

University of the West of Scotland

Module Descriptor

Session: 2024/25

Title of Module: Financial Modelling and Change Management			
Code: ACCT11031	SCQF Level: 10 (Scottish Credit and Qualifications Framework)	Credit Points: 20	ECTS: 10 (European Credit Transfer Scheme)
School:	School of Business & Creative Industries		
Module Co-ordinator:	Gerry McPake		
Summary of Module			
The module comprises two parts. The first part aims to equip students with knowledge and skills in the practice of Change Management. In the contemporary business world, organisations need to continually change, develop, and evolve, otherwise, they are unlikely to survive. You will learn Change Management Theory and Tools and how to apply these in various scenarios. The second part equips you with the knowledge to build financial models for a variety of business planning and decision-making purposes. These include for example: raising capital, growing the business, budgeting, capital budgeting and forecasting, valuing a business, and measuring performance. Using popular software such as Microsoft Excel, you will learn to build income statements, balance sheets, and cash flow forecasts; develop more complex models involving discounted cash flows and sensitivity analysis; and use charts and graphs, and data dashboards for professional presentations.			

Module Delivery Method					
Face-To-Face	Blended	Fully Online	HybridC	Hybrid 0	Work-Based Learning
☐	☒	☐	☐	☐	☐
See Guidance Note for details.					

Campus(es) for Module Delivery						
The module will normally be offered on the following campuses / or by Distance/Online Learning: (Provided viable student numbers permit) (tick as appropriate)						
Paisley:	Ayr:	Dumfries:	Lanarkshire:	London:	Distance/Online Learning:	Other:

☒	☐	☐	☒	☐	☐	Add name
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Term(s) for Module Delivery

(Provided viable student numbers permit).

Term 1	☐	Term 2	☒	Term 3	☐
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Learning Outcomes: (maximum of 5 statements)

At the end of this module the student will be able to:

L1	Understand the nature of Change Management Theory and Tools and the relevance of its application to contemporary organisational challenges.
L2	Be able to critically apply selected Change Management tools in specific organisational circumstances.
L3	Construct financial models for a range of business planning and decision-making purposes.
L4	Evaluate the input, processes, and output of financial models.
L5	Click or tap here to enter text.

Employability Skills and Personal Development Planning (PDP) Skills

SCQF Headings	During completion of this module, there will be an opportunity to achieve core skills in:
Knowledge and Understanding (K and U)	SCQF Level 10 Demonstrate and/or work with: The knowledge that covers and integrates most of the principal areas, features, boundaries, terminology, and conventions of Change Management Theory and Practice, and Financial Modelling. A critical understanding of the principal theories, concepts, and principles of Change Management Theory and Practice, and Financial Modelling. Detailed knowledge and understanding of Change Management Theory and Practice, some of which is informed by, or at the forefront of, Change Management Theory and Practice. Knowledge and understanding of how the Change Management Theory and Practice are developed, including a range of established techniques of enquiry or research methodologies.

Practice: Applied Knowledge and Understanding	SCQF Level 10 Apply knowledge, skills, and understanding: In using a wide range of the principal professional skills, techniques, practices and/or materials associated with Change Management Theory and Practice. In using a few skills, techniques, practices and/or materials that are specialised, advanced and/or at the forefront of Change Management Theory and Practice. In executing a defined project of research, development, or investigation and in identifying and implementing relevant outcomes. To practice in a range of professional-level contexts that include a degree of unpredictability and/or specialism. Be able to construct financial models for business planning purposes.
Generic Cognitive skills	SCQF Level 10 Critically identify, define, conceptualise, and analyse complex/professional problems and issues. Offer professional insights, interpretations, and solutions to problems and issues. Demonstrate some originality and creativity in dealing with professional issues. Critically review and consolidate knowledge, skills, practices, and thinking in Change Management Theory and Practice. Make judgements where data/information is limited or comes from a range of sources.
Communication, ICT and Numeracy Skills	SCQF Level 10 Use a wide range of routine skills and some advanced and specialised skills in support of established practices in Change Management Theory and Practice, for example: Present or convey, formally and informally, information about specialised Change Management Theory and Practice topics to informed audiences. Communicate with peers, senior colleagues, and specialists on a professional level. Use a range of ICT applications to support and enhance work at this level and adjust features to suit purpose. Interpret, use, and evaluate a wide range of numerical and graphical data to set and achieve goals/targets.

Autonomy, Accountability and Working with others	SCQF Level 10 Exercise autonomy and initiative in professional/equivalent activities. Exercise significant managerial responsibility for the work of others and a range of resources. Practice in ways that show awareness of your own and others' roles and responsibilities. Work, under guidance, in a peer relationship with specialist practitioners. Work with others to bring about change, development and/or new thinking. Manage complex ethical and professional issues by current professional and/or ethical codes or practices. Recognise the limits of these codes and seek guidance where appropriate.	
Pre-requisites:	Before undertaking this module the student should have undertaken the following:	
	Module Code:	Module Title:
	Other:	"a Level 8 or Level 9 module in Accounting or Finance"
Co-requisites	Module Code:	Module Title:

*Indicates that module descriptor is not published.

Learning and Teaching	
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and a maximum of 48 contact hours.	
Learning Activities During the completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	Student Learning Hours (Normally totalling 200 hours): (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture/Core Content Delivery	6
Tutorial/Synchronous Support Activity	12
Laboratory/Practical Demonstration/Workshop	12
Asynchronous Class Activity	6
Independent Study	164
	Hours Total = 200 hrs
**Indicative Resources: (eg. Core text, journals, internet access)	

The following materials form essential underpinning for the module content and ultimately for the learning outcomes:

Burnes, B. (2014) Managing Change (6th edn), Pearson: Harlow.

Cawsey, T., Deszca, G., Ingols, C. (2016) Organizational Change: An Action-Oriented Toolkit (3rd edn). Sage Publications: Thousand Oaks, Ca

Fairhurst (2019 or Latest Edition) using Excel for Business and Financial Modelling: A Practical Guide, Wiley.

Watson & Head (2023) Corporate Finance Principles and Practice (9th Edition), Pearson

(*N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements

In line with the [Student Attendance and Engagement Procedure](#): Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, and course-related learning resources, and complete assessments and submit these on time.

Equality and Diversity

The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: [UWS Equality, Diversity and Human Rights Code](#).

(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	Accounting, Finance & Law
Assessment Results (Pass/Fail)	Yes ☐ No ☒
School Assessment Board	Accounting, Finance & Law
Moderator	Dr Michael Xin Guo
External Examiner	S. Gad

Accreditation Details	None
Changes/Version Number	MD Version 2

Assessment: (also refer to Assessment Outcomes Grids below)
Case study assignment worth 50% of the module final mark. Online 2-hour open-book exam worth 50% of the module final mark.
Assessment 1 – students will prepare a case study report covering the learning outcomes related to the ‘Change Management’ part of the module.
Assessment 2 – students will undertake an online open book exam applying and interpreting financial models as relates to the ‘Financial Modelling’ part of the module.
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Assessment Outcome Grids (See Guidance Note)

Component 1							
Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Case study	x	x				50	0

Component 2							
Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
			x	x		50	2

Component 3							
Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Combined Total for All Components						100%	2 hours

Version Number: MD Template 2 (2024-25)