

Module specification

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Refer to the module guidance notes for completion of each section of the specification.

Module code	BUS6A14
Module title	Performance Management and Control
Level	6
Credit value	30
Faculty	Glyndwr University: Faculty of Social and Life Sciences Bloomsbury Institute: School of Business and Accounting
Module Leader	Sara Bashir Malik
HECoS Code	100105 (Accounting) 100107 (Finance)
Cost Code	GAMG

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
BSc (Hons) Accounting & Finance	Core
BSc (Hons) Accounting & Finance [Top-up]	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	44 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	44 hrs
Placement / work based learning	0 hrs
Guided independent study	256 hrs
Module duration (total hours)	300 hrs

For office use only	
Initial approval date	8 April 2022
With effect from date	June 2022
Date and details of revision	
Version number	1

Module aims

This module will enable students to understand the use of various types of strategic planning while showing awareness of environmental, behavioural and organisational factors through management and control of the inherent business and financial risk factors involved in order to ensure business survival, total quality management and prosperity. It will also equip them in the application of relevant knowledge, skills, and the exercise of professional judgement in selecting and applying strategic managerial accounting techniques and approaches in different business contexts and to contribute to the evaluation of the performance of an organisation and its strategic development. Upon successful completion of this module, students will know how to prepare and interpret financial information for management, contribute to budgetary planning, monitoring and control via effective communication and improve functional performance within a global business organisation.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Critically examine various budgeting and standard costing techniques.
2	Explain and apply traditional costing and management accounting techniques and alternative modern techniques.
3	Select and apply appropriate decision-making techniques ensuring efficient and effective use of scarce business resources.
4	Evaluate and implement a range of product-pricing methods applicable in particular market situations and evaluate both quantitative and qualitative performance measures relevant in a divisionalised organisation structure.

Assessment

Indicative Assessment Tasks:

This section outlines the type of assessment task the student will be expected to complete as part of the module. More details will be made available in the relevant academic year module handbook.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1 & 3	Coursework	40%
2	2 & 4	Examination	60%

Assessment 1 is a summative coursework and students are required to submit a research-based paper of 2000 words within the context of case study.

Assessment 2 is summative unseen three-hour closed book final examination, which will require a comprehensive understanding of the techniques and concepts and application involved in performance management and control. This will test the students' understanding of the content and their ability to apply their knowledge and demonstrate their skills in critically evaluation complex business problems. In this examination, students are expected to apply key concepts and theories, demonstrate their analytical skills, undertake the main calculations using relevant formulae explain and interpret financial and non-financial decisions based on their own calculation and deductions, and apply knowledge to solve practical problems.

Derogations

None

Learning and Teaching Strategies

Lectures provide a broad outline structure for each topic to be covered. Lectures offer a good way of covering a lot of information and, more importantly, of conveying ideas to many people at once.

Seminars enable students to undertake directed self-study and to answer questions and solve problems which are set by the lecturer. Students will present their answers and solutions within the seminar group. Seminars enable students to explore further the topics introduced in the lectures.

Workshops follow on from lectures and seminars. They are designed to enable students to work within a small group to perform set tasks (e.g. working on an exercise or case study). They reinforce proactive learning by providing opportunities for discussion and interaction.

The seminar/workshop groups are small, thereby enabling students to develop a deep understanding.

Student digital literacies are developed on this module through the use of:

- Online libraries and databases for gaining access to full-text journal articles and eBooks.
- Communication means provided through the VLE and learning technology applications.
- Assessment and feedback tools such as Multiple-Choice Tests/Quizzes, Turnitin and the VLE's Gradebook – enabling timely and detailed feedback on student work.
- Web-based Office 365 for creating and sharing documents, utilising the calendar, storing files, communicating with peers and teachers.

Indicative Syllabus Outline

Interpret financial transactions and statements and prepare and communicate financial and managerial information effectively to management

Contribute to the preparation of the various types of budgeting systems and prepare and communicate budgets effectively for monitoring and control purposes, mindful of their associated behavioural impact

Critical analysis of material mix and yield variances; sales mix and quantity variances; and planning and operational variances

Assess and identify performance management related environmental and organisational factors which contribute to business strategy

Critically analyse the effectiveness of information processing methods on the associated output and the management information system

Costing systems for modern manufacturing

Measuring relevant costs and revenues for decision-making

Limiting Factor Analysis

Linear Programming

Multiple product CVP analysis

Pricing decisions and Profitability Analysis

Divisional performance including the concept of transfer pricing.

Analysis of not-for-profit organisations and the public sector performances.

External implication and behavioural aspect of performance management

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update.

Essential Reads

Bhimani, A., Hongren, C. T., Datar, S. M., Rajan, M. D. (2019), Management and Cost Accounting, 7th ed., Pearson, Harlow, ISBN-10: 9781292232669

Other indicative reading

Tayles, M., Drury, C. (2020) Management and Cost Accounting, 11th ed., Hampshire, Cengage Learning, ISBN-10: 147377361X

Recommended websites:

Association of Chartered and Certified Accountants

<http://www.accaglobal.com/uk/en.html>

Chartered Institute of Management Accountants <http://www.cimaglobal.com/>

Institute of Chartered Accountants in England and Wales <http://www.icaew.com/>

Open tuition <http://opentuition.com/>

Employability skills – the Glyndŵr Graduate

Each module and programme is designed to cover core Glyndŵr Graduate Attributes with the aim that each Graduate will leave Glyndŵr having achieved key employability skills as part of their study. The following attributes will be covered within this module either through the content or as part of the assessment. The programme is designed to cover all attributes and each module may cover different areas.

Core Attributes

Engaged
Enterprising
Creative
Ethical

Key Attitudes

Commitment
Curiosity
Resilience
Confidence
Adaptability

Practical Skillsets

Digital Fluency
Organisation
Leadership and Team working
Critical Thinking
Emotional Intelligence
Communication