



UK

SYLLABUS 2025-2026

Cash Management & Risk Management

MODULE SPECIFICATION

Module Code	2526_DFC_1_EN_019
Campus	Oxford
Department(s)	Law, Finance and Control
Level / Semester	Undergraduate Year 3 (U3); Equivalent to FHEQ level 6 Semester 05
Language of Instruction	English
Teaching Method	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
Pre-requisite(s)?	U1 and U2 modules in accounting and finance
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	4
Equivalent FHEQ credits	8
Study Hours	80 hours which comprise of 30 directed learning and 50 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	This module develops an advanced understanding of cash and treasury management within complex organisational contexts. Students evaluate financial risk, construct forecasting models, and apply strategic techniques to optimise liquidity and mitigate uncertainty. Emphasis is placed on evidence-based decision-making in treasury operations.
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Teaching Arrangement	The module is delivered through lectures and applied cases studies.
Learning Outcomes	By the end of this module, students should be able to: <ol style="list-style-type: none"> 1. Evaluate cash management strategies and their impact on an organisation's liquidity and financial stability. 2. Analyse financial risks associated with treasury management and apply appropriate risk mitigation techniques. 3. Develop and implement cash flow forecasting models to support strategic decision-making in financial management. 4. Apply interest rate mechanisms in treasury operations and formulate data-driven treasury management strategies.
Competency Goals <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG05 - Innovate to adapt to its environment
	PGE_U_CG07 - Improve performance through digitalisation
Alignment with Programme Learning Goals	PGE_U_CG05_LO04 - Develop decision-making support tools
	PGE_U_CG07_LO02 - Protect data and make data-driven decisions

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

<p><u>Session 1: Introduction to the Module & Part I – Cash Management</u></p> <p><i>Content:</i></p> <ul style="list-style-type: none"> ● Introduction to the module <p><i>References:</i></p> <ul style="list-style-type: none"> ● Carlson, L., Carlson, A. and Lasecki, J. (2025) <i>Treasury and risk management with SAP S/4HANA: The comprehensive guide</i>. SAP Press. ● Bragg, S.M. (2010) <i>Treasury management: The practitioner's guide</i>. Hoboken, NJ: John Wiley & Sons. (Chapter 1, pp. 3-18)
<p><u>Session 2 & 3: Part I – Cash Management (Cash Forecasting)</u></p> <p><i>Content:</i></p> <ul style="list-style-type: none"> ● Overview of cash forecasting <p><i>References:</i></p> <ul style="list-style-type: none"> ● Carlson, L., Carlson, A. and Lasecki, J. (2025) <i>Treasury and risk management with SAP S/4HANA: The comprehensive guide</i>. SAP Press. ● Bragg, S.M. (2010) <i>Treasury management: The practitioner's guide</i>. Hoboken, NJ: John Wiley & Sons. (Chapter 3, pp. 49-62)
<p><u>Session 4: Part I – Cash Management (Cash Concentration)</u></p> <p><i>Content:</i></p> <ul style="list-style-type: none"> ● Overview of cash concentration <p><i>References:</i></p> <ul style="list-style-type: none"> ● Carlson, L., Carlson, A. and Lasecki, J. (2025) <i>Treasury and risk management with SAP</i>

Last reviewed: 08/09/2025

S/4HANA: The comprehensive guide. SAP Press.

- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 4, pp. 67-81)

Session 5: Part I – Cash Management (Working Capital Management)

Content:

- Overview of working capital management

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 5, pp. 83-102)

Session 6: Part I – Cash Management (Case Study)

Content:

- Cash management case study

Session 7: Midterm Exam & Part II – Financing (Introduction to Debt Management – Loans)

Content:

- Exercise: loan table to fulfil on Excel sheet

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 6, pp. 105-136)

Session 8: Part II – Financing (Introduction to Debt Management – Bonds)

Content:

- Overview of bonds in debt management

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter

Session 9: Part II – Financing (Case Study)

Content:

- Financing case study

Session 10: Part II – Financing (Introduction to Investment Management)

Content:

- Overview of investment management

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 8, pp. 165-199)

Session 11: Part III – Risk Management (Introduction to Foreign Exchange Risk Management)

Content:

- Overview of foreign exchange risk management

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 9, pp. 205-238)

Session 12: Part III – Risk Management (Introduction to Interest Risk Management)

Content:

- Overview of interest risk management

References:

- Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
- Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons. (Chapter 10, pp. 239-267)

KEY TEXTS

1. Carlson, L., Carlson, A. and Lasecki, J. (2025) *Treasury and risk management with SAP S/4HANA: The comprehensive guide*. SAP Press.
2. Bragg, S.M. (2010) *Treasury management: The practitioner's guide*. Hoboken, NJ: John Wiley & Sons.

SUPPLEMENTARY TEXTS

1. Chen, H., Yang, D., Zhang, J.H. and Zhou, H. (2020) 'Internal controls, risk management, and cash holdings', *Journal of Corporate Finance*, 64. doi:10.1016/j.jcorpfin.2020.101695.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Written exam
Final Exam (60%)	Closed book written exam

MODULE DESIGN TEAM

- Author: *Zhenya Liu*
- Reviewer: *Paul Griffiths*
- External Reviewer: *Qurat-ul-ain Chohan*

Last reviewed: 08/09/2025