



**CORPORATE AND ACADEMIC SERVICES**

**MODULE SPECIFICATION**

Part 1: Basic Data					
Module Title	Financial Decision Making				
Module Code	UMADFJ-15-M	Level	M	Version	1
Owning Faculty	FBL	Field	Accounting and Finance		
Contributes towards	Master of Business Administration				
UWE Credit Rating	15	ECTS Credit Rating	7.5	Module Type	Standard
Pre-requisites	none		Co- requisites	none	
Excluded Combinations	none		Module Entry requirements	na	
First CAP Approval Date	13 February 2014		Valid from	September 2014	
Revision CAP Approval Date			Revised with effect from		

<b>Review Date</b>	September 2020
--------------------	----------------

Part 2: Learning and Teaching	
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>Critically evaluate the role of financial objectives for different stakeholders within emerging to well-developed financial markets. [A and B]</li> <li>Prepare and analyse revenue and costing information to support short and long-term management decision-making. [A]</li> <li>Evaluate reported financial information to support complex management decision making problems.[B]</li> <li>Identify the main types of finance available to individuals and organisations, how they can be sourced and their appropriateness to different investment decisions. [A and B]</li> <li>Develop risk reducing, financial policies and strategies. [A and B]</li> <li>Recognise and address ethical dilemmas and corporate social responsibility issues, applying ethical and organisational values to financial situations and decisions. [A and B]</li> <li>Evaluate the impact of the external environment on financial decision making in organisations. The external environment includes legal, economic, ethical, political, sociological and technological aspects. [B]</li> <li>Use the finance function to support their management decision making. [A and B]</li> </ul> <p>"In addition the educational experience may explore, develop, and practise <u>but not formally discretely assess</u> the following"</p>

	<ul style="list-style-type: none"> <li>• Working as part of a team</li> <li>• Applying relevant knowledge, techniques and concepts systematically and creatively to situations and problems in the field</li> <li>• Time management</li> <li>• Effective two-way communication: listening, effective oral and written communication of complex ideas and arguments, using a range of media</li> </ul>
Syllabus Outline	<ul style="list-style-type: none"> <li>• Financial objectives of the business – potential and assumed.</li> <li>• Reporting performance to organisational stakeholders</li> <li>• Interpretation of financial statements. Concepts of the risk return trade off and short and long term liquidity.</li> <li>• Cost behaviour and analysis of cost into fixed and variable components. How we measure and use costs for internal decision making.</li> <li>• Cost/volume profit analysis, contribution analysis.</li> <li>• Strategic decision making and investment appraisal.</li> <li>• Sources and types of finance. Debt and its markets. Equity and its markets.</li> <li>• Managing risk. Diversification and risk reduction.</li> <li>• Financial strategy in context. Strategies for payment/ realisation and distribution of returns – interest, dividends and capital growth.</li> <li>• The external environment of financial decision making including risk and macro-market legal and economic environment.</li> <li>• International financial system, markets and exchange rates.</li> <li>• Corporate governance and value creation for different stakeholders.</li> </ul>
Contact Hours	<ul style="list-style-type: none"> <li>• Module delivery can be either face-to-face on a weekly basis, block delivery on a part-time basis and fully online delivery. The delivery sessions will be equivalent to 36 hours based on 12 sessions of 3 hours for the weekly delivery.</li> </ul>
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• This module will utilise a variety of approaches including lectures, workshops, case studies, problem solving exercises, individual and group reflection and feedback. These activities can take place either in a classroom environment and/or online through the use of information technology.</li> <li>• The contact sessions are supported by further materials and activities provided on Blackboard.</li> <li>• Significant emphasis will be placed on using up to date financial information. Local and international financial databases will be used to enhance the real-time learning environment. These may include such databases as FAME/OSIRIS, Datastream and Bloomberg (where possible).</li> <li>• Whether delivered in a classroom setting or online there will be opportunities for students to discuss and evaluate their findings with teaching staff in order to gain an understanding of the importance of the role of finance within a strategic decision making environment.</li> <li>•</li> </ul>
Key Information Sets Information	<p>Key Information Sets (KIS) are produced at programme level for all programmes that this module contributes to, which is a requirement set by HESA/HEFCE. KIS are comparable sets of standardised information about undergraduate courses allowing prospective students to compare and contrast between programmes they are interested in applying for.</p>

Key Information Set - Module data				
Number of credits for this module				15
Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours
150	36	114	0	150

The table below indicates as a percentage the total assessment of the module which constitutes a -

**Written Exam:** Unseen written exam, open book written exam, In-class test

**Coursework:** Written assignment or essay, report, dissertation, portfolio, project

**Practical Exam:** Oral Assessment and/or presentation, practical skills assessment, practical exam

Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:

Total assessment of the module:	
Written exam assessment percentage	0%
Coursework assessment percentage	50%
Practical exam assessment percentage	50%
	100%

Reading Strategy

### Core readings

- Essential reading
  - Collier P.M., (2012) *Accounting for Managers: Interpreting accounting information for decision making* 4<sup>th</sup> edition, Wiley, ISBN 9781119979678.
  - Arnold. G. (2013) *Corporate Financial Management*, 5<sup>th</sup> edition, Pearson, ISBN 0273758837

### Further readings

Further reading will be required to supplement the set text and other printed readings. Students are expected to identify all other reading relevant to their chosen topic for themselves. They will be required to read widely using the library search, a variety of bibliographic and full text databases, and Internet resources. Many resources can be accessed remotely. The purpose of this further reading is to ensure students are familiar with current research, classic works and material specific to their interests from the academic literature.

### Access and skills

Students will be presented with opportunities within the curriculum to develop their numeracy skills and the use of databases and other financial information data sources in order to identify and evaluate such resources effectively. Additional support is available through the Library Services web pages, including interactive tutorials on finding books and journals, evaluating information and referencing.

<p>Indicative Reading List</p>	<p>The following list is offered to provide validation panels/accrediting bodies with an indication of the type and level of information students may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, <i>current</i> advice on readings will be available via the module guide.</p> <p>Weetman P, (2010), <i>Management Accounting</i>, 2<sup>nd</sup> edition. Prentice Hall FT, ISBN 0273718452</p> <p>Drury C, (2012), <i>Management and Cost Accounting</i>, 8<sup>th</sup> edition, Cengage Learning, ISBN 9781408064313.</p> <p>Watson, D. and Head, A. (2010) <i>Corporate Finance: Principles and Practice</i>, 5<sup>th</sup> edition, Prentice Hall, ISBN 9780273725343</p> <p>Howells, P. and Bain, K. (2008) <i>The Economics of Money, Banking and Finance: A European text</i>, 4<sup>th</sup> edition, Financial Times/Prentice Hall, ISBN 0273710397</p> <p>Arnold, G. (2012) <i>Modern Financial Markets and Institutions: A practical perspective</i>, Financial Times/Prentice Hall, ISBN 0273730355</p> <p>Atrill, P. and McLaney, E.J. (2013) <i>Accounting and Finance for Non-Specialists</i>, 8<sup>th</sup> edition, Prentice Hall-FT, ISBN 9780273778035</p> <p>McKenzie, W. (2009) <i>Financial Times Guide to using and interpreting company accounts</i>, 4th edition, Harlow, Financial Times Prentice Hall, ISBN 9780273723967</p> <p>Walsh,C. (2008) <i>Key Management Ratios</i>. 4th edition, Harlow, Financial Times Prentice Hall, ISBN 9780273729761</p>
--------------------------------	---

<p><b>Part 3: Assessment</b></p>	
<p>Assessment Strategy</p>	<p>This subject requires students to gain some skills including numerical literacy and use of financial techniques inherent in the decision making for business including Financial Statements, Break Even Analysis and Discounted Cash Flows. The first part of the assessment will assess these skills. Students will be given cases including costs and revenues, cash flows and other financial data. They will then be required to produce the required business planning information used for decision making within a company.</p> <p>Students would be given free access to any materials they have prepared to complete the cases as they would have similar materials available in a real business situation.</p> <p>For online students we would use synchronous technology and require the students to be available at a certain time and complete the cases within a certain time period.</p> <p>The second part of the assessment will be a business report looking at the financial performance of an industrial sector and the top firms within that sector. The report will provide an opportunity for more comprehensive and external evaluation of financial decision making. It will include the assessment of the external environment and its impact on the company's financial performance and value creation for its stakeholders.</p> <p>As preparation for the financial report, formative assessment will be through mini presentations. For online students these can be done through appropriate online communication tools.</p>

Identify final assessment component and element	<b>Component B</b>	
% weighting between components A and B (Standard modules only)	<b>A:</b>	<b>B:</b>
	<b>50%</b>	<b>50%</b>
<b>First Sit</b>		
<b>Component A</b> (controlled conditions) <b>Description of each element</b>	<b>Element weighting</b>	
1. Time constrained case study. (2 hours)	100%	
<b>Component B</b> <b>Description of each element</b>	<b>Element weighting</b>	
1. 2,500 word Business Report	100%	

<b>Resit (further attendance at taught classes is not required)</b>		
<b>Component A</b> (controlled conditions) <b>Description of each element</b>	<b>Element weighting</b>	
1. Time constrained case study. (2 hours)	100%	
<b>Component B</b> <b>Description of each element</b>	<b>Element weighting</b>	
1. 2,500 word Business Report	100%	
If a student is permitted an <b>EXCEPTIONAL RETAKE</b> of the module the assessment will be that indicated by the Module Description at the time that retake commences.		