PUBLIC SECTOR FISCAL MANAGEMENT AND ANALYSIS

Course Description
This course looks at the concepts of managerial and financial accounting in the context of the healthcare; non-profit; and governmental organization. Due to issues such as patient care and client outcomes, missions, mandates and governmental regulations managers in these types of organizations often find themselves in a tug-of-war between financial officers and service providers in meeting human and regulatory issues, all the while protecting the financial viability of the organization. Hopefully, this semester you will be able to better make optimal choices that satisfy the human and the fiscal footings of your organization.

The semester will provide a survey of basic financial management techniques used in administration of public sector, healthcare and nonprofit organizations. Specifically, this course introduces the concepts of cost analysis, strategic planning and forecasting techniques through the use of fiscal analysis while keeping to goals of patient, client and other non-financial outcomes in mind.

Fiscal analysis is critical to satisfying those who charter and fund public, healthcare or nonprofit organizations, be it a political body or a philanthropic organization. Therefore while this course is heavily laden with fiscal concepts such as net present value, return on investment, and break even analysis it adds the other concerns of time and performance to get a more robust picture of value, which is critical in the non-profit, healthcare and governmental sectors.

The first portion of the course examines budget as a management tool, including project evaluation and capital budgeting techniques. This is followed by a discussion of revenue sources, their structures and administration. The focus then shifts to financial accounting and reporting for a broad range of stakeholders. A course calendar is attached with the expected dates and topics to be covered in each class module.

Student Learning Objectives
• Become generally conversant with managerial and financial accounting as they pertain to public sector, non-profit and healthcare organizations.
• To be able to interpret budget and accounting documents and use them in planning and implementing public programs or in addressing individual patient and client care and concerns.
• To understand and diagnose what constitutes a financial problem and make an appropriate response.
• Apply fiscal analysis to critical parts of the management process to provide analysis of value to those who may charter or fund organizations.
• To gain practice at decision-making that attempts to meet client needs; optimal patient
outcomes; organizational missions; mandates and regulatory requirements while protecting the financial viability of the organization.

**Major Course Requirements**

- **Regular Log In**: Students will receive 1 point each course week they log into the course via Blackboard on 3 or more days in a week after week 1.

- **Homework**: Assignments will be completed as a means of formative assessment. Assignment 1 is a set of discussion methods and an Excel self-test. These must be completed by June 5th. For the remainder of the assignments you will be responsible for completing various problems that pertain to that module’s learning objectives. Completing the homework demonstrates that you have engaged the material prior to the exams. Assignments can be done either individually or as a group. Throughout the course there will be dates marked as solution video release dates for the assignments. Substantially attempted/completed assignments turned in prior to their solution release date will receive 1 point. Students should use the solution video to self-correct their work. Assignments should then be appropriately revised, corrected and turned in as a portfolio prior to the exam release. Correct assignments turned in on-time via this portfolio will receive 1 point. This is the 2 points per assignment. If you want additional feedback on your assignment, it must be substantially attempted and self-corrected prior to making an appointment; therefore one should not procrastinate on completing their assignments and correcting them after the video release. These exercises should be completed as though they are going to be a professional report. All course assignments must be typewritten, handwritten copies will not be accepted.

- **Course exams**: Two exams will be given during the course to assess student learning. Exam one will cover chapters 1-8 and Exam 2 will cover chapter 9-16. Exams will be released on an individual basis for each student. Students must have substantially completed the homework assignments for each module and turned the homework in via Blackboard prior to the exam being released.

**Required or Recommended Readings:**


- **Website**: [https://bb9.tamucc.edu/webapps/portal/frameset.jsp](https://bb9.tamucc.edu/webapps/portal/frameset.jsp) - TAMUCC Blackboard Page

**Course Policies**

**Attendance/tardiness**

Students should log into Blackboard on a regular basis to download material, watch videos and turn in assignments. If students do not log in at least three times per week
after week 1, they will not be able to earn “Log in Points.”

**Late work and Make-up Exams**
The course is asynchronous, therefore you are able to log in and complete course learning anytime that is convenient to you. There are requirements, however, for completion of unit work and exams. If the student is late in meeting these dates, the work will not be accepted, nor will exams allowed to be made up.

**Extra Credit**
There is no extra credit offered in this course.

**Academic Integrity/Plagiarism**
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in the grade of an F for the class.

**Dropping a Class**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. June 20 is the last day to drop a class with an automatic grade of “W” this term.

**Statement of Civility**
Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

**Grade Appeals**
As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details,
including the responsibilities of the parties involved in the process and the number of
days allowed for completing the steps in the process, see University Procedure
13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible
through the University Rules Web site at;
http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or
guidance in the grade appeal process, students may contact the Dr. Mark Hartlaub,
Associate Dean’s for the College of Liberal; Office: FC 292; Phone: (361) 825-5990;
E-mail: mark.hartlaub@tamucc.edu or the Office of the Provost.

Disabilities Accommodations
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that
provides comprehensive civil rights protection for persons with disabilities. Among other
things, this legislation requires that all students with disabilities be guaranteed a learning
environment that provides for reasonable accommodation of their disabilities. If you
believe you have a disability requiring an accommodation, please call or visit Disability
Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access
issues in the classroom or on campus, please contact the Disability Services office for
assistance at (361) 825-5816.

Statement of Academic Continuity
In the event of an unforeseen adverse event, such as a major hurricane and classes could
not be held on the campus of Texas A&M University–Corpus Christi; this course would
continue through the use of Blackboard and/or email. In addition, the syllabus and class
activities may be modified to allow continuation of the course. Ideally, University
facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of
the closing of the physical campus. However, students need to make certain that the
course instructor has a primary and a secondary means of contacting each student.

Syllabus
(course outline)

Date: Topic(s)

Module 1: Setting the Stage
This is an introduction to managerial and financial accounting and provides
definitions to key concepts. Additionally, it allows you to self-assess you Excel
skills before beginning the exercises.

Learning materials such as PowerPoint’s, video, links etc. will be posted under
module content.

Reading: Chapter 1
Assignment 1: Participate in the three discussion questions posted. Complete
Excel self-assessment.

June 5 Complete Assignment 1 and turn in via Blackboard.
Module 2: Planning Open

This module focuses on budgeting and the various types of budgets a manager may encounter in an organization. It discusses how the budget process should link to the mission and goals of an organization. Additionally, the module investigates how various budget formats show different operational aspects. The module looks at how to forecast revenues, understand costs, and the time value of money in the capital budget process. Finally, the module looks at how to assess long-term financing to reach organizational and operational objectives.

Learning materials such as PowerPoint's, video, links, etc. will be posted under module content.

Reading: Chapters 2, 3, 4, 5, & 6.
Assignment 2: Exercises and problems to be assigned via Blackboard
Assignment 3: Exercises and problems to be assigned via Blackboard

June 10 Assignment 2 and 3 solution video released
Assignment 4: Exercises and problems to be assigned via Blackboard
Assignment 5: Exercises and problems to be assigned via Blackboard

June 12 Assignment 4 and 5 solution video released
Assignment 6: Exercises and problems to be assigned via Blackboard
Assignment 7: Exercises and problems to be assigned via Blackboard
Assignment 8: Exercises and problems to be assigned via Blackboard

June 19 Assignment 6, 7, and 8 solution video released

Module 3: Implementation and Controlling Results

This section looks at implementation through the lens of managing short-term resources and obligations, as well as accountability and control of operations. It discusses working capital management techniques, quality control, performance measurement, and variance analysis.

Learning materials such as PowerPoint’s, video, links, etc. will be posted under module content.

Reading: Chapters 7, 8 & 9
Assignment 9: Exercises and problems to be assigned via Blackboard
Assignment 10: Exercises and problems to be assigned via Blackboard

June 26 Assignment 9 and 10 solution video released

July 3 Deadline for all work from Units 1-3 must be turned in prior to taking exam.
July 9 Exam 1 Chapters 1-9 must be completed

Module 4 Reporting Results

This module moves our study into the area of financial accounting. Here, there are specific rules created by various accounting boards and oversight organizations with which particular organizations must comply. In this section, we cover the
three financial statements and various ways to report revenue and expense activity. Additionally, we assess the effects of this activity on the basic accounting equation.

Learning materials such as PowerPoint’s, video, links etc. will be posted under module content.

**Reading: Chapters 10, 11, 12, 13**
Assignment 11: Exercises and problems to be assigned via Blackboard
Assignment 12: Exercises and problems to be assigned via Blackboard

**July 10**
**Assignment 11 and 12 solution video released**
Assignment 13: Exercises and problems to be assigned via Blackboard
Assignment 14: Exercises and problems to be assigned via Blackboard

**July 15**
**Assignment 13 and 14 solution video released**
Assignment 15: Exercises and problems to be assigned via Blackboard

**No video, participate in discussions**

**Module 5 Financial Analysis**
The final module gives the student various analytical tools for making a financial statement analysis and analyzing financial condition.

Learning materials such as PowerPoint’s, video, links etc. will be posted under module content.

**Reading: Chapters 16 & 17**
Assignment 16: Exercises and problems to be assigned via Blackboard
Assignment 17: Exercises and problems to be assigned via Blackboard

**July 17**
**Assignment 16 and 17 solution video released**

**July 22**
Deadline for all work from Units 4&5 must be turned in prior to taking exam.

**July 24**
Exam 2: Chapters 9 – 17 Must be Completed