

Sul Ross State University
Department of Business Administration
ORGA/ORGL
4302 – BUDGET AND REVENUE
ONLINE
Summer I 2026

Course Instructor: MJ Saucedo, PhD, CPA
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Office Hours:

Monday 1:00 - 4:00 PM Online

Online Other Times by
Appointment

Course Description:

Construction of basic budgets, how to track expenses relative to revenue.

Prerequisites:

ORGL 3300 – Organizational Leadership

Required Course Materials:

The McGraw-Hill 36-Hour Course: Finance for Nonfinancial Managers
3rd edition

By [H. George Shoffner](#), [Susan Shelly](#)

ISBN: 978-0-07-174995-8

Course Objectives:

1. Develop students' capacity to think strategically about a company, its present business position, its long-term direction, its resources and capabilities, its present strategy, and its opportunities for gaining sustainable competitive advantage.
2. To build skills in conducting strategic analysis in a variety of industries and competitive situations.
3. To provide hand-on experience in crafting business strategy.
4. To acquaint students with the managerial tasks associated with implementing and executing strategy.
5. To integrate the knowledge gained in earlier core courses and to show how the various

pieces of the business puzzle fit together.

6. To develop students' powers of managerial judgment, build their skills in assessing business risk, and improve abilities to develop results-oriented action plans.

Course Grading

Discussions	40%
Reports	60%
Total	100%

Your grade will be based on the following scale:

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	59% and below

Discussions and Reports:

Students are required to read the assigned materials prior to class and be prepared to participate in class discussions. **Assignments and Reports will NOT be accepted late.** Please read the syllabus and follow the timeline on assignments.

Discussion Board

In each chapter, a case study question has been assigned. Students are to complete the requirements of the case study and post their information to the Discussion Board by Thursday. **Once the case study is posted, the students will be able to see the submissions by other students.** Students are to respond to at least two other students in the Discussion Board by Sunday. This is a great way to review and discuss the information and learn from each other.

Reports

Report I: Steps to Opening a Business

The required format follows:

The Research Paper (at least five (5) pages) is to be written on a 12 font, using Times New Roman, double spaced, with a one-inch margin, and follow APA format. All research papers are to be submitted by BlackBoard and will be submitted to Safe Assign.

Describe the steps necessary to open your own business.

Report II: What do Banks Require to Grant a Small Business Loan

The required format follows:

The Research Paper (at least five (5) pages) is to be written on a 12 font, using Times New Roman, double spaced, with a one-inch margin, and follow APA format. All research papers are to be submitted by BlackBoard and will be submitted to Safe Assign.

Explain the process needed to obtain a small business loan from a bank or other loan institution.

Report III: The Budget Process for a Small Business

The required format follows:

The Research Paper (at least five (5) pages) is to be written on a 12 font, using Times New Roman, double spaced, with a one-inch margin, and follow APA format. All research papers are to be submitted by BlackBoard and will be submitted to Safe Assign.

Describe and explain the budget process for a small business.

REPORTS WILL NOT BE ACCEPTED LATE

The Reports (at least 5 pages) are to be written on a 12 font, using Times New Roman, double spaced, with a one inch margin, and follow APA format. All reports require a cover page, abstract, and references page and do NOT count toward the page requirement.

Please include three (3) sources. Your book does not qualify as a source. Do NOT use Wikipedia and Investopedia.

All reports are to be submitted by BlackBoard and will be submitted to Safe Assign.

SRSU Disability Services

Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mary Schwartz, LPC-S, SRSU's Accessibility Services Coordinator at 432-837-8203 (please leave a message and we'll get back to you as soon as we can during working hours), or email mary.schwartz@sulross.edu. Our office is located on the first floor of Ferguson Hall (Suite 112), and our mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas, 79832.

SRSU Distance Education Statement

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook.

Academic Integrity

Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden.

Classroom Climate of Respect

Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance,

civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

Diversity Statement

I aim to create a learning environment for my students that supports a diversity of thoughts, perspectives and experiences, and honors your identities (including race, gender, class, sexuality, religion, ability, socioeconomic class, age, nationality, etc.). I also understand that the crisis of COVID, economic disparity, and health concerns, or even unexpected life events could impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the

mission of Sul Ross State University to create an inclusive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you.

Libraries

The Bryan Wildenthal Memorial Library in Alpine

Offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu. Off-campus access requires logging in with your LobolD and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or phone (432-837- 8123).

The Southwest Texas Junior College (SWTJC) Libraries

The Southwest Texas Junior College (SWTJC) Libraries at Uvalde, Del Rio, and Eagle Pass offer additional access to library spaces and resources. Del Rio, Eagle Pass, and Uvalde students may also use online resources available through SWTJC website, library.swtjc.edu. The SWTJC Libraries serve as pick-up locations for InterLibrary Loan (ILL) and Document Delivery from the Alpine campus.

Course Assignments

ORGL 4302 Budget and Revenue CHAPTER ASSIGNMENTS*

Date	Chapter	Exercises & Problems	
WEEK 1 5/27/2026		Introduction Discussion (Graded Assignment) DUE 5/31/2026	
	1	Numbers, Numbers, Numbers: The Why and the How Discussion Board: Case Study Question pg. 15 DUE 5/31/2026	
	2	Keeping Score: Sales Discussion Board: Case Study Question pg. 37 DUE 5/31/2026	
	3	Keeping Score: Cost of Sales Discussion Board: Case Study Question pg. 55 DUE 6/7/2026	
WEEK 2 6/1/2026	4	Keeping Score: Expenses Discussion Board: Case Study Question pg. 76 Due 6/7/2026	
		Report I: Steps to Opening a Business DUE 6/7/2026	
	WEEK 3 6/8/2026	5	Equipment and Other Things That Will Be Around for Years Discussion Board: Case Study Question pg. 97 DUE 6/14/2026
		6	Buying, Leasing, or Doing Without Discussion Board: Case Study Question pg.116 DUE 6/14/2026
7		The Balance Sheet Discussion Board: Case Study Question pg. 136 DUE 6/14/2026	
WEEK 4 6/15/2026	8	Ownership and Equity Discussion Board: Case Study Question pg. 162 DUE 6/21/2026	
		Budgeting/Planning	

9 Discussion Board: Case Study Question pg. 183 DUE 6/21/2026

Report II: What Do Banks Require to Grant a Business Loan DUE 6/21/2026

WEEK 5
6/22/2026

Budget Reporting and More Budgets
10 Discussion Board: Case Study Question pg. 204 DUE 6/28/2026

Manufacturing and Construction
11 Discussion Board: Case Study Question pg. 229 DUE 6/28/2026

Analysis of an Enterprise
12 Discussion Board: Case Study Question pg. 261 DUE 6/28/2026

WEEK 6
6/29/2026

Report III: Explain the Budget Process for a Small Company DUE 7/1/2026

***Assignments Subject to Change**

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