

MPA COURSE SYLLABUS

PA525: PUBLIC BUDGETING

Student Handbook:
<http://www.uog.edu/sites/default/files/UOG%20Student%20Handbook.pdf>

*We are the regional center for education, development and research in business and government.
Our core values promote ethical and socially responsible leadership throughout the Western Pacific.*

~ SBPA Mission Statement ~

Dr. Instructor, ^{PhD.}

Class Time: DATE TIME
Location: SBPA – Rm
Office: SBPA – Rm
Office Hrs: TBA
SBPA: (671) 735-2501
Email: ansitowalter@gmail.com

1. The UNIVERSITY OF GUAM'S MPA Mission Statement:

The mission of the University of Guam MPA program is to inspire authentic public servants through leadership that enlightens its learners to discover what it truly means to be of public service. This is fundamental to the institution's mission of Ina. Diskubre. Setbe. To enlighten. To discover. To serve.

This professional degree program provides graduate students with a high caliber educational experience that prepares its aspirants to be leaders, managers, and analysts in public affairs, public administration, and public policy careers at the territorial, regional, federal, and international levels. The curriculum offers valuable opportunities for individuals to embrace diversity and practice citizenship; enhance and improve essential leadership/managerial skills; research seminal concepts and theories of public administration, public affairs, and public policy; and explore contemporary techniques regarding the formulation, analysis, and implementation of policies, programs, and best practices in organization and society. This mission is accomplished by educating and training professional leaders that are citizenship-oriented, accountable, ethically conscious and whose focus is a sincere commitment to make a difference through public service.

2. CATALOG Course Description:

This course explores: The governmental process in the formulation of policy in relation to the private enterprise sector; The framework and organization of administrative agencies in the regulation and supervision of private industry; and the nature of the "public interest" and the interrelationship of interests affecting governmental policy toward business enterprise. This is a 3 Credit Hour Course.

3. Course Learning, Program Learning, and UOG Learning Outcomes: (Update)

Course Learning Outcomes (CLO)	MPA Core Competencies (PLO)	UOG Institutional Graduate Learning Outcomes (IGLO)
<i>Upon successful completion of this course students will demonstrate:</i>		
Understand and explore ethical, professional, and socially responsible behavior as it relates to leadership and the ethics	Competency 1: Demonstrate an advanced understanding of leading and managing in public governance; Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;	IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will enable them to address fundamental questions in their primary area of study;

This syllabus may be subject to change.

Course Learning Outcomes (CLO)	MPA Core Competencies (PLO)	UOG Institutional Graduate Learning Outcomes (IGLO)
<i>Upon successful completion of this course students will demonstrate:</i>		
<p>of leadership. Further, to create an appreciation and foundation for cultural diversity, with relation organizational success, all the while maintaining high ethical standards.</p> <hr/> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;</p> <p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective disciplines in coursework, fieldwork, and other appropriate situations; and</p> <p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>
<p>Identify current, relevant, and impactful local, regional, and global issue(s), as it relates to the major roles, responsibilities and activities of leadership and ethics in public and private organizations.</p> <hr/> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>Competency 1: Demonstrate an advanced understanding of leading and managing in public governance;</p> <p>Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;</p> <p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;</p> <p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will enable them to address fundamental questions in their primary area of study;</p> <p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective disciplines in coursework, fieldwork, and other appropriate situations; and</p> <p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>
<p>Synthesize, evaluate and integrate theoretical/analytical frameworks as it relates toward contemporary issues regarding the identification and resolution of commonly occurring</p>	<p>Competency 1: Demonstrate an advanced understanding of leading and managing in public governance;</p> <p>Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;</p> <p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;</p>	<p>IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will enable them to address fundamental questions in their primary area of study;</p> <p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective disciplines in coursework, fieldwork, and other appropriate situations; and</p>

Course Learning Outcomes (CLO)	MPA Core Competencies (PLO)	UOG Institutional Graduate Learning Outcomes (IGLO)
<i>Upon successful completion of this course students will demonstrate:</i>		
<p>problems in ethical leadership.</p> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>

4. The University of Guam's MPA Public Service Values

The following public service values are fundamental ideals and principles of the MPA program that are shared by its faculty, students, and stakeholders alike. The program's mission, governance, and curriculum are structured to uphold the following public service values, which distinguishes this program from other degree programs:

Public Service Value 1: Professionals Committed to Accountability, Transparency, and Ethics

Our mission will be met by competent professionals, committed to pursuing the public interest with accountability, transparency, and the highest standard of ethical consideration.

Public Service Value 2: Public Servants Worthy of Public Trust

As Public Servants, with every thought, word, and deed, we must strive every day, and at every instance, to prove ourselves worthy of the public's trust. We must be humble and consider ourselves privileged to be charged with the welfare of others.

Public Service Value 3: Keepers of Respect, Equity, and Fairness Rooted in the Principles of Democracy

The Principles of Democracy must be at the heart of everything we do. We must also always strive to demonstrate respect, equity, and fairness in dealing with all people and fellow public servants. Further, it should be our pledge to be guided by Constitutional principles of the United States, the Organic Act of Guam, and be exemplars of law-abiding citizens in our respective roles within public service.

5. REQUIRED TEXT and other Course Materials:

Required text: Kinicki, Angelo and Kreitner, Robert. 2008. *Organizational Behavior: Key Concepts, Skills, & Best Practices*. New York, New York: The McGraw-Hill Companies, Inc. ISBN: 978-0-07-340496-7

a.

b. Optional Resources:

1. Bass, Bernard M. 1981. **STOGDILL'S HANDBOOK OF LEADERSHIP: A Survey of Theory and Research (Revised and Expanded Edition)**. New York, New York: The Free Press, a Division of Macmillan Publishing Co., Inc.
2. Calvert, Peter. 2002. **Comparative Politics: An Introduction**. Pearson Education Limited. ISBN: 0-582-43823-3
3. Cohen, William A. 2010. **DRUCKER ON LEADERSHIP. New Lessons From the Father of Modern Management**. San Francisco, California: Jossey-Bass, A Wiley Imprint. ISBN: 978-0-470-40500-0 (hardback)
4. Cohen, William A. 2010. **Drucker On Leadership. New Lessons From The Father Of Modern Management**. San Francisco, California: Jossey-Bass Publisher, Inc. ISBN: 978-0-470-40500-0 (hardback)
5. Cohen, William A. 2000. **The New Art of the Leader**. Paramus, NJ: Prentice Hall Press. ISBN: 0-7352-0166-8

6. Collins, Jim and Hansen, Morten T. 2011. **GREAT BY CHOICE; Uncertainty, Chaos, and Luck-Why Some Thrive Despite Them All.** New York, New York: HarperCollins Publisher Inc. ISBN: 978-0-06-212099-1
7. Collins, Jim. 2009. **How The Mighty Fall and Why Some Companies Never Give In.** New York, New York: HarperCollins Publisher, Inc. ISBN: 978-0-9773264-1-9
8. Collins, Jim. 2001. **Why Some Companies Make the Leap... and Others Don't. GOOD To GREAT.** New York, New York: HarperCollins Publisher Inc. ISBN: 0-06-662099-6 (hc)
9. Collins, Jim and Porras, Jerry I. 1997. **Built To Last: Successful Habits of Visionary Companies.** New York, New York: HarperCollins Publishers, Inc. ISBN: 0-06-056610-8
10. Covey, Stephen R. 2004. **The 8th Habit: From Effectiveness to Greatness.** New York, New York: Free Press A Division of Simon & Schuster, Inc. ISBN: 0-684-84665-9
11. Covey, Stephen R. 1989. **The Habits of Highly Effective People: Powerful Lessons in Personal Change.** New York, New York: Free Press, A Division of Simon & Schuster, Inc.
12. Drucker, Peter F. 2009. **MANAGING in a TIME of GREAT CHANGE.** Boston, Massachusetts: Harvard Business School Publishing Corporation. ISBN: 978-1-4221-4079-6 (hardcover: alk.paper)
13. Drucker, Peter F. 2006. **The Effective Executive: The Definitive Guide to Getting the Right Things Done.** New York, New York: HarperCollins Publishers. ISBN: 0-06-051607-0
14. Friedman, Thomas L. 2006. **The World Is Flat. The Globalized World in the Twenty-First Century.** New York, New York: Penguin Group (USA) Inc. ISBN-13:978-0-141-03489-8
15. Gutmann, Amy and Thompson, Dennis. 1990 2nd edition. **Ethics and Politics: Cases and Comments.** Chicago, Illinois: Nelson-Hall Publishers. ISBN: 0-8304-1224-7
16. Harari, Oren. 2002. **The Leadership Secrets Of Colin Powell.** New York, New York: McGraw-Hill Publisher, Inc.
17. Hanlon, David. 1998. **Remaking Micronesia: Discourses over Development in a Pacific Territory, 1944-1982.** Honolulu, Hawaii: University of Hawaii Press. ISBN: 0-8248-1894-6 (cloth: alk. Paper).
18. Hesselbein, Frances and Goldsmith, Marshall (editors). 2006. **The Leaders of the Future: Visions, Strategies, and Practices for the New Era.** San Francisco, California: Joosey-Bass Publisher. ISBN: -13-978-0-7879-8667-4 (cloth)
19. Hughes, Richard L, Ginnett, Robert C, and Curphy Gordon J. 2006 5th edition. **Leadership: Enhancing the Lessons of Experience.** New York, New York: The McGraw-Hill Companies, Inc. ISBN: 0-07-288120-8
20. Kindler, Herb. 2006. **Leadership Mastery in Turbulent Times.** Boston, MA: Thomson Course Technology PTR. ISBN: 1-59200-934-4
21. Liker, Jeffrey K and Meier David P. 2007. **Toyota Talent: Developing Your People The Toyota Way.** New York, New York: McGraw-Hill Publisher. ISBN-13-978-0-07-147745-1
22. Macleod, David and Brady, Chris. 2008. **The Extra Mile. How To Engage Your People To Win.** Edinburgh Gate, Great Britain. ISBN: 978-0-273-70394-5
23. Manning, George and Curtis, Kent. 2007 2nd Edition. **The Art of Leadership.** New York, New York: The McGraw-Hill Companies, Inc. ISBN: 978-0-07-299568-8
24. Maxwell, John. 2007. **The 21st Irrefutable Laws of Leadership.** Nashville, Tennessee: Thomas Nelson, Inc. ISBN: 978-0-7852-8837-4 (repak)
25. Money, Dumb. 2012. **The Myth of American Decline...and the Rise of New Economy. BETTER, STRONGER, FASTER.** New York, New York: Free Press, A Division of Simon & Schuster, Inc. ISBN: 978-1-4516-2128-0

26. O’Neil, William J. 2005. **Military and Political Leaders & Success**. New York, New York: The McGraw-Hill Companies, Inc. ISBN: 0-07-144059-3
27. Peter, Thomas J. and Watterman, Robert H. Jr. 1982. **In Search of Excellence: Lessons from America’s Best-Run Companies**. New York, New York: Warner Books, Inc. ISBN: 0-446-38507-7 (U.S.A.)
28. Phillips, Donald T. 1997. **The Founding Fathers on Leadership**. New York, New York: Warner Business Books. ISBN: 0-446-52092-6
29. Phillips, Donald T. 1998. **Martin Luther King, Jr. On Leadership. Inspiration & Wisdom for Challenging Times**. New York, New York: Warner Business Books. ISBN: 0-446-52367-4
30. Ripley, Amanda. 2013. **The Smartest Kinds in the World and How they got that way**. New York, New York: Simon & Schuster Paperbacks, A Division of Simon & Schuster, Inc. ISBN: 978-1-4516-5443-1 (pbk)
31. Sachs, Jeffrey D. 2005. **The End of Poverty: Economic Possibilities of our Time**. New York, New York: The Penguin Press. ISBN: 1-59420-045-9
32. Shapiro, Robert J. 2008. **FUTURE CAST. How Superpowers, Populations, and Globalizations Will Change Your World by Year 2020**. New York, New York: St. Martin’s Press. ISBN-13: 978-0-312-35243-1 (pbk)
33. Sims, Ronald R. 2003. **Ethics and Corporate Social Responsibility: Why Giants Fall**. Westport, CT: Praeger Publisher, An Imprint of Greenwood Publishing Group, Inc. ISBN: 0-275-98039-1
34. Stogdill, Ralph M. 1974. **HANDBOOK OF LEADERSHIP: A Survey of Theory and Research**. New York, New York: The Free Press, a Division of Macmillan Publishing Co., Inc.
35. Stoltz, Paul G. 1997. **The Most Important Factor in Achieving Success “ADVERSITY QUOTIENT” Turning Obstacles into Opportunities**. New York, New York: John Wiley & Sons, Inc.
36. Strozzi-Heckler, Richard. (2007). **The LEADERSHIP DOJO. Build Your Foundation as an Exemplary Leader**. Berkeley, California: Frog. Ltd.
37. Yew, Kuan Lee. 2007. **From Third World To First: The Singapore Story: 1965-2000 Memoirs of Lee Kuan Yew**. Singapore: Marshall Cavendish Editions and The Straits Times Press.
38. Zenger, John H. & Folkman, Joseph R. 2009. **THE EXTRA ORDINARY LEADER. Turning Good Managers into Great Leaders**. New York, New York: The McGraw-Hill Companies. ISBN: 978-0-07-162808-2

6. ADA Accommodation:

If you are a student with a disability who will require an accommodation(s) to participate, please contact me privately to discuss your specific needs. You will need to provide documentation concerning your need for accommodation(s) from the UOG’s EEO/ADA Office. The EEO/ADA Office may be contacted at 735-2244/2971/2243 to coordinate your accommodation request.

7. TECHNOLOGY Policy:

Our graduate program is committed to innovative and effective utilization of technology in the classroom. While we strive to keep up with the dynamic evolution of delivery modes, and their learning applications, it is our shared responsibility to protect the integrity of your education. Therefore, the presence and use technology in the classroom is intended to enhance the total learning experience, both student and instructor. It is the responsibility of the course instructor to decide when, if, and what type of technology is to be used during class. At any time, and at the sole discretion of the instructor, any use of technology that degrades the learning environment, promotes dishonesty or is used for illegal activities may be prohibited. As a word of caution, institutional, program, and civil penalties, relative to the infraction, may be applied.

Audio/Visual recording of the class or course lecture is at the sole discretion of the instructor and is prohibited unless expressed permission is given by the course instructor.

8. FATAL ERROR Policy:

Effective Communication - If any submitted writing assignment has more than 3 obvious grammatical citation errors, the instructor will return the assignment to the student to make the appropriate corrections; otherwise, the assignment will not be graded. Returned assignments are subject to late penalties at the discretion of the professor. Should written communication be a noticeable issue the professor reserves the right to: 1) mandate that the student seek concurrent help with their writing through the writing center as a condition of continual enrollment in the course; or 2) recommend the student to drop the course, seek assistance with the writing center, and enroll in the said course at a later date when proficiency can be demonstrated.

9. Tobacco-free/Smoke-free/Vaping-free campus:

UOG is a tobacco-free/smoke-free, vaping/e-cigarette-free campus. Thank you for not using tobacco products or e-cigarettes on campus, for helping to fight cancer, and for helping to make UOG a healthy learning environment.

10. ACADEMIC and PROFESSIONAL Integrity (Plagiarism and Collusion):

Plagiarism is the use of another person's work without acknowledgement or citation. Forms of plagiarism may include the intentional or unintentional reproduction of the work of others (this includes the work of peers – other students), published or unpublished, either verbatim or in close paraphrase without credit to the author or creator. The work of others includes material such as those downloaded from the internet, essays, reports, presentations, projects, discussions from seminars, ideas, text and diagrams from lecture handouts, theses, and dissertations.

Collusion is a form of plagiarism; it involves the unauthorized cooperation between two people or more, with the intent to deceive. Examples of collusion include the conspiring of two or more students to produce a piece of work together with the intention of passing it off as his or her own work; the submission of the work of another student, which may involve the former student willingly giving the work and where it is evident to the student giving the work that the other student would submit it as his or her own; cooperation between a student and another person in the preparation and production of work which is presented as the student's own and not authorized by the professor; the submission of work as the student's own, where the student has purchased or solicited another individual or source to produce the work on the student's behalf.

In line with our school's program intent toward developing ethical professionals, students must adhere to honesty and give credit by properly citing references to published works, secondary data, etc., on course assignments or deliverables. It is highly recommended that students use the APA Manual as a reference for citations and report formatting. APA is the official writing style of the program. Absolutely no credit/points will be granted for works where cheating, plagiarism and collusion are observed. Such incidences will result in automatic failure of the course and recommended expulsion from the university.

11. Originality Reports/Plagiarism Checkers

Students may be required to submit their papers through a plagiarism detection service. Be mindful, however, that different services do not all produce the same results uniformly. As a rule of thumb we insist that your indexes (percentages of similarity) be less than 10%. This is, of course, exclusive of the bibliography. Be mindful also that while 10% is a benchmark, 10% of matching text in a continuous block could constitute plagiarism. We will always err on the side of academic integrity.

12. BASIC COURSE Requirements (Subject to announced changes) (ASK DR. WALTER)

ATTENDANCE/A ACTIVE PARTICIPATION	20%
ASSIGNMENTS	20%
IN CLASS PRESENTATIONS	20%
MENTOR JOURNAL	10%
FINAL RESEARCH PAPER/PROJECT	<u>30%</u>
T O T A L:	100%

13. GRADING Scale

Percent	Grade	Percent	Grade
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*	A+
95+	A
90-94	A-
87-89	B+
84-86	B
80-83	B-

75-79	C+
70-74	C
UW Unofficial Withdrawal <i>(refer to the graduate bulletin on Withdrawal Policies and Procedures)</i>	

* An A+ is an “Outstanding Designation” and is a “qualitative” grade difference from an A. Both grades carry the same quantitative points. This designation is given at the sole discretion of the instructor for such a performance. Note that this designation may not be used at all.

14. FINAL Research Paper/Project (CHECK DR. WALTER)

Your final written report will focus on four main components. This project will require you to develop a framework for the objective evaluation of leadership styles. You will then use this framework to engage in an historical analysis of leadership. You will also apply that same analysis to yourself and your own leadership style. Through these analyses, you will develop the perspectives necessary to complete the final component of your project - your vision of effective leadership.

<i>Week 1-Introduction</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> Pre-Course Test and Special PowerPoint presentation 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 1 : Introduction 	

<i>Week 2</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> Special PowerPoint presentation on Public Budgeting as a Process-formulation, adoption, execution, and auditing 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 2 : The Public Sector in Perspective 	

<i>Week 3</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> Special PowerPoint presentation on the practice of Public Budgeting in Guam and Micronesia. 	

<i>Week 4</i>		
	<i>Details</i>	<i>Due</i>

	<ul style="list-style-type: none"> • Special group research project: A comparative analysis of the FY 2012-2016 Budgets of Guam, Commonwealth of the Northern Marianas Island, Federated States of Micronesia, Republic of Palau, and Republic of the Marshall Islands. 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 3: Government, the Economy and Economic Development 	

<i>Week 5</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 4 : Budget Cycles 	

<i>Week 6</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 5 : Budgeting for Revenues : Income Taxes, Payroll Taxes, and Property Taxes 	
	<ul style="list-style-type: none"> • Special Guest Speaker 	

<i>Week 7</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • PowerPoint presentations of research Projects 	

<i>Week 8</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • PowerPoint presentations of research Projects 	

<i>Week 9</i>		
	<i>Details</i>	<i>Due</i>

Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 6 : Budgeting for Revenues : Transaction-Based Revenue Source 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 7 : Budget Preparation : The Expenditure Side 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 8 : Budget Preparation : The Decision Process 	
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 9 : Budget Approval : The Role of the Legislature 	
	<ul style="list-style-type: none"> Special Guest Speaker on the Compact of Free Associations for the Freely Associated States of Micronesia. 	

<i>Week 10</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 10 : Budget Approval : The U.S. Congress 	

<i>Week 11</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 11 : Budget Execution 	

<i>Week 12</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> Chapter 12: Financial Management : Accounting, Reporting, and Auditing 	
	<ul style="list-style-type: none"> Special Group Research Project: A comparative analysis of the United States Policy in Guam and Micronesia with respect to the Compact of Free Association for the Republic of Palau, FSM, and Republic of the Marshall Islands, the Covenant for the CNMI, and Organic Act of Guam and United States Policy in Europe with respect to (The Marshall Plan) That was used to plan and build the reconstruction of Europe after the devastations of World War II. 	

<i>Week 13</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • PowerPoint Presentations of group research projects 	

<i>Week 14</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • PowerPoint Presentations of group research projects 	

<i>Week 15</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 13 : Capital Assets: Planning and Budgeting, Analysis, and Management 	

<i>Week 16</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 14 : Capital Finance and Debt Management 	
	<ul style="list-style-type: none"> • Special Guest Speaker 	
	<ul style="list-style-type: none"> • Special field trip 	
	<ul style="list-style-type: none"> • Special Research Project: A comparative analysis of public budgeting of education in Guam and Micronesia with (Singapore, Hong Kong, New Zealand, Finland, Malaysia, South Korea, and Vietnam. 	
	<ul style="list-style-type: none"> • Special Presentation on the Asian Tigers : What is it that we need to learn, to understand, to know of the keys and best practices of their economic success during the 21st century global economy. 	

<i>Week 17</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Chapter 15 : Intergovernmental Relations 	

	<ul style="list-style-type: none"> • Special Research Project: A comparative analysis of public budgeting with a special focus on education in Guam and Micronesia in contrast with (Singapore, Hong Kong, New Zealand, Finland, Malaysia, South Korea, and Vietnam). 	
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<i>Week 18</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • PowerPoint Presentation of research projects 	