



UNIVERSIDAD DE SONORA
Central Regional Unit
Economic Administrative Science Divisions
Accounting Department
BACHELOR OF TOURISM

Course: Financial Management of tourism projects			Ident: (SCHOLAR)
Prerequisite : Territorial planning and development of tourist destination centers		Subsequent: Elective of the major core of Tourism Planning (Current tourism topics and trends; Tourism Project workshop; Evaluation and Management of tourism projects; Geography of Territorial resources in Sonora)	
Credits: 7	Mode: Semi attendance	Week Hours: 4 (3t y 1p)	Course Hours: 64
Teaching-learning mode: Theoretical course		Service Department: Accounting	
Formation core: Major			
Specific competencies to develop:			
Competency 2- Planning and designing tourism projects for the diagnosis of social problems.			
Competency 3- Management of resources and evaluation of tourism Projects from an integral diagnosis			
Competency 5- Management of tourism organizations through business plan designing, management of operating systems of tourist services; leads organizations			

Introduction:

Finance implies processes for creating, moving and using money, which is being created by the sale of goods and services. Understanding, adequate management and evaluation of resources or goods, generates savings and investment which enable organizations to accomplish their purposes they were created for, to be managed and to grow. The strategic use of the financial instruments is a key duty for any business; financial trends also influence the status of the globalized economy. Moreover, the scope of finance performance ranges from personal to organizational, both private and public.

This course will cover the importance of the financial manager in managing the corporation resources, centered on three decisions, investment, finance and management of the human capital, implemented in the design, execution and financial evaluation of tourist projects.

In unit 1, students will know the elements of a financial manager in decision making and his relationship with the company.

In unit 2, the environment of the Mexican financial sector will be analyzed.

In unit 3, the financing decisions and their requirements will be identified.

In unit 4, investment decisions will be studied

In unit 5, the relationship between capital management and cash budget is examined.

In unit 6, financial statements through financial planning will be analyzed.

In unit 7, leverage mechanisms are described.

Purpose: It is part of the major core; it is given from the seventh semester and it is an elective course. It is intended to integrate knowledge enabling the professional to an adequate decision making process to obtain the best financial management of an enterprise, through the comprehension of the financial system, the adequate instruments and the adequate valuation of specific situations of an enterprise and the global environment.

At the end of the course, the student will be able to identify the main components of financial management, and also the importance of interaction between decisions and environment, as well as he departments which form the organization, adding his role as an intermediary between the enterprise and the shareholders (investors) and their active participation in the decisions pursuing the optimization of the financial resources.

General Objective:

To develop the students' analytical, critical, synthesis capacity and, of course, their ability to make strategic decisions in the management of financial resources, organizational resources and assets.

Specific Objectives:

- To understand the operation of the Mexican Financial System
- To identify financing sources and their operation
- To design strategies for the adequate management of human capital
- To develop a systematic financial plan
- To evaluate financial leverage options

Competency Units:**Competency unit I – The Financial Manager.**

- Objectives of financial management
- Decision making by the financial manager
- Decision making and his relationship with the enterprise and its environment

Competency Unit II – Environment of the financial sector

- The Mexican financial system
- The International Financial System Context – Interaction
- The financial markets
- Money market
- Capital market
- Exchange Market (exchange)

Competency Unit III – Financing Decisions

- Types of financing
- Internal and external sources – Liabilities – Capital
- Interest rates and amortization tables
- Identification of financing requirements
- Fiscal incentives and/or government grants

Competency Unit IV – Investment Decisions

- Fixed Assets
- Asset financing
- Profitability – ROA, ROE, RION, DUPONT
- Asset Productivity – Sales – Profit

Competency Unit V – Working Capital Management

- Current assets and fund requirements
- Working capital of tourist enterprises
- Cash management – cash flow
- Cash budget
- Management of accounts receivable
- Inventory management
- Management of accounts payable

Competency Unit VI – Financial planning and fund requirements

- Proforma financial statements
- Sales percentage based projections
- Financial consistency – Projected financial reasons
- Investment evaluation methods – TIR, VPN, profitability index, Payback

Competency Unit VII – Leverage

- Commercial risk and operational leverage
- Financial risk and leverage
- Leverage analysis
- Breakeven point

Evaluation: general criteria for course accreditation:

The final grade shall be obtained from the average of the three mid term exams. Each mid term exam is valued under the following criteria:

I MID TERM

Written evaluation	40%
Documentary research	20%

Field research	20%
Analysis of classroom information	10%
Classroom participation	10%

II MID TERM

Research	30%
Analysis of classroom information	20%
Practicum	40%
Classroom participation	10%

III MID TERM

Attendance presentation	20%
Research	20%
Analysis of classroom information	20%
Practicum	30%
Classroom participation	10%

Desirable academic qualifications of the course instructor:

Academic master degree or major of Strategic Planning or Design of Tourism Products or equivalent to the study field of the course, with proven two year minimum experience and professional development in areas similar to this course. A minimum two year higher education teaching experience

Professional formation and/or degree in an equivalent area, teaching experience in these issues.

Verify the professor formation process requested by the Institution

Conduct an interdisciplinary approach.

Two year teaching experience

For the professor to be programmed and made responsible of teaching this course, he shall have full command of the topics described in the course description, in both English and Spanish.

Bibliography	Type (basic or supplementary)
Gitman, L. Zutter, Ch. (2012) Principios de administración financiera, decimosegunda edición, México, Pearson educación.	Basic
Nassir, Ch. (2011), Proyectos de inversión, formulación y evaluación, Chile 2da edición, Pearson educación	Basic
Ross, S.A. Westerfield, R.W., Jordam B. D. y Gonzalez, V. N. (2010) Fundamentos de finanzas corporativas, México, McGra Hill	Basic
Villegas, H. E. y Ortega, O. R. M. (2009), Sistema financiero de México. México. McGraw Hill.	Supplementary
Ochoa, S. (2009), Administración financiera, segunda edición, McGraw Hill	Supplementary
Ortega, C. A. L. (2008), Planeación financiera estratégica. México: McGraw Hill Interamericana	Supplementary
Mishkin, F. S. y Gomez, M. A. J. (2008), Moneda, banca y mercados financieros. México: Pearson/Educación	Supplementary
Duarte, S. J. D. y Fernandez, A. L. (2007). Finanzas operativas; Un coloquio. Méxio. Limusa.	Supplementary

Competency development

Learning outcomes	Educational activities	Volume of student work in hours	Evaluation
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WEEK 1			
Unit I. THE FINANCIAL MANAGER			
Identification and analysis of the objectives of financial management available.	<ul style="list-style-type: none"> • Objectives of financial management Attendance presentation by the professor. Documentary and field research.	2	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrasis, synthesis, mental diagram, etc.)
Valuation of the duties of the financial manager, his role in the Enterprise, location in the organization chart, agency problems.	<ul style="list-style-type: none"> • Decision making by the financial manager Attendance presentation by the professor. Documentary and field research. Analysis of printed information and multimedia	2	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrasis, synthesis, mental diagram, etc.) - Active participation of

			students in the classroom
WEEK 2			
Unit I. THE FINANCIAL MANAGER			
Synthesis of the 3 decisions of the financial manager.	<ul style="list-style-type: none"> Decision making by the financial manager. Attendance presentation by the professor.. Analysis of printed information in the classroom 	1	<ul style="list-style-type: none"> - Written evaluation - Active participation of students in the classroom
Solution of cases related to the decisions of the financial manager in different enterprises, specially tourism companies.	<ul style="list-style-type: none"> Exercise de decision making and its relationship with the Enterprise and environment Field research Information analysis Group exercises 	3	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation - Submission of the outcomes of group exercises.
WEEK 3			
Thematic Unit II – FINANCIAL SECTOR ENVIRONMENT			
Value the operation of the Mexican Financial System , duties, characteristics and organization chart.	<ul style="list-style-type: none"> The Mexican financial system Attendance presentation by the professor. Documentary research 	2	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation
International financial institutions, interaction between the Mexican financial system and the enterprises.	<ul style="list-style-type: none"> International financial system context Attendance presentation by the professor. Documentary research 	1	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation
Value the functionality of the financial markets, financial intermediaries.	<ul style="list-style-type: none"> The financial markets Attendance presentation by the professor. Drill practicum Analysis of information 	1	<ul style="list-style-type: none"> - Written evaluation - Submission of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation
WEEK 4			
Unit II – FINANCIAL SECTOR ENVIRONMENT			
Critical analysis of money markets, characteristics, functionality, regulation, identification of financial instruments.	<ul style="list-style-type: none"> Money market Attendance presentation by the professor. Drill practicum Analysis of information 	2	<ul style="list-style-type: none"> - Written evaluation - Submittsion of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation
Knowledge of capital markets, stock market financing, share market characteristics and its functionality, relationship of capital stock with public	<ul style="list-style-type: none"> Capital market Attendance presentation by the professor. Drill practicum Analysis of information 	1	<ul style="list-style-type: none"> - Written evaluation - Submssion of reports of research outcomes (essay, paraphrisis, synthesis, mental diagram, etc.) - Active participation

issuance of shares.			
Knowledge of the Exchange market, definition of foreign currency, exchange rates, depreciation, appreciation	<ul style="list-style-type: none"> • Exchange market (Foreign currency) Attendance presentation by the professor. Drill practicum Analysis of information	1	- Written evaluation - Submission of reports of research outcomes (essay, paraphrasis, synthesis, mental diagram, etc.) - Active participation
WEEK 5			
Unit III. FINANCING DECISIONS			
Conceptualize financing and value its importance for the enterprise. Know the different types of credit, working capital, construction loan, financial leasing, main characteristics and their application	<ul style="list-style-type: none"> • Types of financing Attendance presentation by the professor. Analysis of information Research	2	- Written evaluation - Submssion of reports of research outcomes (essay, paraphrasis, synthesis, mental diagram, etc.) - Active participation
Define assets, current and non-current, productive and non-productive assets, intangible assets. Examples of assets of tourism enterprises and relate them with adequate financing sources. Know the capital structure (right side of the balance sheet).	<ul style="list-style-type: none"> • Internal and external sources - Liabilities - Capital Attendance presentation by the professor. Analysis of information Research Group practice	2	- Written evaluation - Submission of reports of research outcomes (essay, paraphrasis, synthesis, mental diagram, etc.) - Active participation - Submission of practicum outcomes.
WEEK 6			
Unit III. FINANCING DECISIONS			
Form of amortization tables. Knowledge, definition and valuation of profitability, and the search thereof, as well as its relationship with assets and financing.	<ul style="list-style-type: none"> • Interest rates and amortization tables Analysis of information Individual practicum	1	- Written evaluation - Submission of individual practicum
Identify financing requirements, integration of a file, fixed and variable interest rates, CAT	<ul style="list-style-type: none"> • Identification of financing requirements Documentary research Individual practicum	1	- Written evaluation - Submission of the research report
Identify sector government funds, specific support to the tourist sector.	<ul style="list-style-type: none"> • Fiscal incentives and/or government grants Attendance presentation by the professor Research	2	- Written evaluation - Submission of the research report - Active participation
WEEK 7			
Unit - FINANCING DECISIONS			
Understanding fixed assets and their relationship with the financing activity.	<ul style="list-style-type: none"> • Fixed assets Presentation by the professor Analysis of information	2	- Written evaluation - Submission of the research report

	Group practicum		- Active participation
Make adequate financial decisions related to the nature of the assets of the Company	<ul style="list-style-type: none"> • Financing on assets Research Analysis of information	2	- Written evaluation - Submission of the research report - Active participation
WEEK 8			
Calculate the ROA, ROE, RION y the DUPONT. Analysis of DUPONT, scenario of the enterprise, yield through general indicators of the same company. Perform an integral analysis of the company, applying ROA, ROE, RION, DUPONT.	<ul style="list-style-type: none"> • Profitability , ROA, ROE, RION, DUPONT Analysis of information Group exercises	3	- Written evaluation - Submission of the research report - Active participation
Understanding the outcomes of sales on assets and the generation of profits through such assets, capacity of the Company to sell and generate profits.	<ul style="list-style-type: none"> • Productivity of Assets-Sales-Profits Analysis of information Group exercises	4	- Written evaluation - Submission of the research report - Active participation
WEEK 9			
Unit V – WORKING CAPITAL MANAGEMENT			
Define the meaning of working capital, net working capital.	<ul style="list-style-type: none"> • Current assets and fund requirements Research Analysis of information	4	- Written evaluation - Submission of the research report - Active participation
Identify working capital in tourist enterprises, business cycles, money requirements depending on seasonality of the business line. Compare working capital vs cash flow available, origin of assets. Identify the difference between cash and profits, Value the projected cash requirements, cash surplus and deficits and their funding or investment applicable.	<ul style="list-style-type: none"> • Working capital of tourist enterprises Research Analysis of information Practical exercises	5	- Written evaluation - Submission of the research report - Active participation
WEEK 10			
Learn, define and apply the cash cycle, accounts payable days, accounts receivable days.	<ul style="list-style-type: none"> • Cash management – cash flow Research Analysis of information Practical exercises	3	- Written evaluation - Submission of the research report - Active participation
Estimate credit by suppliers, prompt payment discounts, supplier turnover. Project the company's future, sales, and determine	<ul style="list-style-type: none"> • Cash budgets Research Analysis of information Practical exercises	4	- Written evaluation - Submission of the research report - Active participation

the cash requirements in order to meet objectives.			
WEEK 11			
Determine quality of clients and prompt payment discounts, in addition to client turnover	<ul style="list-style-type: none"> • Management of accounts receivable Analysis of information Solution of practical cases	3	- Written evaluation - Submission of the research report - Active participation
Identify the types of inventory, turnover per type of inventory, different types of inventory depending on the business line. Analysis of money retained in inventory.	<ul style="list-style-type: none"> • Inventory management Research Analysis of information Practical exercises	6	-- Written evaluation - Submission of the research report - Active participation
Understand accounts payable, components of credit terms and procedures for their analysis.	<ul style="list-style-type: none"> • Management of accounts payable Analysis of information Case solution	6	- Written evaluation - Submission of the research report - Active participation
WEEK 12			
Follow-up of the integral exercise, valuation of investment projects and define decision criteria.	<ul style="list-style-type: none"> • Personal counselling by the Professor, and the respective feedback 	4	Submission of topics of Unit IV.
WEEK 13			
Comprehension and identification of projected reports, which are proforma financial statements.	<ul style="list-style-type: none"> • Proforma financial statements Research Attendance exposure Practical exercises	7	-Submission of research reports. - Attendance exposure proving optimal knowledge of the topic and effective communication.. - Submission of resolved exercises
Comprehension of the sales forecast as a key factor for the proforma statements.	<ul style="list-style-type: none"> • Projection base on the sales percentage Research Attendance presentation Practical exercises	5	Submission of research reports. - Attendance exposure proving optimal knowledge of the topic and effective communication.. - Submission of resolved exercises
WEEK 14			
Know who uses the financial ratios and how they are used. Use the financial ratios to analyze liquidity and activity of a tourist enterprise.	<ul style="list-style-type: none"> • Financial consistency – Projected financial ratios. Research Attendance presentation Practical exercises	5	Submission of research reports. - Attendance presentation proving optimal knowledge of the topic and effective communication.. - Submission of resolved exercises
Apply valuation techniques for the cash flows. Concepts	<ul style="list-style-type: none"> • Methods for the evaluation of investment, TIR, VPN, profitability index, Payback 	6	Submittal of research reports.

and differences between VPN, TIR, profitability index, Payback.	Research Attendance presentation Practical exercises		- Attendance presentation proving optimal knowledge of the topic and effective communication.. - Submission of resolved exercises
SEMANA 15 Unidad VII – LEVERAGE			
Analysis of operational leverage asset level.	<ul style="list-style-type: none"> • Commercial risk and operational leverage Research Attendance presentation Solution of practical cases	4	- Submssion of research reports and resolved exercises - Attendance presentation valuation the relevance of information and performance in effective communication. - Active participation
Analysis of operational leverage and the risk of an abnormal increase.	<ul style="list-style-type: none"> • Financial risk and leverage Research Attendance presentation Solution of practical cases	4	- Submission of research reports and resolved exercises - Attendance presentation valuation the relevance of information and performance in effective communication. - Active participation
Critical capacity to analyze the ideal leverage level in a tourist Enterprise.	<ul style="list-style-type: none"> • Leverage analysis Research Attendance presentation Solution of practical cases	5	- Submission of research reports and resolved exercises - Attendance presentation valuation the relevance of information and performance in effective communication. - Active participation
Practical application of the breakeven point and exercises on the breakeven point with several products and/or services. Estimate the breakeven point, define fixed costs, variable costs.	<ul style="list-style-type: none"> • Breakeven point Research Attendance presentation Solution of practical cases	5	- Submission of research reports and resolved exercises - Attendance presentation valuation the relevance of information and performance in effective communication. - Active participation
SEMANA 16			
Solve a practical case of financial analysis of an investment project.	<ul style="list-style-type: none"> • Review and presentation of integrating practicum 	4	- "Printed or electronic submission of the integrating practicum.

Development of all the items.			- Presentation sustaining the integrating practicum carried out..
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