm, ET, Day 7.</p> <p>Quiz 20 True/False and Multiple Choice Questions. Quiz is accessible only <i>once</i> for a period of 1.5-hours. Submit by 11:55pm, ET, Day 7.</p>
8	Final Week	LO 1-8	Week 5-7	<p>Forum How will this course benefit your personal and/or professional development? What did you find most beneficial about the course? What would you change?</p> <p>(This is a non-graded discussion)</p> <p>Quiz 25 Multiple Choice Questions from the chapters assigned. Quiz is accessible only once, for a period of 2-hours. Due on Day 7 (Sunday) by 11:55pm, ET. No Extensions!</p>

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Policies

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)

[Plagiarism Policy](#)

[Extension Process and Policy](#)

[Disability Accommodations](#)

Citation and Reference Style

Note: Students will follow the APA 6th edition as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the APA 6th edition.

Late Assignments

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Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact your instructor before the due date to discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate - both inside and outside the classroom. Discussions on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting - basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the fun and excitement of learning, and that does not include descent to personal attacks or student attempts to stifle the discussion of others.

Humor Note: Despite the best of intentions, jokes and – especially - satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺, etc.

Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

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Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and are generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collections of our professors’ publications, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the Online Library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Tutor.com:** AMU and APU Civilian and Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. [Tutor.com](http://tutor.com) connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-on-one with your tutor in your online classroom on your specific problem until it is done.

Request a Library Guide for your course (<http://apus.libguides.com/index.php>)

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. These are specially tailored for academic research at APUS:

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- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., ACCT100) or class name.

If a guide you need is not available yet, let us know by emailing the APUS Library: librarian@apus.edu.

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Turnitin.com

You are required to have your writing assignment reviewed by Turnitin before you submit it to the professor. Please review **ADDITIONAL RESOURCES IN LESSONS** for Turnitin Instructions.

Turnitin.com is an excellent resource to check the content and quality of writing assignments and to avoid plagiarism. Students are required to create an account and submit all writing assignments to [Turnitin.com](https://www.turnitin.com). An Originality Report will be generated upon paper submission, which must be submitted with your assignment. **Writing Assignments will not be graded if the Originality Report is not submitted to the assignment drop box with the assignment.** Your instructor will provide you with a course ID and password to enroll in the class.

The Originality report does not actually recommend changes. It does point out where you may need to add a citation or quotation marks (if not already cited). Once you use it a few times, you will appreciate this tool, as it will assist you in improving quality and content, as well as avoid plagiarism. Your goal is to keep direct quotations to a minimum and to make sure that you do not just cut and paste material. Ensure that all your references are cited. **A report less than 25% similarity index is acceptable for undergraduate level work.**

Turnitin Access Codes

You'll need a class ID and password to access the Turnitin class account for this course. Please see the **Course Announcement** for details and instructions.

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