

School of Public Affairs and Administration
Rutgers, The State University of New Jersey, Campus at Newark
111 Washington Street Newark, NJ 07102-1801

Spring 2018 Semester
Course Syllabus – Subject to Change

Course Title: Capital Budgeting and Debt Management

Course Number: 20:834:545-01

Professor: Mazen Shehat, MPA

Email Address: mshihat@finance.rutgers.edu

Course Description:

The decisions to provide the infrastructure, capital facilities, and major equipment needed to serve the public are some of the most important that governing officials can make. These choices, which often require the use of large sums of public money, will define how a community develops and grows, through projects such as sewers, highways, etc. During this semester, students will review the methodology and processes behind making such decisions. This course will further allow for the examination of multiyear capital improvement programming, project evaluation and priority setting, capital financing sources and strategies, and the policy framework behind capital planning, budgeting and finance.

Capital Budgeting and Debt Management fulfills one of the courses in the Budgeting and Financial Management Concentration under the Master of Public Administration program.

Learning Objectives:

Upon completion of Capital Budgeting and Debt Management, students will develop an understanding of GASB 34 and the capital improvement program. The students will learn how to evaluate, prioritize capital projects and analyze various organizations long-term and short-term capital spending plans. In addition, the students will be exposed to a comprehensive framework on how to finance capital projects and practice several exercises. Ultimately, the students will gain the ability to be able to implement, monitor, and evaluate capital projects.

School of Public Affairs and Administration Student Learning Outcomes:

- To be able to lead and manage in public governance
- To participate in and contribute to the public policy process
- To analyze, synthesize, think critically, solve problems, and make decisions
- To articulate and apply a public service perspective

- To communicate and interact productively with a diverse and changing workforce and citizenship

Required Textbooks:**#1**

Marlowe, J., Rivenbark, W. C., & Vogt, A. J., (2009). *Capital Budgeting and Finance – A Guide For Local Governments*, 2nd Edition. ISBN: 978-0-87326-188-3. Washington, D.C.: International City / County Management Association.

#2

Provided Materials throughout the course.

Course Requirements and Grading:

Evaluation will be based on discussion, written assignments, quizzes, and exams.

The components of the final grade are the following:

Discussions on the Textbooks and attendance 10%

Written Assignments on the Capital Budgeting and Finance Textbook 30%

Mid-Term 30%

Final Paper 30%

Grading Scale: Final grades will be assigned according to the following scale:

A = 90 – 100

B+ = 85 – 89

B = 80 – 84

C+ = 75 – 79

C = 70 – 74

F = < 70

Class Policies:

- Syllabus – This syllabus serves as a general outline. The instructor reserves the right to deviate from any part of the syllabus as necessary. Students will be notified of any such modifications.
- Late attendance and last assignments submission will impact the grades.

Rutgers University Libraries:

Many library resources are available online. Assistance is available through phone, email, and chat. Information about the library can be found here: <http://libguides.rutgers.edu/intro>

Rutgers SPAA Graduate Writing Center

The Rutgers SPAA Graduate Writing Center provides focused help to SPAA graduate students preparing for leadership roles in government and in nonprofit agencies. The center's staff assists students in conceptualizing and organizing term papers and other written assignments, as well as with the nuts-and-bolts of writing them. Its services include tutoring, small-group workshops, and referrals to editors when more intensive help is needed. <https://spaa.newark.rutgers.edu/writing-center>

Serving Students with Disabilities:

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guideline/general-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible.

Academic Integrity:

Students at Rutgers University are expected to maintain the highest ethical standards. The consequences of academic dishonesty, including cheating and plagiarism, are very serious. Rutgers' academic integrity policy is at <http://academicintegrity.rutgers.edu/>. When you submit an exam or assignment, you need to abide by the honor pledge of "*On my honor, I have neither received nor given any unauthorized assistance on this examination/assignment.*"

Psychological and Counseling Services:

If you experience psychological or other difficulties as a result of this course, or because of other issues that may interfere with your performance in the course, please contact the University's Psychological and Counseling Service Center (<http://www.counseling.newark.rutgers.edu>; 973-3535805), which is located in Blumenthal Hall, Room 101. The Center offers a variety of free, confidential services to part-time and fulltime students who are enrolled at Rutgers.

Schedule of Assignments

Class 1 - 1/22/18
Marlowe Chapter 1

Class 2 – 1/29/18
Marlowe Chapter 2

Class 3 – 2/5/18
Reading Materials

Class 4 – 2/12/18
Marlowe Chapter 3

Class 5 – 2/19/18
Reading Materials

Class 6 - 2/26/18
Marlowe Chapter 4

Class 8 – 3/5/18
Marlowe Chapter 5

Spring Break no Class 3/12/18

Class 8 – 3/19/18
Mid-Term Exam

Class 9 – 3/26/18
Reading Materials
Written Assignment 4

Class 10 – 4/2/18
Marlowe Chapter 6

Class 11 – 4/9/18
Marlowe Chapter 7
Written Assignment 5

Class 12 – 4/16/18
Reading Materials

Class 13 – 4/23/18

Marlowe Chapter 8
Written Assignment 6

Class 14 – 4/30/18
Marlowe Chapter 9

Class 15 – 5/7/18
Final Exam