

# Financial Management of Public Programs

## Summer 2020 Online Course Syllabus

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

### INSTRUCTOR INFORMATION

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### COURSE DESCRIPTION

The study of financial management is essential for future public and non-profit managers. During the six units of this course, 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 each unit, students will be able to...

Unit	Learning Outcome(s)	Specific Skill Taught
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 several types of assets and liabilities Report financial transactions	7. Record and report financial transactions 8. Create a balance sheet 9. Calculate the current value of a long-term asset
6	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>.

### **COURSE FORMAT**

This course will be delivered entirely online. Sakai is the centralized location for all course content. Please check Sakai regularly to ensure that you are on task with the assigned course materials and tasks. I will email important announcements through Sakai to the email account that is linked to you on Sakai. Please check that email account regularly for updates and progress reports! It is your responsibility to check your Rutgers e-mail.

This is an **intensive 4-week** course. This course is **quite challenging** for most students, even during the “in-class, 12 weeks” version. It is **your responsibility** to keep up with the course readings and assignments. It will be difficult to catch up. I’ve organized this course into six units, and each unit is approximately 3 to 4 days. For each unit, there is an introduction day, a practice day, and an assessment day.

The “**introduction day**” requires you to read the required reading and review the unit materials. The unit materials usually include PowerPoint slides, audio for specific slides, “how to do…” documents, study guides, etc. My recommendation is to review the PowerPoint slides as you read the required readings. In addition, you should take notes by filling out the unit’s **study guide**. These study guides will be very useful when completing the quizzes.

The “**practice day**” requires you to complete and turn-in an ungraded assignment. See the course requirements section of this syllabus for how I grade the ungraded assignment. I will post the answer key for the ungraded assignment the day after the due date. During this day, you should also review the unit materials and the study guide to prepare for the “assessment day”.

The “**assessment day**” requires you to complete a quiz on the unit’s material. See the course requirements section for more information on the quizzes.

### **REQUIRED TEXTBOOK**

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.

\*\*Additional readings will be posted on Sakai.

## GENERAL COMMUNICATION GUIDELINES

1. Check your email/Sakai at least once a day, more often if possible. **This course is very condensed and will move quickly.**
2. Try posting any general questions (not dealing with personal matters) on our General Course Questions discussion board first. A classmate may be able to answer you before me. If you have a general question, please check there first before emailing me – someone else may have already asked it.
3. Be respectful, courteous, and clear in your communication. Avoid using all caps.
4. Use proper spelling and grammar in all communications.

## COURSE REQUIREMENTS

Your final grade will be made up of the following **four** components: syllabus review, ungraded assignments, quizzes, and a graded assignment. See below for more details:

### 1. Syllabus Review – 2%

Each student is required to review the syllabus and course checklist. Once you finish, please email me to confirm that you have reviewed the syllabus and understand the course requirements. To receive the two points, **email me by 11:55pm on Tuesday, May 26<sup>th</sup>.**

### 2. Ungraded assignments – 24% (4 points each)

Students will complete 6 ungraded assignments (one per unit) designed to allow students to practice the specific skill(s) taught during the unit. All ungraded assignments are due before 11:55pm on the assigned day. See the Course Schedule for more information on due dates. Credit will be assigned on a check (100%) or check-minus (50%) scale. These assignments are called “ungraded” because points are rewarded based on effort. As long as you complete all problems and put a “good faith” effort into the assignment, you will receive a check. If you do not answer all of the problems or I believe you did not put a “good faith” effort into the assignment, you will receive a check-minus. You will receive zero points if you fail to turn in your assignment. Late ungraded assignments will not be accepted.

### 3. Quizzes – 60% (12 points each)

At the end of Units 1 through 5, students will complete a quiz. I will post the quiz on the scheduled day at 8:00am. You will **have until 11:55pm** to complete the quiz on Sakai. These quizzes are open-note and open-book. However, you cannot contact any classmates regarding the quiz. More details on the nature of the quiz will be provided in advance. Late quizzes will not be accepted.

#### 4. Unit #6 Graded Assignment – 14%

During the final unit of this course, students will complete a graded assignment in lieu of a quiz. The graded assignment will be very similar to the ungraded assignment for Unit #6, where students will conduct a financial condition analysis. More details on the nature of this assignment will be provided in advance.

Your final grade will be assigned as follows: Letter grades will determine 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+	76-79
C	70-74
F	0-69

#### **OTHER COURSE POLICIES**

##### Communication with instructor

Email ([michael.hayes012@gmail.com](mailto:michael.hayes012@gmail.com)) is the fastest way to reach me. I will respond to emails within 24 hours of receipt. If I do not respond within 24 hours, please try emailing me again. Private appointments are also available upon request. These can be conducted via phone, or in person.

I use Sakai and email to communicate with you. Check your Rutgers email for announcements, assignments, and solutions. It is your responsibility to check your Rutgers email. I acknowledge every email that I receive.

##### Make-up Work & Exams

I do not accept late ungraded assignments or quizzes. I will not allow students to make-up ungraded assignments or quizzes. This is the only way to ensure students finish this course on time.

##### 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.

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/>.

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## COURSE SCHEDULE

<b>Date</b>	<b>Day</b>	<b>Content and Readings</b>	<b>Assignment Due</b>
Tuesday, May 26 <sup>th</sup>		Review syllabus	Syllabus Review Email

### *Unit #1 – Intro to Class and Budgeting Process*

Wednesday, May 27 <sup>th</sup>	Introduction	Read Unit #1 slides Read Chapters 1 and 6 Read “How to calculate property tax rates”	
Thursday, May 28 <sup>th</sup>	Practice	Review Unit #1 materials	Ungraded assignment #1
Friday, May 29 <sup>th</sup>	Assessment		Quiz #1

### *Unit #2 – Understanding Costs*

Sunday, May 31 <sup>st</sup>	Introduction	Read Unit #2 slides Read Chapter 5 Read “How to conduct a break- even analysis”	
Monday, June 1 <sup>st</sup>	Practice	Review Unit #2 materials	Ungraded assignment #2
Tuesday, June 2 <sup>nd</sup>	Assessment		Quiz #2

**COURSE SCHEDULE (Cont.)**

<b>Date</b>	<b>Day</b>	<b>Content and Readings</b>	<b>Assignment Due</b>
<i>Unit #3 – Capital Budgeting</i>			
Wednesday, June 3 <sup>rd</sup>	Introduction	Read Unit #3 slides Read Finkler Chapter 5 Read “How to calculate TVM problems” and “Is this project financially viable”	
Thursday, June 4 <sup>th</sup>	Practice	Review Unit #3 materials	Ungraded assignment #3
Friday, June 5 <sup>th</sup>	Assessment		Quiz #3
<i>Unit #4 – Long-term Financing</i>			
Sunday, June 7 <sup>th</sup>	Introduction	Read Unit #4 slides Read Finkler Chapter 6 Read “How to complete a mortgage problem?” and “How to complete a bond value problem?”	
Monday, June 8 <sup>th</sup>	Practice	Review Unit #4 materials	Ungraded assignment #4
Tuesday, June 9 <sup>th</sup>	Assessment		Quiz #4

**COURSE SCHEDULE (Cont.)**

<b>Date</b>	<b>Day</b>	<b>Content and Readings</b>	<b>Assignment Due</b>
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*Unit #5 – The Balance Sheet*

Thursday, June 11 <sup>th</sup>	Introduction	Read Unit #5 Slides Read Chapter 2 Read “How to record and report financial transactions” and “How to calculate the current value of a long-term asset”	
Friday, June 12 <sup>th</sup>	Introduction	Review Unit #5 materials	
Saturday, June 13 <sup>th</sup>	Practice	Review Unit #5 materials	Ungraded assignment #5
Sunday, June 14 <sup>th</sup>	Assessment		Quiz #5

*Unit #6 – Financial Condition Analysis*

Monday, June 15 <sup>th</sup>	Introduction	Read Unit #6 Slides Read Chapter 3 Read “How to read Basic Financial Statements (BFSs)” Read “How to calculate and interpret ratios”	
Tuesday, June 16 <sup>th</sup>	Introduction	Review Unit #6 materials	
Wednesday, June 17 <sup>th</sup>	Practice	Review Unit #6 materials	Ungraded assignment #6
Thursday, June 18 <sup>th</sup>	Assessment		Quiz #6