

# Financial Management of Public Programs

## Spring 2019 Course Syllabus

Department of Public Policy and Administration  
Course # 56:834:553

Instructor: Michael S. Hayes, PhD  
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Office: 401 Cooper Street Room 302  
Office hours: Monday 3:30pm-5:30pm; and by appointment.  
Class meetings: Monday 6:00pm-8:40pm  
Location: Armitage Hall 208

### COURSE DESCRIPTION

The study of financial management is essential for future public or non-profit managers. You will gain a strong foundation in the budgetary process, understanding costs, capital budgets, techniques for long-term financing, identifying different types of assets and liabilities, how to create and read a balance sheet, and how to conduct a financial condition analysis.

By the end of this course, students will be able to...

	<b>Learning Outcome(s)</b>	<b>Specific Skill Taught</b>
1	Understand the budgetary process.	1. Calculate property tax rates
2	Recognize the relationship between costs and volume	2. Conduct break-even analysis
3	Indicate whether or not a project is financially viable	3. Time Value of Money (TVM) 4. Net Present Value Calculations
4	Finance long-term capital assets	5. Calculate mortgage payments 6. Calculate the value of a bond
5	Identify different types of assets and liabilities	7. Record and report financial transactions
6	Report financial transactions	8. Create a balance sheet 9. Calculate the current value of a long-term asset
7	Understand ways to determine the financial condition of an organization	10. Read Basic Financial Statements (BFSs) 11. Conduct ratio analysis

### Prerequisite knowledge

You should have basic proficiency in high school-level algebra, as well as, a basic experience with excel spreadsheets. For additional algebra resources, please see <https://www.khanacademy.org/math/algebra-home>.

### REQUIRED READINGS

Kioko, Sharon, and Marlowe, Justin. 2017. Financial Strategy for Public Managers, 1<sup>st</sup> Edition, Rebus Community. ISBN: 978-1-927472-59-0. The textbook is **available online for free** at <https://press.rebus.community/financialstrategy/>. You can also buy a paperback version of this textbook on Amazon. All other readings will be posted on Sakai.

## ASSESSMENT OF PERFORMANCE

Achievement of course objectives will be measured through the instructor’s evaluation of student participation in class discussion, out-of-class assignments, in-class exams, and an out-of-class project. I am always willing to discuss your grade on any assignments. Please do not hesitate to see me if you think that my evaluation of your work is unfair or just plain wrong. Specific requirements and evaluation procedures are detailed below:

Class Attendance and Participation:	10%
Homework:	10%
In-class exams (Exam #1 and #2, both worth 30%)	60%
<u>Out-of-class project (financial condition analysis)</u>	<u>20%</u>
<b>Total:</b>	<b>100%</b>

Below provides more detail on the course requirements:

### **Class Attendance and Participation – 10%**

Your attendance is critical for success in this course. While attendance is not mandatory, it is strongly recommended for two reasons. First, class participation accounts for 10% of your final grade. If you do not attend class, it is impossible to gain class participation points for that day. Second, we have a *large amount* of material to cover in the course, and we will be moving quickly. Missing class will put you behind and it will be very difficult to catch up.

It is expected that all students will read the assigned readings prior to class and be prepared to be called on to answer questions and engage in class discussions. The assigned readings are indicated in the course schedule.

### **Homework – 10%**

Students will complete 5 homework assignments (each worth 2%) designed to test the comprehension of material covered in class. All homework assignments are due on **Sundays before 11:55pm**. See Appendix A (on page 6) for all due dates. All assignments must be sent on Sakai via the “Assignments” tab. Credit will be assigned on a check or check-minus scale. Please see the course outline for due dates. **Late assignments will not be accepted.**

### **Exam #1 – 30%**

This will be an in-class, close book exam. Students will be advised of the nature of the exam in advance of the examination. Please see the course outline for exam dates. **Make-up exams will not be given.**

### **Exam #2 – 30%**

This exam will cover the material discussed in class since the first exam (i.e. the exam is not cumulative). Students will be advised of the nature of the exam in advance of the examination. Please see the course outline for exam dates. **Make-up exams will not be given.**

### **Financial Condition Analysis – 20%**

This is a major project that can be completed individually or with a partner. This project requires students to conduct a financial statement and condition analysis on a local government and to write a report detailing the results. Further details on this assignment will be distributed in class. Please see the course outline for due dates. **Late projects will not be accepted.**

Grade will be assigned as follows: Letter grades will be determined based on the overall course average, rounded to the nearest whole number. Only certain letter grades are available for graduate course work at Rutgers-Camden. The translation of a numeric grade to a letter grade will be done as follows:

A	92-100
B+	87-91
B	80-86
C+	75-79
C	70-74
F	< 70

### **COURSE FORMAT & POLICIES**

Each class will involve a combination of lecture and class discussion. At the beginning of each class, I will distribute a set of study questions that will assist you in thinking about the key takeaways from the lecture and in preparing for the exams.

The class time is divided into two halves. First, we will have a lecture/class discussion for approximately an hour. Second, we will take a 10-15 minute break. Lastly, we will have a final lecture/class discussion for approximately an hour.

**Students are strongly encouraged to participate in class discussion and to ask questions.** Everyone in class brings a unique perspective, and I believe that perspective is a valuable addition to the course. Please come to class prepared and ready to participate.

I will be teaching this as an upper-level graduate course that combines theoretical and conceptual topics with practical applications. **This is extremely challenging for most students. Your utmost attention will be required.** Do not fall behind in the readings. It will be difficult to catch up.

### **Use of Electronics**

Please remember to put your cellphones on silence mode to avoid any distractions to class lectures. The use of laptop computers in my classroom is a *privilege* and not a right. Laptop computers may be used during class sessions for note taking and to calculate problems.

### **Make-up Work & Exams**

I *do not typically* allow students to make-up exams or earn a grade of incomplete. Please attend class on days when exams are administered. If you are unable to do so, you may petition to take a make-up test, but this is granted only in exceptional circumstances. I reserve the right to require documentation before giving a make-up test. Please let me know as soon as you see a problem developing so that we can consider the best means of addressing it. *I am unlikely to allow a make-up test if you do not get in touch with me prior to the date of the test.*

## **Communication**

I use Sakai and email to communicate with you. Check your Rutgers e-mail for announcements, assignments, and solutions. It is your responsibility to check your Rutgers e-mail. I acknowledge every email that I receive. If you do not get my reply within a day, please check if you sent it to my email address (michael.hayes@rutgers.edu) and/or contact me otherwise. You can also reach me at **michael.hayes012@gmail.com**.

## **Students with Disabilities**

If you have or believe you have a disability that may impede your learning, please contact the Disability Services Office. I will make every effort to accommodate you in accordance with Rutgers University's policy, procedures and College Coordinator recommendations. Additional information can be found at <http://studentaffairs.camden.rutgers.edu/disability.html>.

## **ACADEMIC HONESTY**

Violations of academic integrity include cheating on tests or handing in assignments that do not reflect your own work and/or the work of a study group in which you *actively* participated. *I have a policy of zero tolerance for cheating.* Violations will be referred to the appropriate university authorities.

Principles of academic integrity require that every Rutgers University student:

- properly acknowledge and cite all use of the ideas, results, or words of others.
- properly acknowledge all contributors to a given piece of work.
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration.
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions.
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. is requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress.
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.
  
- adherence to these principles is necessary in order to insure that:
  - everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments.

- all student work is fairly evaluated and no student has an inappropriate advantage over others.
- the academic and ethical development of all students is fostered.
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

More information on the Rutgers University Academic Integrity Policy can be found at <http://academicintegrity.rutgers.edu/>.

## **COURSE SCHEDULE**

The course outline below is designed to guide us through the semester to meet our 7 student learning objectives.

<b>Lecture</b>	<b>Date</b>	<b>Topic</b>	<b>Assignment/Readings</b>
	Jan 21	No Class – MLK Day	
1	Jan 28	Introduction to Course	K&M - Chapter 1
2	Feb 4	Budgeting Concepts	K&M – Chapter 6
3	Feb 11	Understanding Costs	K&M – Chapter 5
4	Feb 18	Capital Budgeting	Finkler – Chapter 5
	Feb 25	<b>Exam #1</b>	
5	Mar 4	Long-term Financing	Finkler – Chapter 6
6	Mar 11	Short-term Resources	Finkler – Chapter 7
	Mar 18	No Class – Spring Break	
7	Mar 25	The Balance Sheet	K&M – Chapter 2 (pp.37-54)
8	Apr 1	Activity & Cash Flow Statements	K&M – Chapter 2 (pp.54-67)
	Apr 8	<b>Exam #2</b>	
9	Apr 15	Government Accounting	K&M – Chapter 2 (pp.67-77)
10	Apr 22	Financial Condition Analysis I	K&M – Chapter 3
11	Apr 29	Financial Condition Analysis II	K&M – Chapter 3
	May 6	No Class	<b>Financial Condition Analysis Due</b>

Notes: This schedule may be adjusted over the course of the semester.

### **Appendix A: Important Dates**

<b>Assignment</b>	<b>Due Date</b>
Homework Assignment #1	Sunday, February 10 <sup>th</sup> before 11:55pm
Homework Assignment #2	Sunday, February 17 <sup>th</sup> before 11:55pm
Exam #1	In-class, Monday, February 25 <sup>th</sup>
Homework Assignment #3	Sunday, March 24 <sup>th</sup> before 11:55pm

Homework Assignment #4  
Exam #2  
Homework Assignment #5  
Financial Condition Analysis

Sunday, March 31<sup>th</sup> before 11:55pm  
In-class, Monday, April 8<sup>th</sup>  
Sunday, April 22<sup>th</sup> before 11:55pm  
Monday, May 6<sup>th</sup> before 11:55pm

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