

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Public and International Affairs  
with effect from Semester A 2024/25**

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**Part I Course Overview**

<b>Course Title:</b>	<u>Public Budgeting and the Management of Financial Resources</u>
<b>Course Code:</b>	<u>PIA6302</u>
<b>Course Duration:</b>	<u>One Semester</u>
<b>Credit Units:</b>	<u>3</u>
<b>Level:</b>	<u>P6</u>
<b>Medium of Instruction:</b>	<u>English</u>
<b>Medium of Assessment:</b>	<u>English</u>
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	<u>Nil</u>
<b>Precursors:</b> <i>(Course Code and Title)</i>	<u>Nil</u>
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	<u>POL6302 Public Budgeting and the Management of Financial Resources</u>
<b>Exclusive Courses:</b> <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 management;
- 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 and financial management	10%	√		
2.	Explain the framework, principles, processes and politics of public budgeting and financial management in Hong Kong	15%	√		
3.	Appraise budgeting and 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 budgeting and financial management reform (including performance, costs and devolution) and their implications	15%	√	√	√
5.	Discover and compare the international trends in budgeting and financial management reforms, 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 real-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. Learning and Teaching Activities (LTAs)

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

LTA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3	4	5	
Lecture and readings	Lecture, classroom short-discussion, and assigned readings	√					
Lecture and readings	Lectures, classroom short-discussion, assigned readings, government publications and website		√	√			
Lecture, readings and group project	Lectures, assigned readings, student seminar, practitioner seminar with senior government official or legislator as speakers, 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: 100 %							
The group project report, at least 4,000 words.	√	√	√	√	√	30%	
Timed online assignment	√	√	√	√	√	70%	
Examination: % (duration: hours , if applicable)						100%	

**Note:** The assignment 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.)*

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Group Project Report	Quality of the report	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.
Assignment	Quality of the assignment	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.

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
Group Project Report	Quality of the report	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.	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.
Assignment	Quality of the assignment	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.	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. Mikesell, John. 2013. "Fiscal Administration." 9<sup>th</sup> edition (8<sup>th</sup> edition can be used with awareness on some updates). Wadsworth Publishing.
2. Eliza Lee, 2011: "History and Context of Public Administration in Hong Kong"
3. Ian Scott, 2010: "Policy and Budgetary Cycle in Hong Kong"
4. Anthony Cheung 2011. "Performance Management in Hong Kong"
5. Wilson Wong. 2009. "The Days after the End of the Asian Miracle: The Budget Crisis of Hong Kong," in Sing Ming, ed., *Politics and Government in Hong Kong: Crisis under Chinese Sovereignty*. (UK: Routledge).
6. 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.
7. Lam, N. M. K. (2000) "The Changing Functions of Public Budgeting in Hong Kong," *Public Administration and Policy*, Vol. 9, No. 2, September, pp. 1-26.
8. Lui, Richard, Kwok-Man (2008). "New Public Management in Hong Kong: Financial, Personal and Performance Aspects," Conference paper on "New Public Management and Quality of Government."
9. Peter Cheung, 2011 "Intergovernmental Relations Between Mainland China and the Hong Kong SAR"
10. Irene Rubin, 2013. *The Politics of Public Budgeting: Getting and Spending, Borrowing and Balancing*. 7<sup>th</sup> edition.
11. XiaoHu Wang, 2014. *Financial Management in the Public Sector*. 3<sup>rd</sup> edition. Routledge/ME.Sharp
12. Wai Fung LAM and Kwan Nok CHAN. 2015. "How Authoritarianism Intensifies Punctuated Equilibrium: The Dynamics of Policy Attention in Hong Kong". *Governance: An International Journal of Policy, Administration, and Institution*. 28 (4): 549-570

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. Financial Services & Treasury Bureau (HK) <http://www.fstb.gov.hk/eng/sfst/fstb.html>
3. Legislative Council website: <http://www.legco.gov.hk/english/index.htm>
4. Annual Budget website: <http://www.budget.gov.hk/>
5. Annual Estimates website: <http://www.budget.gov.hk/2009/eng/estimates.html>
6. Tax Reform in Hong Kong website: <http://www.taxreform.gov.hk/eng/news.htm>
7. OECD Public Management <http://www.oecd.org>
8. Hong Kong Financial Services and Treasury Bureau: <http://www.fstb.gov.hk/tb/eng/press/content.html>
9. 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)
10. SynergyNet (2013), "Review of Hong Kong's Public Finances 2013". Available at: [http://www.synergynet.org.hk/file/file/Public\\_Finance\\_Report\\_2013.pdf](http://www.synergynet.org.hk/file/file/Public_Finance_Report_2013.pdf) (in Chinese)
11. SynergyNet (2012), "Review of Hong Kong's Public Finances 2012". Available at: [http://www.synergynet.org.hk/pdf/201201292672\\_b5.pdf](http://www.synergynet.org.hk/pdf/201201292672_b5.pdf) (in Chinese)
12. Financial Services and the Treasury Bureau, HKSAR Government. (June 2007) *Final Report of Public Consultation on Tax Reform* (available at: <http://www.fstb.gov.hk/tb/eng/press/content.html>)

## 2.2 Additional Readings

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

Nil