

**CLEVELAND STATE UNIVERSITY
MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS
FALL SESSION 2009 –SYLLABUS
NAL/PAD 652
Financial Administration and Control**

Instructor: Faith Noble, CPA
Day time phone: 216-687-6889
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Class: Wednesday 6:00 p.m. - 9:50 p.m. Urban Building (UB)

Office/Hours: Wednesdays 4:30 p.m. – 5:45 p.m.
Urban Building, 3rd Floor, Room 362

Course Objective

The objective of the course is to provide students with the knowledge and skills to be effective and efficient managers of organizational financial and related resources. This course will help students, as nonprofit leaders, to become better financial communicators and decision-makers.

Classes are organized into three areas, with supporting topics, including:

- i) Financial Roles & Responsibilities within an Organization
 - (a) Legal & Financial Structures
 - (b) Ethics & Accountability
 - (c) Policies, Procedures & Internal Controls
- ii) Financial Reporting
 - (a) Reporting Requirements
 - (b) Basics of Accounting
 - (c) Income & Revenue Sources
 - (d) Expenses & Debt
- iii) Budgeting & Management Tools
 - (a) Financial Analysis
 - (b) Cash Management & Liquidity
 - (c) Budgeting & Planning
 - (d) Information Management & Technology

Description

The course learning format includes in-class lectures and assignments, class and small group discussions, and text-book and supplemental reading assignments. Both individual and group work will be assigned including a major project (mid-term) and a take-home final exam. In-class attendance and participation are a critical component of success and will comprise fifteen percent (15%) of the final grade. With the exception of the first reading assignment, students are expected to read assignments prior to class.

Elements of this course will use Cleveland State University's "Black Board" applications. Class Lectures, web links and notes will be posted to Black Board on a weekly basis. Students are required to have access to a computer with internet and World Wide Web capability either privately or through the College of Urban Affairs computer lab.

Students are encouraged to call the instructor during work hours and/or email at any time for assistance or clarification on assigned work. Please send email to f.noble@csuohio.edu. The Black Board will not

be used for email communication.

Core Competencies

To succeed in this class, students must be prepared to read weekly assignments from the text and other articles as assigned, write and convey their thoughts coherently, attend every class session and be present at the start of class through its completion, show courtesy and respect to their fellow classmates, ask questions and demonstrate in class that they have read and understand the materials, submit projects on assigned due dates, and be organized.

Homework Assignments

Students are expected to read the assigned chapters in the text before class. Students will receive a homework assignment every other week which should be completed and turned in for a grade. A total of 5 homework assignments will be given throughout the semester. Students will NOT be given credit for homework assignments turned in late, unless prior-approval has been given in writing (via email) from the Instructor. Students unable to attend class should notify the Instructor and turn in any assignments due before the beginning of class.

Mid-term Project: Students will select a non-profit or public-sector organization based in the Cleveland area as a case-study for the midterm project. Students can select from a list provided by the instructor or choose an organization in which they have an interest or relationship. Working individually, each student will prepare an analysis of the organization's financial structure which will be presented to the class in a power point format. In order to understand the selected organization, students will obtain the organization's audited financial statements and conduct an interview with a senior member of the organization's financial management team (CFO, CEO, Accounting Manager or the like). The class will work together before the mid-term to prepare questions for the interview, and a structure for the power point presentation will be provided. Students will be evaluated on the substance and form of the presentation and the calculation of key financial ratios for the selected organization.

Final Exam: A take-home final exam will be assigned and due at the final class meeting of the semester. The final exam will be cumulative, with an emphasis on ratios, analysis, and quantitative skills learned during the semester.

Course Evaluation Criteria

Class Attendance and Participation	15%
Homework Assignments	25%
Midterm Project	30%
Final Exam	<u>30%</u>
	100%

Required Text

Financial Management for Nonprofit Organizations: Policies and Practices

John Zietlow, Jo Ann Hankin, Alan G. Seidner, John Wiley & Sons, 2007

Students with Special needs

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at 216-687-2015. The Office is located in UC304. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

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REVISED CLASS SCHEDULE

Wednesday August 26th:

TOPIC: INTRODUCTION TO FINANCIAL MANAGEMENT

Read Chapter 1, "Understanding Nonprofit Organization Finances"

Assignment for next class:

Read Chapter 3, "Managing Mission and Strategy"

Wednesday September 2nd:

TOPIC: FINANCIAL STRUCTURE, ROLES & RESPONSIBILITIES, Part 1

Assignment for next class:

Read Chapter 4, "Managing Structure, Accountability, and Ethics"
HOMEWORK ASSIGNMENT #1 GIVEN OUT

Wednesday September 9th:

TOPIC: FINANCIAL STRUCTURE, ROLES & RESPONSIBILITIES, Part 2

HOMEWORK ASSIGNMENT #1 DUE

Assignment for next class:

Read Chapter 5, "Developing Financial Policies" and Read: ETHICS Case Study

Wednesday September 16th:

TOPIC: FINANCIAL POLICIES, PROCEDURES AND INTERNALS CONTROLS

Assignment for next class:

Read Chapter 6, "Understanding Accounting Basics and Financial Statements"
HOMEWORK ASSIGNMENT #2 GIVEN OUT

Wednesday September 23rd:

TOPIC: BASICS OF ACCOUNTING: DEBITS AND CREDITS

HOMEWORK ASSIGNMENT #2 DUE

Assignment for next class:

Read Chapter 7 “Developing Financial Reports and Ratios”

Wednesday September 30th:

TOPIC: REPORTS AND RATIOS FOR INCOME AND ASSETS: SOURCES OF SUPPORT AND OPERATIONS

Assignment for next class:

Assigned Readings

HOMEWORK ASSIGNMENT #3 GIVEN OUT

Wednesday October 7th:

TOPIC: REPORTS AND RATIOS FOR EXPENSES AND LIABILITIES: MANAGING COSTS AND DEBT

HOMEWORK ASSIGNMENT #3 DUE

Assignment for next class:

Read Chapter 2 “Liquidity Management”

Wednesday October 14th:

TOPIC: LIQUIDITY MANAGEMENT

Assignment for next class:

None – Midterm prep

Wednesday October 21st:

TOPIC: MIDTERM PRESENTATIONS (GROUP A)

Assignment for next class:

Read Chapter 11 “Cash Management and Banking Relations”

HOMEWORK ASSIGNMENT #4 GIVEN OUT

Wednesday October 28th:

TOPIC: MIDTERM PRESENTATIONS (GROUP B)

LECTURE: CASH MANAGEMENT AND BANKING RELATIONS

HOMEWORK ASSIGNMENT #4 DUE

Assignment for next class:

Chapter 8 “Developing Operating and Cash Budgets”

Wednesday November 4th:

TOPIC: BUDGETING AND PLANNING

Assignment for next class:

HOMEWORK ASSIGNMENT #5

Wednesday November 11th:

NO CLASS – VETERANS DAY

Assignment for next class:

Read Chapter 13, "Information Technology and Knowledge Management"

Wednesday November 18th:

**TOPIC: ACCOUNTING SOFTWARE AND INFORMATION MANAGEMENT
HOMEWORK ASSIGNMENT #5 DUE**

Assignment for next class:

Final Exam Given out

Wednesday November 25th:

**TOPIC: NO CLASS
Please use the time to work on the Final Exam**

Wednesday December 2nd:

**TOPIC: RESERVED
FINAL EXAM DUE
Last day of Class**