



<b>Programme</b>	<b>Level 7 Postgraduate Diploma in Strategic Management &amp; Leadership</b>	
<b>Unit Number/ Unit Title</b>	<b>Unit 5 FINANCIAL MANAGEMENT FOR LEADERS</b>	
<b>Cohort Code:</b>	L07FML-U5	
<b>Unit Level</b>	LEVEL 7	
<b>Total GLH</b>	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110	
<b>Credits/Hours</b>	20 CATS/ 10 ECTS	
<b>Lecturer</b>		
<b>Start Date</b>	<b>End Date</b>	

<b>Unit objective or Aim</b>	The purpose of this unit is to enable learners, in an organisational sense, to apply financial principles applicable to management, including analytical techniques and management accounting 17 theories/models, evaluation of budgetary processes, suggestion of sources of funding and assessment of investment options.
<b>Differentiation Strategies</b> <i>(e.g. planned activities or support for individual learners according to their needs)</i>	<p>Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include:</p> <ol style="list-style-type: none"> <li>1. Progressive tasks</li> <li>2. Digital resources</li> <li>3. Verbal support</li> <li>4. Variable outcomes</li> <li>5. Collaborative learning</li> <li>6. Ongoing assessment</li> <li>7. Flexible-pace learning</li> </ol>
<b>Equality &amp; Diversity</b>	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.
<b>Safeguarding &amp; Prevent</b>	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
<b>Health &amp; Safety</b>	SIRM H&S policies will be maintained.

	Teaching and Learning Materials
<p><b>Learning Resources</b></p>	<ul style="list-style-type: none"> <li>• Atrill, P. and McLaney, E. (2006) Accounting &amp; Finance for Non-specialists. (5th edition) Harlow: FT Prentice Hall.</li> <li>• Chaffey, D., Bocij, P., Greasley, A. and Hickie, S. (2006) Business information systems: technology, development and management for the e-business, (3rd edition), Harlow: Financial Times Prentice Hall/Pearson Education. Additional Reading:</li> <li>• Atrill, P. (2011) Financial management for decision makers. Harlow: FT Prentice Hall. Atrill, P. and McLaney, E. (2006) Management Accounting for Decision Makers. Harlow: Prentice Hall.</li> <li>• Berk, J. and DeMarzo, P. (2007) Corporate Finance. London: Pearson. Brealey, R., Myers, S. and Marcus, A. (2007) Fundamentals of Corporate Finance. New York: McGraw Hill Irwin.</li> <li>• Cox, D. and Fardon, M. (1997) Management of Finance. London: Osborne Books.</li> <li>• Dyson, J. R. (2004) Accounting for Non-Accounting Learners. 6th Edition. Harlow: FT Prentice Hall.</li> <li>• Drury, C. (2009) Management Accounting for Business. 4 Edition. London: Cengage Learning EMEA.</li> <li>• Lumby, S. and Jones, C. (2000) The Fundamentals of Investment Appraisal. London: Thomson Learning.</li> <li>• Laudon, K. and Laudon J. (2007) Management Information Systems – Managing the Digital Firm. 10th Edition. Harlow: Prentice Hall.</li> <li>• Monden, Y. (1995) Cost Reduction Systems: Target Costing and Kaizen Costing. New York, Productivity Press.</li> <li>• Marsh, C. (2009) Mastering Financial Management. Harlow: FT Prentice Hall.</li> <li>• Van Horne, J. and Wachewicz, J. (2009) Fundamentals of Financial Management. Harlow: FT Prentice Hall</li> <li>• White, G. I., Sondhi, A. C. and Fried, D. (2003) The Analysis and Use of Financial Statements. 3rd Edition. Hampshire: John Wiley and Sons.</li> </ul>

Learning Outcome	Assessment Criteria
<b>LO1. 1. Able to apply the cost accounting tools and techniques.</b>	1.1 Analyze the principles, attributes and meaning of cost accounting in an enterprise objectively. 1.2 Apply to an organisation instruments of costing, design and costing systems. 1.3 Recommend changes to an organisation's costing and pricing processes.
<b>LO2. 2. Capable of objectively evaluating financial statements of the firms.</b>	2.1 Analyse financial statements to determine an organisation's financial status. 2.2 Recommend business choices focused on the review of financial statements using financial ratios. 2.3 Propose managerial recommendations on an organisation's strategic portfolio based on financial analysis.
<b>LO3. 3. Capable of evaluating organisation's financial processes.</b>	3.1 Assess financial priorities for an organisation. 3.2 Create a master budget for an organisation. 3.3 Evaluating the budget and budget objectively
<b>LO4. 4. Capable of recommending productive long-term and short-term sources of the financing.</b>	4.1 Evaluate an organisation's need for shortterm working capital and long-term funds. 4.2 Evaluation of suitable short-term and acceptable sources 4.3 Compare all funding sources and recommend the suitable options for an organisation.
<b>LO5. 5. Capable of assessing various investment options.</b>	5.1 Apply methods of financial appraisal to evaluate Competing investment programs in various organisational forms. 5.2 Using appropriate financial information to justify strategic investment decisions for a company. 5.3 Using information to objectively evaluate strategic investment decisions.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to Cost Accounting	<ul style="list-style-type: none"> <li>• Lecture: Overview of cost accounting principles and attributes</li> <li>• Case Study: Toyota's cost control systems</li> <li>• Group Task: Identify cost elements in a local company</li> <li>Discussion: Cost accounting vs financial accounting</li> </ul>	LO1	
2.	Costing Principles and Application	<ul style="list-style-type: none"> <li>• Workshop: Identify fixed, variable, and overhead costs</li> <li>• Case Study: IKEA's cost structure and pricing strategy</li> <li>• Practical: Classify costs using a scenario</li> <li>• Presentation: Importance of cost accuracy in pricing</li> </ul>	LO1, 1.1	
3.	Costing Tools and Systems	<ul style="list-style-type: none"> <li>• Activity: Apply job-order and process costing</li> <li>• Case Study: Coca-Cola's costing system</li> <li>• Excel Task: Create basic cost sheets</li> <li>• Role Play: Finance team recommending costing methods</li> </ul>	LO1, 1.2	
4.	Costing and Pricing Optimization	<ul style="list-style-type: none"> <li>• Workshop: ABC costing application</li> <li>• Case Study: Southwest Airlines pricing and cost leadership</li> <li>• Group Project: Propose revised pricing for a company</li> <li>• Simulation: Impact of pricing decisions on profit</li> </ul>	LO1, 1.3	

5.	Financial Statement Analysis	<ul style="list-style-type: none"> <li>• Lecture: Components of financial statements</li> <li>• Case Study: Tesla Inc. annual report review</li> <li>• Activity: Read and explain income statement</li> <li>• Group Quiz: Match terms with statement components</li> </ul>	LO2	
6.	Financial Health Assessment	<ul style="list-style-type: none"> <li>• Workshop: Vertical and horizontal analysis</li> <li>• Case Study: Marks &amp; Spencer's financial turnaround</li> <li>• Team Task: Diagnose financial issues from a balance sheet</li> <li>• Peer Review: Present findings from assigned company</li> </ul>	LO2, 2.1	
7.	Ratio Analysis and Decision Making	<ul style="list-style-type: none"> <li>• Activity: Apply liquidity, solvency, and profitability ratios</li> <li>• Case Study: Ford Motor Company ratios before/after crisis</li> <li>• Group Task: Recommend business decisions from ratios</li> <li>• Simulation: Select vendor based on financial metrics</li> </ul>	LO2, 2.2	
8.	Strategic Recommendations from Analysis	<ul style="list-style-type: none"> <li>• Role Play: Finance manager advising the board</li> <li>• Case Study: Disney's capital restructuring and portfolio mix</li> <li>• Group Presentation: Revise business portfolio strategy</li> <li>• Debate: Growth vs consolidation based on ratios</li> </ul>	LO2, 2.3	
9.	Review	<ul style="list-style-type: none"> <li>• Peer feedback session</li> <li>• Midterm preparation workshop</li> </ul>		

10.	Financial Planning and Priorities	<ul style="list-style-type: none"> <li>• Lecture: Strategic vs operational financial planning</li> <li>• Case Study: Amazon's budgeting in expansion</li> <li>• Task: List strategic financial priorities in chosen industry</li> <li>• Discussion: Budgeting culture in modern firm</li> </ul>	LO3	
11.	Setting Financial Priorities	<ul style="list-style-type: none"> <li>• Workshop: Ranking investments by priority</li> <li>• Case Study: NHS budget priority setting exercise</li> <li>• Scenario Activity: Choosing between cost saving and investment</li> <li>• Create: Priority matrix for a business unit</li> </ul>	LO3, 3.1	
12.	Master Budget Creation	<ul style="list-style-type: none"> <li>• Excel Task: Create operating and financial budgets</li> <li>• Case Study: McDonald's master budget approach</li> <li>• Workshop: Build a 12-month budget model</li> <li>• Peer Review: Compare budgeting models</li> </ul>	LO3, 3.2	
13.	Review	<ul style="list-style-type: none"> <li>• Review all cases covered during the academic year</li> <li>• Preparation for Final Exam</li> </ul>	LO1-LO2-LO3	
14.	Midterm	<ul style="list-style-type: none"> <li>• Midterm <b>assessment</b> covering all learning outcomes (theory and practical elements)</li> </ul>	LO1-LO2-LO3	
15.	Feedback & Reflection	<ul style="list-style-type: none"> <li>• Review of key concepts covered</li> <li>• Reflective discussion</li> <li>• Course evaluations</li> </ul>	LO1-LO2-LO3	

16.	Budget Evaluation Techniques	<ul style="list-style-type: none"> <li>• Lecture: Variance analysis and KI</li> <li>• Case Study: Sony's budgeting failures</li> <li>• Practical: Calculate and interpret variances</li> <li>• Simulation: Fixing a misaligned budget</li> </ul>	LO3, 3.3	
17.	Funding and Financing Overview	<ul style="list-style-type: none"> <li>• Lecture: Financing classifications and sources</li> <li>• Case Study: Apple's use of debt despite high liquidity</li> <li>• Activity: Match companies with typical funding strategies</li> <li>• Group Task: Short-term vs long-term funding needs</li> </ul>	LO4	
18.	Working Capital and Long-term Needs	<ul style="list-style-type: none"> <li>• Workshop: Working capital cycle and cash gaps</li> <li>• Case Study: Walmart's working capital strategy</li> <li>• Practical: Forecast funding requirements</li> <li>• Group Discussion: Balancing growth and liquidity</li> </ul>	LO4, 4.1	
19.	Evaluating Sources of Finance	<ul style="list-style-type: none"> <li>• Seminar: Debt, equity, and hybrid instruments</li> <li>• Case Study: Uber's IPO and funding structure</li> <li>• Task: Identify risks of each financing source</li> </ul>	LO4, 4.2	

		<ul style="list-style-type: none"> <li>• Create: Decision tree for funding choices</li> </ul>		
<b>20.</b>	Funding Recommendation	<ul style="list-style-type: none"> <li>• Simulation: Finance pitch to the board</li> <li>• Case Study: Netflix's shift from debt to subscription revenue</li> <li>• Group Activity: Recommend best financing mix for expansion</li> <li>• Role Play: Investor presentation for funding round</li> </ul>	LO4, 4.3	
<b>21.</b>	Review	<ul style="list-style-type: none"> <li>• Case-based and essay based exam</li> </ul>	LO1-LO2-LO3-LO4	
<b>22.</b>	Investment Appraisal Introduction	<ul style="list-style-type: none"> <li>• Lecture: Overview of appraisal methods: (NPV, IRR, Payback)</li> <li>• Case Study: Boeing's aircraft investment decisions</li> <li>• Workshop: Apply payback and ARR to sample data</li> <li>• Group Quiz: Match methods to project profiles</li> </ul>	LO5	
<b>23.</b>	Evaluating Investment Projects	<ul style="list-style-type: none"> <li>• Practical: Use NPV and IRR in Excel</li> <li>• Case Study: Shell's oil project assessments</li> <li>• Activity: Assess 3 competing investment options</li> <li>• Peer Review: Justify project selection using data</li> </ul>	LO5, 5.1	
<b>24.</b>	Strategic Investment Decisions	<ul style="list-style-type: none"> <li>• Group Project: Evaluate renewable energy projects</li> <li>• Case Study: Google's Alphabet investments</li> </ul>	LO5, 5.2	



		<ul style="list-style-type: none"> <li>• Role Play: Boardroom investment pitch</li> <li>• Simulation: Allocate budget across projects</li> </ul>		
25.	Evaluating Outcomes Objectively	<ul style="list-style-type: none"> <li>• Lecture: Post-investment reviews</li> <li>• Case Study: Facebook's acquisition outcomes</li> <li>• Workshop: Develop post-investment KPIs</li> <li>• Group Discussion: When to exit an investment</li> </ul>	LO5, 5.3	
26.	Integrated Project – Financial Review & Strategy	<ul style="list-style-type: none"> <li>• Capstone Task: Financial strategy for a growing SME</li> <li>• Group Work: Design a cost structure, evaluate finance, and investments</li> <li>• Peer Review: Provide improvement feedback</li> </ul>	LO1-LO2-LO3-LO4-LO5	
27.	Presentations & Wrap-Up	<ul style="list-style-type: none"> <li>• Final Presentations (20 mins per group)</li> <li>• Feedback and reflection session</li> <li>• Module review and best practices</li> </ul>	LO1-LO2-LO3-LO4-LO5	
28.	Final Exam Preparation & Review	LO1, LO2, LO3, LO4		
29.	Final Exam			