


NYU
**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

CORE-GP 1021

Financial Management

Spring 2022

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.

Professors

Name	Email	Office Location	Office Hours
Thad Calabrese	thad.calabrese@nyu.edu	Puck 3050 (3 rd Floor)	Wednesdays, 12:00 – 2:00 pm (Sign up here)
Robert Shiao	robert.shiao@nyu.edu	Puck 3049 (3 rd Floor)	By appointment
Travis St. Clair	travis.stclair@nyu.edu	Puck 3048 (3 rd Floor)	Wednesdays, 1:30 – 3:30 pm (Sign up here)

Note: All recitations and tutoring sessions will take place via the Zoom links found below.

Teaching Colleagues (TC)

Name	Email	Days and Time	Zoom Link
Noah Branman (Head TC)	ndb252@nyu.edu	Mondays, 4:55-5:55 pm	Zoom Link
Nareesa Dhalla	nd2191@nyu.edu	Thursdays, 3:30-4:30 pm	Zoom Link
Chee Kong	cyk332@nyu.edu	Thursdays, 9:40-10:40 pm	Zoom Link
Mahima Sharda	ms12238@nyu.edu	Fridays, 4:55-5:55 pm	Zoom Link

Tutors

Name	Email	Days and Time	Zoom Link
Sally Burns	sbb431@nyu.edu	Fridays, 2:00-4:00 pm	Zoom Link
Charlotte Herzan	ceh432@nyu.edu	Mondays, 7:00-9:00 pm	Zoom Link
Nathan Naimark	nrn8487@nyu.edu	Thursdays, 6:00-8:00 pm	Zoom Link

Course Prerequisites

The only prerequisite for this course is a basic familiarity with Excel. If you have limited or no experience using Excel, it is strongly recommended that you register for the Excel computer module (NONCR-GP 932), which meets in-person for three weeks at the beginning of the semester. In addition, you may wish to use online resources such as [Microsoft Support](#) or YouTube ([Excel Tutorial – Beginners Level 1](#) and [Excel Tutorial – Beginners Level 2](#)). Please note that it is up to students to determine whether they are familiar with Excel; taking the Excel computer module is not a prerequisite for enrollment in this course. NYU students are eligible to download Excel for free as part of [Office 365 Education](#).

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.

Learning Assessment Table

Corresponding Course Learning Objective	Corresponding Assignments
#1	HW # 1-3, Midterm
#2	HW # 2-5, Midterm
#3	HW # 6-11, Final
#4	HW # 12, Final
#5	HW # 1-12, Midterm, Final

Course Materials

The textbook for this course is: Finkler et al., **Financial Management for Public, Health, and Not-for-Profit Organizations**, Sixth Edition (2019), CQ Press/Sage Publishing, ISBN: 150639681X. Please note that this course is participating in the Follett Access program. This is an NYU Bookstore initiative that delivers required course materials digitally at the lowest possible price. Under this program the textbook will be delivered to you digitally through the Brytewave platform as a rental for the semester. The cost of the book is \$62.25, which will be added as a “book charge” to your bursar bill, and is \$87.75 below the publisher’s list price. If you would prefer to opt out, you should log in to the [student portal](#), access your bookshelf, and remove yourself from the program. (Your username is your school email address). **The deadline for opting out is February 8th**. You may contact the Bookstore with questions at [Bookstore email address](#) or 212-998- 4656. If you wish to purchase the hard copy instead, it is available at the NYU Bookstore and on Amazon.com. There course materials are also on reserve at Bobst Library. Students who plan to take additional finance courses should retain this book as a reference.

Course Website

The course website can be found on NYU Learning Management System (“NYU LMS” or “Brightspace”), accessible via the “Academics” tab on [NYU Global Home](#) (<http://globalhome.nyu.edu>). Throughout the semester, documents such as lecture slides, homework solutions, and practice exams will be posted 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.

Course Rules and Requirements

1. **To do well in this course, most students need to devote a minimum of eight hours per class** (1 hour of asynchronous lecture, 1.5 hours of synchronous class time, 1 hour of discussion session, and about 4.5 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 are enrolled in an online section, you are expected to participate in each class with your Zoom audio and video on** (unless circumstances prevent it). Please review Wagner's [Zoom in the Classroom](#) series about classroom etiquette, participation, and more. Students may not share the Zoom classroom recordings. The recordings are kept within the NYU LMS (Brightspace) site and are for students enrolled in this course only.
3. **If you are in an in-person section:** Every member of our NYU community is [required to wear face coverings](#) that cover the person's nose and mouth while indoors on the University campus, including in the classroom at all times. You must also complete the Daily COVID-19 Screener for Campus Access via the NYU Mobile App prior to arriving to campus for each class. See more [information on how to keep each other safe](#).
4. **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 do not enroll in the course at this time. [NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify your instructor in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.
5. **If you have a logistical question, please check the syllabus and website.** You can find the answer to most questions there. For any remaining questions, please contact the TC.
6. **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 Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Every student is expected to maintain academic integrity and is expected to report violations to their instructor. If you are unsure about what is expected of you, you should ask.

Grading

Your course grade will be determined as follows:

1. Pre-Class Quizzes – 10%
2. Homework Assignments - 20%
3. Midterm Examination - 35%
4. Final Examination - 35%

Pre-Class Quizzes

There are a total of **12 pre-class quizzes**, each worth 0.5% to 1% of your course grade. The pre-class quizzes will consist of 5 multiple choice questions based on the asynchronous lecture content. You are **required to watch the asynchronous videos and complete the pre-class quiz prior to lecture**. The quizzes can be submitted via the NYU LMS (Brightspace).

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 the NYU LMS (Brightspace) before lecture**. Assignments and templates (when applicable) can be found on the NYU LMS (Brightspace). **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 the NYU LMS). **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.

Exams

The midterm and final exam will each last two hours and thirty minutes. Students will begin the exams at the start of their normal class time and submit them via the NYU LMS (Brightspace). These are open book tests; however, students will find it useful to prepare notes for use during each exam. During each exam, your professor will be available to answer clarifying questions via Google Hangouts or via email. More detailed instructions will be discussed closer to each exam.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations should contact both your professor and the Moses Center as early as possible in the semester.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify your instructor in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

Lectures

Lectures will meet on the dates listed below:

Instructor	Professor Calabrese	Professor St. Clair	Professor Calabrese	Professor Shiau
Day	Tuesdays	Tuesdays	Tuesdays	Tuesdays
Time	10:00 – 11:40 am	12:00 – 1:40 pm	6:45 – 8:25 pm	6:45 – 8:25 pm
Exam Times	10:00 am – 12:30 pm	12:00 – 2:30 pm	6:45 – 9:15 pm	6:45 – 9:15 pm
Location	Silver, Room 411	Silver, Room 411	Online	Silver, Room 401
Class 1	January 25	January 25	January 25	January 25
Class 2	February 1	February 1	February 1	February 1
Class 3	February 8	February 8	February 8	February 8
Class 4	February 15	February 15	February 15	February 15
Class 5	February 22	February 22	February 22	February 22
Class 6	March 1	March 1	March 1	March 1
Class 7 – Midterm	March 8	March 8	March 8	March 8
Class 8	March 22	March 22	March 22	March 22
Class 9	March 29	March 29	March 29	March 29
Class 10	April 5	April 5	April 5	April 5
Class 11	April 12	April 12	April 12	April 12
Class 12	April 19	April 19	April 19	April 19
Class 13	April 26	April 26	April 26	April 26
Class 14	May 3	May 3	May 3	May 3
Class 15 – Final Exam	May 10	May 10	May 10	May 10

Discussion Sessions

In addition to the lectures, there are optional one-hour discussion sessions (CORE-GP 1021, Sections 005-007) led by Teaching Colleagues (TCs). Discussion sessions are designed to help prepare you for the homework assignments.

IMPORTANT: You may attend the discussion session of your choice, but you may only attend **after** attending the week's lecture.

Discussion sessions will meet on the following dates:

Teaching Colleague	Noah Branman	Nareesa Dhalla	Chee Kong	Mahima Sharda
Day	Mondays (Online)	Thursdays (Online)	Thursdays (Online)	Fridays (Online)
Time	4:55 – 5:55 pm	3:30 – 4:30 pm	9:40 – 10:40 pm	4:55 – 5:55 pm
Zoom Meeting ID	933 5404 1069	936 5231 6474	988 0406 5317	999 3069 1201
Class 1	January 31	January 27	January 27	January 28
Class 2	February 7	February 3	February 3	February 4
Class 3	February 14	February 10	February 10	February 11
Class 4	None	February 17	February 17	February 18
Class 5	February 28	February 24	February 24	February 25
Class 6	March 7	March 3	March 3	March 4
Class 7 – Midterm	None	None	None	None
Class 8	March 28	March 24	March 24	March 25
Class 9	April 4	March 31	March 31	April 1
Class 10	April 11	April 7	April 7	April 8
Class 11	April 18	April 14	April 14	April 15
Class 12	April 25	April 21	April 21	April 22
Class 13	May 2	April 28	April 28	April 29
Class 14	May 9	May 5	May 5	May 6

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. All assignments can be found on the course website. Solutions will be posted each week after the final lecture has met.

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

CLASS 1

Topics Covered:

- Operating Budgets
- Cash Budgets

Read before class:

- Chapter 1
- Chapter 2
- "Excel Tips, Part 1" handout

Discussion session:

- Practice problems: handout

CLASS 2:

Topics Covered:

- Flexible Budgets
- Break-Even Analysis

Read before class:

- Chapter 3 up to p. 89 (up to Performance Budgeting)
- Chapter 4 up to p. 144 (up to Cost Measurement)
- Appendix 4-A

Homework #1 due:

- Jobs University (2% of course grade)

Discussion session:

- Practice problems: 3-23, 4-41, handout

CLASS 3:

Topics Covered:

- Cost Allocation
- Variance Analysis

Read before class:

- Chapter 4 from p. 144-end (from Cost Measurement)
- Chapter 8 up to p. 294 (up to Ethics)

Homework #2 due:

- QwikShare (2% of course grade)

Discussion session:

- Practice problems: 8-27, 8-29, handout

CLASS 4:

Topics Covered:

- Time Value of Money

Read before class:

- Chapter 5 up to p. 186 (up to Capital Asset Investment Analysis)
- Appendix 5-B
- “Excel Tips, Part 2” handout
- “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:

Topics Covered:

- Capital Budgeting
- Long-Term Financing

Read before class:

- Chapter 5 from p. 186-end (from Capital Asset Investment Analysis)
- Chapter 6

Homework #4 due:

- Investment Management (2% of course grade)

Discussion session:

- Practice problems: 5-32, 5-34, 5-36, 5-37, 6-21

CLASS 6:

Topics Covered:

- 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: MIDTERM EXAM**CLASS 8:**

Topics Covered:

- The Balance Sheet

Read before class:

- Chapter 7
- Chapter 9

Homework #6 due:

- City Cares (1% of course grade)

Discussion session:

- Practice problems: 9-28, 9-29, 9-30

CLASS 9:

Topics Covered:

- The Activity Statement

Read before class:

- Chapter 10 up to p. 365 (up to The Statement of Cash Flows)

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:

Topics Covered:

- Accounting for Not-For-Profit and Health Organizations
- Ethics in Financial Management

Read before class:

- Chapter 11 and Chapter 8 from p. 294-end (from Ethics)

Homework #8 due:

- Child's Play, Part I (2% of course grade)

Discussion session:

- Practice problems: handout

CLASS 11:

Topics Covered:

- The Cash Flow Statement

Read before class:

- Chapter 10 from p. 365-end (from The Statement of Cash Flows)

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:

Topics Covered:

- 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:

Topics Covered:

- Budgeting and Accounting for State and Local Governments
- Government Financial Condition Analysis

Read before class:

- Chapter 12
- Chapter 13
- Chapter 15 (including Appendix 15-A)

Homework #11 due:

- Do Something (2% of course grade)

Discussion session:

- Practice problem: handout

CLASS 14:

Topics Covered:

- Final Exam Review
- Case Study

Homework #12 due:

- Dennis City (1% of course grade)

Discussion session:

- Practice problems: handout

CLASS 15: FINAL EXAM