

**Justice Institute of British Columbia**  
**COURSE OUTLINE**

<b>Course Code:</b>	FSS245
<b>Course Title:</b>	Financial Management
<b>Prerequisite Courses:</b>	Statistics 100
<b>School:</b>	School of Public Safety & Security
<b>Division/Academy/Centre:</b>	Fire & Safety Division
<b>Previous Course Code &amp; Title:</b>	FSS330 Financial Management
<b>Course First Offered:</b>	2011

<b># of Credits:</b>	<b>3.0</b>
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**Course Description:**

In this course you will explore planning and control activities through the perspective of an effective, innovative and fiscally responsible leader, looking at strategy formulation, task control and management control. During this course, the primary focus will be on your perspective as a leader in a nonprofit/public sector organization, and what actions you can help your organization take to make the best and most innovative use of the resources available in carrying out the organizational mandate. As a result, you are expected to undertake assignments that illustrate your understanding and mastery of the concepts around fiscal leadership in the nonprofit/public sector.

**Course Goal(s):**

The focus of the course is on developing your understanding of how financial issues and related resources, their costs and performance, present themselves in the nonprofit/public sector organization, and how an effective leader manages the information and acts appropriately.

**Learning Outcomes:**

Upon successful completion of this course, the learner will be able to:

- Articulate performance measures that are appropriate substitutes for the profit measure in your organization and that define performance levels.
- Demonstrate an ability to organize, analyze and interpret funding and performance data to identify and assess trends, anomalies and relationships in public sector organizations.
- Discuss persuasively the characteristics of nonprofit/public sector organizations as they compare to those of for profit organizations.
- Apply key skills relevant to the design, development, and implementation of a project proposal to support and enhance organizational effectiveness,
- Develop and critically analyze an operating budget based on relevant assumptions and guidelines that move the organization toward its objectives.
- Describe and apply a framework for performance management, evaluation and accountability.

**Course Topics/Content:**

- Management control
- Characteristics of public/nonprofit sector organizations.
- Cost accounting
- The uses and measurement of costs and outsourcing
- Pricing decisions
- Structure and process in controls and programming; links to goals
- Budgets
- Variance analysis and comparative costs
- The role of evaluation of programs

**Text and Resource Materials:**

**Required:**

Young, David. (2008). *Management Control in Nonprofit Organizations*. Cambridge, Mass: Crimson Press (Primary text)

Bish, Robert and Clemens, Eric. (2008). *Local Government in British Columbia*. Richmond BC: Union of British Columbia Municipalities, Chapters 1, 7 and 12. Available online: <http://ubcm.ca/assets/Library/Publications/Local~Government~in~British~Columbia/LGBC-All.pdf>

In addition, most units have readings accessible through the web or through the JIBC library or websites.

**Course Level:**

	First Year	X	Second Year		Third Year		Fourth Year
	Graduate		Other (describe):				

**Equivalent Course(s) within the JIBC:**

**Class Delivery Methods:**

Delivery Methods	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
Classroom/Lecture/Discussion				
Simulation/Lab				
Practicum/Fieldwork				
Online	42			
Correspondence				
<b>Total Class Hours</b>	42			



**Critical thinking**

Identify and examine issues and ideas; analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

**Communication, oral and written**

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

**Leadership**

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

**Independent learning**

Show initiative by acting independently in choosing effective, efficient and appropriate applied learning, research and problem solving strategies.

**Problem solving**

State problems clearly; effectively and efficiently evaluate alternative solutions; choose solutions that maximize positive and minimize negative outcomes.

**Interpersonal relations**

Know and manage oneself; recognize and acknowledge the needs and emotions of others including those with diverse backgrounds and capabilities.

**Inter-professional teamwork**

Understand and work productively within and between groups, respect others' perspectives and provide constructive feedback with special attention to inter-professional relationships.

**Information literacy**

Recognize and analyze the extent and nature of an information need; efficiently locate and retrieve information; evaluate it and its sources critically, and use information effectively and ethically.