

NEW YORK UNIVERSITY

Robert F. Wagner Graduate School of Public Service

P11.2855
Professor Finkler

Budgeting for Health Professionals
(Budgeting for Nurse Managers)

An intensive workshop series on the topic of budgeting, with materials and examples specifically designed for nurses and other health services managers.

The objectives for this course are for participants to improve their understanding of the budget process and to learn valuable specific techniques of budgeting, variance analysis, and computer use.

This course accomplishes its objectives by covering a wide range of budgeting topics from introductory through advanced, including hands on computer applications. The course is broken down into three modules.

1. **BUDGET CONCEPTS.** This one-day module provides an introduction and overview of budgeting, covering basic definitions, purposes and uses of budgets, the long range plan, programming, operating budgets, capital budgets, and fixed and variable costs. A unit operating budget is examined in detail. Format is primarily lecture. It is designed for those with relatively little background and experience in budgeting, such as unit managers.
2. **ADVANCED BUDGETING.** This two (2) day advanced module includes zero based budgeting, cost estimation and forecasting, break-even analysis, performance budgeting, flexible budget variance analysis and capital budgeting. Format is lecture, case study group work, discussion, and individual problem solving. This module is designed for those who take Module 1, or who have significant amounts of budget experience.
3. **BUDGETING & EXCEL.** This two (2) day computer module includes instruction in the Excel spreadsheet system, and hands on computer lab work on specific budget applications using Excel in the areas of staffing, special project analysis, and variance analysis. No prior computer experience is required.

READING REQUIREMENTS - It is expected that you will buy the required text. This will be an especially helpful source for your term paper. It is available at the NYU Professional Schools Bookstore at 530 LaGuardia Place.

REQUIRED PROBLEMS - A number of written problems must be solved during the course sessions. The problems will be reviewed during the class sessions and need not be submitted to Professor Finkler.

TERM PAPER - A term paper of 10-20 pages, typed, double-spaced, will be required. This paper is due **March 24, 2005**. The topic can be selected by each student, but must relate directly to some aspect of the course. Examples of acceptable topics are:

- a) How can variance analysis be implemented at the department level.
- b) Discuss the way a budget system impacts on the entire hospital or other health care organizations.

Preparation of the term paper should be based not only on material presented in class, but also on the assigned readings, and additional library research.

Your paper should indicate your name, school (e.g. Wagner, SEHNAP, Stern), student ID number and term (e.g. Spring, 2003).

OFFICE HOURS - Professor Finkler will be available to discuss student questions on either the term paper and/or other course material by appointment. Telephone: 998-7463. Email is the best way to reach Prof. Finkler: steven.finkler@nyu.edu.

REQUIRED READINGS

FINKLER, Steven A., Budgeting Concepts for Nurse Managers, 3rd Edition, Saunders, 2001. ENTIRE BOOK REQUIRED

