

**PADM 544**  
**Financial Management for Public Organizations**

**Instructor:** Young Joo Park (park@unm.edu)

**Course Meetings:** Wednesday 6:00 to 8:30 pm

**Office Hours:** Fridays 9:00 to 11:00 am and by appointment

**Preface**

The purpose of this course is to develop your knowledge and skills in the management of public financial resources. The readings, video content, weekly topics of study, and course assignments were selected to broaden your understanding of public financial management and to make you a better public administrator. You may not “connect” with each topic, but if you engage yourself in this course, you will increase your ability to achieve policy objectives, overcome administrative challenges, and manage public organizations.

**Student Competencies**

- Plan and manage projects, both individually and in teams, to meet organizational goals
- Evaluate whether public, private, non-profit, or multi-sector approaches can achieve policy goals
- Analyze information to define and evaluate problems
- Identify potential solutions to problems
- Communicate recommendations in a professional manner
- Present information, in writing and verbally, that is concise, accurate, clear, and informed by evidence

**Required Materials**

1. Finkler, Purtell, Calabrese & Smith (2022). Financial management for public, health, and not-for-profit organizations. (6th ed.) Thousand Oaks, CA: CQ Press (Cited below as Finkler)

Previous edition works. You should be able to correlate the chapters of the 4th and 5th with the chapters in the 6th and obtain this book online (e.g., Amazon) or in the University Bookstore.

Check out for more information [https://bookstore.unm.edu/t-1unm\\_inclusiveaccess.aspx](https://bookstore.unm.edu/t-1unm_inclusiveaccess.aspx) or contact [inclusiveaccess@unm.edu](mailto:inclusiveaccess@unm.edu)

It is critical that you read assigned material in advance of class.

2. Various articles, chapters, original documents, and case studies that are accessible on the course’s Blackboard website.

**Suggested Materials**

Etheridge, D. (2010). Excel Data Analysis: Your Visual Blueprint for Creating and Analyzing Data, Charts and Pivot Tables (3rd ed). Indianapolis: Wiley Publishing, Inc.

**Technical Skills Required**

While financial management is about much more than numbers, this class introduces you to several quantitative techniques that are essential in public management. Most of the calculations in this class

can be completed with a pencil and napkin, but Excel and financial calculators greatly simplify the steps. Even if you don't have a career in financial management, sharpening your Excel skills is likely to enhance your value in the workplace. You don't, after all, want to be in a situation where you have to justify your napkin calculations to your boss. If they're brilliant, you'll be a legend; but, if they're even average, you won't be trusted with adult scissors.

### Workload Expectations

I have a professional obligation to you and to the public that you will serve to ensure that you develop a minimal competence in financial management concepts and skills by the end of this course. Depending on your background in financial management and on the demands of the week, you should expect to engage in five to ten hours of out-of-class study each week. If you do not read the text closely, prepare for and attend class, and complete the assigned work, you will struggle in this class.

### Grading

<b>Final Exam</b>	150 points
<b>Midterm Exam</b>	150 points
<b>Weekly Quizzes</b>	10 points * 10
<b>Projects</b>	100 points * 2
<b>Final Paper</b>	150 points
<b>Participation</b>	50 points
<b>Total</b>	800 points

If you feel like an assignment has been graded incorrectly, you can submit **a written request** for a re-grade within one week of the assignment being returned to you. This request should be made in writing and should detail why you believe that the grading is incorrect. I will re-grade the entire assignment, with special attention paid to the areas you noted in your request.

### Participation

Attendance is factored into the participation grade.

Students taking the course have some additional requirements that they must fulfill to receive full credit in the course. These expectations are due to the nature of distance education through a distributed format that relies on internet-based virtual presence rather than physical attendance. Students that do not meet these expectations may be dropped from the class. These expectations include:

- Working Digital Equipment – Students must have access to a computer with a working camera and access the internet. The available internet bandwidth must be robust enough to support both voice and video. For attendance purposes, distance students must be connected to the internet with the computer's camera on for the entire session: **students not visible to the instructor are not in attendance.**
- Appropriate Location – Students must find a suitable and quiet location that is free of noise and interruption when attending class. This location may be in an office or domicile, but other business or

engagement may not be conducted during the class session. It is expected that distance students will devote their attention to class while it is in session.

- **Appropriate Dress** – Students should remember that they will be visible to the instructor and other students during the class session. So they should take care to dress appropriately. Formal or business wear is not required, but lounge or bed wear is discouraged.

**Weekly Quizzes:** Each class will have some sort of assignment to assess your understanding of the course material. Most of these will be 20-minute quizzes at the end of class. Some questions will look very similar to the “Practice Questions” in the Finkler text. You will do in teams that I will assign. I am assigning team for two reasons: (1) to encourage you to discuss the course material with classmates and (2) to encourage networking. **There is no provision for make-up assessments.**

### **Projects**

You will demonstrate your ability to perform and communicate the skills and abilities that you will learn in this class through the completion of two projects. There will be two short analysis memos, in which you discuss how to apply course principles to specific cases. These memos will take a somewhat different form and length than the decision memos assigned in other classes. More information about the memos will be made available when the first memo is assigned.

### **Mid-term and final exam**

If you have documented, verifiable, and serious reason to miss an exam, you must provide the proof to me within 48 hours of the exam or you will receive a zero for it. Depending on the nature of the absence, a makeup exam will be given, or the weight of the missed midterm will be shifted to the final exam. An excused absence for the final exam will be made up for according to the policy of the college.

### **Plagiarism and Citations**

You must familiarize yourself with the information at <http://grad.unm.edu/aire/academic-integrity.html>. Plagiarism is a major offense and can receive severe punishments, from automatically failing the course to being expelled from the program. If in doubt about acceptable use of sources, ask.

Correct citations are one of the more important elements in avoiding plagiarism. When you use a source, make sure to cite it using any standard academic citational method. The key to a citation is that the reader must be able easily to track down the source.

### **OTHER CLASS POLICIES**

**Excused Absences:** I do appreciate that you may experience truly extenuating circumstances which would prevent attending class or preparing an assignment by the deadline. In these cases, speak with me as soon as possible, provide written documentation, and we will make alternate arrangements. **Out of fairness to the rest of the class, I cannot adjust individual students’ deadlines without supporting documentation.**

**Class Room Distractions:** I do not expect to see class room distractions in a graduate course. If you are a distraction and detract from the course, your actions will have a significant and negative effect on your grade. Please turn off all cell phones, instant messengers, and email.

**Accommodations:** UNM is committed to providing equitable access to learning opportunities for students with documented disabilities. As your instructor, it is my objective to facilitate an inclusive classroom setting, in which students have full access and opportunity to participate. To engage in a confidential conversation about the process for requesting reasonable accommodations for this class and/or program, please contact Accessibility Resource Center at [arcsrvs@unm.edu](mailto:arcsrvs@unm.edu) or by phone at 505-277-3506.

**Citizenship and/or Immigration Status:** All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.