

PADM 544
Financial Management for Public Organizations
(Tentative)

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

Saturday 9:00 to 11:30 am

Dane Smith Hall 223

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 (2017). Financial management for public, health, and not-for-profit organizations. (5th ed.) Thousand Oaks, CA: CQ Press (Cited below as Finkler)
2. Financial Calculator (I recommend a Texas Instruments BAII-plus).
3. Various articles, chapters, original documents, and case studies that are accessible on the course’s Blackboard website.

Suggested Materials

1. 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.

Evaluation

Participation (10 percentage points)

You will take the weekly “basic quiz” and/or have in-class project to demonstrate a minimal level of conceptual understanding. 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.

Assignments (10 percentage points)

There will be 12 “Practice Questions” in the Finkler text (see course schedule below). Some assignments are team assignments, which you will do in teams that I will assign. You must turn in 10 assignments, including all group assignments. I will drop your two lowest assessment scores.

Review and Assessment – Practice Questions (10 percentage points)

You will complete a review assessment at the beginning of every instructional class period starting 2/7. The types of questions will look very similar to the “Practice Questions” in the Finkler text (see course schedule below). These will take approximately 30 minutes at the start of class. I will drop your one lowest assessment scores. There is no provision for make-up assessments.

Group Projects (each worth 10 percentage points)

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.

- Project 1: Budgeting and Cost Analysis
- Project 2: Financial Condition Analysis

Mid-term and Final exams (each worth 25 percentage points)

Students are allowed to bring a single-sided letter-sized page of notes into the mid-term and final exam.

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.

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.

OTHER CLASS POLICIES*Attendance*

Attendance is factored into the participation grade.

Excused absences

I will not grant extensions on assignments. However, 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 affect on your grade.

Electronics

Please turn off all cell phones, instant messengers, and email. If you are environmentally conscious and prefer to take electronic notes and save the Blackboard readings to your laptop or tablet, then it is okay to bring those to class as long as you are using your electronic gadgets for course-related purposes.