

***PA 750: Financial Management in Public Service***  
**Wednesday, 6:00-8:45 pm DTC 617**

Instructor: Dr. Janey Qian Wang

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Telephone: 415-817-4456

Office Hours: Wednesday 4:00 - 5:50pm, Friday 1:00pm-3:00pm, and by appointment

Course website accessible at: <http://ilearn.sfsu.edu/>

### ***Course Objectives***

This course provides an overview of financial management, one of the basic functions of all public and nonprofit organizations. It covers the key accounting principles and concepts, basic financial statements and analytical techniques required for effective financial management. It will equip students with experience of using various forms of financial information as a decision-making tool within public and not-for-profit organizations. The course will be most useful to students aiming for an entry level position as a budget analyst in government, as a bond rating or credit analyst on the “Wall Street” or consultant side of state and local government finance, or in other public sector-oriented positions calling for familiarity with accounting and finance.

Without good financial management, even the best-run organization will not survive. As such, the set of skills and competencies required to manage financial resources effectively are some of the most important skills that you will learn during your graduate studies. The first portion of the course focuses on financial decision-making techniques, often referred to as managerial accounting. This section includes short and long term financial decision-making, managing resources and controlling the financial plan. The second portion of the course focuses on financial accounting. This material covers the development of financial statements, accounting principles, and the use of financial statements to analyze a government’s financial condition. The focus of this course is to help you use financial statements to understand the financial health of a governmental entity and communicate this information to others.

Specific objectives for the course include the following:

- Knowledge of the basics of financial accounting
- Financial statement and condition analysis skills
- Cost accounting skills
- Knowledge of control functions (e.g., purchasing control, inventory control)
- Knowledge and application of the time value of money
- Knowledge of cash management techniques and instruments
- Municipal bond markets and financial intermediation
- Municipal bond valuation
- Investment analysis techniques
- Investment management

## ***Required Materials and Readings***

The required textbook:

Finkler, Steven A. (2012). *Financial Management For Public, Health, and Non-Profit Organizations* (4th ed.). Upper Saddle River, NJ: Prentice Hall. ISBN 01306070736.

Or

Finkler, Steven A. (2017). *Financial Management For Public, Health, and Non-Profit Organizations* (5th ed.). Sage.

Appropriate economic tools and ideas, a basic understanding of Excel and possess basic Excel skills will be introduced as needed. Students who do not will need to work to develop those skills at the beginning of the course. If you don't have any Excel background, you might want to read some basic Excel handbooks and online Excel training: <http://office.microsoft.com/en-us/support/training-FX101782702.aspx?redir=0>

In addition, I will distribute handouts, lab exercises and other reading material to supplement the texts as we go along. The materials will be delivered through both lectures and discussions. Students are expected to read the assigned texts before class and come to class prepared to participate in the discussion.

I will be delivering this course as a “hybrid” course. We will meet as a class on various Wednesday nights as indicated on the course calendar. For the other weeks, I will be posting materials covering the week’s materials. Our in-person sessions will be organized as “workshops” designed to help you comprehend and apply the course material. In the sessions I will give a short summary of the major points from the online lectures. Then we will do some problems and/or have a discussion over an administration or policy question in class. Finally, I will take questions on the material or anything that we do in class.

## ***Participation***

This class requires a great deal of active participation, both during in-person and online sessions. There will be a series of online engagement activities throughout the semester; these activities will serve as the foundation for much of your learning and participation in the class. In addition, the ileam site features a forum for each online class session, so that students can ask clarifying or probing questions that may fall outside of the assigned engagement activities. During in-class sessions we will engage in a traditional lecture-discussion format sometimes while at other times those sessions will feature student-led discussion.

## ***Grading***

Your final grade for this course is based on the weighted mean of all points received from

participation, homework assignments, and case projects. Three homework assignments consist of 20 percent of the total grade. The problems sets will cover the course contents and provide you with an opportunity to familiarize you with important financial concepts and calculate frequently used financial problems by yourself. Group discussion is allowed, but each student must submit an individual copy for grade. Final project and presentation weigh 25 percent of your total grade.

	<b>Points</b>	<b>Percent</b>
<b>Participation</b>	100 pts	20%
<b>Midterm Exam</b>	100 pts	20%
<b>Final Exam</b>	100 pts	25%
<b>Assignments</b>	100*4=400 pts	10%
<b>Final Project</b>	100 pts	25%
<b>Total</b>		100%

A	93%
A-	90%
B+	87%
B	83%
B-	80%
C+	77%
C	73%
C-	70%
D+	67%
D	63%
D-	60%
F	<60%

### ***Reading***

Reading is assigned for each class as shown in the course schedule. It is your responsibility to read the relevant sections beforehand and to be able to actively participate in classroom discussions. Do utilize the regular office hours to discuss with me any questions about your assignments.

### ***Academic Dishonesty***

The university policy will be strictly upheld in this class. Any misconduct will be subject to disciplinary action as provided in Title 5, California Code of Regulations. The Student Discipline Officer, housed in the Dean of Students Office, is responsible for administering the Student Disciplinary Procedures for the California State University.

### ***Communication***

By far the easiest way to get a hold of me is through email at [i\\_qwang@sfsu.edu](mailto:i_qwang@sfsu.edu). I will check my email regularly and will respond as soon as I am able. I will also be maintaining regular office

hours, and am happy to meet with you in my office outside of established hours if I am available and if an appointment is arranged in advance.

## ***CHSS Policy***

*Syllabi are to incorporate the Academic Senate Policy regarding finals week, the deadlines or withdrawals, late adds, CR/NC option and information related to course registration and Disability Programs and Resource Center. A sample listing of the required College policies are shown below:*

Welcome to the College of Health & Social Sciences,

This section is to inform you of the College and University policies that may affect you. Knowledge of these deadlines (viewed at <http://registrar.sfsu.edu/>) and policies will help you to navigate the bureaucracy of the University while helping you succeed and graduate in a timely manner. Policies can be intimidating sometimes, but they ensure an equitable, consistent and reliable process for each student. Please review this information and refer to <http://chss.sfsu.edu/content/petitions-information> for more detail on these policies. Approval of a petition from the instructor and/or Department Chair does not constitute automatic approval from the Associate Dean so please continue attending class until a decision is made. If you have any questions about how these policies specifically apply to your situation, please contact the Associate Dean's Office at [assocdean@sfsu.edu](mailto:assocdean@sfsu.edu) or in HSS 239.

### **When is the deadline to drop a class?**

The last day to drop a class without a W grade is September 13, 2017 by 11:59 PM.

### **What if I wish to withdraw from a course after the drop deadline?**

Withdrawal from a course is allowed from September 14, 2017 until November 17, 2017 only if you have **serious and compelling reasons with current, relevant supporting documentation**. The following are examples of **non-serious and non-compelling reasons** and would be denied:

- Changing major
- Poor academic performance in class
- Course no longer needed
- Missing pre-requisite(s)
- Instructor forgot to drop
- More time needed for other classes

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Unexpected changes in work schedule or serious accident, protracted illness, or family emergencies may be considered serious and compelling if appropriate supporting documentation is attached. The petition must be submitted within a reasonable timeframe (e.g., within 2 weeks of an illness or change in work hours) and must include your unofficial transcripts. From November 18, 2017 until December 12, 2017, you may not withdraw from a class or the University, except only in the case of a **documented** serious illness or verified accident.

Withdrawals cannot be initiated electronically and must be submitted using a paper application. A maximum of 18 units can be withdrawn, and a course can only be repeated once with a failing grade.

### **How do I take a course for Credit or No Credit (CR/NC) Grade?**

Please check the course description in the Bulletin to determine if the class can be taken CR/NC. If it is permitted, then you may change your grading option via your SF State Gateway until October 18, 2017 by 11:59 PM. The Associate Dean will not approve requests for changes if you miss this deadline.

### **What if I want to add a class after registration closes?**

The period to add classes via permission numbers is August 23, 2017 through September 13, 2017 until 11:59 PM. It is your responsibility to obtain a late permission number from your instructor and add the class. Faculty cannot add you into a class. Starting September 14, 2017, a Waiver of College Regulations form must be submitted. This will only be approved if there was an administrative error.

### **How do I know if any changes in my registration went through?**

Always check your registration on your SF State Gateway after making any changes and before deadlines to ensure you are registered properly for your classes. It is always your responsibility to ensure your schedule is correct, even if the instructor indicates they will drop you. All deadlines will be strictly adhered to by the instructor, the Department Chair, and the CHSS Associate Dean.

### **When are finals?**

According to Academic Senate policy F76-12 a time period is set aside at the end of each semester for a formal examination period. All classes are expected to meet during the final examination period whether an examination is given or not. The final examination schedule is:

[http://www.sfsu.edu/~acadres/final\\_exams/final17.htm](http://www.sfsu.edu/~acadres/final_exams/final17.htm)

### **What resources are available to me on campus?**

**Disability Programs and Resource Center:** Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The Disability Programs and Resource Center (DPRC) is available to facilitate the reasonable accommodations process. The DPRC, located in SSB 110, can be reached by telephone at 415-338-2472 (voice/TTY) or by e-mail at [dprc@sfsu.edu](mailto:dprc@sfsu.edu).

**Student Disclosures of Sexual Violence:** SF State fosters a campus free of sexual violence including sexual harassment, domestic violence, dating violence, stalking, and/or any form of sex or gender discrimination. If you disclose a personal experience as an SF State student, the course instructor is required to notify the Dean of Students. To disclose any such violence confidentially, contact:

**The SAFE Place** - (415) 338-2208; [http://www.sfsu.edu/~safe\\_plc/](http://www.sfsu.edu/~safe_plc/)

**Counseling and Psychological Services Center** - (415) 338-2208; <http://psyservs.sfsu.edu/>

For more information on your rights and available resources: <http://titleix.sfsu.edu>

**CHSS Student Resource Center (HSS 254):** Provides academic advising and support to all students with a CHSS major. For more information and to book advising appointment: <http://chss.sfsu.edu/src> or call (415) 405-3740.

**Undergraduate Advising Center (ADM 212):** Provides academic advising and support to all students. For more information: <https://advising.sfsu.edu/>.

### ***Class Schedule***

<b><u>DATE</u></b>	<b><u>TOPIC</u></b>	<b><u>READING</u></b>
Aug 23 (7:30-8:30pm)	Introduction—Syllabus and Overview	

#### ***Workshop #1 Basic Concepts of Budgeting***

**Chapter 2&3**

***Aug 30 (In person)***

Line-item, responsibility center and program budgets; performance budgeting, cost/benefit analysis; flexible budgeting; zero-based budgeting, political aspects of budgeting, other issues related to governmental budgeting

#### ***Workshop #2***

#### **Understanding Cost**

**Chapter 4**

***Sept 6 (Online) and Sept 13 (In Person)***

***HW#1 due on Sept 13***

Basic cost concepts, cost behavior, break-even analysis, relevant costs, Price Setting; Cost Allocation

#### ***Workshop #3 Capital Budgeting and Long-term Financing***

**Chapter 5&6**

***Sept 20 (Online) and Sept 27 (In person)***

***HW#2 due on Sept 27***

Debt Management; Bond Valuation  
Time Value of Money  
Pension Fund Management; Capital Management

Midterm Oct 4

#### ***Workshop #4 Financial Accounting I: Balance Sheet***

**Chapter 10**

***Oct 11 (In person)***

Introduction to financial accounting and financial statements. The fundamental equation of accounting. Assets, liabilities, and net assets. Recording and reporting results. The FASB, the GASB, and GAAP.

#### ***Workshop #5 Financial Accounting II: Income Statement and Statement of Cash Flows***

**Chapter 11**

***Oct 18 (online) and Oct 25 (In person)***

Income Statement and Statement of Cash Flows The operating statement.  
Transactions that generate revenues or expenses.

***HW#3 due on Oct 25***

#### ***Workshop #6 Financial Statement Analysis and Financial Condition Analysis***

**Chapter 15 and 16**

**Nov 7 (Online) and Nov 8 (In Person)**

***HW#4 due on Nov 8***

Financial statement review, audit letter, notes that accompany financial statements, ratio analysis and assessment. Measures of financial condition, liquidity, solvency, efficiency, risk and capacity.

**Nov 15 Online Final Project**

**Nov 22 No class Thanksgiving**

**Nov 29 Online Final Project**

**Dec 6 (In Person) Final Project Progress Report and Review**

**Dec 13 (Online) Final Exam**

**Note:** Schedule is subject to change, and I reserve the right to make revisions to the syllabus should we get ahead or behind schedule. I will announce such changes in class and through the course website.

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