

**City University of Hong Kong
Course Syllabus**

**offered by Department of Public Policy
with effect from Semester A 2017/2018**

Part I Course Overview

Course Title:	<u>Public Budgeting and the Management of Financial Resources</u>
Course Code:	<u>POL6302A</u>
Course Duration:	<u>One Semester</u>
Credit Units:	<u>2</u>
Level:	<u>P6</u>
Medium of Instruction:	<u>English</u>
Medium of Assessment:	<u>English</u>
Prerequisites: <i>(Course Code and Title)</i>	<u>Nil</u>
Precursors: <i>(Course Code and Title)</i>	<u>Nil</u>
Equivalent Courses: <i>(Course Code and Title)</i>	<u>Nil</u>
Exclusive Courses: <i>(Course Code and Title)</i>	<u>Nil</u>

Part II Course Details

1. Abstract

- Introduce the key concepts and core issues in public budgeting and financial control;
- Detect the problems and shortfalls of traditional budgeting and the objectives of budgeting and financial management reforms;
- Evaluate current trends in budgetary and financial management reforms, both locally and internationally;
- Understand key issues in the public budgeting and financial management in Hong Kong with a view to critically assessing them with the techniques introduced in this class.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Detect the core issues and current changes in public budgeting	10%	√		
2.	Explain the framework, principles, processes and politics of public budgeting in Hong Kong	15%	√		
3.	Appraise financial management reforms in Hong Kong during the pre-1997 colonial period and the post-1997 special administrative region era	30%	√	√	√
4.	Examine the critical issues in financial management reform (including performance, costs and devolution) and their implications	15%	√	√	√
5.	Discover and compare the international trends in budgeting and financial management reform, especially in OECD countries and in some developed Asian countries	30%	√	√	√
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3	4	5	
	Lecture, classroom short-discussion, and assigned readings	√					
	Lectures, classroom short-discussion, assigned readings, government publications and website		√				
	Lectures, classroom short-discussion, assigned readings, government publications and website			√			
	Lectures, assigned readings, student seminar, practitioner seminar with senior government official or legislator as speakers, student group projects (involving group work and report writing)				√		
	Lectures, assigned readings, websites of various governments, OECD and other international bodies, student seminar, student group projects (involving group work and report writing)					√	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.					Weighting	Remarks
	1	2	3	4	5		
Continuous Assessment: 30%							
Written examination (2 hours) and group project report, approximately 4,000 words.	√	√	√	√	√	Note below	
Examination: 70% (duration: 2 hours, if applicable)						100%	

Note: The ratio of coursework (group project report) to written examination is 30:70.

The examination enables a student to demonstrate the degree of understanding of the subject matter, analytical and presentational skills, and the ability to put issues into relevant perspectives. The group project enables students, as a team, to demonstrate the depth and breadth of knowledge of a practical problem, and how that problem can be tackled with reference to the conceptual notions of public budgeting and financial resources and some 'real world' issues, in addition to the insight and lessons that can be drawn from the global trends. The project report also tests the organizational, analytical and presentation skills of students.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Written examination (2 hours) and group project report, approximately 4,000 words		High standard of knowledge of the different approaches to budgeting, recent public sector financial management reforms, and the core concepts and techniques of financial resource management in the public sector.	Fairly good understanding of the different approaches to budgeting, recent public sector financial management reforms, and the core concepts and techniques of financial resource management in the public sector.	Rudimentary understanding of the different approaches to budgeting, recent public sector financial management reforms, and the core concepts and techniques of financial resource management in the public sector.	Poor understanding of the different approaches to budgeting, recent public sector financial management reforms, and the core concepts and techniques of financial resource management in the public sector.	Almost no knowledge of the different approaches to budgeting, recent public sector financial management reforms, and the core concepts and techniques of financial resource management in the public sector.

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Changes and issues in public budgeting. Management of public finances in Hong Kong: framework, roles and relationships. Budgetary principles, processes and politics in Hong Kong. Financial Management in Hong Kong until 1997. Financial Management Reform in Hong Kong after 1997. One-line Budgets and Expenditure Envelopes. Public sector downsizing and reengineering. Managing performance. Managing costs efficiency. Managing devolution of fiscal powers and responsibilities. Value for money and auditing. New Public Management and budget and financial management reforms in OECD countries. Budgeting for results and outcomes. Budgeting and financial management reforms in selected Asian country(ies).

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1. Irene Rubin. 1993. *The Politics of Public Budgeting*. (Chatham, NJ: Chatham House Publishers, Chapter 1.
2. Andy Norton and Diane Elson, "What's Behind the Budget?" Overseas Development Institute, 2002, pp. 1-14 (full report available at: <http://www.odi.org.uk/rights/Publications/budget.pdf>.)
3. Robert Lee, Ronald Johnson, and Philip Joyce. 2004. *Public Budgeting Systems*. (Boston: Jones and Bartlett Publishers), Chapter 3: "Budget Cycles." Available at: <http://www.jbpub.com/catalog/9780763746681/>.
4. Donald Axelrod. 1988. *Budgeting for Modern Government*. (New York: St. Martin's Press), Chapter 3: "How Departments Get Their Budgeting Act Together."
5. Dall W. Forsythe, 2004. *Memos to the Governor*, 2nd ed. (Washington DC: Georgetown University Press). "Memo 3: Preparing the Executive Budget: The Technical Underpinnings." Available through CityU library: NetLibrary.
6. Philip G. Joyce. 2004. "Linking Performance and Budgeting." IBM Center for the Business of Government, pp. 14-17, 20-36. Available at: http://www.businessofgovernment.org/pdfs/Joyce_Report.pdf.
7. Philip B. Scheps. 2000. "Linking Performance Measures to Resource Allocation." *Government Finance Review*. (June) pp. 11-15. Available through [CityU library e-Journals](#).
8. Robert D. Behn. 2003. "Why Measure Performance? Different Purposes Require Different Measures." *Public Administration Review*, 63 (5): 586-606. Available through [CityU library e-Journals](#).
9. Robert Lee, Ronald Johnson, and Phil Joyce. 2008. *Public Budgeting Systems*, 8th edition, (Boston: Jones and Bartlett Publishers), Chapter 8: "Budget Approval: The Role of the Legislature."
10. Rebecca Hendrick and John Forrester. 1999. "Budget Implementation." In *Handbook of Government Budgeting*. (San Francisco: Jossey-Bass Publishers, 1999).
11. Lee, J. C. Y. and Cheung, A. B. L. (eds) (1995) *Public Sector Reform in Hong Kong*, Hong Kong: The Chinese University Press. Available at CityU library.
12. Cheung, A. B. L. and Lee, J. C. Y. (eds) (2001) *Public Sector Reform in Hong Kong: Into the 21st Century*, Hong Kong: The Chinese University Press. Available at CityU library.

13. Anthony Cheung (2006), "Budgetary Reforms in Two City States: Impact on the Central Budget Agency in Hong Kong and Singapore," *International Review of Administrative Sciences*, 72(3): 341-361. Available at <http://ras.sagepub.com/cgi/content/refs/72/3/341>.
14. 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) ; a similar version of the paper is available at: <http://sunzi1.lib.hku.hk/hkjo/view/51/5000812.pdf>.
15. William Holder. 2004, "Financial Accounting, Reporting, and Auditing," in Management Practices in Local Government Finance. (Washington DC: ICMA).
16. Aman Khan. 1996. "Cash Management: Basic Principles and Guidelines." in Budgeting: Formulation and Execution. (Athens, GA: Carl Vincent Institute of Government).
17. Ian J. Allan. 1996. "Evaluating Alternative Revenue Sources." in Budgeting: Formulation and Execution. (Athens, GA: Carl Vincent Institute of Government).
18. Richard Bird and Enid Slack, 2004. "Land and Property Taxation: A Review" Paper presented at the Workshop on Land Issues in Latin American and the Caribbean. Pachuca, México. Available at: http://www.cooperativeindividualism.org/bird-richard_land-and-property-taxation.pdf.
19. Scott Moody, 2000, "The Cost of Complying with the U.S. Federal Income Tax." Background Paper No. 35, Tax Foundation. Available at: <http://www.taxfoundation.org/files/7eb3ef27926cd164a33e6bf5a46372c8.pdf>.
20. Ronald Fisher. 2007. State and Local Public Finance. Thomson South-Western, 3rd edition, Chapter 15. "Sales and Excise Taxes."

Journals:

1. Public Budgeting and Finance
2. The OECD Journal on Budgeting
3. Public Administration Review
4. Journal of Public Budgeting, Accounting and Financial Management
5. Municipal Finance Journal
6. Public Finance Review
7. National Tax Journal

Online Resources:

1. Efficiency Unit (HK) <http://www.eu.gov.hk>
2. Efficiency Unit (HK) <http://www.eu.gov.hk>
3. Financial Services & Treasury Bureau (HK) <http://www.fstb.gov.hk/eng/sfst/fstb.html>
4. Legislative Council website: <http://www.legco.gov.hk/english/index.htm>
5. Annual Budget website: <http://www.budget.gov.hk/>
6. Annual Estimates website: <http://www.budget.gov.hk/2009/eng/estimates.html>
7. Tax Reform in Hong Kong website: <http://www.taxreform.gov.hk/eng/news.htm>
8. OECD Public Management <http://www.oecd.org>

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)