



MODULE SPECIFICATION

Part 1: Information			
Module Title	Financial Decision Making for Senior Leaders		
Module Code	UMADNP-15-M	Level	M
For implementation from	September 2018		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	FBL	Field	Accounting and Finance
Department	BBS: Accounting, Economics and Finance		
Contributes towards	Executive Master of Business Administration		
Module type:	Standard		
Pre-requisites	none		
Excluded Combinations	none		
Co- requisites	none		
Module Entry requirements	n/a		

Part 2: Description	
<ul style="list-style-type: none"> • The module adopts a work-based and problem-solving pedagogy where learning is grounded in the external context of the student's employment. Assessments require application of what is being learnt to the student's employment context, enabling students to solve real issues' from their organization and reflect on their own work-based experience of organisations • 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. • The contact sessions are supported by further materials and activities provided on Blackboard. • 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). • 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. <p>You will cover:</p> <ul style="list-style-type: none"> • Financial objectives of the business – potential and assumed. • Reporting performance to organisational stakeholders • Interpretation of financial statements. Concepts of the risk return trade off and short and long term liquidity. 	

- Cost behaviour and analysis of cost into fixed and variable components. How we measure and use costs for internal decision making.
- Cost/volume profit analysis, contribution analysis.
- Strategic decision making and investment appraisal.
- Sources and types of finance. Debt and its markets. Equity and its markets.
- Managing risk. Diversification and risk reduction.
- Financial strategy in context. Strategies for payment/ realisation and distribution of returns – interest, dividends and capital growth.
- The external environment of financial decision making including risk and macro-market legal and economic environment.
- International financial system, markets and exchange rates.
- Corporate governance and value creation for different stakeholders.

Part 3: Assessment

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 either bring their own or 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.

Students would be given free access to any materials they have prepared to complete the cases or expected to bring similar materials from within their own organisation.

The second part of the assessment will be a business report looking at the financial performance of an industrial sector and the top firms as well as their own organisation within that sector. The report will provide an opportunity for more comprehensive and external evaluation of financial decision making and as it relates to their own workplace. It will include the assessment of the external environment and its impact on their company's financial performance and value creation for its stakeholders.

As preparation for the financial report, formative assessment will be through mini presentations.

Identify final timetabled piece of assessment (component and element)	Component B	
% weighting between components A and B (Standard modules only)	A:	B:
	50%	50%
First Sit		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1. Time constrained case study. (2 hours)	100%	
Component B Description of each element	Element weighting	
1. 2,500 word Business Report	100%	
Resit (further attendance at taught classes is not required)		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1. Time constrained case study. (2 hours)	100%	
Component B Description of each element	Element weighting	

1. 2,500 word Business Report	100%																														
Part 4: Learning Outcomes & KIS Data																															
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Critically evaluate the role of financial objectives for different stakeholders within emerging to well-developed financial markets. [A and B] • Prepare and analyse revenue and costing information to support short and long-term management decision-making. [A] • Evaluate reported financial information to support complex management decision making problems.[B] • 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] • Develop risk reducing, financial policies and strategies. [A and B] • Recognise and address ethical dilemmas and corporate social responsibility issues, applying ethical and organisational values to financial situations and decisions. [A and B] • 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] • Use the finance function to support their management decision making. [A and B] 																														
Key Information Sets Information (KIS)	<table border="1" data-bbox="518 981 1430 1370"> <thead> <tr> <th colspan="5" data-bbox="518 981 1430 1016">Key Information Set - Module data</th> </tr> </thead> <tbody> <tr> <td colspan="4" data-bbox="518 1016 1150 1052"><i>Number of credits for this module</i></td> <td data-bbox="1150 1016 1430 1052" style="text-align: center;">15</td> </tr> <tr> <th data-bbox="518 1137 655 1290">Hours to be allocated</th> <th data-bbox="655 1137 815 1290">Scheduled learning and teaching study hours</th> <th data-bbox="815 1137 975 1290">Independent study hours</th> <th data-bbox="975 1137 1150 1290">Placement study hours</th> <th data-bbox="1150 1137 1294 1290">Allocated Hours</th> </tr> <tr> <td data-bbox="518 1290 655 1326" style="text-align: center;">150</td> <td data-bbox="655 1290 815 1326" style="text-align: center;">30</td> <td data-bbox="815 1290 975 1326" style="text-align: center;">120</td> <td data-bbox="975 1290 1150 1326" style="text-align: center;">0</td> <td data-bbox="1150 1290 1294 1326" style="text-align: center;">150</td> </tr> </tbody> </table> <p data-bbox="435 1406 1437 1464">The table below indicates as a percentage the total assessment of the module which constitutes a;</p> <p data-bbox="435 1496 1038 1532">Written Exam: Unseen or open book written exam</p> <p data-bbox="435 1532 1517 1585">Coursework: Written assignment or essay, report, dissertation, portfolio, project or in class test</p> <p data-bbox="435 1585 1422 1648">Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam (i.e. an exam determining mastery of a technique)</p> <table border="1" data-bbox="628 1680 1323 1912"> <thead> <tr> <th colspan="2" data-bbox="628 1680 1323 1715">Total assessment of the module:</th> </tr> </thead> <tbody> <tr> <td data-bbox="628 1760 1182 1796">Written exam assessment percentage</td> <td data-bbox="1182 1760 1323 1796" style="text-align: center;">0%</td> </tr> <tr> <td data-bbox="628 1796 1182 1832">Coursework assessment percentage</td> <td data-bbox="1182 1796 1323 1832" style="text-align: center;">50%</td> </tr> <tr> <td data-bbox="628 1832 1182 1868">Practical exam assessment percentage</td> <td data-bbox="1182 1832 1323 1868" style="text-align: center;">50%</td> </tr> <tr> <td colspan="2" data-bbox="628 1868 1323 1912" style="text-align: right;">100%</td> </tr> </tbody> </table>	Key Information Set - Module data					<i>Number of credits for this module</i>				15	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	150	30	120	0	150	Total assessment of the module:		Written exam assessment percentage	0%	Coursework assessment percentage	50%	Practical exam assessment percentage	50%	100%	
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Reading List	https://uwe.rl.talis.com/lists/4EE18F02-D58D-3709-37F0-C392C38CFDBF.html																														

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First CAP Approval Date	20 March 2018 UVP link to RIA			
Revision ASQC Approval Date <i>Update this row each time a change goes to ASQC</i>		Version	2	