

**THE EDUCATION UNIVERSITY OF HONG KONG**  
**Course Outline**

**Part I**

|                              |   |
|------------------------------|---|
| <b>Programme Title</b>       | <b>: Bachelor of Science (Honours) in Executive Management</b>                            |
| <b>Programme QF Level</b>    | <b>: 5</b>  |
| <b>Course Title</b>          | <b>: Financial management and accounting for educational and non-profit Organizations</b> |
| <b>Course Code</b>           | <b>: PUA3017</b>  |
| <b>Department</b>            | <b>: Social Sciences and Policy Studies</b>   |
| <b>Credit Points</b>         | <b>: 3</b>  |
| <b>Contact Hours</b>         | <b>: 39</b>   |
| <b>Pre-requisite(s)</b>      | <b>: Nil</b>  |
| <b>Medium of Instruction</b> | <b>: English</b>  |
| <b>Course Level</b>          | <b>: 3</b>  |

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**Part II**

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing participants with important graduate attributes.

In gist, the Graduate Attributes for Sub-degree, Undergraduate, Taught Postgraduate, Professional Doctorate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- **Professional Excellence;**
- **Ethical Responsibility; &**
- **Innovation.**

The descriptors under these three domains are different for the three groups of participants in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:

1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
- 4a. Oral Communication Skills
- 4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

## 1. Course Synopsis

Executive officers in educational and nonprofit organizations often need to support the acquisition and management of financial resources from a variety of stakeholders, including the government, the public, and charitable foundations managed by private corporations. . This course aims to introduce students to the basic issues and problems confronting those responsible for the management of financial resources. With an emphasis on educational and non-profit organizations, the course will compare and contrast budgeting and financial management in different sectors, examining their origins, principles and constraints. In particular, it will cover the following contents: a) budget and management process and procedures, cash management, accounting and auditing practice; b) methods and tools for financial planning, implementation, and reporting; c) revenue and fiscal sustainability for educational and non-profit organizations.

The course aims to provide students with critical insight into the tradition of financial control and budgeting, the evolution of budgetary models and approaches, and the recent trends for enhancing autonomy, fiscal transparency, efficiency and financial accountability. Students will learn not only how to manage financial resources in their organization, but also how governments allocate tax revenues

## 2. Course Intended Learning Outcomes (CILOs)

*Upon completion of this course, students will be able to:*

- CILO<sub>1</sub> articulate the key concepts, debates, strategies and trends in the management of financial resources, and the major differences between public, non-profit, and private organizations in budgeting and financial management practices;
- CILO<sub>2</sub> relate the principles, theories and approaches of financial resource management;
- CILO<sub>3</sub> describe the nature, purposes and degree of effectiveness of budgeting and financial management; and
- CILO<sub>4</sub> develop good analytical capacity in identifying various problems and solutions in financial resource management

### 3. Content, CILOs and Teaching & Learning Activities

| Course Content   | CILOs                     | Suggested Teaching & Learning Activities   |
|--|---------------------------|--|
| Differences between public, non-profit, and private organizations in budget and management process and procedures, cash management, accounting and auditing practice | <i>CILO<sub>1-3</sub></i> | <ul style="list-style-type: none"> <li>Lectures: Critical discussion of the concepts, practices and synthesis of key references;</li> <li>Lecture-led questions and answers: in-class activities and online interactive learning activities;</li> <li>Group presentations and papers: Students conduct research on financial management issues and present their findings through group presentations and essays.</li> </ul> |
| Methods and tools for financial planning, implementation, and reporting/accounting   | <i>CILO<sub>2-4</sub></i> |  |
| Revenue and fiscal sustainability for educational and non-profit organizations   | <i>CILO<sub>3-4</sub></i> |  |
| Study various problems and solutions in financial management   | <i>CILO<sub>2-4</sub></i> |  |

### 4. Assessment

| Assessment Tasks  | Weighting (%) | CILO                      |
|---|---------------|---------------------------|
| (a) <b>Class Discussion and Participation:</b><br>Active in-class and online participation in important topics and discuss real-life cases introduced in this course.   | 20%           | <i>CILO<sub>1-2</sub></i> |
| (b) <b>Group Presentation and Report:</b><br>Students will be required to form into a group/team to develop answers on assigned projects pertaining to financial management issues, present their ideas to the class, and submit a final group paper based on the presentation. (word limit: 3000). | 40%           | <i>CILO<sub>1,4</sub></i> |
| (c) <b>In-class Test:</b><br>End of semester quiz. This aims to evaluate the student's comprehensive understanding and learning capacity in financial management.   | 40%           | <i>CILO<sub>1-4</sub></i> |

### 5. Required Text(s)

Nil.

### 6. Recommended Readings

- Finkler, S. A., Smith, D. L., & Calabrese, T. D. (2020). *Financial management for public, health, and not-for-profit organizations*. CQ Press. Hard copy available at the EdUHK library.
- Wang, X. (2015). *Financial Management in the Public Sector: Tools, Applications, and Cases*. ME Sharpe. E-book available at EdUHK library:  
<https://www.taylorfrancis.com/books/mono/10.4324/9781315704333/financial-management-public-sector-xiaohu-shawn-wang>
- Carney, James D., and Stanley Schoenfeld. 1996. "How to Read a Budget," in *Budgeting Formulation and Execution*, edited by Jack Rabin, W. Bartley Hildreth, and Gerald J. Miller, pp. 140-153.
- Çelikhan, S. (2013). A model of financial management in education system. *Procedia - Social and Behavioral Sciences* 89, 612-616.
- Chan, J. L. (2001). Global government accounting principles. *Public Management, Accounting Standards and Evaluation Models*, 152-163.
- Greene, J. E. (2011). *Public Finance: An International Perspective*. World Scientific Publishing Company.
- Ho, A. T. K., de Jong, M., & Zhao, Z. (Eds.). (2019). *Performance Budgeting Reform: Theories and International Practices*. Routledge.
- Hudson, W. E. (2014). *A Citizen's Guide to Deficits and Debt: The Politics of Taxing, Spending, and Borrowing*. Routledge.

## 7. Related Web Resources

- U.S. Government Accountability Office: A century of Non-Partisan Fact-Based Work.  
<https://www.gao.gov/>
- Anthony Cheung and Rikkie Yeung (2005) Privatization and Divestment of Government-Owned Public Utilities in Hong Kong: Issues and Prospect, June, Hong Kong: SynergyNet (available at [http://www.synergynet.org.hk/pdf/20081106\\_en.pdf](http://www.synergynet.org.hk/pdf/20081106_en.pdf).)
- Hong Kong 2010, Chapter 3 "The Economy", Chapter 4 "Financial and Monetary Affairs" and Appendix 6: Tables 6, 7, 8 and Charts 1 and 2 (available on the HKSAR Government website at: <http://www.yearbook.gov.hk/2010/en/index.html>.)
- Legislative Council website: <http://www.legco.gov.hk/english/index.htm>
- Hong Kong Financial Services and Treasury Bureau:  
<http://www.fstb.gov.hk/tb/eng/press/content.html>
- Hong Kong Government Public Finance Fact Sheet:  
[http://www.gov.hk/en/about/abouthk/factsheets/docs/public\\_finance.pdf](http://www.gov.hk/en/about/abouthk/factsheets/docs/public_finance.pdf)
- HK Financial Services & Treasury Bureau <http://www.fstb.gov.hk/eng/sfst/fstb.html>
- Efficiency Unit (HK) <http://www.eu.gov.hk11>
- Financial and Budgeting Management in OECD Countries & Cities <http://www.oecd.org>

## 8. Related Journals

Journal of Accounting and Public Policy  
Journal of Comparative Policy Analysis  
Nonprofit and Voluntary Sector Quarterly  
OECD Journal on Budgeting  
Public Administration Review  
Journal of Public Budgeting, Accounting & Financial Management  
Public Money & Management  
Education Policy

## 9. Academic Honesty

The University upholds the principles of honesty in all areas of academic work. We expect our students to carry out all academic activities honestly and in good faith. Please refer to the *Policy on Academic Honesty, Responsibility and Integrity* (<https://www.eduhk.hk/re/uploads/docs/000000000016336798924548BbN5>). Students should familiarize themselves with the Policy.

## 10. Others

E-Databases  
ABI/INFORM Collection (<http://www.lib.eduhk.hk/cgi-bin/pqdb?abicomplete>)  
EconLit (<http://www.lib.eduhk.hk/cgi-bin/pqdb?econlit>)  
Academic Search Ultimate (<http://www.lib.eduhk.hk/cgi-bin/ebSCOhost?asn>)  
Research Database (ProQuest) (<http://www.lib.eduhk.hk/cgi-bin/pqdb?pqr1>)  
OECD Library (<http://www.lib.eduhk.hk/cgi-bin/WAMConnMgr?sid=oeCd>)