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

P11.1021 FINANCIAL MANAGEMENT
Spring 2011
Professors Rose, Shiau, and West

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, government accounting, and government financial condition analysis.

PROFESSORS

Shanna Rose
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TEACHING COLLEAGUES

Elizabeth Shields (Head TC)  Dalia Mechanic
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María Isabel Ulloa Cruz      Michelle Wong
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TUTORS

Melissa Menke    Valerie Stevens     Andy Wright
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PREREQUISITES

The only prerequisite for this course is a basic familiarity with Excel. If you have limited or no experience using Excel, we strongly recommend that you register for the Excel instruction module (P11.1032), which meets for several weeks at the beginning of the semester. 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 A. Finkler, *Financial Management for Public, Health, and Not-for-Profit Organizations*, Third Edition, 2009, Prentice Hall, ISBN: 0136070736. Do not buy the first or second edition. This book is available at the NYU Bookstore located at 726 Broadway and many other locations such as Amazon.com and BN.com. 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, and NPV). If you do not already have such a calculator, please buy a HP10 BII. This calculator is available at the NYU Computer Store at 242 Greene Street and many other locations such as Staples and Amazon.com. If you choose to use a different financial calculator, please be advised that the professors, TCs, and tutors will not be able to assist you with your calculator. Also, please note that you will not be permitted to use calculators with graphing capabilities during the exams.
COURSE WEBSITE

The course website can be found on NYU’s Blackboard 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 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:
Homework Assignments: 20%
Midterm Examination: 40%
Final Examination: 40%

HOMEWORK ASSIGNMENTS

There are a total of 12 assignments, each worth 1% to 3% 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 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. Templates will be provided for some assignments (posted on the course website under Assignments).

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. The final exam is not cumulative; it covers the second half of the course only. You may bring a financial calculator (but graphing calculators are not permitted) 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. 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 the Head TC (eas570@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 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:

<table>
<thead>
<tr>
<th>Wednesdays 12:30 – 3:15 pm</th>
<th>Wednesdays 6:45 – 9:30 pm</th>
<th>Thursdays 6:45 – 9:30 pm</th>
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<tr>
<td>Rose 194 Mercer, 306</td>
<td>West Silver 401</td>
<td>Shiau 194 Mercer, 306</td>
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<td>Jan 26 Class 1</td>
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<td>Mar 9 Class 7 Midterm Exam</td>
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<td>Mar 10 Class 7 Midterm Exam</td>
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<td>Mar 16 No Class: Spring Break</td>
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<td>May 4 Class 14</td>
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<td><strong>May 11 Class 15 Final Exam</strong></td>
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**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. The Monday discussion session covers material from the previous week’s lecture, so anyone may attend. Discussion sessions will meet on the following dates:

<table>
<thead>
<tr>
<th>Wednesdays 3:30 – 4:30 pm</th>
<th>Thursdays 8:35 – 9:35 pm</th>
<th>Fridays 12:30 – 1:30 pm</th>
<th>Mondays 8:35 – 9:35 pm</th>
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* Make-up session: Tuesday, February 22, from 8:35 – 9:35 pm in Bobst LL-138
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 course website under Course Documents/Lectures/Slides and Handouts.

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 course website under Assignments. Solutions will be posted to this folder 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 posted on the website under Course Documents/Discussion Sessions. Solutions will be posted each week after the last discussion session has met (Monday 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

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 (1% of course grade)
Discussion session: Practice problems: 4-51 and Mead Meals on Wheels Case Study (pp. 166-7)

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, 8-31, and handout
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: 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: 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 (3% 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: handout

CLASS 15: FINAL EXAM