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

CORE-GP 1021 FINANCIAL MANAGEMENT
Summer 2011
Professor 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 financial condition analysis.

PROFESSOR

Mike West
Email: mike.west@nyu.edu
Office hours: By appointment

TEACHING COLLEAGUE

Elizabeth Shields
Email: eas570@nyu.edu

TUTOR

Noah Branman
Email: noah.branman@nyu.edu
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, 2010, Prentice Hall, ISBN: 0136070736. This book is available at the NYU Bookstore located at 726 Broadway 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, 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 located 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 professor, TC, and tutor 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% 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. 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. 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 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 (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 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 fifteen hours per week (six hours of lecture, two hours of discussion session, and seven or more hours of reading, studying, and working on assignments). Please keep in mind that the material presented in the course builds cumulatively and that the course will move very quickly because of the accelerated summer schedule. 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. Remember that even if you do not attend lecture, you are still responsible for handing in the homework assignment due that week – 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 TC, Elizabeth Shields, via email at 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 (the room location is listed on the course website):

<table>
<thead>
<tr>
<th>Mondays 6:00 – 8:50pm</th>
<th>Thursdays 6:00 – 8:50pm</th>
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</thead>
<tbody>
<tr>
<td>May 23 Class 1</td>
<td>May 26 Class 2</td>
</tr>
<tr>
<td>May 30 No Class: Memorial Day</td>
<td>June 2 Class 3</td>
</tr>
<tr>
<td>June 6 Class 4</td>
<td>June 9 Class 5</td>
</tr>
<tr>
<td>June 13 Class 6</td>
<td>June 16 Optional Midterm Exam Review</td>
</tr>
<tr>
<td><strong>June 20</strong> Class 7 Midterm Exam</td>
<td>June 23 No Class</td>
</tr>
<tr>
<td>June 27 Class 8</td>
<td>June 30 Class 9</td>
</tr>
<tr>
<td>July 4 No Class: Independence Day</td>
<td>July 7 Class 10</td>
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<tr>
<td>July 11 Class 11</td>
<td>July 14 Class 12</td>
</tr>
<tr>
<td>July 18 Class 13</td>
<td>July 21 Class 14</td>
</tr>
<tr>
<td>July 25 Optional Final Exam Review</td>
<td><strong>July 28</strong> Class 15 Final Exam</td>
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DISCUSSION SESSION

In addition to the lectures, there is an optional one-hour discussion session led by the Teaching Colleague (TC). Discussion sessions are designed to help prepare you for the homework assignments. Discussion session will meet on the following dates (the room location is listed on the course website):

<table>
<thead>
<tr>
<th>Mondays 9:00 – 10:00pm</th>
<th>Thursdays 9:00 – 10:00pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 23 Class 1</td>
<td>May 26 Class 2</td>
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<tr>
<td>May 30 No Class: Memorial Day</td>
<td>June 2 Class 3</td>
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<tr>
<td>June 6 Class 4</td>
<td>June 9 Class 5</td>
</tr>
<tr>
<td>June 13 Class 6</td>
<td>June 16 None: Midterm Exam Review</td>
</tr>
<tr>
<td><strong>June 20 None: Midterm Exam</strong></td>
<td>June 23 No Class</td>
</tr>
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<td>July 21 Class 14</td>
</tr>
<tr>
<td>July 25 None: Final Exam Review</td>
<td><strong>July 28 None: Final Exam</strong></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 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 lecture.

Discussion session practice problems are designed to help you prepare for the homework assignments. The 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 stay for the 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 discussion session.

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 (2% 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 (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: handout

CLASS 15:  FINAL EXAM