

Financial Management of Public Programs

Summer 2025 Online Course Syllabus

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

INSTRUCTOR INFORMATION

Instructor: Michael S. Hayes, PhD
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Office: 401 Cooper Street, Room 302
Office hours: [By appointment](#) (it take you to my google sheet to schedule)
Zoom Meeting Link: [link](#)

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 mathematics and basic experience with excel spreadsheets.

For additional high school-level mathematics resources, please see <https://www.khanacademy.org/math/algebra-home>.

COURSE FORMAT

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

This is a **6-week** course. I've organized this course into six units, and each unit is approximately 5 days long. 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, 1st 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 Canvas.

**Additional readings will be posted on Canvas.

GENERAL COMMUNICATION GUIDELINES

1. Check your email/Canvas at least once a day, more often if possible. **This course is very condensed and will move quickly.** Please respond to/acknowledge my emails (other than those sent out to the entire class).
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 11:59pm on Monday, July 7th.**

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 11:59pm 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 6:00am. You will **have until 11:59pm** to submit the quiz on Canvas. 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.hayes@rutgers.edu) 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 Canvas 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. It is your responsible to upload the correct file on Canvas. I do not accept time stamps as proof that your assignment was completed on time. I highly recommend that you give yourself enough time to upload the correct file on Canvas and to double/triple check that your file was appropriately uploaded.

Students with Disabilities

If 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

Rutgers University takes academic dishonesty very seriously. By enrolling in this course, you assume responsibility for familiarizing yourself with the Academic Integrity Policy and the possible penalties (including suspension and expulsion) for violating the policy. As per the policy, all suspected violations will be reported to the Office of Community Standards.

Academic dishonesty includes (but is not limited to):

- cheating
- plagiarism
- aiding others in committing a violation or allowing others to use your work
- failure to cite sources correctly
- fabrication
- using another person’s ideas or words without attribution
- re-using a previous assignment
- unauthorized collaboration
- sabotaging another student’s work

If in doubt, please consult the instructor. Please review the Academic Integrity Policy at <https://deanofstudents.camden.rutgers.edu/sites/deanofstudents/files/Academic%20Integrity%20Policy.pdf>.

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COURSE SCHEDULE

Date	Day	Content and Readings	Assignment Due
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Unit #1 – Syllabus Review, Intro to Class, and the Budgeting Process

Monday, July 7 th	Introduction	Review syllabus Read Unit #1 slides Read Chapters 1 and 6 Read “How to calculate property tax rates”	Syllabus Review Email
Wednesday, July 9 th	Practice	Review Unit #1 materials	Ungraded assignment #1
Friday, July 11 th	Assessment		Quiz #1

Unit #2 – Understanding Costs

Monday, July 14 th	Introduction	Read Unit #2 slides Read Chapter 5 Read “How to conduct a break-even analysis”	
Wednesday, July 16 th	Practice	Review Unit #2 materials	Ungraded assignment #2
Friday, July 18 th	Assessment		Quiz #2

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COURSE SCHEDULE (Cont.)

Date	Day	Content and Readings	Assignment Due
<i>Unit #3 – Capital Budgeting</i>			
Monday, July 21 st	Introduction	Read Unit #3 slides Read Finkler Chapter 5 Read “How to calculate TVM problems” and “Is this project financially viable”	
Wednesday, July 23 rd	Practice	Review Unit #3 materials	Ungraded assignment #3
Friday, July 25 th	Assessment		Quiz #3
<i>Unit #4 – Long-term Financing</i>			
Monday, July 28 th	Introduction	Read Unit #4 slides Read Finkler Chapter 6 Read “How to complete a mortgage problem?” and “How to complete a bond value problem?”	
Wednesday, July 30 th	Practice	Review Unit #4 materials	Ungraded assignment #4
Friday, August 1 st	Assessment		Quiz #4

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COURSE SCHEDULE (Cont.)

Date	Day	Content and Readings	Assignment Due
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Unit #5 – The Balance Sheet

Monday, August 4 th	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”	
Wednesday, August 6 th	Practice	Review Unit #5 materials	Ungraded assignment #5
Friday, August 8 th	Assessment		Quiz #5

Unit #6 – Financial Condition Analysis

Monday, August 11 st	Introduction	Read Unit #6 Slides Read Chapter 3 Read “How to read Basic Financial Statements (BFSs)” Read “How to calculate and interpret ratios”	
Wednesday, August 13 rd	Practice	Review Unit #6 materials	Ungraded assignment #6
Thursday, August 14 th	Assessment		Graded Assignment #6