



ACCT 5013 A
Financial Reporting and Control in Public Organizations
Winter 2023

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Class Meeting: January 9 – March 3, 2023
Thursdays, 1:35 – 14:25
Nicol Building – Room 4040

Course Calendar Description:

Public sector accounting principles, practices, and unique financial reporting requirements. Comparison with private sector financial reporting, control, and performance evaluation.

Prerequisite(s): ACCT 5002.

Course Description:

During the six-week period, we will be looking at key elements and respective challenges of public sector management such as its operational, accounting and performance management frameworks, its budgeting and allocation processes, and its unique control environment.

Course Learning Objectives:

At the end of the course, students will be able to:

1. Compare the features of financial management in public organizations and private organizations.
2. Summarize the accounting framework adopted for public organizations and analyse the impact of a change in accounting standards of the financial position of an organization.
3. Explain expenditure management, budgeting and appropriation processes for public organizations and perform budget analysis.
4. Explain the principles of management control and evaluate the root cause of control failures.
5. Explain distinctive features of financial reporting in public sector organizations and analyse financial statements.
6. Explain the features of performance reporting for public sector organizations and evaluate the implementation of a performance measurement system in a public organization.
7. Be informed of a few innovations taking place in public organizations' financial management practices.

Course Prerequisites: ACCT 5002

Required Materials:

Textbook: Graham, Andrew. *Canadian Public Sector Financial Management*, 3rd Edition. McGill-Queen's University Press, Kingston, 2019.

[Canadian Public-Sector Financial Management | McGill-Queen's University Press \(mqup.ca\)](http://mqup.ca)

This textbook will be on reserve at the library and can be accessed remotely.

Cases and all course materials will be available on Brightspace.

Final Exam Date: None

Drop Course Policy: The deadline for academic withdrawal is the last day of classes (each term).

Grading Scheme:

Participation	10%
In class presentation (1) on a specific topic	10%
Preparation and discussion of 4 cases	40%
<u>Group project presentation and written submission</u>	<u>40%</u>
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- **Participations:** Participation is an important element of this course. You are expected to attend each session and to contribute by asking questions and by providing feedback. Starting with the second class, a mark will be earned for each class attended and a mark will be earned for class participation in in class activities. Due to the interactive nature of this activity, no make-up activities are available if you missed the class.
- **In class presentations:** You will be required to do one class presentations, each worth ten marks. The class presentation will be based on an assigned reading. Each presentation should be 3 to 5 slides in length, describing briefly the reading, how it contributes to the weekly discussion and what are the major take-ways. Guiding questions will be provided. You will be graded on how well you analysed the topic (6 marks), your verbal presentation (2 marks) and your power point presentation (2 marks). It is expected that you supplement the article provided as needed. Due to the interactive nature of this activity, no make-up activities are available if you missed the class. If you are absent, you can record your presentation, send it to me in advance of the class and receive a partial grade.
- **Preparation and discussion of cases:** We will be examining 4 cases. Questions on the case will be provided in advance and students are required to read the case and answer the questions before the class. The questions will be discussed in class as part of the case review. Due to the interactive nature of this activity, no make-up activities are available if you missed the class. If you are absent, answers

to case questions can be provided to me in advance of the class, partial marks (up to 5) may be acquired.

- **Final Group Project:** The final group projects is worth 40% and is composed of a written report and a verbal presentation. The written part of the project is worth 30% and the oral presentation is worth 10%. The written part of the report should outline the main problem/issue, analyze the problem/issue using concepts learned during our class, provide options and recommendations. The report should be 6 to 8 pages in length (excluding appendices), double space (12-point font arial), and be professional in style and format. The report is evaluated for both content and style. Some additional research is expected for a good report, as well as original analysis, clearly organized and presented visual tools.

The oral presentation will be based on the following rubric:

Presentation	Poor D	Excellent A
Introductions	Members do not introduce themselves	Introductions are smooth and professional
Visuals (PPT)	Visuals are sometimes unclear, or distracting	Visuals are clear, concise, and very effective. Professional and interesting
Eye contact	Minimal eye contact; mostly reading from notes.	No notes; consistent eye contact Confident
Voice	Some voices clear, some errors in pronunciation, some hesitation	Clear voices, error-free, clearly heard
Body Language	Very little movement or descriptive gestures; mild tension displayed.	Movements and gestures are fluid and enhance understanding. Relaxed and confident.
Team Dynamic	Most transitions are ok, some teamwork evident, members do not contradict one another	Team works together, builds on each other, transitions are smooth, and members are supportive
Logic and Flow (Story)	Takes effort to follow, unclear story	Logical, interesting sequence which is easy to follow
Grammar/Spelling (on PPT)	>3 errors	No errors
Timing	Finished >1 minute early OR had to be cut off	Finished within 1 (but not over) minute of allotted time – all sections covered as planned
Q & A	Questions evaded or answers vague or long-winded	All questions answered clearly and with support

Late Assignments:

Other than the provision noted in the marking scheme, no late assignments will be accepted. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

Attendance is mandatory and student preparation is an integral part of this course. It is expected that students come prepared to engage, to discuss the case and to present specific topics.

Course Documents

Course documents will be available on Brightspace and available on reserve from the library.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>				✓
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		✓		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>		✓		

COURSE SCHEDULE

Week	Date	Topic/Agenda	Prepare for next week
1	Jan. 12	Introduction to Public Sector Financial Management	Graham, chapter 3 Read: Case: The City of Providence, RI Prepare case questions (Jan 19) Presentations for those who are presenting – this will be assigned in the first session. (Jan 19)
2	Jan. 19	Public Sector Accounting Framework Case: The City of Providence, RI	Graham, chapters 4 and 5 Read: Case: Budgeting in the Not-for - Profit – Ambulatory HealthCare Environment Prepare case questions (Jan 26) Presentations for those who are presenting (Jan 26)
3	Jan. 26	Public Sector Budgeting and Allocation Case: Budgeting in the Not-for -Profit – Ambulatory HealthCare Environment	Graham, chapter 8 Read: Mini cases on control Presentations for those who are presenting (Feb 2)
4	Feb. 2	Public Sector Control Environment	Graham, chapters 10, 11, 12 Read: CPA Performance Measurement for NPOs Case Study Prepare case questions (Feb 9) Presentations for those who are presenting (Feb 9)
5	Feb. 9	Public Sector Reporting and Accountability Framework Case: CPA Performance Measurement for NPOs	Presentations for those who are presenting (Feb 9)
6	Feb. 16	Innovations in Public Sector Financial Management <i>Group presentations – 10-15 minutes!</i>	Group report (due March 2)

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p. 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation:

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working, and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international

level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another’s ideas, arguments, words, or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing, and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you’re sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton’s [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend

masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.
