



PADM 544—Public Budgeting and Finance
Spring 2014

Class room/time: Dane Smith Hall (DSH) 134/Thursday 4:00-6:30 pm

CONTACT INFORMATION

Professor: Agustín León, PhD

Office Hours: Monday 3:00-5:00 pm 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
Quizzes	20
Problem sets	20
Case study	20
<u>Final exam</u>	<u>30</u>
Total grade	100 points

Participation: Class participation will be worth 10 points out of 100 course points. Attendance is important, but participation also includes asking questions, commenting on the class material, answering instructor's questions, and citizenship behavior in class. Please feel free to interrupt the instructor if having any question or comment.

Quizzes: Online quizzes will be worth 20 points out of 100 course points. They will assess weekly reading assignments. **Readings must be completed prior to class** sessions, when those readings will be discussed. Weekly readings will be based on the textbook, but additional readings may be assigned in the semester. Quizzes will be due on Monday at noon; the quizzes will be open on Learn at least 24 hours in advance.

Problem sets: Short problem sets will be worth 20 points out of 100 course points. They will be applied exercises regarding weekly material. One of the purposes of the exercises is to give you an opportunity to practice for the final exam.

Case study: A case study will be worth 20 points out of 100 total points. The case study will be about comparing budget practices in two city governments (e.g. use of budget stabilization or 'rainy day' funds). The instructor will supply, in class or by announcement, additional information about this case study. There are two subcomponents from this case study. First, a draft of your case research, worth 10 points, must be submitted by Monday, March 24th. Second, your final case study, worth the other 10 points, must be submitted the last class session of the semester. **Earlier submission of the first draft and/or the final case study is welcome.** Your report should be written in professional memorandum format.

Final exam: The final exam will be worth 30 points out of 100 total points. It will be a comprehensive examination of all course materials. It will be administered 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 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.

E-mail Communication: As required by SPA policy, students must use their UNM e-mail for all electronic communications with the instructor.

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 study carefully the weekly material** in preparation for class.

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>

APPENDIX

Schedule of Assignments (subject to update)			
<i>Week</i>	<i>Date</i>	<i>Read</i>	<i>Problem Sets</i>
1	Jan 23	This syllabus	
2	Jan 30	Chapter 1. Introduction	TBA
3	Feb 06	Chapter 8-Accountability	TBA
4	Feb 13	Chapter 7-Managing and appendices 7-A and 7-B	TBA
5	Feb 20	Chapter 5-Capital and appendices 5-A and 5-B	TBA
6	Feb 27	Chapter 6-Debt	TBA
7	Mar 06	Chapter 2. Planning	TBA
8	Mar 13	Chapter 3-Budgeting and appendices 3-A and 3-B	TBA
9	Mar 20	Spring break	
10	Mar 27	Chapter 4-Costs	TBA
11	Apr 03	Chapter 10-Balance statement and appendices 10-A-B	TBA
12	Apr 10	Chapter 11-Operating statements and appendices 11-A-B-C-D-E	TBA
13	Apr 17	Chapter 12-Nonprofits and appendix 12-A	TBA
14	Apr 24	Chapter 15-Financial analysis	TBA
15	May 01	Chapter 14-Government reporting and appendix 14-A	TBA
16	May 08	Chapter 16-Financial condition and appendix 16-A	TBA
17	May 15	Final exam	