

George Mason University
College of Visual and Performing Arts
Master of Arts in Arts Management Program

AMGT 705: Finance & Budgeting for Arts Organizations II, Fall 2017, 2 credit hours
Prerequisites: AMGT 704
Lecture: Monday, 7:20 – 10:00 pm
Room: Arlington Campus, Founders Hall 467
Professor: Trish Johnson, CPA
Office Hours: By appointment, one hour prior to class
Email: pjohns26@gmu.edu or trishjnsn@gmail.com
Phone: (540)538-8971 (mobile)

Course Description: Finance and Budgeting for Arts Organizations II introduces budgeting, planning, and finance as fundamentals of the strategic planning process and management control, specifically tailored to the needs of arts organizations.

Required Texts: Author: Dropkin, Murray and Jim Halpin and Bill LaTouche, “The Budget-Building Book for Nonprofits” (Jossey-Wiley & Sons, Jossey-Bass: Publisher), 2007. ISBN: 978-0-7879-9603-1 (paper, CD).

Recommended Reading: Author: Bell, Jeanne Peters and Elizabeth Schaffer, “Financial Leadership for Non-profit Executives: Guiding Your Organization to Long-term Success” (Jossey-Bass: Publisher), 2001. ISBN: 0-7879-5385-7

Additional handouts may be provided as required readings and/or homework assignments.

Grading:

Budget Project: 70 percent in total. Students will be assigned as management teams to prepare, present and defend a cultural organization’s budget before a “Board of Directors” and the class. The same team will in turn comprise as the Board to review, question and approve (or not) another management team’s budget proposal. The project will be broken down into three presentations (see table below).

Class Participation: 20 percent. Twenty percent of the final grade will be based on class participation. Participation will involve three elements: 1) weekly discussion of current readings and/or handouts 2) class assignments and 3) team questions as it pertains to the final project.

Quizzes: 10 percent. Four quizzes will be given throughout the course.

Project: 1 st Presentation – Beginning the Budget Process	20%
Project: 2 nd Presentation – Developing the Budget	20%
Project: 3 rd Presentation – Final Comprehensive Budget	30%
Class Participation	20%
Quizzes	10%

I reserve the right to modify the syllabus during the course of the semester. Students will be notified of any addition or modification to the syllabus in ample time.

Week/(Date)	Class Objectives / Assignments	Reading for this Session
1 (8/28)	Objectives: <ul style="list-style-type: none"> • Introductions • Basic Concepts of Budgeting • Roles & Responsibilities 	Dropkin Ch. 1 – 6 Recommended: Bell Ch. 1 – 3
2 (9/4)	No Class Project & Team Assignments will be posted to Blackboard	
3 (9/11)	Objectives: <ul style="list-style-type: none"> • Building the Budget • Historical accounting • Budget calendar Assignments: <ul style="list-style-type: none"> • Project Review/Discussion • Quiz 1 (Dropkin Ch. 1 – 6) 	Dropkin Ch. 7 -10
4 (9/18)	Objectives: <ul style="list-style-type: none"> • Organization-wide budgets • Program Budgets • Income • Expenses • Budget Narrative Assignments: <ul style="list-style-type: none"> • Quiz 2 (Dropkin Ch. 7 – 10) 	Dropkin Ch. 11 - 14 Recommended: Bell Ch. 4
5 (9/25)	Objectives: <ul style="list-style-type: none"> • Estimating Income and expenses • Allocating Administrative Overhead • Revising Assignments: <ul style="list-style-type: none"> • 1st Presentation – Beginning the Budget Process 	Dropkin Ch. 15 – 17
6 (10/2)	Objectives: <ul style="list-style-type: none"> • Zero Based Budgeting 	Dropkin Ch. 18
7 (10/9)	Objectives: <ul style="list-style-type: none"> • Capital Budgets Assignments: <ul style="list-style-type: none"> • Quiz 3 (Dropkin Ch. 11 – 14) 	Dropkin Ch. 19
8 (10/16)	Objectives: <ul style="list-style-type: none"> • Cash Flow Management 	Dropkin Ch. 22
9 (10/23)	Assignments: <ul style="list-style-type: none"> • 2nd Presentation – Developing the Budget 	Handout
10 (10/30)	Objectives: <ul style="list-style-type: none"> • Presenting the Budget: Management and Board Roles & Responsibilities • Board Review & Approval 	Dropkin Ch. 20 – 21
11 (11/6)	Objectives:	Dropkin Ch. 23

	<ul style="list-style-type: none"> Monitoring & Modifying Budgets & Cash Flows Communicating Progress Assignments: <ul style="list-style-type: none"> Quiz 4 (Dropkin Ch. 18 - 19) 	Recommended: Bell Ch.5
12 (11/13)	Assignments: <ul style="list-style-type: none"> Review all material to date Project Reviews – Open for Q&A 	Handout
13 (11/20)	Assignments: <ul style="list-style-type: none"> 3rd Presentation – Final Comprehensive Budget 	Handout
14 (11/27)	Assignments: <ul style="list-style-type: none"> 3rd Presentation – Final Comprehensive Budget 	Handout
15 (12/4)	Objectives: <ul style="list-style-type: none"> “The Responsible Manager” Post Mortem on Presentations and Course 	

Grading Scale:

A+	100-99
A	98-94
A-	93-90
B+	89-87
B	86-84
B-	83-80
C	79-70
F	69-

Grading Reminder: Once final grades have been recorded, faculty is not to accept any work to change a grade. Grade changes can only be approved when they are due to a calculation or recording error on the part of the faculty.

An incomplete grade (IN) is only used only if the student requests it in writing. An IN counts as a failing grade until completed, and it automatically turns into an F if a grade is not turned in by the deadline in the Schedule of Classes.

Communication:

Feel free to contact me via email: pjohns26@gmu.edu or by phone 540-538-8971 between the hours of 9 am – 8 pm. As stated earlier, the best way to reach me is through email. I will respond to emails within 24 - 48 hours. All email communication must come from your Mason email. I will not respond to emails sent from other email accounts.

Disability:

If you are a student with a disability and you need academic accommodations, please see me and also contact the Office for Disability Services (ODS) at 993-2474, <http://ods.gmu.edu>. All academic accommodations must be arranged through the ODS.

Official Communication with Students:

Web: www.gmu.edu/email

Mason uses electronic mail to provide official information to students. Examples include notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and faculty feedback. Students are responsible for the content of university communication sent to their Mason e-mail account, and are required to activate that account and check it regularly.

Academic Integrity

GMU is an Honor Code university; please see the Office for Academic Integrity for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else's work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

Writing Center

Students who are in need of intensive help with grammar, structure or mechanics in their writing should make use of the services of the Writing Center. The services of the Writing Center are available by appointment, online and, occasionally, on a walk- in basis.

Mason Alert System

Students are encouraged to sign up for the Mason Alert System by visiting the website <https://alert.gmu.edu>, and please place this information on course syllabi. Students can also be reminded that an emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on <http://www.gmu.edu/service/cert>.