Syllabus Version 1.0 (January 20, 2010)

Milano, the New School for Management and Urban Policy
FINANCIAL MANAGEMENT IN NON-PROFIT ORGANIZATIONS
MEFI 6070 (Course Request Number 4504)

Spring Semester 2010
Tuesdays, 6:00 – 7:50 pm at 6 East 16th Street (Building D), Room 906

Matt Berlin, teacher
BerlinM@newschool.edu
Urgently: MBerlin5@schools.nyc.gov or cell 917-295-0040

Course Objectives and Description

There are four objectives of this course: (a) to provide you with some practical experience performing basic financial and budgetary tasks, (b) to familiarize you with concepts of financial management, (c) to develop your capacity to apply financial and economic analysis to decisions and (d) to help you understand the importance and uses of financial management.

The course will begin by discussing budgeting and cost and revenue structures. It then focuses on how those budgets are presented as results in financial statements and discuss how to understand them. It will end with a discussion of financial operations. Throughout the course, we will employ case studies and/or real-life examples to illustrate major topics.

REQUIRED Case Studies

You will be required to purchase (you can do this via download) three or four case studies from both the Harvard Business School and the Kennedy School of Government at Harvard.

OPTIONAL Textbooks

Steven A. Finkler, *Financial Management for Public, Health and Not-for-Profit Organizations*. You may buy the second or third edition. This is a good, comprehensive, and expensive text.

Thomas A. McLaughlin, *Streetsmart Financial Basics for Nonprofit Managers*. You may buy the second or third edition. I liked this book but I'm not so sure it's good for beginners. It's also not so inexpensive for basically a quickly written paperback.

Grading and Requirements

You will be graded based on homework, each assignment counting equally. In addition, 10% of your grade will be based on class participation.

Problems and written assignments are to be submitted as e-mail attachments by Sunday at 4pm prior to class. Email subject lies should be in the format << Homework LastName Due Date >> where, of course, LastName is your last name and Due Date is the Tuesday date that homework

is due. Students should also bring a printed copy of the homework with them to class to facilitate discussion.

A working knowledge of spreadsheets (Excel or other) is essential for most problem and case solutions.

Plan

	Tuesday Class Day	**Discussion Topics**	**Finkler Chapter(s)** **(to read for this week)**	**McLaughlin Chapter(s)(to read for this week)**
1	January 26	▪ Introduction ▪ Basic budgeting and spreadsheet techniques	2 and 4	2
2	February 2	▪ More complex budgeting and capital budgeting	3 and 5	12
3	February 9	▪ Cash planning and multi-departmental budgets	4 and 7	13 and 14
4	February 16	▪ Budget development process ▪ Cost and revenue structures; cost allocation	2	8
5	February 23	▪ Reporting results compared to budgets; income statements	9 and 10	
6	March 2	▪ Balance sheet and a brief introduction to accounting	9 and 11	3, 4 and 5
7	March 9	▪ Net assets and beginning of financial statement analysis	9 and 11	7 and 15
	March 16	NO CLASS NEW SCHOOL VACATION		
8	March 23	▪ Statements of cash flows, non-financial indicators and other elements of financial statements	10	
9	March 30	Mid-Term Examination No Class		
10	April 6	▪ Financial statement analysis	14 and 15	6
11	April 13	▪ Managing working capital ▪ Financial turnaround	7	10
12	April 20	▪ Financing and investing	5 and 6	11
13	April 27	▪ Financial information systems as tools for decision making	8	
14	May 4	▪ Financial operations, fraud and theft protection ▪ The audit and tax issues	8	1, 9 and 16-20
15	May 11	Final Examination No Class		