



UNIVERSITY OF  
**GEORGIA**

Center for Continuing Education & Hotel  
Carl Vinson Institute of Government

## GOVERNMENTAL FINANCE ONLINE COURSE: Treasury Management

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### *Treasury Management — Learning Objectives*

#### **Lesson 1 — Cash Management**

Local government finance professionals and paraprofessionals need a thorough understanding of cash management and investments that produces the greatest yield. The treasury management process involves people inside and outside of the organization. This first lesson covers the overall goals of cash management as well as the understanding of the treasury management process from inception to end.

##### **Learning Objectives:**

- Recognize the goals of cash management.
- Identify the treasury management process from inception to end.

#### **Lesson 2 — Banking Services**

Partnerships are important when it comes to banking services. Treasury managers are challenged to keep their banking relationships strong and professional while many internal and external factors could potentially impact those relationships.

##### **Learning Objectives:**

- Define the various banking service categories.
- Recognize the steps in the competitive bid process.

#### **Lesson 3 — Forecasting**

Cash flow forecasting is critical for a treasury manager. Without proper cash flow forecasting, it is impossible to know what amounts can be invested and for what period of time.

##### **Learning Objectives:**

- Recall the steps involved in preparing a cash flow forecast.
- Define the moving average method forecasting technique.
- Prepare a basic cash flow forecast using the moving average method forecasting technique.

#### **Lesson 4 — Collections**

The object of collections is to increase the amount of funds available for investing by speeding collections into the government's bank account.

##### **Learning Objectives:**

- Recognize the types of collection methods available.
- Recall the types of collection strategies.
- Define float and identify methods to reduce float on collections.



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## Lesson 5 — Disbursements

Disbursements should be timed so that they remove cash from the local government's treasury only at the last possible moment. A major goal of disbursement systems is to slow the payment of funds so that the maximum amount of funds possible is available for investment for the longest possible time. At the same time, the treasury manager must ensure that payments are made to creditors, suppliers and employees in a timely manner.

### Learning Objectives:

- Cite the major goal of a disbursement system and the goal of the treasury manager in the area of disbursements.
- Differentiate between centralized and decentralized disbursements.
- Identify the types and characteristics of disbursements.
- List the components of disbursement float.
- Recognize how the use of electronic banking services optimizes disbursements.

## Lesson 6 — Investments

The safety of public funds should be the foremost objective in public fund management. The investment function can only take place after all of the other important activities of establishing banking relationships, understanding the inflow and outflow of revenues and disbursements and constructing a cash flow forecast. Once the investment process begins, investments become one of the most important responsibilities of the treasury manager's job.

### Learning Objectives:

- Differentiate between law and policy in regard to treasury management.
- Recall the components of a strong investment policy.
- Identify types of investment instruments.

## Lesson 7 — Internal Controls

Internal controls are often said to be for the protection of the government's assets. What we don't understand sometimes is that while internal controls protect the government and its assets, they also protect the employee. Since safety is one of the primary goals of treasury management, treasury managers must be diligent in establishing and maintaining controls to prevent, detect, and correct fraud throughout treasury processes.

### Learning Objectives:

- Recognize the importance of developing policies and procedures that include strong internal controls.
- Apply the basic concepts of good internal controls to treasury management.

## Lesson 8 — Staffing and Supervision

Cash and investment are high "at risk" assets for a government. Employing a well-trained, competent staff is one of the best government strategies to strengthen internal controls, not to mention produce safer investments that earn higher yields. Although this lesson is brief, don't be fooled into underestimating the role of staffing and supervision within the treasury function. Every organization differs in structure, but any time staffing and supervision of the treasury function are under consideration, be careful. These are the people who collect and invest the funds of the government.

### Learning Objectives:

- Recognize the importance of proper staffing and supervision in treasury management.
- Define the overall purposes of the cash management professional office.
- Define the expectations of a cash manager's supervisor.

## Lesson 9 — Accounting and Reporting

This lesson describes the impact that the Governmental Accounting Standards Board (GASB) Statement 40 has on all transactions, note disclosures, and the reporting of the results. This lesson will round out the treasury manager's responsibilities.

### Learning Objectives:

- Define risk terms.
- Recall depositor risk disclosure requirements.
- Recognize the different types of risks associated with investments.

### Enroll Anytime. Register Now!

For more information about *Treasury Management*, contact us at [questions@georgiacenter.uga.edu](mailto:questions@georgiacenter.uga.edu) or by telephone at +1-706-583-0424.