COURSE DESCRIPTION

In this 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 have the chance to develop their spreadsheet skills by using 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 planning, implementation, and control. Topics in this portion of the course include operating budgets, cash budgets, break-even analysis, indirect 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 outside observers for reporting on and analyzing an organization’s financial health. 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, and government accounting and financial condition analysis.

INSTRUCTORS

Dall Forsythe
Email: dall.forsythe@nyu.edu
Office: Puck 3062
Office hours: Tuesdays 9:30-11:00 am or by appointment

John Medina
Email: john.medina@moodys.com
Office hours: After class (Wednesdays 9:30 pm in Silver 206) or by appointment

Shanna Rose
Email: shanna.rose@nyu.edu
Office: Puck 3044
Office hours: Wednesdays 4:00-5:30 pm or by appointment
TEACHING COLLEAGUES

Mike West (Head TC)  Luke Heinkel  Michael LoBiondo
mike.west@nyu.edu  ldh255@nyu.edu  mll380@nyu.edu

Annie Nussbaum  Jill Snider
annienussbaum@nyu.edu  jill.snider@nyu.edu

TUTORS

Sarah Bittenbender  Megan Meagher  Elizabeth Shields
s.bittenbender@nyu.edu  mm4367@nyu.edu  eas570@nyu.edu

PREREQUISITES

The only prerequisite for this course is a basic familiarity with Excel. If you have limited or no experience with Excel, we strongly recommend that you immediately register for the Excel instruction module (P11.1032). Please note that it is up to each student to determine whether or not they are familiar with Excel; taking the Excel module and passing the Excel proficiency exam are not prerequisites for enrollment in this course.

COURSE MATERIALS

Textbook

Steven Finkler, *Financial Management for Public, Health, and Not-for-Profit Organizations, Third Edition*, 2009, Prentice Hall, ISBN: 0136070736. This book is available at the NYU Professional Bookstore on LaGuardia Place and on Amazon.com. Do not buy the first or second edition. If you do not wish to buy the textbook, there are several copies on reserve at Bobst Library. Students who plan to take additional finance courses at Wagner should consider retaining this book as a reference.

Calculator

You must have a calculator that can do time value of money calculations (it must have buttons labeled PV, FV, PMT, NPV, and IRR). If you do not already have such a calculator, please buy a HP10 BII. This calculator is available at the NYU Professional Bookstore, Staples, Amazon.com, and elsewhere. If you choose to use a different financial calculator, please be advised that the teaching staff will not be able to assist you with your calculator.
COURSE WEBSITE

The course website can be found on NYU’s Blackboard system (http://classes.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 through the Blackboard system. 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:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Mid-term examination</td>
<td>40%</td>
</tr>
<tr>
<td>Final examination</td>
<td>40%</td>
</tr>
</tbody>
</table>

HOMEWORK ASSIGNMENTS

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

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

Assignments are due at the beginning of lecture. At the end of each lecture, the professor will spend a few minutes going over the solutions to the assignment you just turned in. You may want to bring an additional copy of your homework so that you can review it during class. It is optional to stay for this discussion.

Assignments will not be accepted by email. If you need to miss lecture, you may either leave your assignment in your professor’s mailbox before class begins or arrange for a classmate to submit it for you in class. (If you attend a different lecture that meets earlier in the week, you must submit your homework to your professor’s mailbox before attending that lecture.) Late assignments will not receive any credit except in extreme circumstances such as serious medical emergencies.

Assignments must be typed and stapled. Handwritten assignments will not receive any credit. You must complete the quantitative parts of your assignments in Excel and the written parts in Excel or Word. Excel templates will be provided for some assignments.

Each student must write and submit his or her own assignment. 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 mid-term and final exam will each last two hours and thirty minutes. The final exam is not cumulative; it covers the second half of the course only. You may bring a calculator and one 8 ½-by-11 page of notes (front and back) to both the midterm and the final exam. Your notes may be either typed or handwritten. There are no restrictions on the font size or the contents of your page of notes. You will be asked to hand in your notes with the completed exam. 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 to make exam arrangements.

COURSE RULES AND REQUIREMENTS

1. 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. Most students who fall behind find it very hard to catch up.

2. 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. If possible, you should try to attend a different lecture that week. You do not need to ask for that professor’s permission in advance; however, you may not turn in your homework to a different professor—see the previous page for instructions on submitting homework.

3. 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.

4. If you have logistical questions, please check the syllabus and website before emailing the teaching staff! You can find the answer to almost every conceivable question in the syllabus or on the website. For any remaining questions, please contact Head TC Mike West (mike.west@nyu.edu).

5. 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.

6. Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the 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 attempts to compromise or devalue the academic process will be reported to the administration and be subject to disciplinary action.
LECTURES

Lectures will meet on the following dates (room locations are listed on the course website):

<table>
<thead>
<tr>
<th>Wednesday (Forsythe)</th>
<th>Wednesday (Medina)</th>
<th>Thursday (Rose)</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30 – 3:15 pm</td>
<td>6:45 – 9:30 pm</td>
<td>12:30 – 3:15 pm</td>
</tr>
<tr>
<td>Jan 20 Class 1</td>
<td>Jan 20 – Class 1</td>
<td>Jan 21 – Class 1</td>
</tr>
<tr>
<td>Jan 27 Class 2</td>
<td>Jan 27 – Class 2</td>
<td>Jan 28 – Class 2</td>
</tr>
<tr>
<td>Feb 3 Class 3</td>
<td>Feb 3 – Class 3</td>
<td>Feb 4 – Class 3</td>
</tr>
<tr>
<td>Feb 10 Class 4</td>
<td>Feb 10 – Class 4</td>
<td>Feb 11 – Class 4</td>
</tr>
<tr>
<td>Feb 17 Class 5</td>
<td>Feb 17 – Class 5</td>
<td>Feb 18 – Class 5</td>
</tr>
<tr>
<td>Feb 24 Class 6</td>
<td>Feb 24 – Class 6</td>
<td>Feb 25 – Class 6</td>
</tr>
<tr>
<td><strong>Mar 3</strong> Class 7 Midterm Exam</td>
<td><strong>Mar 3</strong> Class 7 Midterm Exam</td>
<td><strong>Mar 4</strong> Class 7 Midterm Exam</td>
</tr>
<tr>
<td>Mar 10 Class 8</td>
<td>Mar 10 – Class 8</td>
<td>Mar 11 – Class 8</td>
</tr>
<tr>
<td>Mar 17 No Class Spring Break</td>
<td>Mar 17 No Class Spring Break</td>
<td>Mar 18 No Class Spring Break</td>
</tr>
<tr>
<td>Mar 24 Class 9</td>
<td>Mar 24 – Class 9</td>
<td>Mar 25 – Class 9</td>
</tr>
<tr>
<td>Mar 31 Class 10</td>
<td>Mar 31 – Class 10</td>
<td>Apr 1 – Class 10</td>
</tr>
<tr>
<td>Apr 7 Class 11</td>
<td>Apr 7 – Class 11</td>
<td>Apr 8 – Class 11</td>
</tr>
<tr>
<td>Apr 14 Class 12</td>
<td>Apr 14 – Class 12</td>
<td>Apr 15 – Class 12</td>
</tr>
<tr>
<td>Apr 21 Class 13</td>
<td>Apr 21 – Class 13</td>
<td>Apr 22 – Class 13</td>
</tr>
<tr>
<td>Apr 28 Class 14</td>
<td>Apr 28 – Class 14</td>
<td>Apr 29 – Class 14</td>
</tr>
<tr>
<td><strong>May 5</strong> Class 15 Final Exam</td>
<td><strong>May 5</strong> Class 15 Final Exam</td>
<td><strong>May 6</strong> Class 15 Final Exam</td>
</tr>
</tbody>
</table>
DISCUSSION SESSIONS

In addition to the lectures, there are optional one-hour discussion sessions led by Teaching Colleagues (TCs). Discussion sessions are designed to help prepare you for the homework assignments. You may attend the discussion session of your choice, but you may only attend a discussion session after attending that week’s lecture. Discussion sessions will meet on the following dates (room locations are listed on the course website):

<table>
<thead>
<tr>
<th>Wednesdays 3:30 – 4:30 pm (Nussbaum)</th>
<th>Thursdays 3:30 – 4:30 pm (Heinkel)</th>
<th>Fridays 12:30 – 1:30 pm (West)</th>
<th>Mondays 8:35 – 9:35 pm (LoBiondo)</th>
<th>Tuesdays 8:35 – 9:35 pm (Snider)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 20 Class 1</td>
<td>Jan 21 Class 1</td>
<td>Jan 22 Class 1</td>
<td>Jan 25 Class 1</td>
<td>Jan 26 Class 1</td>
</tr>
<tr>
<td>Jan 27 Class 2</td>
<td>Jan 28 Class 2</td>
<td>Jan 29 Class 2</td>
<td>Feb 1 Class 2</td>
<td>Feb 2 Class 2</td>
</tr>
<tr>
<td>Feb 3 Class 3</td>
<td>Feb 4 Class 3</td>
<td>Feb 5 Class 3</td>
<td>Feb 8 Class 3</td>
<td>Feb 9 Class 3</td>
</tr>
<tr>
<td>Feb 10 Class 4</td>
<td>Feb 11 Class 4</td>
<td>Feb 12 Class 4</td>
<td>Feb 15 Class 4</td>
<td>Feb 16 Class 4</td>
</tr>
<tr>
<td>Feb 17 Class 5</td>
<td>Feb 18 Class 5</td>
<td>Feb 19 Class 5</td>
<td>Feb 22 Class 5</td>
<td>Feb 23 Class 5</td>
</tr>
<tr>
<td>Feb 24 Class 6</td>
<td>Feb 25 Class 6</td>
<td>Feb 26 Class 6</td>
<td>Mar 1 Class 6</td>
<td>Mar 2 Class 6</td>
</tr>
<tr>
<td>Mar 10 Class 8</td>
<td>Mar 11 Class 8</td>
<td>Mar 12 Class 8</td>
<td>Mar 15 NONE: Spring Break</td>
<td>Mar 16 NONE: Spring Break</td>
</tr>
<tr>
<td>Mar 17 NONE: Spring Break</td>
<td>Mar 18 NONE: Spring Break</td>
<td>Mar 19 NONE: Spring Break</td>
<td>Mar 22 Class 8</td>
<td>Mar 23 Class 8</td>
</tr>
<tr>
<td>Mar 24 Class 9</td>
<td>Mar 25 Class 9</td>
<td>Mar 26 Class 9</td>
<td>Mar 29 Class 9</td>
<td>Mar 30 Class 9</td>
</tr>
<tr>
<td>Mar 31 Class 10</td>
<td>Apr 1 Class 10</td>
<td>Apr 2 Class 10</td>
<td>Apr 5 Class 10</td>
<td>Apr 6 Class 10</td>
</tr>
<tr>
<td>Apr 7 Class 11</td>
<td>Apr 8 Class 11</td>
<td>Apr 9 Class 11</td>
<td>Apr 12 Class 11</td>
<td>Apr 13 Class 11</td>
</tr>
<tr>
<td>Apr 14 Class 12</td>
<td>Apr 15 Class 12</td>
<td>Apr 16 Class 12</td>
<td>Apr 19 Class 12</td>
<td>Apr 20 Class 12</td>
</tr>
<tr>
<td>Apr 21 Class 13</td>
<td>Apr 22 Class 13</td>
<td>Apr 23 Class 13</td>
<td>Apr 26 Class 13</td>
<td>Apr 27 Class 13</td>
</tr>
<tr>
<td>Apr 28 Class 14</td>
<td>Apr 29 Class 14</td>
<td>Apr 30 Class 14</td>
<td>May 3 Class 14</td>
<td>May 4 Class 14</td>
</tr>
</tbody>
</table>
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 with the exception of 15-A, as noted below. Handout readings can be found on the website under Lecture Materials.

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

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, 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 posted on the website under Discussion Sessions. Solutions will be posted each week after the last discussion session has met (Tuesday nights).

CLASS 1: OPERATING BUDGETS & CASH BUDGETS
Read before class: Chapter 1, Chapter 2 up to p. 59, and “Excel and Calculator Tips 1” handout
Homework #0 due: Student Bio Sheet
Discussion session: Practice problems: handout on operating and cash budgets

CLASS 2: OPERATING BUDGETS (CONTINUED) & BREAK-EVEN ANALYSIS
Read before class: Chapter 3 up to p. 89 and Chapter 4 up to p. 143
Homework #1 due: Haven House (2% of course grade)
Discussion session: Practice problems: 4-51 and Mead Meals on Wheels Case Study (pp. 166-167)

CLASS 3: COST ALLOCATION & VARIANCE ANALYSIS
Read before class: Chapter 4 from p. 143-end and Chapter 8 up to p. 299
Homework #2 due: Net Works (2% of course grade)
Discussion session: Practice problems: 8-30 and 8-31

CLASS 4: THE TIME VALUE OF MONEY
Read before class: Chapter 5 up to p. 188 and “Excel and Calculator Tips 2” handout
Homework #3 due: Franklin Center (1% of course grade)
Discussion session: Practice problems: 5-11 and 5-14 through 5-18
CLASS 5: CAPITAL BUDGETING & LONG-TERM FINANCING
Read before class: Chapter 5 from p. 188-end and Chapter 6 (skip NIC and TIC on pp. 233-235)
Homework #4 due: Personal Investments (2% of course grade)
Discussion session: Practice problems: 5-20, 5-24, 5-25, 5-28, 5-29, 5-30, 6-14

CLASS 6: GOVERNMENT BUDGETING & MIDTERM REVIEW
Read before class: Chapter 2 from p. 59-end
Homework #5 due: City of Springfield (2% of course grade)
Discussion session: Practice problems: old exam questions (handout)

CLASS 7: MIDTERM EXAM

CLASS 8: THE BALANCE SHEET
Read before class: Chapter 7 and Chapter 9
Homework #6 due: Healthy Harvest (1% of course grade)

CLASS 9: THE ACTIVITY STATEMENT
Read before class: Chapter 10 up to p. 379
Homework #7 due: Community Clinic (1% of course grade)
Discussion session: Practice problems: 10-15, 10-16A, 10-16B, 10-17

CLASS 10: THE CASH FLOW STATEMENT
Read before class: Chapter 10 from p. 379-end
Homework #8 due: WPR Public Radio (2% of course grade)
Discussion session: Practice problems: 10-16C and cash flow statement for WPR Public Radio

CLASS 11: ACCOUNTING FOR NOT-FOR-PROFIT AND HEALTH ORGANIZATIONS & ETHICS IN FINANCIAL MANAGEMENT
Read before class: Chapter 11 and Chapter 8 from p. 299-end
Homework #9 due: Mozart Music School (2% of course grade)
Discussion session: Practice problems: old exam questions (handout)
CLASS 12:   FINANCIAL STATEMENT ANALYSIS
Read before class:   Chapter 14
Homework #10 due:   Teach for America, Part I (1% of course grade)
Discussion session:   Practice problem: 14-12

CLASS 13:   ACCOUNTING FOR STATE AND LOCAL GOVERNMENTS
Read before class:   Chapter 12 and Chapter 13
Homework #11 due:   Teach for America, Part II (2% of course grade)
Discussion session:   Practice problem: 12-4

CLASS 14:   GOVERNMENT FINANCIAL CONDITION ANALYSIS & FINAL REVIEW
Read before class:   Chapter 15 and Appendix 15-A
Homework #12 due:   Wagner Medical Center & Wagner City (2% of course grade)
Discussion session:   Practice problems: old exam questions (handout)

CLASS 15:   FINAL EXAM