



UNIVERSITY OF DELAWARE  
**BIDEN SCHOOL OF PUBLIC  
POLICY & ADMINISTRATION**

**UAPP 694: Financial Management in the Public & Nonprofit Sectors**  
**Fall 2020**  
**Mondays 9:30 AM-12:05 PM**  
**Online**

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***Course Description***

This is a course in the fundamentals of budgeting and accounting for public, health, and not-for-profit organizations. Together, budgeting and accounting constitute financial management: a framework of tools and techniques by which all organizations plan for and control the use of financial resources, implement policies, and report on financial position and performance.

The first half of the course focuses on budgeting, or managerial accounting. Topics in this portion of the course include operating budgets, cash budgets, break-even analysis, cost allocation, variance analysis, the time value of money, capital budgeting, and long-term financing.

The second half of the course focuses on financial accounting. Topics in this portion of the course include the preparation and analysis of financial statements (balance sheet, activity statement, and cash flow statement), ethics in financial management, government accounting, and government financial condition analysis.

Class meetings consist of homework review, lectures, and problem-based learning (PBL). Weekly homework assignments will both reinforce course material and train students to use Microsoft Excel to perform financial calculations and create budgets and financial statements. In addition, weekly quizzes on the course Canvas site will provide students immediate feedback on their comprehension of the course material.

***Nota Bene***

This is a demanding course that requires your active participation both at home and in class meetings. It is very difficult to catch up if you fall behind. When in doubt, come to office hours!

## ***Course Objectives***

By the conclusion of the semester, students will learn to:

1. Prepare organizational budgets on the accrual and cash bases of accounting.
2. Make resource allocation and pricing decisions using break-even analysis, the time value of money, cost allocation, and variance analysis.
3. Prepare balance sheets, activity statements, and cash flow statements using Generally Accepted Accounting Principles (GAAP) for not-for-profit and healthcare organizations, and analyze these statements.
4. Interpret and analyze governmental financial statements that have been prepared on the accrual and modified accrual bases of accounting.
5. Use Microsoft Excel and a financial calculator to prepare financial statements and perform financial analyses.

## ***NASPAA's Universal Required Competencies***

This course addresses all five of the Universal Required Competencies established by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). They are the ability to:

1. lead and manage in public governance
2. participate in and contribute to the policy process
3. analyze, synthesize, think critically, solve problems, and make decisions
4. articulate and apply a public service perspective
5. communicate and interact productively with a diverse and changing workforce and citizenry

## ***Course Materials***

1. Textbook

Finkler et al., *Financial Management for Public, Health, and Not-for-Profit Organizations*, Sixth Edition (2019), Sage Publishing/CQ Press, ISBN: 9781506396811. This book is available at the UD Bookstore and on Amazon.com. Do not buy an earlier edition.

2. Financial Calculator

Please buy the HP10 BII (or the HP10 BII+). This calculator is widely available on Amazon.com and in office supplies stores. If you choose to use a different financial calculator, I will not be able to assist you with it.

## ***Course Website***

There is a course Canvas site at <http://www1.udel.edu/canvas/>. The site is organized by Modules that bring together each week's materials. I will post all course-related materials and assignments to Canvas, you will submit all assignments via Canvas, and I will send all course-related communications via Canvas.

## ***Grading***

Homework Assignments:	20%
Midterm Exam:	40%
Final Exam:	40%

I do not assign letter grades on a fixed scale. Your letter grade will be based on where your course average lies in the class's overall distribution.

## ***Homework Assignments***

There are 12 assignments, each worth 1% to 2% of your course average.

1. I grade assignments on the basis of completeness rather than accuracy. If you make an apparently good-faith effort to complete the entire assignment, you will receive full credit even if your work contains errors. If you do not complete the entire assignment, or make less than an apparently good-faith effort, you will not receive full credit.
2. You must submit assignments online via Canvas by 5:00 PM Sunday each week.
3. I will *not* accept assignments via email, nor will I accept them after the due date and time.
4. You must complete the quantitative parts of your assignments in Excel and the written parts in Excel or Word. I will provide handouts to assist you with using Excel, and for some assignments I will post templates to Canvas.
5. You must write and submit your own assignments. I encourage you to work on the assignments in small groups, but two or more students turning in identical homework assignments constitutes an act of academic dishonesty.

## ***Exams***

The midterm and final exams will be open-note/open-book and will be administered via Canvas. The final exam will not be cumulative.

## ***Course Expectations & Policies***

1. Professional conduct.

- a. Adhere to the [University of Delaware Code of Conduct](#).
- b. Be punctual.
- c. Complete all reading and homework assignments.
- d. Be respectful of your peers and professor.
- e. Hold yourself accountable for your own academic performance.

2. Academic integrity.

Please familiarize yourself with UD policies regarding academic dishonesty. To falsify the results of one's research, to steal the words or ideas of another, to cheat on an assignment, to re-submit the same assignment for different classes, or to allow or assist another to commit these acts corrupts the educational process. Students are expected to do their own work and neither give nor receive unauthorized assistance. Complete details of the university's academic integrity policies and procedures can be found at <https://sites.udel.edu/studentconduct/>. The Office of Student Conduct is located at 218 Hullihen Hall, phone: (302) 831-2117. E-mail: [student-conduct@udel.edu](mailto:student-conduct@udel.edu).

3. Electronic devices.

Please shut off all non-essential devices during class meetings.

4. Missed classes and exams.

I do not take attendance, and you do not need to inform me when you will miss class. You are, however, solely responsible for whatever you miss.

There are no make-up exams except in cases of serious personal illness or serious illness/death within a student's family, or other serious family emergency. Per [University of Delaware policy](#), students must validate an excused absence by presenting evidence to the Office of the Dean.

5. Extra credit.

There are no "extra credit" assignments.

## ***Inclusion of Diverse Learning Needs***

Any student who thinks he/she may need an accommodation based on a disability should contact the Office of Disability Support Services (DSS) office as soon as possible. The DSS office is located at 240 Academy Street, Alison Hall Suite 130, phone: (302) 831-4643, fax: 302-831-3261, website: [www.udel.edu/DSS](http://www.udel.edu/DSS). You may contact DSS at [dsoffice@udel.edu](mailto:dsoffice@udel.edu).

## ***Harassment & Discrimination***

The University of Delaware works to promote an academic and work environment that is free from all forms of discrimination, including harassment. As a member of the community, your rights, resource and responsibilities are reflected in the non-discrimination and sexual misconduct policies. Please familiarize yourself with these policies at <http://www.udel.edu/oei>. You can report any concerns to the University's Office of Equity & Inclusion, at 305 Hullahen Hall, (302) 831-8063 or you can report anonymously through UD Police (302) 831-2222 or the EthicsPoint Compliance Hotline at <http://www1.udel.edu/compliance>. You can also report any violation of UD policy on harassment, discrimination, or abuse of any person at this site: <http://sites.udel.edu/sexualmisconduct/how-to-report/>.

## ***Faculty Statement on Disclosures of Instances of Sexual Misconduct***

If, at any time during this course, I happen to be made aware that a student may have been the victim of sexual misconduct (including sexual harassment, sexual violence, domestic/dating violence, or stalking), I am obligated to inform the university's Title IX Coordinator. The university needs to know information about such incidents in order to offer resources to victims and to ensure a safe campus environment for everyone. The Title IX Coordinator will decide if the incident should be examined further. If such a situation is disclosed to me in class, in a paper assignment, or in office hours, I promise to protect your privacy—I will not disclose the incident to anyone but the Title IX Coordinator. For more information on Sexual Misconduct policies, where to get help, and how to reporting information, please refer to <http://www.udel.edu/sexualmisconduct>. At UD, we provide 24-hour crisis assistance and victim advocacy and counseling. Contact (302) 831-1001, UD Helpline 24/7/365, to get in touch with a sexual offense support advocate.

For information on various places you can turn for help, more information on Sexual Misconduct policies, where to get help, and reporting information please refer to <http://www.udel.edu/sexualmisconduct>.

## ***Religious Holidays***

It is the policy of the University of Delaware not to cancel classes on religious holidays. However, students and faculty are encouraged to exercise their own judgment pertaining to their attendance on these days.

**Course Schedule**

<b>Class</b>	<b>Date</b>	<b>Topic</b>	<b>Required Reading</b>	<b>HW Due (5 PM Sunday evening before class)</b>
1	9/7	Operating Budgets & Cash Budgets	Chapters 1 & 2	None
2	9/14	Flexible Budgets & Break-Even Analysis	Ch. 3 to p. 89, Ch. 4 to p. 144, Appendix 4-A	HW 1: Jobs University
3	9/21	Cost Allocation & Variance Analysis	Ch. 4 p. 144-end, Ch. 8 to p. 294	HW 2: QwikShare
4	9/28	Time Value of Money	Ch. 5 to p. 186, Appendices 5-A & 5-B	HW 3: Dearborn Center
5	10/5	Capital Budgeting and Financing	Ch. 5 p. 186-end, Chapter 6	HW 4: Investment Management
6	10/12	Midterm Exam Review & Case Studies		HW 5: Harper Hospital
7	10/19	<b>MIDTERM EXAM</b>		
8	10/26	The Balance Sheet	Chapters 7 & 9	HW 6: City Cares
9	11/2	The Activity Statement	Ch. 10 to p. 365	HW 7: Forever Friends Rescue
10	11/9	Accounting for NFP and Health Orgs.	Ch. 11, Ch. 8 p. 294-end	HW 8: Child's Play, Part I
11	11/16	The Cash Flow Statement	Ch. 10 p. 365-end	HW 9: Second Chance Bakery, Part I
	11/23	<b>THANKSGIVING BREAK</b>		
12	11/30	Financial Statement Analysis	Chapters 14 & 15, Appendix 15-A	HW 10: Child's Play & Second Chance Bakery, Part II
13	12/7	Government Budgeting and Accounting	Chapters 12 & 13	HW 11: Do Something
14	TBD	Final Exam Review & Case Study		HW 12: Dennis Township
15	TBD	<b>FINAL EXAM</b>		