



PADM 544—Public Budgeting and Finance
Fall 2013

Class room/time: Dane Smith Hall (DSH) 134/Wednesday 4:00-6:30 p.m.

CONTACT INFORMATION

Professor: Agustín León

Office Hours: Wednesday 2:45-3:45 p.m. or by appointment

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PRE-REQUISITES

Basic familiarity with Word and Excel

COURSE DESCRIPTION

Welcome to PADM 544—Public Budgeting and Finance! This course introduces you to the theory and practice of public budgeting and financial management. In this core course, you will learn the fundamentals of budgeting and financial management for government and not-for-profit organizations. Through readings, lectures, problem sets, and exams, you will gain an understanding of how to use budgetary and financial information in organizational planning, implementation, control, reporting, and analysis. Topics include basic management of public funds, preparation and processing of budgets, revenue projections and expenditure controls, and issues of public policy and establishment of priorities through budgeting and financial management. Additionally, you will have the chance to develop their spreadsheet skills by using Excel to perform financial calculations and create financial documents.

COURSE OBJECTIVES

The primary objective of this core course in public budgeting and financial management is to teach students how to use budgetary and financial information to make decisions in public and not-for-profit organizations. A secondary objective is to help students develop their quantitative and communication skills. This course looks at budgeting and financial management as a process. The process begins with the development of a plan for the future. The plan is then implemented. Actions are taken to control operations so as to keep to the plan. Results of operations are then reported, and those results are analyzed.

The first half of the course focuses on developing, implementing and controlling the plan. The course covers the development of operating budgets, tools for short-term decision-making, capital-budgeting decisions, and the analysis of long-term financial options. Management of short-term resources and variance analysis are also covered in this half of the course. The material in the first half of the course is often referred to as budgeting and accounting for managerial control.

The second half of the course focuses on summarizing, reporting, and analyzing an organization's financial position and the results of its operations. We will study theory and practice related to accounting principles, financial statements, financial analysis, and special aspects of accounting for government and not-for-profit organizations. We will consider how

financial information is presented and how it can be used to provide meaningful conclusions about the financial position and performance of a public service organization. The material in the second half of the course is often referred to as financial accounting and reporting.

The following MPA core learning outcome is addressed in this course:

- Students will demonstrate knowledge of public budgeting and financial management.

REQUIRED MATERIALS

1. Finkler, Steven et al., 2013. *Financial Management for Public, Health, and Not-for-profit Organizations* 4th edition, ISBN 9780132805667. Upper Saddle River, NJ: Pearson Prentice Hall. **Please don't buy earlier editions.**
2. Access to Microsoft Word and Excel
3. Access to UNM Learn and e-mail

GRADES

Participation	10%
Problem sets	30%
Case study	30%
Final exam	30%

Participation: Class participation and attendance will be worth 10% of students' course grade. Attendance will be the most important aspect of students' participation grade, but punctuality in attending class sessions will also count. Attendance will be taken at the start of every class session. Credit for participation will also account for asking questions, answering instructor's questions, and citizenship behavior in class.

Problem sets: Short problem sets will be worth 30% of students' course grade. They will assess topics from the reading assignments. **Readings must be completed prior to class** sessions, when those readings will be discussed and applied to the problem exercises. Weekly readings will be based on the textbook, but additional readings may be assigned in the semester. Problem sets will therefore assess learning and application of weekly reading material. Answers to problem sets will be collected at the end of every class session.

Case study: An applied case study will be worth 30% of students' course grade. Solution(s) to the case study must be submitted on October 16th at the class of the class session.

Final Exam: The final exam will be worth 30% of students' course grade. It will be a comprehensive examination of all materials and assignments. The final exam may include true/false, multiple choice/answer, applied exercises, or essay questions. It will be taken at the date/time scheduled by the UNM Final Exam Schedule.

POLICIES

Syllabus Change: As a guide to the course, **this syllabus is subject to change** or update. Assignments may be added or changed during the semester. The instructor reserves the right to change the grade weights allocated to course assignments. If syllabus changes are made, I will announce them either in class or by e-mail.

Late/Make-up Assignments: No late/make-up assignments will be accepted. The instructor reserves the right to consider exceptions in case of extraordinary, documented situations.

Time/Workload Commitment: This course is a core course of the MPA program. To learn the course material, graduate students should devote at least 12 (twelve) hours per week to the course outside of class. **Please read the material thoroughly and ask questions if necessary.**

Academic Integrity: The UNM Student Handbook outlines the University’s expectations for the integrity of students’ academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Student Code of Conduct and for upholding the highest standards of integrity in this class. Violation of the Code carries penalties discussed in the Code.

Accommodation for Disabilities: Students with disabilities needing accommodation should: (1) register with and provide documentation to the Accessibility Resource Center, and (2) bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class. This syllabus and class materials are available in alternative format upon request. For more information about services available to UNM students with disabilities, please contact the Accessibility Resource Center: <http://pathfinder.unm.edu/campus-services/services-students-disabilities.html>

Schedule of Assignments			
Week	Date	Required Readings	Problem Sets
1	August 21	This syllabus	—
2	August 28	Chapter 1. Introduction	TBA
3	September 4	Chapter 2. Planning	TBA
4	September 11	Chapter 3. Budgeting	TBA
5	September 18	Chapter 4. Costs	TBA
6	September 25	Chapter 8. Control	TBA
7	October 2	Chapter 5. Capital	TBA
8	October 9	Chapter 6. Debt	TBA
9	October 16	—	Case study
10	October 23	Chapter 7. Managing	TBA
12	October 30	Chapter 10. Balance	TBA
13	November 6	Chapter 11. Activity	TBA
14	November 13	Chapter 12. Nonprofits	TBA
15	November 20	Chapter 15. Statements	TBA
16	November 27	Chapter 13-14. Governments	TBA
11	December 4	Chapter 16. Condition	TBA
17	December 11	Final exam	