

Unit Title: Management of Financial Resources and Performance	Unit Code: MFRP
Level: 7	Learning Hours: 180
<p>Learning outcome:</p> <p>1. Critically consider the impact of resource decisions, both internally and externally, on an organisation's performance and effectiveness.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> ● Identify the need for resources within a strategic plan ● Identify and appraise methods by which resources are allocated and controlled effectively and efficiently within strategic implementation (such as budgeting, measurement, and control systems) ● Develop strategies for identified resource gaps, for example human resources, finance and facilities etc <p>Learning outcome:</p> <p>2. Critically evaluate, appraise and analyse financial data, techniques and tools to aid decision-making in business strategy and planning.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> ● Identify and evaluate alternative sources of finance available to organisations ● Calculate an organisation's cost of capital and use to evaluate capital projects ● Evaluate strategic investment opportunities and financially appraise alternative strategic proposals ● Appraise the role of treasury management in the financing and control of working capital ● Critically debate the tensions between financial and strategic objectives <p>Learning outcome:</p> <p>3. Evaluate, appraise and analyse international aspects of financial strategy.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> ● Appraise the role and importance of the international financial environment and financial markets ● Identify and analyse the different financial risks of operating in an international market 	

- Evaluate international investment decisions
- Evaluate financing options for multinationals and overseas subsidiaries

Learning outcome:

4. Identify and critically assess the management and performance of tangible and intangible resources in business strategy and planning.

Indicative content:

- Identify and map the key processes and activities of an organisation and use these to reduce and re-engineer processes to improve resource efficiency and effectiveness
- Benchmark an organisation's products, services, processes, practices and performance against best practice to identify opportunities to reduce cost and deliver value
- Interpret and use financial statements to evaluate performance, and appreciate the limitations of such analysis
- Use published financial statements and industry intelligence to evaluate performance and to assess intangibles – goodwill, patents, corporate image, brands etc
- Undertake an audit of an organisation's tangible and intangible resources to assess management competences and the congruence of goals at corporate, business and divisional level

Learning outcome:

5. Critically appraise and evaluate contemporary management accounting methodology to support the effective management and control of resources.

Indicative content:

- Appreciate the role of activity based management and use activity based cost approaches to support re-engineering, product costing, budgeting and benchmarking
- Use cost management methodology to support lean enterprise, business excellence, and value chain analysis
- Critically analyse the role and limitations of traditional budgets and approaches to driving value through better budgeting
- Prepare and present strategic management accounting information to support investment in advanced manufacturing technology and product/market decisions

Learning outcome:**6. Analyse the risks attached to environmental change, the consequences and appropriate responses.****Indicative content:**

- Identify types and sources of risk for organisations, for example financial, technological, reputation, social etc
- Appraise the risks associated with international operations, for example cultural, regulatory, economic, political etc
- Assess the role of treasury management in managing financial risk
- Use techniques for evaluating environmental risk, for example risk mapping, contingency planning, gap analysis etc
- Identify and assess techniques to manage risk through avoidance, reduction, transference and retention
- Prepare and utilise risk management reports

Learning outcome:**7. Critically appraise the importance of communication for information providers in organisations and appraise and develop your own communication skills.****Indicative content:**

- Identify the types and appraise the importance of internal communication of strategic tasks within an organisation
- Identify and evaluate external communication to government and the community at large
- Appraise the effectiveness of different types of communication to different stakeholder groups
- Critically assess the impact on communication strategies of the relative power and importance of individual stakeholder groups

Assessment

- A three-hour written examination comprising a choice of four questions from six.
- A 2000 word assignment chronicling the development, delivery and personal reflection on the candidate's communication of a specific organisational performance issue. The communication itself should be an appendix to the assignment, not part of the word count.