

THE EDUCATION UNIVERSITY OF HONG KONG

Course Outline

Part I

Programme Title	: Bachelor of Social Sciences (Honours) in Social Entrepreneurship and Development Studies All undergraduate programmes Higher Diploma in Early Childhood Education
Programme QF Level	: 5
Course Title	: Organisational Budget Management
Course Code	: PUA2014
Department	: Social Sciences and Policy Studies
Credit Points	: 3
Contact Hours	: 39
Pre-requisite(s)	: Nil
Medium of Instruction	: EMI
Course Level	: 2

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 students 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 students 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

Effective financial management is a pillar for social entrepreneurship. 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 social enterprises, the course will compare and contrast budgeting and financial management in the public, non-profit, and private 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 social entrepreneurs.

It 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.

2. Course Intended Learning Outcomes (CILOs)

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

- CILO₁ explain the key concepts, debates, strategies and trends in the management of financial resources, and the major differences in budgeting and financial management practices in the public, non-profit, and private sectors;
- CILO₂ relate the principles, theories and approaches of financial resource management to social entrepreneurship;
- CILO₃ appraise the nature, purposes and degree of effectiveness of budgeting and financial management; and
- CILO₄ identify problems and solutions in financial resource management.

3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
Budget and management process and procedures, cash management, accounting and auditing practice	CILO _{1,2,3}	<ul style="list-style-type: none">• Lectures: Critical discussion of the concepts, practices and synthesis of key references;• Lecturer-led questions and answers: in-class activities and online interactive learning activities; and• Group presentations and papers: Students conduct research on financial management issues and present their findings through group presentations and essays.
Methods and tools for financial planning, implementation, and reporting	CILO _{2,3,4}	
Revenue and fiscal sustainability for social entrepreneurs	CILO _{3,4}	
Study various problems and solutions in financial management	CILO _{2,3,4}	

4. Assessment

Assessment Tasks	Weighting (%)	CILO
(a) Class Discussion and Participation: Active in-class and online participation in important topics and discuss real-life cases introduced in this course.	20%	CILO _{1, 2}

(b) Group presentation and report: 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.	40%	CILO _{1, 4}
(c) In-class Test (end of semester): This aims to evaluate the student's comprehensive understanding and learning capacity in financial management.	40%	CILO ₁₋₄

5. Use of Generative AI in Course Assessments

☐ **Not Permitted:** In this course, the use of generative AI tools is not allowed for any assessment tasks.

☒ **Permitted:** In this course, generative AI tools may be used in some or all assessment tasks. Instructors will provide specific instructions, including any restrictions or additional requirements (e.g., proper acknowledgement, reflective reports), during the first lesson and in relevant assessment briefs.

6. Required Text(s)

Nil

7. Recommended Readings

Brixi, H. P., & Schick, A. (2002). *Government at risk: contingent liabilities and fiscal risk*. World Bank Publications.

Finkler, S. A., Smith, D. L., & Calabrese, T. D. (2020). *Financial management for public, health, and not-for-profit organizations*. CQ Press.

Ho, A. T. K., de Jong, M., & Zhao, Z. (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.

Lehner, O. M. (2016). *Routledge handbook of social and sustainable finance*. Routledge.

McKinney, J. B. (2015). *Effective financial management in public and nonprofit agencies* (4th ed.). [E-book]. ABC-CLIO. [https://ebookcentral.proquest.com/lib/hkied-ebooks / detail.action?docID=1930116](https://ebookcentral.proquest.com/lib/hkied-ebooks/detail.action?docID=1930116)

- Nice, D. C. (2002). *Public budgeting*. Wadsworth/Thomson Learning.
- Nicholls, A., Paton, R., & Emerson, J. (2016). *Social finance*. Oxford: Oxford University Press.
- Péteri, G. (2008). *Finding money: public accountability and service efficiency through fiscal transparency*. Local Government and Public Service Reform Initiative.
- Schiavo-Campo, S. (2017). *Government budgeting and expenditure management: Principles and international practice*. [E-book]. Routledge. <https://ebookcentral.proquest.com/lib/hkied-ebooks/detail.action?docID=4809809>
- Wang, X. (2009). *Performance analysis for public and nonprofit organizations*. Jones & Bartlett Publishers.
- Wang, X. (2015). *Financial management in the public sector: Tools, applications, and cases*. [E-book]. ME Sharpe. <https://www.taylorfrancis.com/books/mono/10.4324/9781315704333/financial-management-public-sector-xiaohu-shawn-wang>

8. Related Web Resources

- Annual Budget website: <http://www.budget.gov.hk/>
- Annual Estimates website: <http://www.budget.gov.hk/2013/eng/estimates.html>
- Efficiency Unit (HK): <http://www.eu.gov.hk11>
- Financial and Budgeting Management in OECD Countries & Cities: <http://www.oecd.org>
- Financial Services and the Treasury Bureau, HKSAR Government: <http://www.fstb.gov.hk/tb/eng/press/content.html>
- Harvard Business Review: <https://hbr.org/>
- Hong Kong 2010: <http://www.yearbook.gov.hk/2010/en/index.html> (Chapter 3, Chapter 4, Appendix 6: Tables 6-8 and Charts 1-2)
- Hong Kong Financial Services and Treasury Bureau: <http://www.fstb.gov.hk/tb/eng/press/content.html>
- Legislative Council website: <http://www.legco.gov.hk/english/index.htm>
- Social Enterprise Toolkit: <https://socialenterprisetoolkit.ie/>

9. Related Journals

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

10. 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.

11. Others

Nil

Last updated: 21 July 2025