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 organizations. Due to issues such as 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 the 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 Outcomes
- Students will use vocabulary and concepts in managerial and financial accounting to address concerns in public sector, non-profit and healthcare organizations.
- Students will 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.
- Students will demonstrate the ability to diagnose what constitutes a financial problem and make an appropriate response.
- Students will apply fiscal analysis to critical parts of the management process to provide analysis of value to those who may charter or fund organizations.
• Students will gain practice at decision-making that attempts to meet client needs; organizational missions; mandates and regulatory requirements while protecting the financial viability of the organization.

Major Course Requirements | Points
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• Regular Log In | 10
• Homework assignments | 40
• Course Exams (2 @ 25) | 50
Total Points | 100

• **Regular Log In:** Students will receive 10 points of their course grade for regularly logging into BlackBoard and staying engaged in the course. Since this is an on-line course, the way engagement will be assessed is through logging into the course via BlackBoard at least 3 times a week for more than 5 minutes per log in. For each week you do not meet this criteria you will lose 2 points from the points available, up to a maximum of 10 points lost.

• **Homework:** Assignments will be completed as a means of formative assessment. Completing the homework demonstrates that you have engaged the material prior to the exams. Assignments can be done either individually or as a group. If you want additional feedback on your assignment, it must be substantially attempted and self-corrected prior to making an appointment for either an in person or on-line tutorial. 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. Each assignment will have a point total assigned that is in some relation to its importance and length. To calculate the final grade the 40 points available for assignments will be multiplied by % of all possible points earned on assignments.

• **Course exams:** Two exams will be given during the course to assess student learning. Exam one will cover sections 1 and 2 and Exam 2 will cover sections 3, 4, & 5. Exams will be released on an individual basis for each student. Students must have substantially completed the homework assignments for each of the sections included in the exam and turned the homework in via Blackboard prior to the exam being released. To calculate the final grade the 25 points available for each exam will be multiplied by % of all possible points earned on the exam.

**Required or Recommended Readings:**


*Website:* TAMUCC Blackboard Page
Course outline

Section: Dates/Topic(s):
Section 1: Open June 1 – Closes June 8 at 11:59pm

Setting the Stage:
In this section the foundations for the rest of the course will be established. The first part of the section addresses the analysis tool that will be used the rest of the semester, Microsoft Excel. It is highly recommended that you make arrangements to have regular access to a computer with the program throughout the semester. The vast majority of assignments will be given with self-correcting Excel spreadsheets for the student to utilize.

The second part of this section will focus on the basic terminology and concepts found in managerial and financial accounting. That is ok if this is your first venture into accounting terminology and concepts, better here than in the workplace. The course will not turn you into an accountant by the end of the semester, but it will give you an understanding of how financial issues are addressed by financial and accounting professionals, what question you should ask of finance people and what their answers mean. It will also provide you with basic skills in making evidenced based decisions using financial data.

With that introduction, let’s begin with Section 1.

BlackBoard:
Knowing Excel -- Yes, Microsoft Excel -- Is Crucial To Making More Money. Financial Planning and Management in Public Organizations
   An Overview
You and Public Finance -- Video
Financial Accounting vs. Managerial Accounting – Video
What is Management Accounting (Managerial Accounting Tutorial #1) – Video

Text Book:
Appendix B: Spreadsheet Basics and Appendix C: Graphing Data

Assignment 1: Page 325 Problems Sets 1 & 2
Due: June 9, 2015 11:59pm

Section 2: Budget Tools for Planning
This section 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 section investigates how various budget formats show different operational aspects.

Unit 2.1: Budget Documents are a Plan
BlackBoard
Financial Planning and Management in Public Organizations
Financial Planning Cycle

**Text Book:**
Module 1: The Craft of Budgeting
Module 2: Organizing Budget Data

**Assignment 2:** Page 8 Assignments 1, 2 and 3  
**Due:** June 9, 2015 11:59pm

**Unit 2.2: Understanding Costs**
We will now start to look at costs and how they might be accounted for in the budget process. The accurate definition and allocation of costs in the budgeting process is critical when we begin analysis of their effect on budget outcomes.

**BlackBoard:** Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

**Text Book:**
Module 3 Fixed and Variable Costs  
Module 4 Break-even analysis  
Module 5 Cost Allocation

**Assignment 3:** Page 26 Assignments 1, 2, 3  
**Assignment 4:** Page 29 Assignments 1, 2, 3, 4, 5  
**Assignment 5:** Page 36 Assignments 1, 2, 3, 4, 5, 6  
**Due:** June 16, 2015 11:59 pm

**Unit 2.3: Accounting for Time**
**BlackBoard:** Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

**Text Book:**
Module 6 Time Value of Money  
Module 7 Inflation  
Module 8 Sensitivity analysis

**Assignment 6:** Page 45 Assignments 1, 2, 3, 4, 5, 6  
**Assignment 7:** Page 50 Assignments 2, 3, 4  
**Assignment 8:** Page 56 Assignments 2, 3, 5  
**Due:** June 23, 2015 11:59 pm

**Unit 2.4: Putting Things Together to Make Decisions**
**BlackBoard:** Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

**Text Book:**
Module 13: Cost Estimates
Module 14: Budget Justifications
Module 15: Budget Cutbacks

Assignment 9: Page 134 Assignment 1
Assignment 10: Page 146 Assignments 1, 2
Assignment 11: Page 150 Assignment 1
Due: June 30, 2015 11:59 pm

Exam 1 Released to students individually when Assignments 1 – 11 are substantially completed and turned into Blackboard. Exam 1 must be completed by 11:59pm July 3.

Section 3: Capital Budgeting and Asset Management

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

Text Book:
Module 17: Cost-Benefit Analysis
Module 18: Life Cycle Costing
Module 19: Capitalization and Depreciation
Module 20: Long-Term Financing
Module 21: Investment Strategies

Assignment 12: Page 177 Assignments 2, 3
Assignment 13: Page 185 Assignment 2
Assignment 14: Page 190 Assignments 1, 2, 3, 4
Assignment 15: Page 195 Assignments 1, 2
Assignment 16: Page 204 Discussion Questions 1, 2, 3, 4
Due: July 7, 2015 11:59 pm

Section 4: 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, and variance analysis.

Unit 4.1 Tools to Assess Implementation
BlackBoard: Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

Text Book:
Module 9: Integrating Budgeting with Performance
Module 22: Operating Plan and Variance Analysis
Assignment 17: Page 70 Assignments 1, 2, 3, 4  
Assignment 18: Page 230 Assignments 1, 2  
Due: July 14, 2015 11:59 pm

Unit 4.2 Controlling and Managing Cash Flow  
**BlackBoard:** Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

**Text Book:**  
Module 23: Cash Management and Internal Controls  
Module 24: Forecasting and Managing Cash Flow

Assignment 19: Page 236 Assignments 1, 2  
Assignment 20: Page 245 Assignments 1, 2  
Due: July 14, 2015 11:59 pm

Section 5: 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.

**BlackBoard:** Learning materials such as PowerPoint’s, Excel Spreadsheets, video, links etc. will be posted under module content.

**Text Book:**  
Module 11: The Budget Document  
Module 25: Government and Nonprofit Accounting  
Module 26: Financial Statement Analysis

Assignment 21: In Module on BlackBoard  
Assignment 22: Page 250 Assignments 1, 2, 3  
Assignment 23: Page 260 Assignments 1, 2, 3  
Due: July 21, 2015 11:59 pm

Exam 2 Released to students individually when Assignments 12 – 23 are substantially completed and turned into Blackboard. Exam 2 must be completed by 11:59pm July 22.

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 module 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.

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.
College and University Policy and Procedures

Academic Advising
The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

Disability Services
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, Room #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.

Grade Appeals Process
Students who feel that they have not been held to appropriate academic standards as outlined in this class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details on the process of submitting a formal grade appeal, please visit the College of Liberal Arts website http://cla.tamucc.edu/students/studentinfo.html. For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s Office.