NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

CORE-GP.1021 FINANCIAL MANAGEMENT
Summer 2017
Professor Gupta

COURSE DESCRIPTION

In this introductory core course in financial management, students will learn the fundamentals of budgeting and accounting for public, health, and not-for-profit organizations. Through readings, lectures, real-world case studies, and assignments, students will gain an understanding of how to use financial information in organizational planning, implementation, control, reporting, and analysis. In addition, students will develop their spreadsheet skills by using Microsoft Excel to perform financial calculations and create financial documents.

The first half of the course focuses on managerial accounting, a set of tools used by managers for internal planning, implementation, and control. Topics in this portion of the course include operating budgets, cash budgets, break-even analysis, cost allocation, variance analysis, the time value of money, capital budgeting, and long-term financing.

The second half of the course focuses on financial accounting, a set of tools used by managers and external observers for reporting on and analyzing an organization’s financial position and performance. Topics in this portion of the course include the preparation and analysis of financial statements (balance sheet, activity statement, and cash flow statement), ethics in financial management, government accounting, and government financial condition analysis.

COURSE OBJECTIVES

By the conclusion of the semester, students will learn to:

1. Prepare organizational budgets on the accrual and cash bases of accounting.
2. Make resource allocation and pricing decisions using break-even analysis, the time value of money, cost allocation, and variance analysis.
3. Prepare balance sheets, activity statements, and cash flow statements using Generally Accepted Accounting Principles (GAAP) for not-for-profit and healthcare organizations, and analyze these statements.
4. Interpret and analyze governmental financial statements that have been prepared on the accrual and modified accrual bases of accounting.
5. Use Microsoft Excel to prepare financial statements and perform financial analyses.
PROFESSOR

Anubhav Gupta
Email: anu.gupta@nyu.edu
Office: Doctoral Students’ Bullpen, Puck (3rd Floor)
Office hours: By appointment

TEACHING COLLEAGUE (TC)                         TUTOR

Noah Branman                                      Bryant Hopkins
ndb252@nyu.edu                                    bg240@nyu.edu

PREREQUISITES

The only prerequisite for this course is a basic familiarity with Excel. Please note that it is up to each student to determine whether or not he or she is familiar with Excel; passing the Excel proficiency exam is not a prerequisite for enrollment in this course. Students with concerns about their Excel proficiency should speak to the instructor immediately.

COURSE MATERIALS

Textbook


COURSE WEBSITE

The course website can be found on the NYU Classes system, accessible via the “Academics” tab on NYU Home (http://home.nyu.edu). Throughout the semester, we will post documents such as lecture slides, homework solutions, and practice exams to this site. In addition, we will occasionally send emails about course logistics to your NYU email account. Therefore, you should check both the course website and your NYU email account on a regular basis.
GRADING

Your course grade will be determined as follows:

Homework Assignments: 20%
Midterm Examination: 40%
Final Examination: 40%

HOMEWORK ASSIGNMENTS

There are a total of 12 assignments, each worth 1% to 2% of your course grade.

Assignments are graded on the basis of completeness rather than accuracy. If you complete the entire assignment, you will receive full credit even if your work contains errors. If you do not complete the entire assignment, you will not receive full credit.

Assignments are to be submitted online via NYU Classes before lecture. Assignments and templates (when applicable) can be found on NYU Classes.

Assignments will not be accepted by email, nor will they be accepted during or after lecture. Late assignments will not receive any credit except in extreme circumstances such as serious medical emergencies.

You must complete the quantitative parts of your assignments in Excel and the written parts in Excel or Word. Templates will be provided for some assignments (posted on NYU Classes).

Each student must write and submit his or her own assignments. We encourage you to work on the assignments in small groups, but two or more students turning in identical homework assignments constitutes cheating and will be reported to the administration and subject to disciplinary action.
EXAMS

The midterm and final exam will each last two hours and thirty minutes. Students will complete the exams and submit them via NYU Classes. Students may take the exam in any location and are not required to be at NYU. Students will find it useful to prepare a summary sheet of notes for use during the exam.

The final exam is not cumulative; it covers the second half of the course only. Students with disabilities should contact both the Head TC and the Moses Center for Students with Disabilities (http://www.nyu.edu/csd) as soon as possible, but no later than two weeks before the exam, to make arrangements.

Students without access to a computer have two options. First, students may borrow laptops from the Library Computer Center located at Lower Level 1 at Bobst Library. Students must have their NYU IDs to check out the laptops. Second, Bobst Library has a computer lab located at Lower Level 2 that is open 24 hours per day. Students availing themselves of this second option should talk with the instructor in advance so that computers can be reserved.

COURSE RULES AND REQUIREMENTS

To do well in this course, you must devote a minimum of ten hours per week (three hours of lecture, one hour of discussion session, and about six hours of reading, studying, and working on assignments). Please keep in mind that the material presented in the course builds cumulatively. Do not fall behind. Students who fall behind find it very hard to catch up.

If you need to miss class, you do not need to notify your professor. We do not take attendance; however, you are responsible for finding out what you missed—including any announcements made in class—from one of your classmates.

There are no extra credit assignments and no make-up exams. Please note the dates of the midterm and final exams on the following page; if you have a conflict please do not enroll in the course at this time.

If you have a logistical question, please check the syllabus and website. You can find the answer to almost every conceivable question there. For any remaining questions, please contact the Head TC.

The Wagner School has a strict policy regarding incompletes. The grade of "Incomplete Pass" will only be available in extreme circumstances such as serious medical emergencies. Students may withdraw from the course up until the date set by the Registrar. Students who withdraw will receive a grade of “W” and will have to pay for the course again when they retake it.

Academic dishonesty will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the Wagner School’s educational mission and your own personal and intellectual growth. You are expected to bear individual responsibility for your work and to uphold the ideal of
academic integrity. Any student who compromises or devalues the academic process will be reported to the administration and be subject to disciplinary action.

**LECTURES**

Lectures will meet on the following dates in **194 Mercer Street, Room 307**:

<table>
<thead>
<tr>
<th>Mondays 5:30 - 8:15 pm</th>
<th>Thursdays 5:30 - 8:15 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 22  Class 1</td>
<td>May 25  Class 2</td>
</tr>
<tr>
<td>May 29  No Class (Memorial Day)</td>
<td>June 1  Class 3</td>
</tr>
<tr>
<td>June 5  Class 4</td>
<td>June 8  Class 5</td>
</tr>
<tr>
<td>June 12 Class 6</td>
<td>June 15  Class 7 (Midterm Exam)</td>
</tr>
<tr>
<td>June 19 Class 8</td>
<td>June 22  Class 9</td>
</tr>
<tr>
<td>June 26 Class 10</td>
<td>June 29  Class 11</td>
</tr>
<tr>
<td>July 3  Class 12</td>
<td>July 6   Class 13</td>
</tr>
<tr>
<td>July 10 Class 14</td>
<td>July 13  Class 15 (Final Exam)</td>
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**DISCUSSION SESSIONS**

In addition to the lectures, there are optional one-hour discussion sessions led by the Teaching Colleague (TC). Discussion sessions are designed to help prepare you for the homework assignments. Discussion sessions will meet on the following dates in **194 Mercer Street, Room 307**:

<table>
<thead>
<tr>
<th>Mondays 8:30 – 9:30 pm</th>
<th>Thursdays 8:30 – 9:30 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 22  Class 1</td>
<td>May 25  Class 2</td>
</tr>
<tr>
<td>May 29  No Class (Memorial Day)</td>
<td>June 1  Class 3</td>
</tr>
<tr>
<td>June 5  Class 4</td>
<td>June 8  Class 5</td>
</tr>
<tr>
<td>June 12 Class 6</td>
<td>June 15  No Class (Midterm Exam)</td>
</tr>
<tr>
<td>June 19 Class 8</td>
<td>June 22  Class 9</td>
</tr>
<tr>
<td>June 26 Class 10</td>
<td>June 29  Class 11</td>
</tr>
<tr>
<td>July 3  Class 12</td>
<td>July 6   Class 13</td>
</tr>
<tr>
<td>July 10 Class 14</td>
<td>July 13  No Class (Final Exam)</td>
</tr>
</tbody>
</table>
TUTORING

We provide free tutoring to help with the homework assignments for which the tutor will be present on the following dates in the Doctoral Students’ Bullpen, Puck (3rd Floor). Please note that there is an extra hour of tutoring scheduled before the midterm and final exams.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>24-May</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>31-May</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>2-Jun</td>
<td>Fri</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>7-Jun</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>9-Jun</td>
<td>Fri</td>
<td>12:00p-2:00p</td>
</tr>
<tr>
<td>14-Jun</td>
<td>Wed</td>
<td>5:30p-8:30p</td>
</tr>
<tr>
<td>21-Jun</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>23-Jun</td>
<td>Fri</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>28-Jun</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>30-Jun</td>
<td>Fri</td>
<td>12:00p-2:00p</td>
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<tr>
<td>5-Jul</td>
<td>Wed</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>7-Jul</td>
<td>Fri</td>
<td>5:30p-7:30p</td>
</tr>
<tr>
<td>12-Jul</td>
<td>Wed</td>
<td>5:30p-8:30p</td>
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* Previous version of the syllabus had this session on July 3rd. It has been moved to June 30th.
COURSE OUTLINE

Reading assignments must be completed before each lecture. (Note that you have a reading assignment for the first class!) You are not required to read the chapter appendices unless specifically noted below. Handout readings can be found on the course website.

Homework assignments consist primarily of analytical problems based on the previous week’s readings and lecture, but also include a few short-answer questions about the current week’s readings. All assignments can be found on the course website. Solutions will be posted each week after the last lecture has met (Thursday nights).

Discussion session practice problems are designed to help you prepare for the homework assignments. Your TC will bring copies of all practice problems to discussion session, so you do not need to bring your textbook, but the problems are listed below in case you either want to start thinking about them in advance or you cannot make it to discussion session and want to solve the problems on your own. Most problems are from the textbook, but in a few cases they are from handouts distributed in discussion session and posted on the website.

CLASS 1 (May 22): OPERATING BUDGETS & CASH BUDGETS
Read before class: Chapter 1, Chapter 2, and “Excel Tips Part 1” handout
Homework #0 due: None
Discussion session: Practice problems: handout

CLASS 2 (May 25): FLEXIBLE BUDGETS & BREAK-EVEN ANALYSIS
Read before class: Chapter 3 up to p. 87, Chapter 4 up to p. 145, Appendix 4-A
Homework #1 due: Jobs University (2% of course grade)
Discussion session: Practice problems: 3-23, 4-41, handout

May 29: MEMORIAL DAY – NO CLASS

CLASS 3 (June 1): COST ALLOCATION & VARIANCE ANALYSIS
Read before class: Chapter 4 from p. 145-end, and Chapter 8 up to p. 299
Homework #2 due: QwikShare (2% of course grade)
Discussion session: Practice problems: 8-27, 8-29, handout
CLASS 4 (June 5): TIME VALUE OF MONEY
Read before class: Chapter 5 up to p. 190, Appendices 5-A and 5-B, “Excel Tips 2” handout, and “New York State Lottery” handout
Homework #3 due: Dearborn Center (2% of course grade)
Discussion session: Practice problems: 5-14 through 5-20

CLASS 5 (June 8): CAPITAL BUDGETING & LONG-TERM FINANCING
Read before class: Chapter 5 from p. 190-end and Chapter 6
Homework #4 due: Investment Management (2% of course grade)
Discussion session: Practice problems: 5-32, 5-34, 5-36, 5-37, 6-18

Class 6 (June 12): MIDTERM EXAM REVIEW & CASE STUDIES
Read before class: Case Study Handouts
Homework #5 due: Harper Hospital (2% of course grade)
Discussion session: Practice problems: handout

CLASS 7 (June 15): MIDTERM EXAM

CLASS 8 (June 19): THE BALANCE SHEET
Read before class: Chapters 7 and 9
Homework #6 due: City Cares (1% of course grade)

CLASS 9 (June 22): THE ACTIVITY STATEMENT
Read before class: Chapter 10 up to p. 371
Homework #7 due: Forever Friends Rescue (1% of course grade)
Discussion session: Practice problems: 10-16, 10-17 (balance sheet & activity statement), 10-19
CLASS 10 (June 26): ACCOUNTING FOR NOT-FOR-PROFIT & HEALTH ORGANIZATIONS & ETHICS IN FINANCIAL MANAGEMENT

Read before class: Chapter 11, and Chapter 8 from p. 283-end
Homework #8 due: Child’s Play, Part I (2% of course grade)
Discussion session: Practice problems: handout

CLASS 11 (June 29): THE CASH FLOW STATEMENT

Read before class: Chapter 10 from p. 371-end
Homework #9 due: Second Chance Bakery, Part I (2% of course grade)
Discussion session: Practice problems: cash flow statements for 10-17 and WPR Public Radio

CLASS 12 (July 3): FINANCIAL STATEMENT ANALYSIS

Read before class: Chapter 14
Homework #10 due: Child’s Play and Second Chance Bakery, Part II (1% of course grade)
Discussion session: Practice problem: 14-10

CLASS 13 (July 6): BUDGETING AND ACCOUNTING FOR STATE AND LOCAL GOVERNMENTS, GOVERNMENT FINANCIAL CONDITION ANALYSIS

Read before class: Chapter 12, Chapter 13, and Chapter 15 (including Appendix 15-A)
Homework #11 due: Do Something (2% of course grade)
Discussion session: Practice problem: 12-4

CLASS 14 (July 10): FINAL EXAM REVIEW & CASE STUDY

Read before class: Case Study Handout
Homework #12 due: Dennis Township (1% of course grade)
Discussion session: Practice problems: handout

CLASS 15 (July 13): FINAL EXAM