

Financial Management and Decision Making  
University of North Carolina Wilmington  
MPA 503 – Spring 2021  
Online

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Office Hours: By appointment

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**Description:** This course focuses on financial management and decision making in public and nonprofit organizations. Topics include accounting fundamentals, cost allocation, financial statement and trend analysis, budgeting, forecasting, and financing. The goal is to provide students with financial literacy and tools necessary to make strategic management decisions.

**Prerequisites:** None

**Required Books:**

Finkler, S. A., Smith, D. L., and Calabrese, T. D. (2020). *Financial Management for Public, Health, and Not-for-Profit Organizations, 6<sup>th</sup> Ed.* Thousand Oaks, CA: Sage Publications.

Berman, K., Knight, J., and Case, J. (2013). *Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean, 2<sup>nd</sup> Ed.* Boston, MA: Harvard Business Review Press.

Additional readings and assignments may be posted to Canvas.

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**Learning Objectives**

*By the end of the course, students will:*

- Gain an understanding of the sources of public and nonprofit revenues, including the relative risk/reward associated with each source
- Gain an understanding of Federal, State, and Local government regulation of nonprofits as it pertains to nonprofit finance and financial management
- Gain an understanding of ethical practices in financial management and potential areas for conflict of interest
- Learn various financial metrics and how to use them to make decisions
- Learn how to evaluate investment options
- Learn how to prepare, analyze, and justify a budget
- Learn how to assess financial performance (e.g., ROI analysis, benchmarking,...)
- Gain an understanding of organizational issues that affect financial performance
- Learn how to calculate donor value and segment for growth
- Learn how to prepare financial statements
- Learn how to allocate costs
- Gain an understanding of key components of public and nonprofit financial

- management
  - Learn how to use financial tools to make strategic management decisions
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### Course Requirements

**Program Budget and Narrative:** Complete a budget and accompanying narrative for a hypothetical program.

**Financial Statement Preparation and Analysis:** Prepare the three core financial statements (Operating, Balance, and Cash Flow) from a general ledger. Complete a financial analysis of the statements.

**Nonprofit Financial Analysis:** Analyze a nonprofit's finances and financial practices and author a report.

**Basis for Grade:** The following table summarizes the value of each component as a percent of the final grade.

Assignment	Value
Program Budget & Narrative	30%
Financial Statement Prep & Analysis	30%
Nonprofit Financial Analysis	40%
Total	100%

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### Course Policies

**Academic Assistance:** The University Learning Center (ULC) provides free services to all UNCW students. Those services include: learning services, math services, study sessions, supplemental instruction, and writing services. For more information refer to their website: [www.uncw.edu/ulc](http://www.uncw.edu/ulc)

**Students with Disabilities:** Reasonable accommodations will be made for students with disabilities. Students with diagnosed disabilities should register with UNCW Disability Resource Center. Please provide me a copy of the letter you receive from Disability Resource Center detailing class accommodations you may need before the end of Week 1. For more information refer to their website: [www.uncw.edu/disability](http://www.uncw.edu/disability)

**Academic Integrity:** All members of UNCW's community are expected to follow the academic Honor Code. Academic dishonesty in any form will not be tolerated in this class. All academic integrity violations will result in a failing grade for the course and will be reported to the University. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook): [www.uncw.edu/odos/honorcode](http://www.uncw.edu/odos/honorcode). Please be familiar with UNCW's position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic

dishonesty in which you take someone else’s ideas and represent them as your own. Please note it is also possible to plagiarize yourself. If you use your work from a previous class or assignment in this class without proper citation, it is plagiarism (i.e., using the same paper, or substantial portions of the same paper, for two classes or assignments is not acceptable). It is always best to speak to the instructor prior to submitting a paper if there is a question regarding academic integrity.

**Violence and Harassment:** UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 910-962-2273. Resources for individuals concerned with a violent or harassing situation can be located at [www.uncw.edu/wsrc/crisis.html](http://www.uncw.edu/wsrc/crisis.html)

**Campus Respect Compact:** UNCW has instituted a Seahawk Respect Compact to affirm our commitment to a civil community characterized by mutual respect. All students are expected to uphold these standards in the classroom and beyond. Please read the Compact: [www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf](http://www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf)

**Submission of Assignments:** All assignments must be submitted electronically to Canvas. All written assignments must be in Times New Roman or Cambria 12-pt font, with 1-inch margins.

**Late Assignments:** Assignments not in the instructor’s possession by the specified time on the due date are immediately subject to a ten point deduction. Each subsequent day (i.e., calendar day – including weekends and holidays) an assignment is late will be an additional deduction of ten points. If you are aware of possible conflicts before they occur, please notify the instructor at least one week in advance of any due dates to arrange alternate accommodations. Informing the instructor of your intention to be absent does not waive your obligation to submit the work that is due, even where an excused absence is granted.

**Grading Policy:** The following percentages represent the letter grade equivalent. Please note that percentages do not round up (i.e., 89.99% is a B+ and does not round up to 90%).

A	93 – 100%	B-	80 – 82%
A-	90 – 92%	C+	77 – 79%
B+	87 – 89%	C	73 – 76%
B	83 - 86%	F	72 or less

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### Semester Schedule (Subject to Change):

Module	Date	Topic	Readings	Assignments
Getting Started	Jan 25 - 31	Course Introduction		<i>Introduce yourself on Canvas</i>
1	Feb 1 - 7	Financial Literacy	Berman et al., Part 1 Finkler et al., Ch. 1	
2	Feb 8 – 14	Budgeting I	Finkler et al., Ch. 2	
3	Feb 15 – 21	Budgeting II	Finkler et al., Ch. 3	

4	<i>Feb 22 – 28</i>	Costs	Finkler et al., Ch. 4	
5	<i>Mar 1 – 7</i>	Balance Sheet	Berman et al., Part 3 Finkler et al., Ch. 9	<b><i>Program Budget &amp; Narrative Due Friday at 5pm</i></b>
6	<i>Mar 8 – 14</i>	Income Statement	Berman et al., Part 2 Finkler et al., Ch. 10	
7	<i>Mar 15 – 21</i>	<b><i>Project Work Week</i></b>		
8	<i>Mar 22 – 28</i>	Cash	Berman et al., Part 4 Finkler et al., Ch. 7	
9	<i>Mar 29 – Apr 4</i>	Financial Analysis	Berman et al., Part 5 Finkler et al., Ch. 14	
10	<i>Apr 5 – 11</i>	Financial Decision Making	Berman et al., Parts 6 & 8 Nonprofit Finance Fund Hager Mitchell and Calabrese	<b><i>Financial Statement Analysis Due Friday at 5pm</i></b>
11	<i>Apr 12 – 18</i>	Financial Policies and Internal Controls	McLaughlin, Ch. 22 Coe, Ch. 3	
12	<i>Apr 19 – 25</i>	<b><i>Project Work Week</i></b>		
13	<i>Apr 26 – May 2</i>	<b><i>Nonprofit Financial Analysis Due Friday at 5pm</i></b>		