



**A STUDY OF THE FINANCIAL MANAGEMENT AND
SERVICES OF YUNNAN COLLEGE OF BUSINESS
MANAGEMENT**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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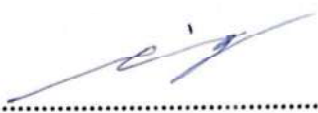
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Title: A Study of the Financial Management and Services of Yunnan
College of Business Management
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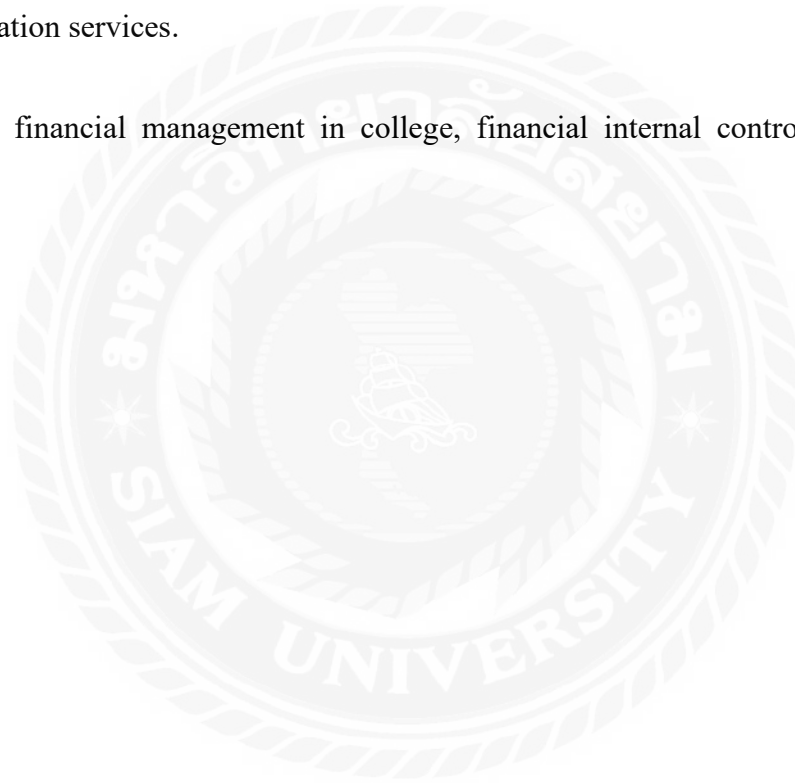
ABSTRACT

In the context of the government's new accounting system reform, with the release of various policies, rules and regulations promulgated by the General Office of the State Council, the government has clearly stated that the financial reform of colleges and universities should be the top priority for the development of various undertakings in colleges and universities, and has put forward the concepts of simplifying the process and respecting scientific research talents. The financial management efficiency of colleges and universities directly affects the normal operation of education and teaching in colleges and universities. With the continuous expansion of the scale of schooling, the enrollment ratio is increasing, and the source of funds is diversified. Yunnan College of Business Management has faced problems of weak service consciousness of financial management personnel, unclear fund detailed accounts, and poor information sharing among departments. The research objectives of this study were: 1) To analyze the current financial management problems of Yunnan College of Business Management, 2) To examine the causes and effects of financial management problem of Yunnan College of Business Management, 3) To propose solutions to optimize financial management and services.

This study used the quantitative research method to conduct a questionnaire survey on the College, 150 questionnaires were distributed and 110 were valid. This paper analyzed the collected questionnaire data to determine the current problems of the College and used the Asymmetric Information theory, the Business Process Reengineering theory, and the Internal Control theory to analyze and propose measures

for each problem. This study found that: 1) Significant issues in the financial management of Yunnan College of Business Management include inadequate supervisory processes, opaque official card settlement information, and poor risk control in the procurement of self-purchased supplies; 2) These issues stem from a lack of information sharing among departments, a cumbersome reimbursement process, and weak service awareness among financial personnel, which collectively lead to inefficiencies and low service satisfaction; 3) This study proposes several measures to optimize financial management and services, including enhancing internal controls, improving information sharing through the establishment of an on-campus information platform, and increasing service efficiency by introducing a financial secretary system and consultation services.

Keywords: financial management in college, financial internal control , financial service

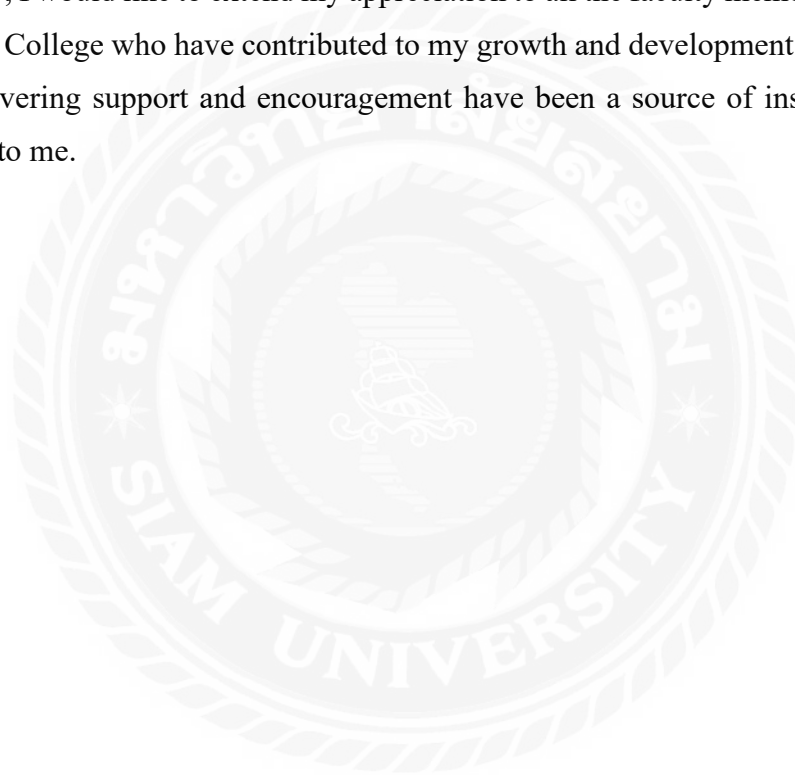


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Declaration

I, DUAN JINFEN, hereby certify that the work embodied in this independent study entitled “A STUDY OF THE FINANCIAL MANAGEMENT AND SERVICES OF YUNNAN COLLEGE OF BUSINESS MANAGEMENT” is result of original research and has not been submitted for a higher degree to any other College or institution.

(DUAN JINFEN)

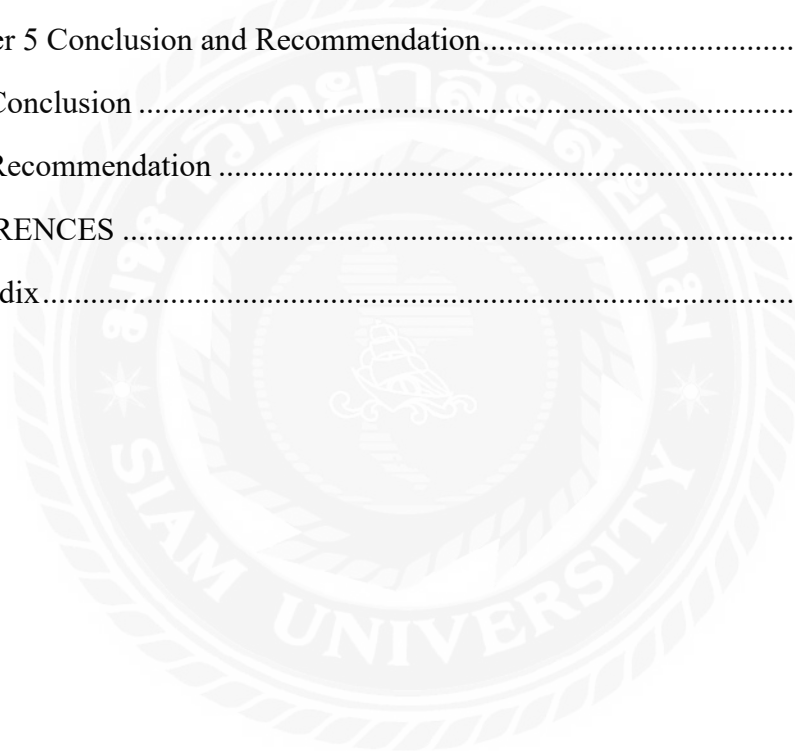
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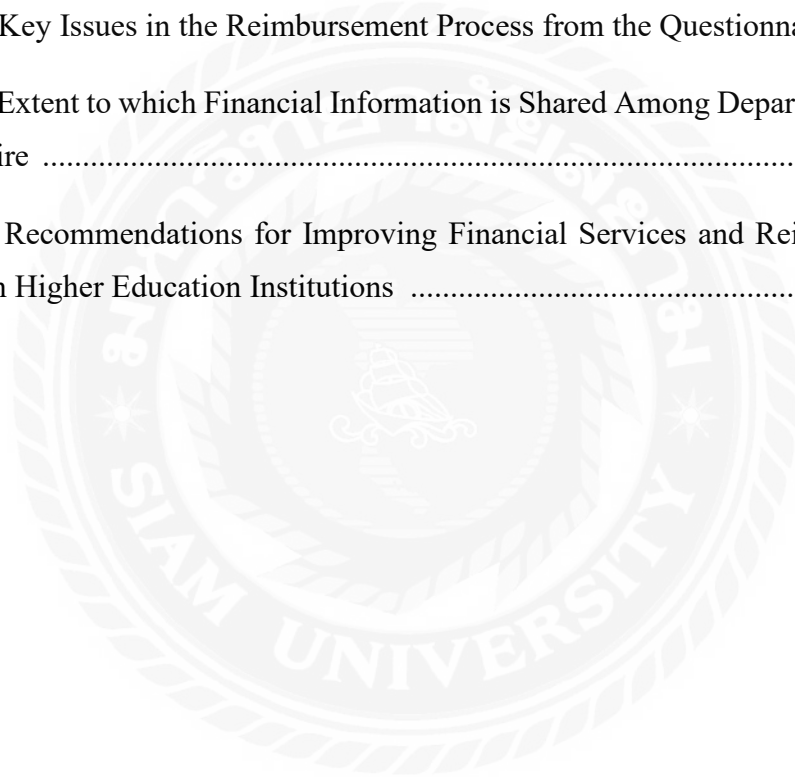
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Chapter 1 Introduction

1.1 Background of the study

The financial management of higher education institutions is an important part of public finance construction and government budgets. According to the "Central Government's Income and Expenditure in the First Three Quarters of 2018" published by the Ministry of Finance of the State Council, the central government's expenditure budget for 2018 increased by RMB 242.831 billion compared with the actual implementation in 2017, an increase of 8.1% compared with the implementation of the previous year. Education expenditure is budgeted at RMB171.122 billion, an increase of RMB10.501 billion or 6.5% over the 2017 performance (Chi, 2015). The impact of the global financial turmoil and the successive outbreaks of significant government debt risks in various countries have led to varying degrees of confusion and concern about government accounting systems. With the establishment of China's market economy and the implementation of the Financial System for Higher Education and the various financial systems and policies stipulated by universities, the diversification of funding sources has led to many new changes and new problems in the financial management of universities (Zhang, 2015). In terms of financial policies, most of the financial reform studies have been carried out in enterprises and government departments, but very few studies have been carried out on the financial reform of universities. It is only with the promulgation of the new accounting system, the Accounting System for Higher Education Institutions, that attention is gradually being paid (Rao, 2019).

The global financial turmoil, mentioned in the provided background, has led to increased scrutiny and accountability in public spending, including education budgets (Smith, 2018). The economic uncertainties have forced higher education institutions to be more prudent and strategic in their financial planning and management. For instance, there is a growing trend towards implementing performance-based budgeting systems in universities, which link funding to specific outcomes and performance metrics (Brown & Jones, 2020).

The introduction of new accounting systems, such as the Accounting System for Higher Education Institutions highlighted by Rao (2019), indicates a move towards greater transparency and standardization in financial reporting. This change is essential

to improve financial governance and to build trust among stakeholders, including the government, students, and the public (Wang, 2021).

The current context of financial management in higher education is characterized by a move towards diversified funding sources, increased financial accountability and scrutiny, the implementation of more sophisticated financial management practices, and the adoption of standardized accounting systems. These changes are essential in navigating the financial challenges posed by global economic uncertainties and in ensuring the sustainable operation of higher education institutions.

1.2 Problems of the study

As a pilot region for the reform of the College financial system in Yunnan Province, there are some shortcomings and limitations, but the results are significant. Based on the new Government Accounting System, this study examined this issue in depth, using the theory of business process reengineering to improve the level and efficiency of staff, strengthen internal control and supervision mechanisms, improve the quality of services, and propose effective safeguards to improve the satisfaction of teachers and students and provide positive reference for the optimization of the financial system of universities nationwide (Rao, 2019). The issues of lack of service mindset among financial management staff, unclear detailed accounts of funds and poor information sharing with other departments are discussed to understand the evaluation of the current financial work of universities, the problems, and the need for business optimization.

1.3 Objectives of the study

1. To analyze the current financial management problems of Yunnan College of Business Management.
2. To examine the causes and effects of financial management problem of Yunnan College of Business Management.
3. To propose solutions to optimize financial management and services.

1.4 Scope of the study

The purpose of this paper is to study the financial management problems of universities and to explore their influencing factors and solutions. The main objectives of this study are to analyze the nature of financial management problems, to examine

the causes and effects of financial management problems and to explore solutions to financial management problems. The scope of this study mainly includes relevant theories in the field of finance, questionnaire surveys and case studies. Due to limited time and resources, this study does not include research on other fields, nor does it provide an in-depth analysis of the historical evolution and future trends of financial problems in Chinese universities. This study focuses on the causes and influencing factors of financial problems in colleges and universities and explores targeted solutions with the aim of providing reference and reference for related industries.

1.5 Significance of the study

In the past, most of the studies focused on internal risk control and efficient comprehensive budget management system, but there was little research on the service consciousness innovation mode and service reform of College financial management. With the continuous reform and deepening of the College system, most of the research in the past has focused on internal risk control, coupled with the fact that there is no concrete theoretical support, administrative regulations and laws and policies promulgated by the state in terms of financial management optimization in domestic research. There are no good innovative points, lack of theoretical support, and no adequate development of relevant research. Therefore, the present study has a certain role to play in supplementing the theories of financial management in universities in terms of regulation and service. The analysis and research in this paper provide cases for the optimization of financial management in universities and further expand the new ideas of financial management.

In order to better adapt to the international trend and steadily promote the reform process, the government has clearly proposed to make the financial reform of universities the first priority for the development of all undertakings in universities. As the reform of the education system continues to progress, the reform of the management system of colleges and universities is facing major challenges, and the special and complex characteristics of financial management of colleges and universities are becoming more and more prominent. As the education system of universities continues to develop, it is of great significance to study the optimization of the financial management model of universities. This paper will analyse the current problems in the form of a questionnaire and give corresponding solutions, providing case studies and some experiences for non-implemented universities to better improve the problems in

financial management and to improve the financial optimization measures in line with the College.



Chapter 2 Literature Review

2.1 Financial Management in College and Universities

The basic concept of finance is the movement of funds in the reproduction process of an enterprise. Financial management refers to the management activities of a unit, which is a series of activities with managerial significance in organizing financial activities and handling financial relations according to the law. The financial management of the College refers to the financial management of the College as an essential part of the College, which directly affects the normal operation of the College's education and teaching work in terms of scientific research funds, three public funds, travel expenses, training, and conference expenses, teaching and teaching expenses, fees and charges, etc. (Wang, 2014). Through the financial department of College, the financial activities and monetary changes and allocations arising from the various activities of the College, the economic adjustment of the colleges at all levels and the effective allocation of resources are achieved. The financial management of universities has a direct impact on the normal operation of education and teaching (Li, 2017). The effective implementation of financial management in higher education enables those responsible for the management of schools, disciplines, and departments to understand and grasp complete financial management data in a timely, accurate and effective manner, providing a strong guarantee for scientific decision-making, organization and implementation of major activities such as discipline building, research projects and student practice, as well as for evaluation.

The revision of the new Accounting System for Colleges and Universities has pointed out the direction for the deepening reform of financial management in colleges and universities. Compared with enterprises, their financial management mode has certain special characteristics. Compared with enterprises and colleges and universities, the biggest difference is that enterprises pursue profit maximization, while colleges and universities emphasize and highlight the rational use of limited funds to improve the quality of education. Secondly, as part of government accounting, colleges and universities are mainly invested by the government. With the diversification of the sources of funding for higher education, the financial management tasks of colleges and universities are also changing, which makes the financial management of colleges and universities face major challenges. The budget management of financial funds of

colleges and universities is based on the basic principles stipulated in the Budget Law, namely, to determine expenditures according to revenues, to balance revenues and expenditures, to avoid deficits, and to adhere to the three major norms of balancing all aspects of life, steady income, diligence, thrift and frugality, so that the budget management of colleges and universities can reflect the real situation of colleges and universities and is not cyclical and revolving in nature (Kettinger & Grover, 2015).

Financial management of universities is an important guarantee for the normal operation of the work of the whole College, the improvement of the comprehensive level and the healthy development of scientific research. With the reform of College accounting system, the financial management of universities has undergone significant changes in system construction, budget management, service innovation, etc., and on this basis, it has its own special tasks. First, financial management of colleges and universities not only has to coordinate the sources of funds such as special funds, scientific research funds and basic project expenditures, but also has to control the risks of external supervision and internal control. Secondly, according to the Ministry of Finance and Ministry of Education's "Opinions on the Establishment of Economic Accountability System and Strengthening of Financial Management in Colleges and Universities", it is especially important to formulate training programs for accounting and finance personnel, and encourage them to participate in continuing education and training as well as relevant professional title examinations (Vander Aa, ter Hofstede, & Weskit, 2014). It is especially important to comprehensively improve the ideological quality, professional moral cultivation, and business ability of the accounting staff, and actively serve the teaching, scientific research, and other major departments. Further enhance the service consciousness, broaden the service function, change the working style, improve the service quality and level, and carry out the innovative experience of service demand. Thirdly, with the arrival of the information technology revolution, to actively respond to the construction of the national network community of destiny, better promote and adapt to the development of the Internet big data, based on the banking concept, enhance the supervision and service consciousness, optimize the traditional management mode of College finance, and bring a new way of thinking for the financial management of colleges and universities (Levisohn, 2001).

2.2 Bank Supervision and Service Concept

Banks are financial institutions established in accordance with the law to operate money and credit business, which is a product of the development of commodity money economy to a certain stage. They are categorized as central banks, policy banks, commercial banks, investment banks, and world banks. The discussion of bank management in this study is limited to the concept of commercial banks. Specific connotations of bank management are formed according to the scope of basic functions of commercial banks. The basic functions of commercial banks include credit intermediation, payment intermediation, credit creation, and financial services. Credit intermediation means that credit activities are linked and mediated between borrowers and lenders (Zhang, 2015).

Payment intermediation refers to the business activities of commercial banks such as currency settlement, currency collection and payment, currency exchange, and deposit transfer for customers by transferring funds from customers' demand deposit accounts with the help of checks as a credit circulation tool. Credit creation refers to the increase in money supply caused by the expansion of demand deposits in the process of utilizing excess reserves for lending or investment within the entire banking system, also known as "money creation". Financial services refer to the services provided by commercial banks to their customers through their business activities, including financing and investment, savings, credit, settlement, securities trading, commercial insurance and financial information counseling (Rao, 2019).

2.3 Relevant Theoretical Basis

2.2.1 Asymmetric Information Theory

George Akerlof further elaborated in *The Market for Lemons* in 1970, and Joseph Stiglitz, George Akerlof and Michael Spence, three American economists, pointed out the importance of access to information in market-based economic activity, and the differences in access to information, the amount of information available and the risks taken. The importance of access to information in economic activities in the marketplace has been identified by three American economists, Michael Spence and Michael Schofield. Different people have different levels of information, and those who have more information are often in a better position, while those who have less information are in a worse position (Akerlof, 1970).

From the perspective of College financial management, timely, accurate and comprehensive financial information provides a strong guarantee for the healthy development of College finance and the economic aspects of each department and college. Due to the lack of communication of financial reimbursement information among the staff, only the internal staff are familiar with the financial system and rules, which leads to errors in the use of funds, incomplete reimbursement bills, returned documents and repeated corrections, etc., making the staff think that it is difficult to report the accounts and increase the pressure on the finance staff. and workload. The financial staff cannot have a comprehensive and in-depth understanding of the actual economic activities of teachers and students in the College, and cannot optimize the data analysis, statistical budgeting, and resource allocation (You, 2019).

2.2.2 Business Process Reengineering

With the rapid development of knowledge-based economy and Internet technology, scientific financial management process and perfect financial management system have an important impact on the improvement of financial management in universities. Business process reengineering was first proposed by Michael Hammer and James Champy in "Reengineering the Corporation", which focuses on business process management. The reorganization and optimization of systems, policies, organizations, and structures to streamline workflows and optimize productivity (Hammer, & Champy, 2009). With the advent of the big data revolution, the original management model only focuses on efficiency, ignoring the importance of the whole in business activities, integrating, or even eliminating outdated links according to the Porter model, optimizing business processes and building a new model on this basis to improve service quality and operational efficiency. From the perspective of financial management of colleges and universities, the increasing scale of running colleges and universities, the diversification of service objects and economic business make financial management work more and more complicated. The existing traditional financial management mode and process of the College can no longer meet the requirements of the rapid development of the College, and the financial management system used is not perfect, therefore, in the daily financial management process, the original mode is no longer suitable for the current trend. In this paper, we will reengineer the financial management process from a partial to a holistic approach to improve the efficiency and progress of work.

2.2.3 Internal Control

In the 1990s, the COSO report (COSO Report: Internal Control Integrated Framework) in its 1992 report "Internal Control - A Holistic Framework" concluded that the close integration of internal control with the management process marked the identification of corporate management. --In the 1990s, the COSO report (Internal Control Integrated Framework) concluded in 1992 that the close integration of internal control with the management process marked the identification of business management. The report defined the concept: "Internal control is the process of influencing the participants in the business, including directors, managers and line management, to provide reasonable assurance that the objectives of operational efficiency, return on capital, truthfulness and reliability of financial statements, and non-violation of laws, regulations and industry systems are achieved. " There are five main elements of internal control: control environment, control activities, risk assessment, information and communication, and monitoring. According to the literature, the internal control system of universities in China has gradually been attached importance and improved (Wei, 2019). 2004's Regulations on Internal Auditing in the Education System set up internal audit bodies in universities, and 2014's Code of Internal Control for Administrative Institutions promulgated by the Ministry of Finance and the Ministry of Education further pointed out that risks should be reasonably avoided, assessed, and effectively prevented. The internal audit body is able to ensure the normal operation of the activities of universities. It focuses on the control environment and control activities of universities, strengthens the awareness of authorization and approval, improves the financial budget, improves the collection and use of monetary funds, income and expenditure and other operations, effectively prevents fraud and corruption, and better serves teachers and students (Wang, 2017).

2.4 Past Research

Mark (2013) point that financial management in higher education should be based on a rational allocation of resources and market principles. In the US, there are two models of financial management for colleges and universities: the centralized system in public schools and the decentralized system in public schools. Ou (2011) suggests that the financial management model of UK universities is more decentralized, with set-aside funds being distributed to colleges and colleges having the autonomy to adjust their budgets according to their development needs. Dyhouse (2007) states that the state

will be timely revisions according to changes in financial policies, informing the whole College in the first instance, and even individual colleges are equipped with support accounting accountants to help reimburse claimants, making it less of a hassle and saving time waiting in line, further improving This will further improve the efficiency of the financial process and enhance the satisfaction of students and teachers. The American scholars Engel and Dawson (2002) pointed out that the reform and development of school education was hindered by the single source of funding, poor financial development and inconsistent financial information data in schools. Burton (2004) proposed the development and use of online reimbursement systems. He explains the impact of the banking model on the financial management of universities, simplifies electronic network work, improves the interface between the banking system and the financial system, replaces traditional manual accounts with technological means, and solves the problem of document audit.

Xu (2011) points out that universities should further improve the efficiency of their services, constantly meet the requirements of reimburses and improve the level of financial management, and that universities should always communicate with banks, coordinate network resources and solve problems encountered in practice in a timely manner. Zhao, Xi and Li (2009) argue that in view of the shortcomings and deficiencies of traditional travel reimbursement, it is necessary to improve the financial network platform, establish an effective financial management network platform, and set up a bank-school interconnection system to realize online filling, remote approval and no-running reimbursement. Zou (2006) pointed out that the reform of the financial management system of universities must improve the quality of personnel, perfect the financial management mechanism and establish a new accounting system reform. Yao and Yang (2012) pointed out that networked has powerful data processing capability and storage function, and the integration of networked financial management has highlighted the necessity of Internet combination. Xu (2015) proposed that we should focus on cultivating high-end accounting leaders and improving the professional skills of financial personnel, to realize the modernization construction of College financial management.

2.5 Research Framework

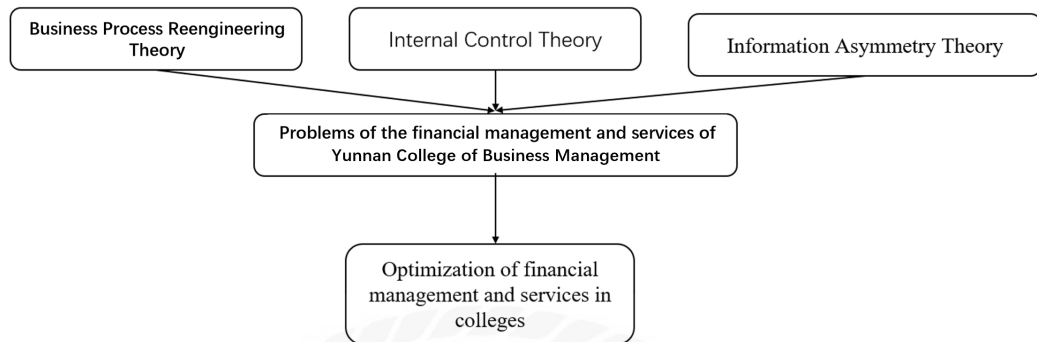


Figure 2.1 Research Framework

This study investigated the existing financial management problems of Yunnan College of Business Management. Then, to solve the current problems in the process of financial reform in colleges and universities, this study conducted exploratory research on the optimization of financial management and services in colleges and universities based on the internal control theory, the information asymmetry theory and the business process reengineering theory, respectively, according to the causes of the problems derived from the analysis of the data.

Chapter 3 Research Methodology

3.1 Research design

This study adopted the quantitative research method, The China Knowledge Resource Integrated Databases (CNKI), Chinese Science and Technology Journal Database, Wanfang Data Resource System, and other media, as well as the review of paper materials in the unit library were reviewed, to analyze the current situation of financial management of domestic and foreign universities and the relationship between financial management of universities and banks. Business-related research was studied to explore the characteristics, and significance of financial management, select the theoretical basis and viewpoints related to this study. Then a questionnaire survey was conducted on faculty and staff in school departments to collect data on existing financial management, achievements and shortcomings brought about by regulatory and service reform innovations, which provide a realistic basis for further deepening the reform of the financial system.

3.2 Data collection and sampling

The target population for this study included the faculty members and administrative staff of Yunnan College of Business Management. The sample size was determined to ensure a representative distribution of respondents across different departments and roles within the college. The sampling method used was stratified random sampling, which allowed for better representation of various subgroups within the population.

Based on the overall population of approximately 500 faculty and administrative staff at Yunnan College of Business Management, a sample size of 150 was initially targeted to achieve a confidence level of 95% and a margin of error of 5%. To collect the data required for this study, a structured questionnaire was designed and distributed both online and in paper format to ensure higher response rates. The questionnaire was divided into four sections:

1. Basic Information
2. Evaluation of Financial Management
3. Evaluation of Financial Services
4. Recommendations for Improvement

1. The survey respondents' basic information: position in the school, gender, years of work (or study), department (or college);

2. Evaluation of financial management: firstly, the degree of familiarity of teachers and students with the financial policies and systems of the state and the College, and secondly, the degree of familiarity with the financial office, financial personnel, and financial information, and thirdly the experience of financial work operation in the classification of bill use, bill use problems, departmental budget funding, execution degree, government procurement control, the use of public funds, student reimbursement and other reimbursement operations.

3. Evaluation of financial services: firstly, how much the responders know about the concepts related to financial management and banking business, and secondly, the problems in the current financial management and what can be done to improve them.

4. Proposed recommendations for improvement.

A total of 150 questionnaires were distributed to the selected sample. The distribution process involved both direct handouts to departments and an online survey link sent via email. Follow-up reminders were sent to encourage participation and ensure a higher response rate.

Out of the 150 distributed questionnaires, 120 were returned. After a thorough review, 10 questionnaires were found to be incomplete or improperly filled out, leaving 110 valid responses. This resulted in a response rate of 80% and a validity rate of approximately 73.33%.

Table 3.1 Distribution and collection of the questionnaires:

Description	Count	Percentage
Distributed Questionnaires	150	100%
Returned Questionnaires	120	80%
Invalid Questionnaires	10	6.67%
Valid Questionnaires	110	73.33%

This study adopted a cross-sectional approach, where data was collected at a single point in time. This approach is suitable for identifying and analyzing the current state of financial management and services at Yunnan College of Business Management. By

focusing on a specific period, the study aimed to capture a snapshot of existing conditions and gather relevant insights for immediate improvements.

To ensure the data collection process is effective, several practical steps were taken:

1. Pre-testing the questionnaire with a small group to identify and rectify any issues.
2. Providing clear instructions and definitions to avoid any misunderstandings.
3. Ensuring anonymity and confidentiality to encourage honest and unbiased responses.
4. Offering multiple methods for questionnaire return (online, mail, in-person) to increase convenience and response rates.

By carefully planning and executing the sampling and data collection process, this study aimed to gather comprehensive and reliable data to support the analysis and recommendations for improving financial management and services at Yunnan College of Business Management.

3.3 Data analysis

The data analysis for this study was conducted using descriptive statistics to comprehensively understand the financial management and service issues at Yunnan College of Business Management.

Data Preparation and Cleaning

The collected data from the valid questionnaires were entered into a statistical software package (SPSS) for analysis.

Data cleaning was performed to identify and rectify any inconsistencies or errors in the responses. This included checking for missing values, outliers, and ensuring that all responses were within the expected range.

Descriptive Statistics

Descriptive statistics were used to summarize the basic features of the data. This included calculating frequencies, percentages, means, and standard deviations for each of the survey questions.

Descriptive analysis helped in understanding the general trends and patterns in the responses, such as the level of familiarity with financial policies, frequency of interactions with the financial department, and common issues faced during financial reimbursements.

Reliability and Validity Analysis

To ensure the reliability of the questionnaire, Cronbach's Alpha was calculated for each module. This measure assesses the internal consistency of the survey items.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were conducted to evaluate the validity of the questionnaire data. These tests help determine the suitability of the data for factor analysis.

Interpretation and Reporting

The findings from the statistical analyses were interpreted in the context of the research objectives and the theoretical framework. The results were reported in a structured format, including tables and figures to visually represent the data.

Key insights and trends were highlighted, and the implications of the findings were discussed in relation to existing literature and theories on financial management in higher education institutions.

3.4 Reliability and validity analysis

This study directly uses SPSS analysis in the online questionnaire publishing platform to obtain Cronbach's Alpha and KMO Index data to test the validity and reliability of this questionnaire. Data are as follows.

Table 3.2 Cronbach's Alpha Analysis:

Module	Cronbach's Alpha
Current Situation Evaluation	0.78
Improvement in Service and Knowledge	0.85

This value is a measure of internal consistency, showing how closely related a set of items are as a group. A Cronbach's Alpha of 0.78 for the "Current Situation Evaluation" module suggests a good level of consistency in the responses. It indicates that the questions in this module, which deal with familiarity with financial policies and systems, as well as experiences with financial operations, are reliably capturing the participants' perceptions.

This high Cronbach's Alpha score indicates a very good level of internal consistency among the questions in this module. This module focuses on how to enhance satisfaction in services and knowledge structure, including understanding financial management, identifying areas for improvement in financial management, and demands for financial personnel. The high consistency suggests that these questions cohesively measure the related concepts.

Table 3.3 KMO Index Analysis:

Module	KMO Index
Current Situation Evaluation	0.72
Improvement in Service and Knowledge	0.78

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy tests whether the responses to a set of questions are adequate for conducting factor analysis. A KMO index of 0.72 suggests that the sample is adequate. This implies that the responses to the questions in this module about financial policy familiarity, financial office interactions, and financial operation experiences are suitable for a reliable factor analysis.

For Improvement in Service and Knowledge:, the KMO index (0.78) is relatively high, indicating that the responses are suitable for factor analysis. It implies that the data collected in this module, which addresses improvements in financial services and knowledge, is well-suited for extracting underlying factors that might explain the patterns in the responses.

Chapter 4 Findings

4.1 Problems Existing in Financial Management

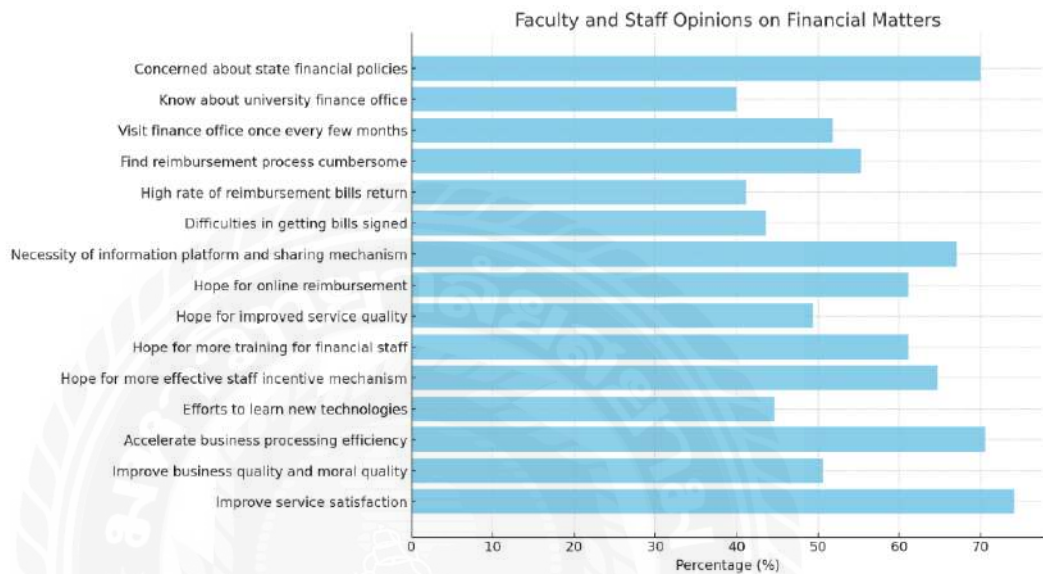


Figure 4.1 Faculty and Staff Opinions on Financial Matters

According to the questionnaire, it is obvious that about 70% of the faculty and staff are concerned about the relevant financial policies and regulations of the state, but only 40% of them know about the relevant information of the finance office of the College; 51.76% of the faculty and staff go to the finance office once every few months for the frequency of doing business. In financial reimbursement, they are not familiar with the use of official card, the use of funds, the validity of bills, the use of electronic invoices, and the information of self-purchasing. 55.29% of the teachers and staff reacted that the reimbursement process is cumbersome; 41.18% of the teachers and staff reflected that the reimbursement bills are returned at a high rate; 43.53% of them reflected that it is difficult for the person-in-charge to sign the bills and other problems. In the response section, 67.06% of the teachers thought that it was necessary to build an information platform and set up a sharing mechanism to improve the sharing of information; 61.18% of the teachers hoped that online reimbursement could be made to save the waiting time; and 49.41% hoped that the quality of service could be improved. As for the financial staff, 61.18% of the teachers and staff hoped that more training could be organized to cultivate professional skills; 64.71% of the teachers and staff

hoped that a more effective staff incentive mechanism could be set up to improve the service; and 44.71% of the teachers and staff thought that they should make great efforts to learn new technologies. Finally, 70.59% of the staff think that the efficiency of business processing should be accelerated, 50.59% think that the quality of business should be improved and good moral quality should be cultivated, and 74.12% hope that the satisfaction of service should be improved.

From the practical point of view, the financial management of universities in China mainly involves three types of subjects: College leaders, finance department and teaching staff. There are certain differences in the focus of different subjects on financial work: College leaders are concerned about the compliance of the use of funds, the financial department is concerned about the standardization of the financial system, and the staff is concerned about the quality of financial services. An effective financial work system must fully satisfy the different needs of the above three types of subjects on financial work.

In the following section, the problems from the perspectives of the three types of subjects are concluded:

4.1.1 Perspectives of School Leadership: Inadequate Supervisory Processes and Hidden Dangers to Financial Security

In the process of financial management of colleges and universities, the use and management of bills is an important way to supervise the funds effectively and reasonably. However, there are many problems and loopholes in the use of bills, which can easily lead to a vacuum in supervision, bring many security risks to the management of College funds, and may lead to the unreasonable use of funds and even the loss of state-owned assets. According to Figure 4.2 of the survey results, the use of electronic invoices, official cards and procurement contracts is more concentrated. By analyzing the different phenomena of the three types of bills that are more intensively used in the survey results, and discovering the loopholes in the process and system deficiencies in the specific operation, the three main reasons for the hidden safety risks of funds are proposed respectively.

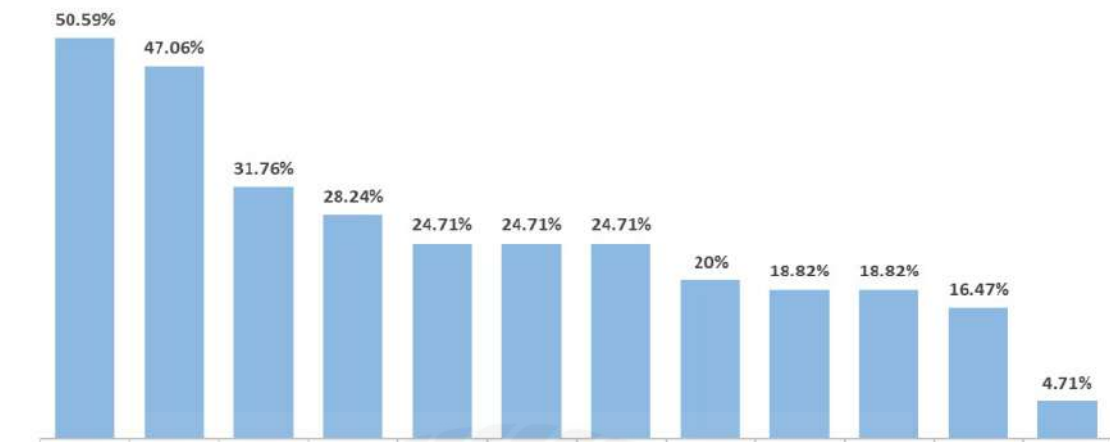


Figure 4.2 Statistics on Major Issues in the Use of Financial Instruments

1. Electronic invoice lacks information management

In recent years, the input of the Ministry of Finance of the State Council to the funding of higher education has increased significantly, and the relevant requirements for various departments have become increasingly refined. With the inflow of funds from multiple channels, various types of business work in colleges and universities have been continuously expanded and standardized, and the reimbursement of various types of invoices has become a major task of the financial work of the College. From 2014, the State Administration of Taxation started to implement the electronic general invoice for value-added tax until the end of 2017, which will effectively promote the use of electronic invoices nationwide, further standardize the charging behavior of administrative institutions, and effectively improve the supervision and efficiency of financial bills. In order to further respond to the State's call, colleges and universities have also actively promoted the use of network electronic invoices for reimbursement in colleges and universities. Although the issuance of electronic invoices has greatly eased the cost of invoices for enterprises and made it more convenient to store, query and check the use of invoices, the audit of reimbursement will further increase the difficulty of the financial staff in reviewing the reimbursement. The current reimbursement process is that faculty and staff print their own electronic invoices for reimbursement, and the financial staff is unable to quickly and accurately screen whether or not there is duplicate reimbursement of the printed electronic invoices. Since the reimbursement records of each invoice are currently kept by the finance staff in the form of a book, the checking efficiency is low and the error rate is high.

2. Official card settlement information is opaque

Official cards, also known as the Central Government Budget Official Cards, combine the relevant regulations of the government procurement management platform with the settlement methods associated with bank cards, creating a new government procurement platform management tool. The Ministry of Finance stipulates that official cards held by personnel from central budget units are primarily used for daily official expenses and financial reimbursement. Therefore, when school teachers incur official expenses during their business trips, they can make payments directly with the official card instead of requesting cash advances. Afterward, they obtain invoices and bank POS receipts as card payment evidence. Within one week, they submit these materials, along with their name, date of expenditure, and the actual reimbursable amount, to the school's finance department for reimbursement. Once the materials are reviewed without errors, the reimbursement amount is directly transferred to the personnel's official card account. Especially in the case of travel expenses, staff members are required to purchase tickets through the government procurement platform and provide itinerary and boarding passes for reimbursement within one week. This policy encourages strict adherence to regulations aimed at promoting thrift and preventing waste. Although the official card offers convenience, there are still some flaws in the process. For instance, some companies and merchants provide discounts, which may result in the actual expenditure amount differing from the invoice amount. If the invoice amount is used for reporting when it is less than the actual expenditure, the financial personnel may approve the reimbursement during the initial review, as they cannot verify the actual expenditure amount on the official card. However, when it comes to repayment and reimbursement at the bank teller, discrepancies between the reimbursement amount and the actual expenditure amount may lead to rejection, causing the entire reimbursement process to be reinitiated, which significantly impacts the efficiency of financial reimbursement.

3. There is a lack of risk control in the procurement of self-purchased supplies.

In traditional procurement modes in higher education institutions, there are two procurement methods. First, in government procurement, strict adherence to the "People's Republic of China Procurement Law" and relevant contract laws and regulations ensures procurement procedures and accepts financial oversight. However, in this mode, government procurement through the bidding process is time-consuming, and the authenticity of information from bidding enterprises needs further verification. Second, in self-purchasing, functional departments of the institution can procure goods

independently without following the government procurement process. Over time, self-purchasing lacks transparency, and the procurement intermediary processes are time-consuming. Both suppliers and enterprises lack information channels, making it difficult to ensure authenticity. In this survey, faculty and staff raised several issues related to procurement, particularly the risk of contract breaches during the procurement process. Many faculty and staff members reported instances where they had received goods but were unable to make payments or where suppliers could not provide equivalent collateral in exchange for the materials, causing inconvenience to the purchasers. Choosing the wrong supplier can lead to issues such as bounced checks, payment recovery, non-delivery of goods, subpar product quality despite full payment, and potential fraudulent activities. In construction procurement projects, there may be problems with non-standard design plans and incomplete designs, which significantly impact project progress and result in subpar project quality, safety hazards, a lack of financial monitoring, increased unnecessary risks, disrupted transactions, and increased difficulties for those seeking reimbursement for purchased materials.



Figure 4.3 Distribution of Key Concerns in Higher Education Procurement Processes

4.1.2 Perspectives of Claimants: Cumbersome Financial Claims and Poor Experience

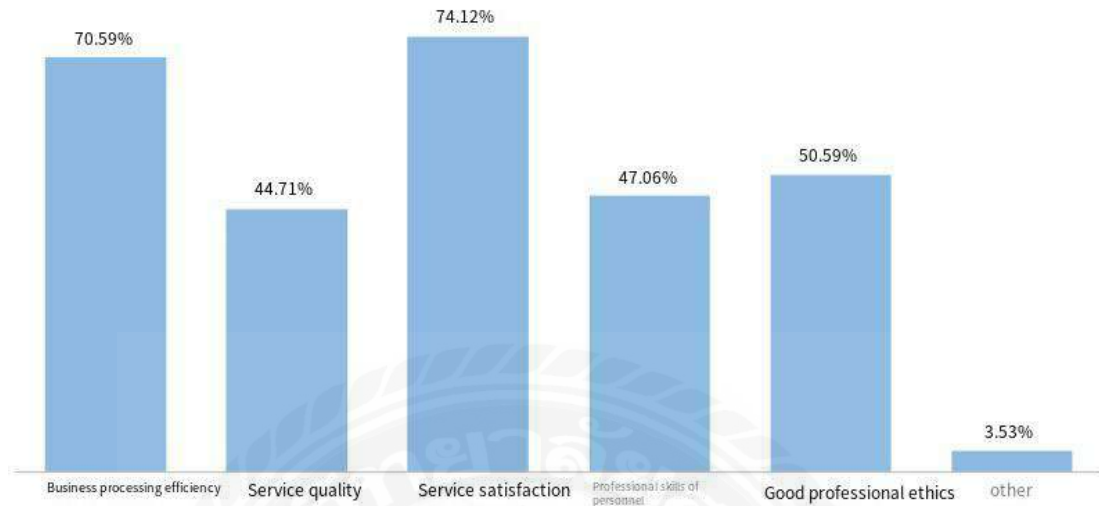


Figure 4.4 Criteria for Evaluating the Work of the Treasury

1. The reimbursement process is complex with low transparency.

As per the evaluation criteria for the financial department's work shown in Figure 4.2, 74.12% of the surveyed individuals chose service satisfaction. Simultaneously, 70.59% of the respondents selected business process efficiency. Combining these findings with the negative evaluations of the reimbursement process by the surveyed individuals reflects the current low level of service satisfaction among those seeking reimbursement. The problems encountered during the financial reimbursement process in the survey of reimbursement applicants are visible in Figure 4.3. Their dissatisfaction with the financial reimbursement process and the service provided by financial personnel mainly revolved around the following issues: 1) Lengthy reimbursement procedures consuming excessive time; 2) Complex document completion during the reimbursement process leading to frequent rejections; 3) Lack of transparency in reimbursement details and progress; 4) Difficulty in obtaining signatures from supervisors during the reimbursement process.

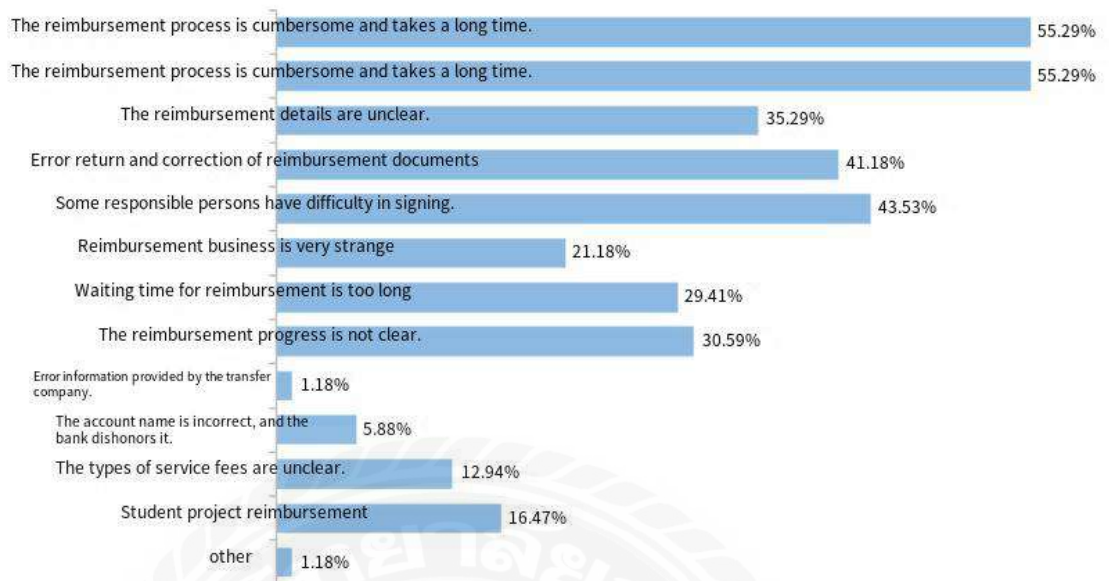


Figure 4.5 Key Issues in the Reimbursement Process from the Questionnaire

2. Financial personnel demonstrate weak service awareness and a need for enhanced comprehensive business capabilities.

In the context of comprehensive reforms in the government accounting system and ongoing reforms and expansion in the higher education system, including increased enrollment and the establishment of more graduate programs, along with the continuous growth and optimization of school majors, the requirements for financial reimbursement are gradually rising. The existing financial service awareness is lacking, and there is a tendency to rely on traditional management and control thinking, failing to recognize the true demands of those seeking reimbursement. Some financial personnel lack patience in their work or only focus on business without effective communication with the applicants, leading to a poor user experience and even conflicts. Additionally, as higher education institutions diversify their operations and with the advent of the new "Government Accounting System" reform, the expectations for financial personnel have reached new heights. Not only are basic accounting knowledge and skills required, but there are also high demands for proficiency in communication, language, and computer information technology, among other comprehensive business capabilities.

4.1.3 Perspectives of Financial Personnel: Heavy Financial Workload and Low Work Efficiency

1. The reimbursement process is complicated

With the increasing emphasis on higher education and research expenditures in universities, both national and local governments have increased their investments in higher education. Budgets for education have grown steadily, research endeavors have continued to expand, and educational system reforms have deepened. Higher education institutions have expanded their scale and enrollment ratios. In terms of academic development, universities have received substantial support for selecting applied undergraduate pilot programs, constructing first-class disciplines, and establishing graduate degree programs. As education funding has increased year by year and the number of research projects has multiplied, the types of financial reimbursements have become increasingly varied. This has led to increasingly complex and cumbersome business processing procedures. Most functional departments are not familiar with the news, announcements, existing accounting systems, reimbursement rules, and various types of reimbursement documents and vouchers issued by the finance department. They are also unclear about the details of each transaction process, including fund codes, amounts, invoices, attachments, and even the responsible person for project funding, department heads, and even College leaders. This problem is confirmed through feedback from reimbursement applicants, with 43% of them encountering difficulties in obtaining signatures from top leaders and 41% facing the rejection of submitted documents, ranking second and third among all issues. Due to a lack of comprehensive understanding of financial reimbursement policies among applicants, they often use outdated policies for reimbursement, resulting in the rejection of their applications. Financial personnel need to explain the required information, relevant policies, approval forms, and official documents for each faculty member based on their specific business needs. Additionally, some applicants are not proficient in using financial software. Furthermore, there are students among those who come for reimbursement, and most of them are unfamiliar with the processes because they do not typically deal with such transactions. They require guidance on the basics of filling out expenditure reimbursement forms, attaching various itemized invoices, and providing the necessary attachments. The same issue may need to be repeated multiple times, inadvertently extending waiting times for other reimbursement applicants and the time required for financial personnel to process transactions. This, in turn, results in longer waiting periods for reimbursement applicants.

2. The level of information sharing between financial information and business functions is low.

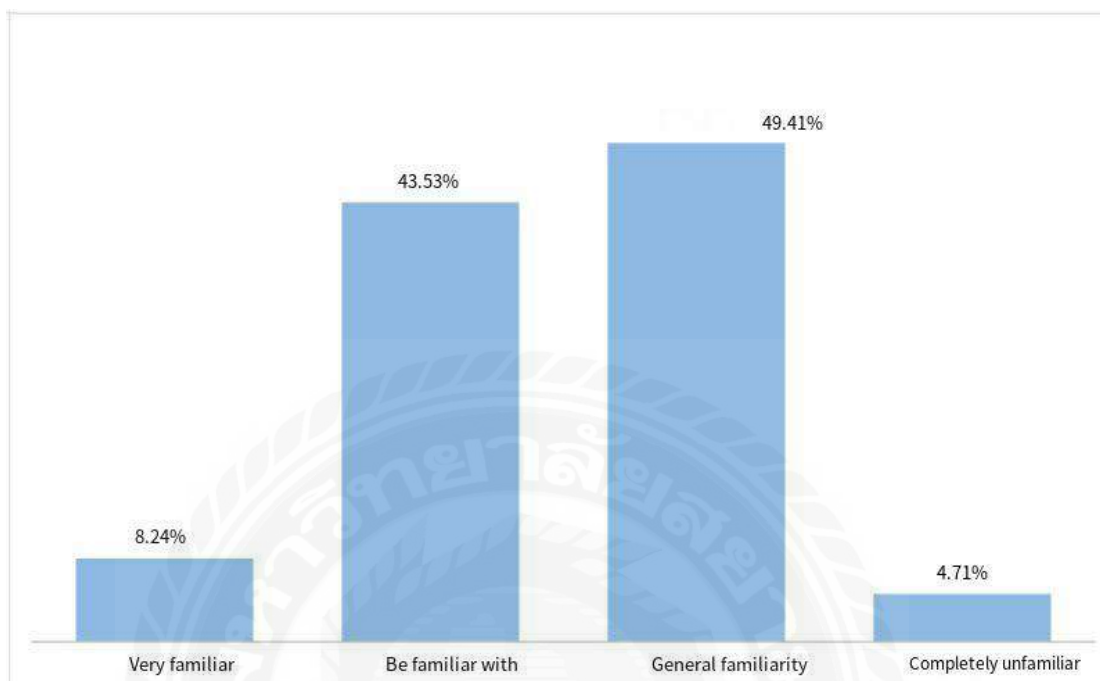


Figure 4.6 The Extent to Which Financial Information is Shared among Departments in the Questionnaire

There is a lack of information sharing among various departments in universities, with the finance department. Apart from the Personnel Office, Research Office, and Academic Affairs Office, which frequently engage in financial transactions, other departments have minimal interaction. Financial data channels are limited and closed-off, making it challenging to monitor budget execution, resulting in overspending approvals. In Chinese universities, financial management primarily relies on computerized accounting systems, replacing traditional manual bookkeeping and accounting entries, to some extent, enhancing the efficiency of financial personnel's work. While financial software can reduce inefficiencies associated with traditional manual methods and simplify data processing processes through system settings, only the finance department can clearly see all financial information across the entire campus, with limited data circulation and sharing. Besides the finance department, various college departments cannot promptly access information about financial expenditure, often leading to misunderstandings among faculty and staff. Departmental leaders also highlight the lag in information retrieval, which reduces the efficiency of both parties. Accordingly, we conducted a survey specifically focused on the level of financial

information sharing (as seen in Figure 4.4). The results indicate that over 50% of respondents are not sufficiently familiar with the level of understanding of financial information.

4.2 Optimization Measures for Financial Management and Services

4.2.1 Optimization Measures for Financial Internal Control Management in Colleges and Universities

1. Optimization of capital supervision process

As the department with the highest capital reserve rate, banks have strict control over capital supervision. According to the particularity of the financial business of universities, we will start with the reform of bills, use electronic information methods, and learn from the bank's capital supervision concepts to improve the financial management of universities. The bill management capabilities reduce common reimbursement problems such as false positives, omissions, and re-reporting.

2. Optimization of information sharing:

Build an on-campus sharing platform to meet the needs of various departments and ensure information disclosure. Regularly publish fee details, including student tuition and miscellaneous fees, scholarships, grants, salary details, etc. Strengthen third-party internal supervision to ensure the authenticity and timeliness of financial information. Establish a back-end fund passbook to manage and control funds. In order to further strengthen the construction of a "double-qualified" teacher team, in accordance with the spirit of the "Double Entrepreneurship" conference, implement the strategy of "strengthening the school with talents" to create a good scientific research, engineering practice environment and academic atmosphere for teachers, and connect various colleges and departments, Establish unified financial information data standards to enable fund managers to further monitor fund details and effectively control allocated projects, quotas, and usage details.

Establish an integrated financial information system, connect system data, and establish communication paths. Realize the connection between schools and between inside and outside. First, rationally plan data and financial information to reduce data redundancy. Secondly, achieve information sharing more effectively and ensure information security. Through the reference of network technology, developers are required to regularly detect, maintain, and update software. This requires breaking

through financial information barriers, realizing data transmission and circulation, and obtaining financial information in a timely manner. Again, ensuring the security of data and information, and forming a secure and confidential The firewall can better ensure the safety of funds used by universities and teachers and students, better serve financial personnel, improve work efficiency, and play a positive role in the development of financial work.

3. Optimization of Fund Risk Control

Banks, as third parties, play a guarantee role in contracts and can increase internal fundraising for universities, drawing on the banking industry's credit functions. They serve as credit intermediaries, particularly important in the procurement process, as explained below.

Banks, acting as third-party guarantors, incorporate the bank's supervisory mechanism. The setting of asset management systems and asset-related systems in the finance department is integrated with the bank. When the asset management department purchases large equipment, the other party must clearly specify the obligations, responsibilities, contract payment methods, goods delivery dates, estimated project completion dates, and acceptance of goods and projects as stipulated in the procurement contract. This provides comprehensive information about the enterprise, including its qualifications, scope of operation, and legal safeguards for cooperation between the school and the supplier, particularly for significant fixed assets. Bank guarantees and bank certificates are written credit guarantees issued by banks, insurance companies, or guarantors at the request of the enterprise to the first party. They have legal effects. They ensure that if the second-party enterprise fails to fulfill its obligations according to the contract, such as receiving payment but failing to deliver on time, delivering goods with safety hazards, or delaying the project's completion due to its own actions, these issues related to the authenticity of the enterprise can be effectively resolved. In the survey, most faculty and staff were unfamiliar with the enterprises responsible for their contracts, and despite following procedures, mistakes still occurred, sometimes leading to legal disputes. Now, bank guarantees are introduced as third-party guarantees, with the contract number, contract fund code, contract name, contract details, and payment methods clearly specified on the guarantee letter. It also mentions the percentage of the quality guarantee deposit in the contract, along with the name of the guaranteeing bank, the account number, and the signatures and seals of all three parties:

the school, the enterprise, and the bank. Through written guarantee letters, this enhances security in procurement for universities and provides strong and reliable financial support for faculty and staff in research. It also better utilizes funds. Additionally, bank guarantees ensure the continuity of information for merchants, guaranteeing the smooth progress of transactions.

4.2.2 Optimization Measures for Financial Services

1. Optimization of Service Facilities

The new accounting system explicitly calls for further deepening reforms, enhancing service awareness, and improving service quality and standards. In the survey questionnaire conducted in this study, as shown in Figure 4.5, 49.41% of reimbursement applicants believe that service reforms should be carried out, and 38.82% of them believe that a financial secretary system should be established. This shift in mindset, from traditional management thinking to service-oriented thinking, is evident. In this regard, we can continue to adopt and adapt financial management models from other industries to improve the financial management model of universities and enhance the quality of financial management. This paper will take a specific College as an example to further analyze the optimization and construction of financial service management in higher education institutions.

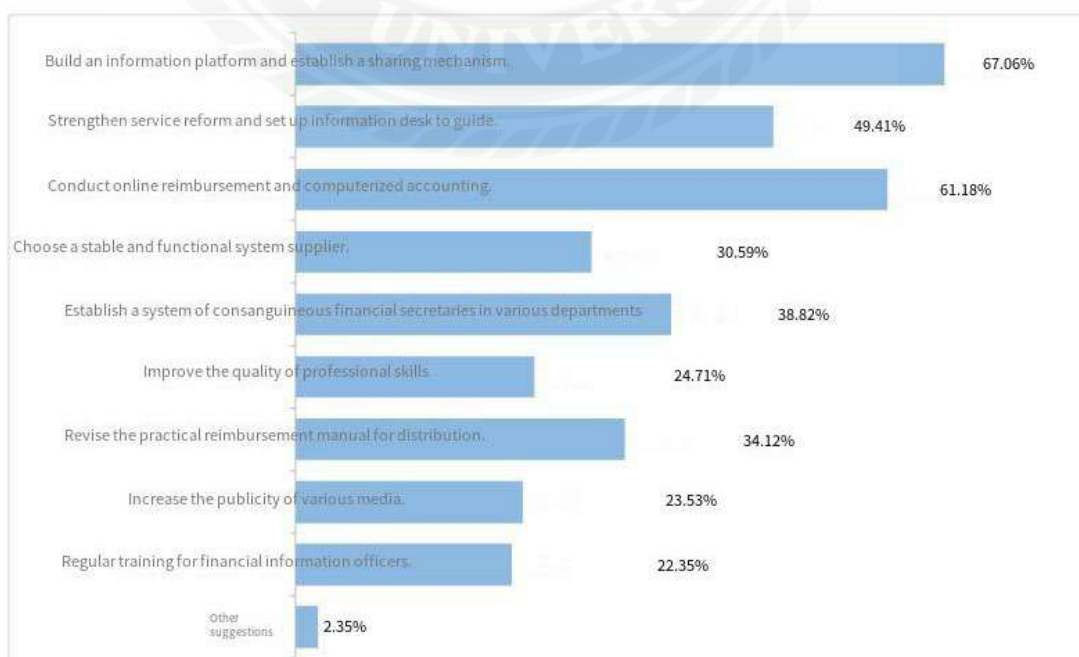


Figure 4.7 Recommendations for Improving Financial Services and Reimbursement Processes in Higher Education Institutions

Based on the analysis of the survey questionnaire results, it is evident that most teachers are only aware of submitting their documents to the finance department for reimbursement but do not know their specific business classifications. Common issues include many teachers not being clear about the categorization of their transactions and not knowing the designated counter or occasionally bringing incorrect documents, requiring them to return with the necessary materials. In order to improve the efficiency of financial personnel and reduce the waiting time for reimbursement approval for faculty and staff, we can draw inspiration from banking service concepts to optimize a new model for financial management in universities.

This can be achieved by establishing a consultation counter in the reimbursement hall, introducing the role of a lobby manager, and creating a one-stop service in the financial hall. Additionally, specific areas and pilot zones can be set up within the finance department. In the reimbursement hall, a "Financial Department Consultation Service Counter" can be established. The establishment of a consultation counter not only meets the needs of faculty and staff but also allows for communication with each faculty member and student who comes for reimbursement. This information can be summarized during finance department meetings to promote various precise financial services to the entire College community, significantly improving efficiency.

Create a service hall and provide relevant facilities. Outside the reimbursement hall, dedicated computers, printers, tables, chairs, and water dispensers, along with basic amenities like mobile phone chargers, stationery such as pens and glue, and cups, can be set up. This should consider not only the capabilities of specialized counters but also address the diverse needs of different reimbursement groups, providing excellent services and fulfilling social responsibilities.

2. Optimization of Technological Applications

Barcode Query Process Management: In order to further enhance and improve the level of management in College financial management, all financial business processes, including cash transactions, bank transfers, and official card reimbursements, are

comprehensively streamlined. Through the application of a scientific management model, the goal is to enhance overall service capabilities, make financial business processes fully transparent, connect with backend management, increase the transparency of financial information, reduce unnecessary back-and-forth and waiting times, and effectively improve work efficiency and performance.

3. Optimization of Human Resources

Establishment of Financial Secretary and Information Officer Systems, Standardization of Service Processes: To create favorable conditions for faculty and staff in the fields of education and research and to better meet the needs of the broader academic community for financial services, especially in the area of reimbursement, further improvement of service awareness and attitude is required. Drawing inspiration from banking management systems, the financial reimbursement system should be further standardized to reduce workload.

Taking a Yunnan College of business management as an example, the advancement of the financial management work center's decentralization has begun, and the Financial Secretary system is under trial. This system targets functional departments and colleges as service recipients, assigning one financial secretary to each college to allow other faculty members more time for educational and research work. Financial secretaries initially receive training for all teachers in the college. After consulting with the financial department, they tailor a reimbursement method suitable for the college and its departments based on their unique characteristics. At the end of the fiscal year, performance assessments will be conducted based on factors such as the number of reimbursement vouchers returned, feedback from financial personnel, and feedback from other faculty members in the department. The College will continue to refine the Financial Secretary system and workforce development.

The role of the Financial Secretary involves assisting faculty and staff with filling out expenditure reimbursement forms and pasting supporting documents. They also submit applications through commonly used systems such as the research management system, financial audit system, and asset management system.

To better support the work of Financial Secretaries, the College's finance department has established the role of a Financial Liaison Officer. This role is led by the Deputy Principal in charge, with the Finance Department Director serving as the deputy leader, and several department heads as sub-leaders. All financial personnel are members of this group. Financial Liaison Officers compile and provide on-site assistance to faculty and staff regarding financial reimbursement issues, budget execution, and practical operational challenges. This approach ensures that frontline educators and researchers can focus on academic work, saving time and allowing them to dedicate more effort to education and research initiatives.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

From the analysis of the results of the questionnaire, there is a big gap between the effect of the current financial work of universities and the expectations of the three types of subjects. From the perspective of College leaders, there are many loopholes in the financial system, untimely supervision of funds, and hidden dangers to the safety of funds; from the perspective of the financial department, the low degree of sharing of departmental information and the poor standardization of the fulfillment of the system have led to a lot of repetitive work in finance and low efficiency; and from the perspective of the faculty members and staff, the reimbursement process is cumbersome, and the experience of reimbursement is poor.

Financial management directly impacts the normal operation of higher education and teaching at universities. In order to continuously advance the educational reform and internal development, it is essential to continually improve the financial management system in higher education institutions. In the research field of College financial management, numerous domestic and international researchers have conducted extensive summaries and studies. These studies encompass various aspects, including budget management, educational and teaching aspects, and performance evaluation, providing abundant theoretical foundations and research experiences for this study.

By analyzing the current state of financial management at Yunnan College of Business Management and drawing inspiration from the principles of precision management in banking concepts and advanced financial management models abroad, this study optimized the existing working mode in terms of supervision. Through the internal control theory, it improved the traditional financial model, ensuring risk control and to some extent, the security of funds.

Based on the theory of information asymmetry, this study established a data information system to create an information-sharing platform. Using the business process reengineering theory, it improved the traditional financial model. In terms of service optimization, it streamlined service processes by drawing from human

resources, technology applications, and external environments. These approaches have been practiced, and their outcomes have been summarized and refined.

In the financial management of Yunnan College of Business Management, the study identifies six main issues that impact the efficiency and security of the college's financial operations. Firstly, from the perspective of school leadership, there are significant inadequacies in supervisory processes and hidden dangers to financial security, primarily related to the use of bills. This can create a vacuum in supervision, increasing financial management risks and potentially leading to the loss of state-owned assets.

Secondly, claimants face cumbersome financial claim processes and poor experiences, leading to widespread dissatisfaction and inefficiency. This reflects a notable deficiency in the service awareness of the financial department. Additionally, financial personnel are burdened with a heavy workload and low work efficiency. The diversity and complexity of financial transactions in the educational setting contribute to processing delays and inefficiencies.

There are also pronounced issues with information sharing between the financial department and other departments, affecting the monitoring and transparency of budget execution. Lastly, the study points out that financial staff lack necessary training and skills development, which limits their ability to handle the increasing complexity and demands of financial management in higher education.

Additionally, this paper draws the author's practical work experience in a College's financial department, providing firsthand research materials and usable case studies. It offers targeted suggestions for addressing the issues encountered during the implementation of the new financial management model at Yunnan College of Business Management. Furthermore, it provides theoretical support and real-world significance for the upcoming dual-system accounting and the comprehensive advancement of government accounting system reform.

In conclusion, based on previous research theories and achievements, combined with existing research cases and practical experiences, this study can provide valuable support for its successful implementation.

5.2 Recommendation

This study represents just the beginning of research into financial management at universities, and there are still many areas that need improvement in its construction. Topics of interest include how to ensure compliance and enhance satisfaction among those seeking reimbursement, as well as how to further optimize these processes.

For future research in the domain of financial management within higher education, several promising avenues could significantly expand upon the findings of this study. Future studies should consider undertaking a comparative analysis of financial management systems across different types of higher education institutions, both public and private, as well as across diverse geographic regions. Such comparisons can unveil best practices and innovative approaches that can be adopted to enhance the efficiency and effectiveness of financial management at Yunnan College of Business Management and other similar institutions. Additionally, the rapid advancement in technology presents an opportunity to explore how emerging tools like artificial intelligence, machine learning, and blockchain can revolutionize financial processes, improving transparency, efficiency, and security. Longitudinal studies tracking the long-term impacts of financial reforms and policy changes can offer valuable insights into the sustainability and effectiveness of these measures, providing guidance for future financial strategies.

Further research should also delve into understanding the perceptions and satisfaction levels of various stakeholders, including faculty, staff, and students, regarding financial management services. Employing qualitative methods such as interviews and focus groups could provide a nuanced view of their specific needs and expectations, allowing for the tailoring of financial services to better meet these demands and improve overall satisfaction. Investigating the integration of financial planning with academic planning processes could provide a holistic perspective on resource allocation and its impact on educational outcomes, supporting sustainable growth and optimized resource utilization. Moreover, examining the effects of continuous training and professional development programs for financial personnel on their performance and service delivery can identify ways to enhance the capabilities of financial staff. Lastly, exploring the broader role of financial management in promoting institutional sustainability, aligning financial strategies with long-term goals, and ensuring resilience in a rapidly changing educational landscape could provide deeper

insights into how financial management can support the overall mission and vision of higher education institutions.



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Appendix

Dear Professors,

To gain a comprehensive understanding of the current financial management situation at our College, identify the most pressing issues for faculty and students, and find the best feasible solutions to better serve all faculty and staff, we kindly request your participation in this survey. Thank you for your support.

This questionnaire consists of both single-choice and multiple-choice questions. It does not involve any personal information, and the survey data will only be used for academic research and analysis. Please answer each question as appropriate.

Basic Information:

1. What is your position? [Single-choice question] *
 - Full-time faculty
 - Faculty with administrative roles
 - Laboratory faculty
 - Other types of faculty

2. Your gender: [Single-choice question] *
 - Male
 - Female

3. In which year did you start working at this College? [Single-choice question]
 - Before 1990
 - 1990-1999
 - 2000-2009
 - 2010-2015
 - In the last three years

4. Which department are you affiliated with? [Single-choice question] *
 - Administrative functional department
 - School of Engineering
 - School of Arts and Sciences
 - School of Higher Vocational and Technical (International) Education

- Electronic Waste Research Center
- Engineering Training Center
- School of Economics and Management
- College of Fine Arts
- International College
- School of Continuing Education
- School of Marxism
- Department of Physical Education
- Other _____

Current Assessment:

5. Do you follow national financial policies and regulations? [Single-choice question] *

- Frequently
- Quite often
- Rarely
- Not at all

6. Are you familiar with the financial department's regulations and rules at our College? [Single-choice question] *

- Very familiar
- Somewhat familiar
- Not very familiar
- Not at all familiar

7. How often do you visit the financial department? [Single-choice question] *

- Daily
- Twice a week
- Every few months
- Never visited
- Visit at the end of the year

8. Do you have knowledge of the allocation of departments within the financial department? [Single-choice question]

- Very knowledgeable

- Knowledgeable
- Somewhat knowledgeable
- Completely unaware

9. Does your department understand the usage of various types of vouchers?

[Single-choice question] *

- Understand
- Somewhat understand
- Do not understand

10. In financial reimbursement, which types of vouchers do you frequently use?

[Multiple-choice question] *

- Expenditure reimbursement vouchers
- Payment vouchers
- Voucher pasting forms
- Invoice application forms
- Temporary fund vouchers
- Payment notices
- Out-of-town travel reimbursement forms
- Official card application forms

11. What do you consider to be the main issues related to voucher usage?

[Multiple-choice question] *

- Unclear purposes for using official cards
- Tedious documentation requirements for official card reimbursements
- Unfamiliarity with expenditure codes
- Validity period of travel expense invoices
- Insufficient documentation for student activities
- Printing and using electronic invoices
- Complex procedures for government procurement
- Lack of guarantees for self-purchases
- Unfamiliarity with purchasing entities
- Lack of familiarity with domestic travel expense standards
- Unfamiliarity with official reception expense procedures
- Difficulty distinguishing between various types of vouchers

Other: _____

12. What issues do you face in the financial reimbursement process? [Multiple-choice question] *

- Complex reimbursement procedures and long processing times
- Lack of clarity in reimbursement details
- Rectification of reimbursement documents due to errors
- Difficulty obtaining signatures from responsible persons
- Unfamiliarity with reimbursement processes
- Lengthy waiting times for reimbursement
- Unclear reimbursement progress
- Incorrect information provided by the transferor
- Mismatched payee names leading to bank returns
- Unclear categories for labor service fee disbursements
- Student project reimbursements
- Other: _____

13. How would you rate the level of information sharing regarding financial matters within your department? [Multiple-choice question] *

- Very familiar
- Quite familiar
- Moderately familiar
- Completely unfamiliar

14. Are you familiar with financial management and banking-related concepts? [Single-choice question] *

- Familiar, read related articles
- Somewhat familiar, awaiting practical experience
- Not familiar, heard about them
- Completely unfamiliar

15. What criteria do you use to evaluate the financial department? [Multiple-choice question] *

- Efficiency in handling tasks
- Quality of service

- Satisfaction with service
- Professional skills of staff
- High ethical standards
- Other: _____

Proposed Solutions:

16. What feasible solutions do you think can address the problems encountered in financial management? [Multiple-choice question] *

- Establish an information-sharing platform and create a sharing mechanism
- Enhance service reform, set up a consultation desk for guidance
- Implement online reimbursement and computerized accounting
- Choose stable and feature-rich system providers
- Establish a departmental financial secretary system
- Improve professional skills
- Revise and distribute practical reimbursement manuals
- Increase media promotion efforts
- Provide regular training for financial information officers
- Other suggestions: _____

17. Regarding the current implementation of the dual accounting system and government accounting system reform in human resources, what strategies do you

recommend? [Multiple-choice question] *

- Provide more training opportunities
- Cultivate talents with professional skills
- Establish more effective personnel incentive mechanisms
- Make efforts to learn various new technologies
- Other: _____

18. What other issues do you see with financial management at our College, and do you have any recommendations for financial management reform? [Open-ended question] *

Thank you for your valuable participation!