

PADM 546 **Budgeting Systems for Public and Health Organizations**

Credits hours: 3

Professor Agustin Leon Moreta

Spring 2024

Class Meeting: 6 to 8:30 pm on Thursday at Dane Smith Hall (DSH) 132

Office Hours: 4 to 6 pm on Friday. Also Zoom or phone meetings available by appointment.

Address: Social Sciences 3006

Email: Email normally is best to get in touch. *Allow 24 hours for a response to emails.*

apleonmoreta@unm.edu

Phone: Call (505) 277-1092 if you need immediate assistance.

BACKGROUND

- PADM 544 Public Financial Management, 563 Healthcare Finance, or equivalent
- Basic familiarity with Excel spreadsheets. Students unfamiliar with Excel are encouraged to seek one-on-one support from the UNM Graduate Resource Center or the instructor.

COURSE DESCRIPTION

Welcome to PADM 590 *Budgeting Systems for Public and Health Organizations*. This course focuses on planning and budgeting techniques for public and health organizations. It builds upon the knowledge you have learned from core courses like 544 Financial Management and 563 Healthcare Finance. Financial planning and budgeting are critical to organizational survival and success. This course addresses the financial planning and budgetary processes, with specific attention paid to issues facing both public and health organizations. The course covers techniques for cash, operating, and capital budgeting. It also addresses working capital, implementation of budgets and financial plans, and financial performance management.

The course includes lectures, problem exercises, research papers, and other assignments structured to integrate both conceptual principles and practical techniques for both public and health organizations. You'll also have a chance to develop spreadsheet skills by using Excel to perform financial calculations and create budgetary documents.

COURSE GOALS

The primary objective of this elective course is to teach students how to use budgetary and financial tools to make informed decisions in both public and health organizations. An additional objective is to help students develop their quantitative and communication skills. The course focuses on principles and practices in budgeting and financial planning. The course also discusses the economic and fiscal contexts in which budgeting and financial planning take place in both public and health organizations. The course takes an inclusive approach for public and health organizations, rooted firmly in understanding that the principal challenges of budgeting and financial planning are:

- Executing, evaluating and, when necessary, changing existing financial plans and practices
- Anticipating and, where appropriate, mitigating challenges over future decisions
- Presenting complex budgeting and financial information to different stakeholders in intuitive, straightforward, and comprehensive ways.
- Deciding how to engage diverse stakeholders in the budgeting and financial planning process

- Using budgetary data and information tools for decision making
- Applying theories and practical techniques of budgeting and finance to both public and health organizations

STUDENT LEARNING OUTCOMES

The following core learning outcomes are addressed in this course:

- Demonstrate familiarity with basic budgeting processes, concepts, and tools.
- Distinguish among key financial concepts such as efficiency and effectiveness, inputs, outputs, and outcomes, budgeting, and financial planning in public and health organizations.

COURSE POLICIES

Punctual Attendance Required: Beginning the first day of class, attendance will be recorded. Per the UNM Student Handbook, a student may be dropped from the course as a consequence of absences from class. This attendance requirement applies equally to main-campus students *and* distance/online students. Online students are expected to use a desktop computer, a camera, and cable internet or high-speed connection to participate live in class. Your camera must be ON during class meetings. Students invisible to the professor won't be considered for participation.

No Late/Makeup Assignments: Late or makeup assignments won't be accepted. Under an extraordinary circumstance only, I may consider a late submission for partial credit.

Time/Workload Commitment: This course is an advanced course of the MPA program that requires **independent work and study**. To learn the materials successfully, graduate **students should commit at least 10 hours per week** to the course outside of class.

Electronic Devices: **Turn off cell phones** during class. A computer is permitted only for class-related work, such as participating in class or taking notes. **Don't use your computer for other purposes.**

Student Feedback: Your feedback on the course will be welcome and appreciated. We'll ask for your feedback through various channels, formal and informal, throughout the semester.

Email Communication: Using your UNM email account is encouraged for electronic communication.

Syllabus Changes: This **syllabus will be updated** as needed at any time. I reserve the right to change any content of the syllabus including the grading rubrics, re-weighting, and assignments. Assignments may be changed or added at any point. I'll announce any major change during class or update the syllabus. **Check the most recent syllabus posted on Canvas.**

UNIVERSITY POLICIES

Academic Integrity and Consequences: The University of New Mexico believes that academic honesty is a foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of sources such as print, internet or electronic database, or failing to cite the

source), fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of tests and exams, submitting work of another person or work previously used without informing the professor, or tampering with the academic work of other students. **All course assignments are independent, individual work.** Student assignments will be checked for originality through the UNM Turnitin system. The University's statement on academic honesty and the consequences for failure to comply are available in the Catalog and the Pathfinder.

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 (<https://arc.unm.edu/>) at arcsrvs@unm.edu or by phone at 505-277-3506.

Title IX: Our classroom and our university should always be spaces of mutual respect, kindness, and support without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus. Please note that, because UNM faculty, TAs, and GAs are considered "responsible employees," any disclosure of gender discrimination (including sexual harassment, sexual misconduct, and sexual violence) made to a faculty member, TA, or GA must be reported by that faculty member, TA, or GA to the university's Title IX coordinator. For more information on the campus policy regarding sexual misconduct and reporting, please see: <https://policy.unm.edu/university-policies/2000/2740.html>.

COURSE REQUIREMENTS

Participation: Participation will be worth 10 points out of 100 points. **Punctual attendance is required for every class** meeting of the semester. Active participation in class is expected. In class, please feel free to interrupt me with questions or comments. Please thoroughly study the weekly material in preparation for class discussion. Participation includes asking questions, commenting on the class material, answering the professor's questions, collaborating in group activities, and citizenship behavior in class. The participation requirement applies equally to main-campus students and distance/online students.

Problem Sets: Problem sets will be worth 10 points out of 100 total points. They will be applied exercises about the weekly material. The problem sets are a very important component of the course because they give an opportunity for practical applications. The problem set will be announced on Canvas. I'm happy to take a look at working drafts of your work. If you'd like early feedback, email me your working draft at least twenty-four hours before the deadline. The problem set must be submitted on Canvas by Friday at 9 am.

Tests: Tests will be worth 20 points out of 100 total points. They will assess weekly reading assignments. **Readings must be completed before class** meetings when those readings will be discussed. Weekly readings will be based on the textbooks, but additional readings may be assigned during the semester. Weekly tests will be open on Canvas after class and are due on Friday at 9 am. Tests may include a variety of questions. They are an important component of

this course because they give you opportunities for skill application and practice toward the final exam. To ensure the highest possible grade, each test offers three attempts for you to take.

Final Exam: The final exam will be worth 30 points out of 100 total points. The exam format will be similar to the tests but comprehensive of all course materials. This final examination will be open from May 3 after noon to the end of the 5th.

Case study: A case study will be worth 30 points out of 100 total points. The case study will be about analyzing a budgetary and financial analysis of a public or health organization. The case study should be written in the format of the PADM553 Professional Paper (pro-paper). You'll present in-class reports of your case study over the semester. Case studies will be checked for originality through UNM's Turnitin system. I'll provide in class or by email more information regarding the case study. Turn in your case study by May 11.

GRADING

Participation	10
Problem sets	10
Tests	20
Case study	30
<u>Final exam</u>	<u>30</u>
Total grade	100 points

Grading Rubric

(A+) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, comprehensive, creative, innovative, technically and methodologically sophisticated, and well written. Work is of the highest professional quality.

(A/A-) Very good: Strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well reasoned, indicates a strong understanding of appropriate methodological or analytical approaches, and meets professional standards.

(B+) Good: Good work for a graduate student; well reasoned and methodologically sound. This is the graduate student grade that indicates the student has accomplished the basic objectives of the course.

(B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate, but the student has not been thorough or has shown other weaknesses or limitations.

(B-) Borderline: Weak work for a graduate student; it barely meets the minimal expectations for a graduate student in the course. Understanding of salient issues is incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in good standing.

(C/-/+) Deficient: Inadequate work for a graduate student; doesn't meet the minimal expectations for a graduate student in the course. Work is inadequately developed or flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate the knowledge or technical competence expected of graduate students.

(F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive.

TEXTBOOK AND SUPPLIES

Canvas is automatically loaded with the textbooks. The cost of the ebooks will be charged by the bookstore to your bursar account. If you want print books or more information, check out https://bookstore.unm.edu/t-1unm_inclusiveaccess.aspx or contact inclusiveaccess@unm.edu. Opt out before the deadline if you prefer to buy the books from another vendor.

1. Chen, Weikart, and Williams (2015). *Budget Tools: Financial Methods in the Public Sector*, 2nd edition. Thousand Oaks, CA: CQ Press.
 2. Ross (2018). *A Comprehensive Guide to Budgeting for Health Care Managers*. Burlington, MA: Jones & Bartlett Learning.
- Microsoft Excel. Available for free at <http://it.unm.edu/software/students/index.html>
 - Additional materials posted on Canvas

SCHEDULE OF ACTIVITIES

Week	Ross	Chen	Test/Set
I	1 Financial planning	Appendix B: spreadsheet basics	Jan 19
II	2 Accounting and economics	2 Organizing budget data	Jan 26
III	5 Scratch budgeting	3 Fixed and variable costs	Feb 02
IV	6 Incremental budgeting	7 Inflation	Feb 09
V	7 Flexible budgeting	8 Sensitivity analysis	Feb 16
VI	8 Zero-base budgeting	13 Decision packages: cost estimates	Feb 23
VII	9 Program budgeting	9 Integrating budgeting & performance	Mar 01
VIII	10 Activity-based budgeting	5 Cost allocation	Mar 08
	SPRING BREAK		Mar 15
IX	11 Variance analysis	22 Operating plan and variance analysis	Mar 22
X	13 Capital budgeting	19 Capitalization and depreciation	Mar 29
XI	14 Cost-benefit analysis	17 Cost-benefit analysis	Apr 05
	ASPA Conference (no class)		Apr 12
XII	12 Ratio analysis	26 Financial statement analysis	Apr 19
XIII	15 Financial functions	25 Accounting	Apr 26
	FINAL EXAM		May 3-5