

Subject Description Form

Subject Code	APSS322																	
Subject Title	Financial Management in Human Services																	
Credit Value	3																	
Level	3																	
Pre-requisite / Co-requisite/ Exclusion	<u>Pre-requisite:</u> APSS331 Management in Human Services																	
Assessment Methods	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">100% Continuous Assessment</th> <th style="width: 33%;">Individual Assessment</th> <th style="width: 33%;">Group Assessment</th> </tr> </thead> <tbody> <tr> <td>1. Class Attendance and Participation</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">--</td> </tr> <tr> <td>2. Individual assignment</td> <td style="text-align: center;">20%</td> <td style="text-align: center;">--</td> </tr> <tr> <td>3. Group Project Presentation</td> <td style="text-align: center;">--</td> <td style="text-align: center;">50%</td> </tr> <tr> <td>4. Quiz</td> <td style="text-align: center;">20%</td> <td style="text-align: center;">--</td> </tr> </tbody> </table>			100% Continuous Assessment	Individual Assessment	Group Assessment	1. Class Attendance and Participation	10%	--	2. Individual assignment	20%	--	3. Group Project Presentation	--	50%	4. Quiz	20%	--
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	<ul style="list-style-type: none"> The grade is calculated according to the percentage assigned; The completion and submission of all component assignments are required for passing the subject; and Student must pass all component(s) (standard of passing) if he/she is to pass the subject. 																	
Objectives	<p>The subject aims to:</p> <ol style="list-style-type: none"> 1. Familiarize students with the basic concepts, strategies, and process of accessing, monitoring, and allocating financial resources in the public sector and not-for-profit organizations, 2. Familiarize students with the connection between strategy and financial management in human services 3. Enable students developing an understanding of the theories and skills in financial management, including budgeting, fund raising, fee charging, financial control, financial auditing, and financial reporting, and; 4. Allow students to put into practice knowledge and skills of financial management in local and international contexts. 																	
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a) Articulate essential concepts, strategies, and processes of financial management in human services; 																	

	<ul style="list-style-type: none"> b) Articulate the connection between strategy and financial management in human services c) Apply theories and skills of financial management, such as budgeting, and interpreting financial report; and d) Analyze critical issues and strategies in financial management in human services.
Subject Synopsis/ Indicative Syllabus	<ol style="list-style-type: none"> 1. Concepts of strategic management and its relationship with financial management in the context of nonprofit organizations. 2. Concepts of financial management in the public sector and not-for-profit organizations. 3. Budgeting cycle: financial planning; estimation and forecasting techniques; types of budget - operating budget, capital budget, cash budget; budgeting methods – line-item budgeting, program budgeting, PPBS and zero-base budgeting; legislative control of budgeting, and politics of budgetary process. 4. Revenue analysis: Fund raising, fee charging, grant solicitation, and subvention. 5. Expenditure analysis: presentation and assessment of expenditure data, expenditure levels and input prices, productivity and efficiency, expenditure and financial conditions. 6. Internal resource analysis: nature and information of internal resource analysis, levels of internal resource, liquidity of internal resource; financial analysis of not-for-profit organizations 7. Financial control: Monitoring budget results, auditing, and financial reporting.
Teaching/Learning Methodology	<p>Relevant theories and concepts will be covered by interactive lectures while group projects will allow students to integrate what they have learnt in lectures with their project work. Tutorials or workshops will also be conducted to enable students to apply what they have learnt to specifically defined arena of financial management. Select guest speakers will be invited to enhance some key parts of the course.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a	b	c	d
	1. Class attendance and participation	10%	✓	✓	✓	✓
2. Individual assignment	20%	✓	✓	✓	✓	
3. Group project presentation	50%	✓	✓	✓	✓	
4. Quiz	20%	✓	✓	✓	✓	
Total	100%					
<p>Participation in classes and tutorials/seminars allow students to indicate how they put into practice what they have learned in lectures and reviewed from the literature. Group project presentation provides a platform for students to showcase their communication skills, teamwork, and leadership through oral presentation. A short individual assignment is employed to assess individual students' learning outcomes.</p>						
Student Study Effort Expected	Class contact:					
	▪ lectures		33 Hrs.			
	▪ tutorials		6 Hrs.			
	Other student study effort:					
	▪ preparation of individual assignment		14 Hrs.			
	▪ preparation of group project presentation		25 Hrs.			
	▪ preparation of examination		34 Hrs.			
	Total student study effort		112 Hrs.			
Reading List and References	<u>Essential</u>					
	<ul style="list-style-type: none"> • Weikart, L. A., Chen, G.C., & Sermier, E. (2013). <i>Budgeting and financial management for nonprofit organizations: Using money to drive mission success</i>. Thousand Oaks, Calif.: Sage. • Barney, J.B., & Hesterley, W.S. (2012). <i>Strategic management and competitive advantage: Concepts and cases</i>. 4th Ed. New Jersey, Pearson. • Various journal article sources for each week's readings 					
	<u>Supplementary</u>					
	Coe, C.K. (2011). <i>Nonprofit financial management: A practical guide</i> . Hoboken NJ.: Wiley.					

- Cornwall, J.R., Vang, D.O., & Hartman, J.M. (2013). *Entrepreneurial financial management: an applied approach* (3rd ed.). Armonk, N.Y.:M.E.Sharpe.
- Granof, M.H., & Wardlow, P.S. (2011). *Core concepts of government and not-for-profit accounting*. John Wiley & Sons.
- Gross, M.J., McCarthy, J.H., & Shelmon, N.E. (2005). *Financial and Accounting Guide for Nonprofit Organizations*. 7th Ed. New Jersey: John Wiley & Sons.
- Freeman, R.J., Shoulder, C.D., & Allison, G.S. (2009). *Government and nonprofit accounting: Theory and practices* (9th ed.). Prentice Hall.
- Linzer, R., & Linzer, A. (2008). *Cash flow strategies: Innovation in non-profit financial management*. Wiley.
- Manville, G., & Greatbanks, R. (eds.) (2013). *Third sector performance management and finance in not-for-profit and social enterprises*. Gower.
- Marlowe, J. & Matkin, D.S. T. (Eds.). (2013). *Financial management in the public sector*. L.A.: Sage.
- McMillan, E.J. (2010). *Not-for-profit budgeting and financial management*. (4th ed.). Wiley.
- Paterson, M. (2014). *Healthcare finance and financial management: Essentials for advanced practice nurses and interdisciplinary teams*. Lancaster, Pa.: DEStech Publications.
- Weikart, L. A. (2013). *Budgeting and financial management for nonprofit organizations: Using money to drive mission success*. Thousand Oaks, Calif.: Sage.
- Vaughan, S.K., & Arsneault, S. (2014). *Managing nonprofit organizations in a policy world*. Sage.
- Young, D.W. (2014). *Management accounting in health care organizations* (3rd ed.). San Francisco, CA: Jossey-Bass & Pfeiffer Imprints.
- Zelman, W.N. (2014). *Financial management of health care organizations: an introduction to fundamental tools, concepts, and applications* (4th ed.). San Francisco, CA: Jossey-Bass.