



## Society of Business Practitioners

# Advanced Diploma In Accounting

### Introduction

The SBP Advanced Diploma In Accounting serves to broaden the accounting knowledge and enhance career prospects for candidates. This course provides more specialised skills for those already working in or wishing to enter the industry in areas such as **financial accounting, company accounting, management accounting, internal control, taxation law** and **computer accounting**. This course is also especially suitable for employees who are working in the accounting industry and are seeking academic certification. It will also suit business practitioners to seek a more in-depth knowledge of accounting and finance.

Each module provides a very clear framework for the programme but also permits sufficient flexibility to enable individual study centers to design varying forms of study schedules to suit their own requirements.

The Society relies on each school or college to engage qualified tutors and lecturers who are able to cover initial evaluation and assessment within the framework of the syllabus content. Only approved centers will be permitted to offer the Advanced Diploma in Accounting programme. All schools, colleges, and study centers must apply for approval for the Society prior to conducting any courses.

### Learning Outcome

The SBP Advanced Diploma in Accounting aims to provide students with basic and specialist knowledge techniques in the fundamentals of accounting. While it is not a programme designed to enable you to become a chartered accountant it can give you the specialist knowledge to become a successful member of an accounting team.

The SBP Advanced Diploma in Accounting programme enables graduates to continue their studies as the courses within this programme would be suitable for upgrading to professional accounting qualifications in the UK. In particular, the programme is designed to provide a student with the skills and knowledge to become a successful member of an accounting team.

## **Entry Requirements**

Candidates must have one of the following:

- ◆ GCE "A" Level Certificate OR GCE "O" Level with a minimum of 2 years working experience. **OR**
- ◆ SBP Certificate in Business Administration or equivalent. **OR**
- ◆ Mature candidates with extensive work experience of at least 5 years in the relevant field.

## **Exemption Regulations**

The Society's Examination Council will consider applications for exemptions from candidates with suitable recognised qualifications. However, this would be restricted strictly on a subject-to-subject basis. All applications must be accompanied by full academic documentation, which are certified true copies.

## **Method of Instruction/Course Schedules**

The programme allows schools and colleges to devise their own convenient learning sessions for the course. This programme may be taught on a rolling modular basis. However, the minimum level of achievement must be met for each of the modules being taught without exception for final certification to take place.

## **Assessment**

Each module is assessed by a written assignment plus a three hour invigilated examination.

It is the responsibility of each approved study center to ensure that all assignments are of suitable quality and are of required standard before they are sent for final approval to the Society. Sample copies of assignment scripts will be required by the Society's Examination Council for verification purposes in addition to the overall results listing provided by each study centre.

Any candidate's work not deemed to be at the required level by the Chief Examiner will be rejected and a re-submission of work needs to be undertaken.

## **Recommended Study Texts**

The main recommended textbooks for the programme are listed at the end of the syllabus structure. All schools and colleges are encouraged to obtain at least one secondary text in addition to the main textbook. Selection of secondary study text is at the discretion of the each study centre. All the recommended main textbooks are of a suitable level for the programme and cover a great deal more than what the syllabus requires.

# Advanced Diploma In Accounting

## Modules

- Level 1**
- 1 Accounting I
  - 2 Business Organisation
  - 3 Bookkeeping
  - 4 Economics for Business
  - 5 Computer Appreciation & Applications
- Level 2**
- 6 Accounting II
  - 7 Numeracy & Statistics
  - 8 Legal Framework
  - 9 Cost Accounting
  - 10 Management Theory & Practice
- Level 3**
- 11 Accounting III
  - 12 Auditing
  - 13 Taxation
  - 14 Business Finance
  - 15 Business Strategy & Planning

**(The Advanced Diploma in Accounting is awarded on completion of all the above 15 Modules)**

**Programme Objectives** To provide employees and prospective accounting and finance students with a body of critical knowledge.

**Recommended Course Duration** 18 - 24 months ( 6 - 8 months for each level ).

<b>Examination Grades</b>	Grade A - Honour	90% and above
	Grade B - Distinction	80% to 89%
	Grade C - Credit	66% to 79%
	Grade D - Pass	50% to 65%
	Grade E - Fail	49% & Below

**Qualification Level** NVQ Level 4 SBP Advanced Diploma in Accounting

# Syllabus Outline

## Accounting 1

### **An Introduction to Accounting:**

- What is Accounting?
- Business Organisations and Sources of Finance
- Introducing Financial Statements: The Profit and Loss Account and the Balance Sheet
- The Role of the Accountant and the Accounts Office

### **Supply Information for Management Control:**

- The Purpose of Management Information
- The Use of Cost Centres and Coding of Costs
- Providing Comparisons on Costs and Income
- A Brief Introduction to Wages
- Control Accounts: Sales and Purchase Ledger Control

### **The Construction of Financial Statements:**

- Financial Statements: The Calculation of Profits
- Adjustments: Accruals, Prepayments and Drawings
- Adjustments: Bad Debts and Provisions for Debtors
- Depreciation of Fixed Assets
- Partnership Accounts
- Company Accounts
- Accounts of Clubs and Societies
- The Extended Trial Balance

### **Using Accounting Information:**

- Accounting Ratios and Preparing Reports
- Accounting Standards: Statements of Standard Accounting Practice and Financial Reporting Statements (SSAPs and FRSs)
- Accounting for Stocks
- Manufacturing Accounts
- Marginal Costing
- Budgeting

### **Reading List**

#### **Main Text:**

A Complete Course in Business Accounting - R Giles (Nelson Thornes)

#### **Alternative Texts and Further Reading:**

Frank Wood's Business Accounting 1 - Wood & Sangster (Pitman)

# Business Organisation

## **Business Organisations:**

- Types of Business Organisation
- Sole Trader Organisations
- Partnerships
- Limited Companies
- Other Types of Organisation
- Employment in these Various Organisations

## **Public Enterprise:**

- The Need for Public Enterprises
- Central Government Departments
- The Civil Service
- Quasi-Autonomous Non-Governmental Organisations
- Local Government

## **Internal Organisation of Businesses:**

- Management of Businesses
- The Board of Directors
- The Orientation of Companies
- Relationships within an Organisation
- The Principles of Organisation
- Departmental System

## **Location of Businesses:**

- The Need for Premises
- Considerations when Acquiring Premises
- Setting up a Business in a Domestic Property
- What Happens When Objections are Raised?
- Restrictive Covenants in Leases & Deeds
- Other Reasons for Location
- Location & Industrial Inertia

## **The Size of Businesses:**

- The Small Business
- Factors Affecting the Size of a Business
- Economies of Large-Scale Operations
- How Firms & Companies Grow
- Growth & Company Status
- Mergers & Takeovers

## **Reading List**

### **Main Text:**

Business Studies - G Whitehead (Butterworth Heinemann)

# Bookkeeping

## **An Introduction to Accounting:**

What is Accounting?  
Business Organisations and Sources of Finance  
Introducing Financial Statements: The Profit and Loss Account and the Balance Sheet The  
Role of the Accountant and the Accounts Office

## **The Accounting Model:**

Recording Financial Transactions: The Ledger System and Trial Balance The  
Running Balance Method of Recording  
Recording Transactions on Credit: The Sales Day Book The  
Purchases Day Book  
The Returns Day Book  
VAT and VAT Returns  
Banking Services  
The Cash Book  
The Bank Reconciliation Statement  
The Petty Cash Book  
Capital and Revenue Expenditure  
The Trial Balance, Journal and Suspense Accounts

## **Supply Information for Management Control:**

Control Accounts: Sales and Purchase Ledger Control

## **The Construction of Financial Statements:**

Financial Statements: The Calculation of Profits  
Adjustments: Accruals, Prepayments and Drawings  
Adjustments: Bad Debts and Provisions for Debtors  
Depreciation of Fixed Assets

## **Reading list**

### **Main text:**

Frank Wood's Bookkeeping & Accounts - Robinson & Wood (Prentice Hall)  
Students should also be prepared to read other suitable accounting text books

# Economics For Business

## **The Nature & Scope of Economics:**

- The Nature & Scope of Economics
- The Development of Economic Society
- The Economic Problem: Scarcity Choice and Opportunity Cost
- Alternative Economic Systems

## **Production:**

- The Economic Background to Production
- Specialisation and the Division of Labour
- Business Organisations
- Factors of Production
- The Scale of Production and Economies of Scale
- The Location of Production

## **The Theory of Price Determination:**

- Demand
- Supply
- Price Determination
- Concept of Elasticity
- Applications of the Demand and Supply Model

## **Market Structures:**

- Competitive Markets - the Institutions where Price is Decided
- Monopoly
- Oligopoly
- Imperfect Competition (Monopolistic Competition)
- Public Policy Towards Competition

## **Factor Markets and Rewards to Factors:**

- Rewards to Factors: Distribution Theory
- Land & Rent
- Labour & Wages
- Capital & Interest
- Entrepreneurship & Profit
- Economic Rent

## **Market Failure:**

- Market Imperfections
- Externalities
- Public Goods and Merit Goods
- Imperfect Information
- Dealing with Market Failure

## **Money & Banking:**

- Functions of Money
- Financial Institutions
- Central Banking

## **Macroeconomics:**

- Basic National Income Accounting
- Use of National Income Statistics
- Economic Policy
- Circular Flow Analysis
- Consumption, Savings and Investment
- National Income Equilibrium
- Multiplier and Accelerator

**Unemployment & Inflation:**

- Types of Unemployment
- Costs of Unemployment
- Causes of Inflation
- Costs of Inflation

**Economic Policy Instruments:**

- Taxation, Government Spending and Budgets
- Fiscal Policies
- Money and Monetary Policy
- Supply Side Measures and Privatisation

**International Trade:**

- Absolute & Comparative Advantage
- The Principle of Free Trade
- Protection - Types and Causes
- Free Trade, Customs Unions and Single Markets
- The European Union and Other Free Trade Areas
- GATT and WTO
- Balance of Trade and Payments
- Dealing with Balance of Payments Problems

**Globalisation and International Monetary Issues:**

- Exchange Rate Determination
- Fixed and Floating Exchange Rate Systems
- Trade and Economic Development
- Transnational Enterprises
- Globalisation

**Reading List****Main Texts:**

Business Basics in Economics for first year degree students (BPP Publishing)

**Alternative Texts and Further Reading:**

Essentials of Economics - J Sloman (Prentice Hall)



# Computer Appreciation & Applications

## Overview

This paper is incorporated into many programmes to provide a common computer appreciation element now expected with business courses.

Centres should be attempting to instruct students in the latest developments. As computing develops and new features become common, so minor inclusions will be added (e.g. range of computer CD devices). Deep technical details are not expected although it must be pointed out that student performance in past papers suggests that superficial coverage in particular areas often results in student misconceptions.

Candidates should have an appreciation of how hardware/software is used and works without detailed technical knowledge. (E.g. Optical character reading - reflected laser light converted to binary signals - OCR recognition software needed to convert the bit-map image into words by comparison with stored patterns.)

Practical experience of the use of common general-purpose packages (word processing, database, spreadsheet etc.) is essential. A significant part of the paper will test these.

## Aims

1. Appreciation of uses made in general of computers across business and associated industries.
2. General appreciation of operating a PC.
3. Simple practical experience in using standard packages such as word processing, databases and spreadsheets.

## Outline

### Hardware and data:

Clear distinction between data and program, data and options/parameters, programmer and user  
General configuration of a computer and components of the CPU (ALU, memory, control) Directions of data flow

Types of memory (ROM, RAM, cache, video) Features of a modern PC

Input devices - general survey with emphasis on use rather than how the device works - OCR, OMR, MICR devices, bar code reader, types of keyboards, optical scanner, digitiser, voice input device, ATM, touch screen, mouse

Distinction between uses of keyboard and mouse

Output devices - range of current printer types (laser, dot matrix, ink jet etc.) - relative speeds/costs/quality

VDU, plotters, microfilm

For a given application, select the most appropriate input/output devices or method of data capture

Data validation - definition and purpose

Identify validation possible with particular data Check digits

Data types - integer, decimal, text/character, logical, date, currency etc. The need to define data by type

### Business Applications:

Accounts

The component parts of an accounts package Typical input and output documents

Stock control

Its purpose

Typical input and output data

Contents of the stock file

Sales

Concept of customer, sales orders, purchase orders and supplier files (and stock file) Contents of these files

Concept of cross-referencing (customer number linking sales order with customer file) General appreciation of who would supply input data and use output data and why (e.g. stores clerk would use a re-order list to place orders with suppliers for restocking)

### **Files and File Access:**

Magnetic and optical storage devices and media

Their limitations Definitions of file, record and field

Examples taken from particular situations

File organisation defined as organisation of records on a file

Consideration of serial, sequential and indexed sequential organisation

The stages of accessing a particular record from serial, sequential or indexed sequential files

Contents of a particular file - fields, data types, sizes, purpose of being on the file Concept of master and transaction file

System diagram for a general update of a master file using a transaction file Security of data files

Backups, environmental conditions, restricted access, administrative controls Distinction between different types of files - program, data, text, parameter files

### **Software:**

The role of the operating system in controlling the computer Basic features of an operating system (command or GUI)

Distinction between general purpose software (e.g. database) and special purpose software (e.g. payroll)

Examples of special purpose packages

Word Processing

Options available

How to use them (in general terms)

Margins, fonts, special effects (underline/centre/bold etc.), spell check, grammar check Standard phrases

Inclusion of graphics

Databases

How to create a new file, add records, edit records, delete records, selective search by particular criteria, rearrange data, produce reports Spreadsheets

Formatting a model (decimal places, alignment, extra rows/columns etc.) Adding simple formulae

Simple functions such as sum/average

Replicating a formula

Absolute and relative addresses

Graphics

Features available in graphics/drawing/CAD package Standard shapes

Moving, enlarging, rotating, stretching, colouring, hatching, dimensioning, layering

### **Systems and Programming:**

Brief review of system life cycle

Methods of fact finding

An overview of the role of the analyst - to investigate, design and supervise installation of a new system

An overview of the role of the programmer - to convert a systems specification into a program by devising a logical structure, coding into a language, testing and documenting Distinction between development programmer and maintenance programmer Distinction between high and low level languages

Brief survey of common high level languages and typical uses

**People, Computers and Society:**

Brief overview of tasks performed by computing personnel - data processing manager, systems analyst, programmer, ancillary staff/data input clerks

Social effects of computers - changes in lifestyle, changes at work, need for training, crime and crime prevention, data protection acts treated in outline

**Communications:**

Spread of networks - reasons and advantages Data transmission

Differences between LAN and WAN

Electronic mail using a provider's central system Outline of internet features

**Reading List**

**Main Text:**

Computer Science - C S French, 5<sup>th</sup> Edition (Continuum)

# Accounting 2

## **Financial Resources & Business Planning:**

- Financial Resources
- The Role of the Accountant

## **The Construction of Financial Statements:**

- Calculating Profits
- Adjustments
- Capital Transactions
- Partnership Accounts
- Company Accounts
- Cash Flow Statements
- Accounts of Clubs & Societies

## **The Provision of Financial Information:**

- Accounting Ratios and Preparing Reports
- SSAPs & FRSs

## **Planning & Decision Making Accounting for Costs:**

- Manufacturing Accounts

## **Further Accounting Issues:**

- Control Accounts
- The Trial Balance, Journal & Suspense Accounts
- Incomplete Records
- The Extended Trial Balance

**Note:** This paper follows on from Accounting 1, and may appear to repeat some of the syllabus covered in Accounting 1. Students are to take note that any such topics will typically be examined at a higher level in the Accounting Two examination paper.

## **Reading List**

### **Main Text:**

Frank Wood's Business Accounting 1 - Wood & Sangster (Pitman)

# Numeracy & Statistics

## Sampling, Surveys, Questionnaires:

- Surveys
- Censuses
- Samples
- Sampling Methods
- Bias
- Questionnaires
- Pilot Surveys
- Hypothesis Testing

## Clarification & Tabulation of Data:

- Tabulation
- Classification of Data
- Tally Charts
- Frequency Tables

## Statistics on Display:

- Pictorial Representation of Data
- Pictograms
- Bar Charts
- Pie Charts
- Line Graphs
- Frequency Polygons
- Drawing Inferences from Diagrams

## Averages & Range:

- The Arithmetic Mean
- The Mode
- The Median
- The Use of Mean, Mode & Median
- The Mean & Median of a Frequency Distribution
- Range
- Cumulative Frequency

## Algebra:

- The Basics of Algebra
- Indices
- Equations
- Harder Equations
- Flow Diagrams
- Formulae
- Rearranging Formulae

## Graphs:

- Graphs & Curves
- The Interpretation of Graphs
- Graph Plotting
- Conversion Graphs
- Cartesian Coordinates
- Straight Line Graphs
- Gradients & Intercepts

**Geometrical Shapes:**

- Lines & Angles
- Polygons
- Circles & Angles
- Tessellations
- 2D Representation of 3D Objects

**Mensuration:**

- Perimeters of Polygons
- Area
- The Circumference and Area of a Circle
- Volume

**Time & Travel Graphs:**

- Distance-Time Graphs
- Growth & Decay

**Pythagoras and Trigonometry:**

- Pythagoras' Theorem
- Trigonometrical Ratios
- Bearings
- Angles of Elevation and Depression

**Reading List****Main Text:**

Application of Number - B Gaultier & L Buchanan (Oxford University Press)

# LEGAL FRAMEWORK

## MODULE AIMS

To develop a sound understanding of the nature of law and an appreciation of the role of law within which an Accountant operates

## LEARNING OUTCOMES

The knowledge, understanding and cognitive, practical and transferable skills which a student is expected to be able to demonstrate after studying this module is expressed in the following learning outcomes. These are grouped under appropriate syllabus headings.

### The Legal System

By the end of this Syllabus Topic the student will be able to:

Explain the operation of the Legal System with regard to-  
Common Law, Equity and Judicial Precedent

- Civil Law
- Criminal Law
- Statute Law
- Case Law
- EC Law

Explain the role of Courts and other Methods of Dispute Resolution as they apply to business Identify relevant Legislation affecting the Accountant

### The Law of Contract

By the end of this Syllabus Topic the student will be able to:

Describe the Formation of a Contract  
Agreement, Consideration, Certainty  
Intention to create Legal Relations  
Distinguish between Terms of a Contract and Representations  
Identify the Factors Invalidating Consent  
Mistake, Misrepresentation, Duress and Undue Influence  
Describe the Contents of a Contract  
Distinguish between Express and Implied Terms  
Distinguish between Conditions and Warranties  
Innominate Terms  
Exemption and Exclusion Clauses  
Contra Proferentem Rule

Explain the Discharge of a Contract by  
Performance  
Agreement  
Frustration  
Breach – Actual and Anticipatory  
Describe the Remedies available for Breach of Contract  
Damages and Mitigating Loss  
Specific Performance  
Injunction  
Rescission

### The Law of Tort

By the end of this Syllabus Topic the student will be able to:

Describe the Nature of Liability in Tort  
Strict Liability  
Vicarious Liability  
Identify the Defences and Remedies available  
Explain Negligence including Professional Negligence

## **The Law of Agency**

By the end of this Syllabus Topic the student will be able to:

Outline the Principles of Agency  
Describe the methods by which Agency is created  
Explain the Rights and Duties of Principal, Agent, Third Parties  
Describe the Rights and Liabilities of different types of Agent  
Identify the methods by which an Agency may be terminated

### **Reading List**

#### **Main Text :**

Introduction to Law - Harris P (Butterworth Heinemann)

#### **Alternative Text & Further Reading:**

Law of Tort - Cooke J (Financial Times)  
Business Law - Keenan D and Riches (Pitman Publishing)  
Law of Contract - Richards P (Financial Times)



# Cost Accounting

## **Introduction & Materials:**

- What is Costing?
- Framework
- Classification & Coding
- Purchasing, Reception & Storage
- Stock Recording & Inventory Control
- Pricing Issues & Stock

## **Labour & Overheads:**

- Remuneration Methods
- Recording, Costing & Allied Procedures
- Overheads
- Cost Accounts

## **Costing Methods:**

- Introduction
- Job & Batch
- Contract
- Operation & Service
- Process
- Joint & By-Product

## **Planning, Control & Decision Making:**

- Cost Behaviour
- Marginal & Absorption Costing
- Short Run Decision Making
- B E Analysis
- Capital Investment Appraisal

## **Budgets & Standards:**

- Budgets
- Introduction to Standards
- Material, Labour & Overhead Variances
- Sales & Standard Marginal Costs Variances
- Activity-Based Costing

## **Reading List**

### **Main Text:**

- Costing - T Lucey (Continuum)

### **Alternative Texts and Further Reading:**

- Cost Accounting - Glautier & Underdown (Pitman)

# Management Theory & Practice

## **PART ONE - *Management Theory***

### **Introduction:**

- Developments in Management Theory 1910-2000
- Definitions of Management

### **Classical Theories of Management:**

- The Search for Principles of Management
- Max Weber & the Idea of Bureaucracy

### **Human Relations & Social Psychological Theories:**

- Motivation - The Early Theorists
- Motivation - Later Theorists

### **Theories of Leadership & Group Behaviour:**

- Leadership - Theory & Practice
- Groups & Group Behaviour

### **Systems & Contingency Approaches to Management Theory:**

- Organisation as Systems
- Contingency Approaches to Management

### **Modern Approaches to Management Theory:**

- Modern Approaches to Management

## **PART TWO - *Management in Practice***

### **The Context of Management:**

- Types of Business Organisation
- Developing an Organisation Culture
- Women in Management
- The International Context of Management

### **Management Planning:**

- Strategic Aspects of Management
- Objectives, Policies & Organisational Ethics
- Performance Standards in Management
- Decision-Making in Organisations
- Human Resource Planning
- Work Structuring, Job Design & Business Process Re-engineering

### **Organising for Management:**

- Organisational Structures
- Delegation & Empowerment
- Managing Change - Key Concepts
- Implementing Change - Organisation Development
- Communication in Organisations
- Time Management & Personnel Effectiveness

### **Control in Management:**

- Controlling Performance
- Quality Standards & Management
- The Role of Information Technology

## **PART THREE - *Functional Management - Marketing, Production, HRM & Financial***

### **Marketing Management:**

- The Marketing Concept - Competitiveness & the Global Dimension
- The Marketing Mix - Product & Price
- The Marketing Mix - Promotion
- The Marketing Mix - Distribution
- Marketing Research
- Marketing Organisation
- Customer Services & Consumer Protection

### **Production Management:**

- Production Planning & Control
- Types of Production
- Aids to Production
- New Technology in Manufacturing

### **HR Management:**

- Human Resource Management
- Recruitment & Selection
- Employee Development & Training
- Performance Appraisal, Discipline & Grievances
- Developing Managerial Competencies
- Stress Management & Employee Counselling
- Job Evaluation
- Employee Relations & Collective Rights
- Legal Aspects of Employment - Individual Rights

### **Financial Aspects of Management:**

- Company Accounts
- Budgets, Forecasts & Business Plans

### **Reading List**

#### **Main Text:**

Management Theory and Practice, G A Cole (Thomson Learning)

#### **Alternative Texts and Further Reading:**

- Management - Dr R Bennett (Pitman)
- The Business of Management - D Thorrington (Prentice Hall)
- Understanding Organisations - C Handy (Penguin)

# Accounting 3

## **Special Accounts:**

- Joint Ventures
- Bills of Exchange
- Consignment Accounts
- Branch Accounts
- Hire Purchase Accounts
- Partnership Dissolution
- The Issue of Shares
- Contract Accounts

## **Company Accounts:**

- Taxation in Accounts
- Published Accounts - Profit & Loss; Balance Sheet; Accompanying Notes Cash Flow Statements

## **Regulatory Framework:**

- Introduction
- The ASB
- SSAPs and FRSs

## **Interpretation of Financial Statements:**

- Accounting Ratios

## **Group Accounts:**

- Introduction
- Inter-Company Dealings - Indebtedness & Unrealised Profits in Stock
- Consolidated Balance Sheet
- Consolidated Profit & Loss
- Associated companies

## **Issues in Financial Reporting:**

- Alternatives to Historic Cost Accounting
- Social Accounting
- Accounting as an Information System

## **Reading List**

### **Main Text:**

- Frank Wood's Business Accounting 2 - Wood & Sangster (Pitman)

### **Alternative Texts and Further Reading:**

- Financial Accounting - A R Jennings (DP Publications)
- Spicer & Pegler's Bookkeeping & Accounts - P Gee (Butterworth) Accounting & Financial Reporting Standards - Geoff Black (DP Publications)

# Auditing & Taxation

## Auditing

### Introduction to Auditing:

The Why of Auditing

### Auditing & The Companies Act:

Rights & Duties

The Companies Act

Accounting Records

Accounting Requirements of the Companies Act

### Professional Rules: Standards & Guidelines

Accounting Standards

Professional Conduct

Letters of Engagement

### The Modern Audit:

Stages

Timing

Objectives

### The Conduct of the Audit:

Accounting Systems

Internal Controls

Audit Testing

Analysis Review Techniques

Working Papers

Reports to Directors

Errors & Frauds

### Audit Evidence:

Evidence

Risk

Methods

Reliance on Other Specialists

### Review of Financial Statements:

Final Review

True and Fair View

Representations by Management

### The Auditors' Report:

Auditors' Report

Qualified Reports

Post Balance Sheet Events

Going Concern

### Planning & Control of Audits:

Planning

Quality Control

### Auditors & The Law:

Auditors' Liability

Unlawful Acts of Clients & Their Staff

# Taxation

## **Describe the economic principles, objectives, structure and operation of the taxation system.**

Introduce wider implications of taxation and core administrative functions of the tax system

## **Apply income tax legislation, regulation and practice to earned and investment incomes.**

Understand employment tax issues. Calculate personal income tax computations.

Computing sole trader and partnership taxation.

## **Apply tax legislation and regulation to compute:**

Profits chargeable to corporation tax, Corporation tax liability for small, medium and large companies (as defined by the Taxes Acts), extent of loss relief and how the loss may be relieved.

## **Apply the legislation and regulation in respect of chargeable gains and their associated relief's that may be able to apply to individuals' and company chargeable events .**

Prepare CGT (chargeable gains tax) computations. Apply CGT relief's.

## **Apply sales tax legislation and regulation relevant computations.**

### **Income Tax:**

- General Principles
- Administration
- Personal Allowances
- Charges on Income & Interest Paid
- PAYE
- Schedule E
- Schedule A
- Schedule D
- Personal Investment

### **Corporation Tax:**

- General Principles
- Capital Allowances
- ACT

## **Reading List**

### **Main Texts:**

Auditing - Millichamp (Thomson Learning)

Taxation & Self Assessment - Peter Rowes (Thomson Learning)

### **Further Reading:**

Modern Auditing – Graham Cosserat & Neil Rodda (John Wiley & Sons)

Taxation: Policy & Practice – Andy Lymer & Lynne Oats (Fiscal publications)

# Business Finance

## **The Construction of Financial Statements:**

- Company Accounts
- Cash-Flow Statements

## **Using Accounting Information:**

- Accounting Ratios
- Accounting Standards

## **Management Accounting:**

- Marginal Costing
- Budgeting
- Capital Investment Appraisal

## **Sources of Business Finance:**

- Long-term sources of finance
- Short-term sources of finance
- Business Re-organisation & Re-construction
- Amalgamations–
- Selecting suitable finance – Control of capital – Fund flow

## **Capital Markets:**

- The Function of Stock Exchanges
- Share & Bond Issues
- Rights & Bonus Issues

## **Reading List**

### **Main Text:**

Accounting & Finance For Non-Specialists – P Atrill & E Mclaney (FT Prentice Hall)

### **Further Reading:**

Accounting for Non-Accounting Students - J R Dyson (Prentice Hall)

# Business Strategy & Planning

The aim of the Business Strategy and Planning module is to develop knowledge and understanding of the key principles in business strategy and how to apply them.

Business strategy is concerned with the organisation's purpose, major goals and objectives and its corresponding actions. This module looks at how various types of organisations set objectives and introduces a range of strategy models and the key principles behind them.

The module details the principles behind strategic analysis and the effects of both the internal and external environment on strategy and planning within an organisation. It looks at issues related to strategic choice and the methods different organisations use to evaluate success. It covers the essential principles behind putting strategy into action, preparing a business plan and how strategic change is implemented and managed effectively.

## Objectives:

On successful completion of this module, candidates will be able to:

Explain the nature of business strategy and planning and discuss their contribution to organisational decision-making;

Apply a range of appropriate tools to strategy and business planning;

Explain the meaning of strategy and identify and apply a range of models and approaches appropriate to different types of situation and organisation;

Recognise the role and component parts of strategic analysis and choose and apply appropriate tools to use at the corporate and business levels;

Identify and explain how strategies are prioritised, developed and evaluated at the corporate and business unit levels;

Explain the planning process and the levels of planning in the organisation and outline business planning as an approach to implementing strategy;

Explain and illustrate how plans are implemented through the processes of managing change and how progress and effectiveness is assessed.

## Syllabus Content:

Introduction To Strategy

*Strategy Models.*

Setting organisational purpose: mission and objectives.

The nature of stakeholder expectations.

Strategy in different types of organisations.



## *Strategic Analysis*

The external environment, PESTLE framework.  
The internal environment, strategic capability, SWOT.

## *Strategic Evaluation And Choice*

Prioritising strategic options.  
Success criteria.  
Corporate strategies: portfolio management; diversification. Business level strategy.

## *Strategy Into Action*

Components of planning and control. Preparing the business plan.

## *Managing Strategic Change*

Implementing the plan.  
Measuring progress and effectiveness.

## **Syllabus Overview**

### **Introduction to strategy**

Successful strategic management means being able to think through the range of complex issues facing organisations when looking at their long-term direction, formulating views about what that direction should be and managing this within the organisation's context. We begin by looking at the nature of strategy and introduce a range of models and approaches available to organisations. What are 'strategy' and 'strategic management' and why are they important? The next step involves considering the corporate environment and the impact that ideas of purpose and mission will have on strategy development. This will vary between organisations, particularly between the commercial and not-for-profit sectors and the syllabus covers strategy development in each. In common they all have to pay attention to an increasing range of stakeholders. What is the nature of the stakeholder idea and what is its importance to strategy?

### **Strategic Analysis**

This develops the introduction stage and looks at the range of tools and techniques available to help an analysis of what a strategy should look like and how options are generated and the final selection made i.e. the approaches and techniques for strategic management

The aim here is to present some tools and techniques that will help in the key stages of the strategic management process i.e. analysing the environment in which the organisation is operating and generating options for action. We should not lose sight of the fact however, that by themselves they will not provide the answer, rather a guide to decision-making to evaluate and finally choose before proceeding to implementation.

## **Strategic Evaluation and Choice**

How do organisations evaluate and finally choose which direction to pursue before proceeding to implementation? What generic strategies are there? The syllabus introduces students to the Ansoff matrix and then compares three methods of development (internal, acquisition and alliances) as ways of bringing this about. How is evaluation and selection to be made? How can the concepts of suitability, acceptability and feasibility help? Strategies are selected in different ways, not just through a formal, analytical and planned approach. It is important to understand the role that formal evaluation will play in different processes of selection. If new strategies are forced upon an organisation, as may often happen in the public sector, evaluation still has a place, for example in assessing the risks of the new strategy and preparing contingencies.

## **Strategy Into Action**

The focus of this part of the syllabus is about 'doing'. Strategic analysis and choice are of little value unless strategies can be implemented. The emphasis here is on the nature of planning in organisations to ensure that a strategy can be translated into operational plans. It looks at those things that will be of interest to the operational manager, but also to strategists as this is the point of delivery and the point of most of the organisations' employment and cost. Operational plans also have several components and preparing a successful business plan means focusing on financial and human resources. Students will also need to focus on the scope and function of the business plan for small and medium enterprises.

## **Managing Strategic Change**

Managing strategic change is concerned with whether students are able to understand the forces that drive change in organisations, describe a number of change approaches and models and understand why change may be resisted and how this can be overcome. These are the factors that will drive at the macro level the successful implementation of the plan for an organisation. This section explores the topics of effectiveness and performance and how they are measured in the corporate environment. It also looks at the micro level and the role of performance indicators and monitoring in delivering the results that formed part of the plan. Two supporting elements are key: operations cannot be controlled without information and knowledge and neither will they survive unless there is focus on delivering to customers what they require.

## **Reading List**

### **Main Text**

Strategic Management, Cole, G.A. Thomson Learning, 2nd Edition, 2000

### **Alternative Text**

Corporate Strategy, Lynch, R. FT Prentice Hall, 3rd Edition, 2002

For Details Contact The Society of Business Practitioners

<b>Contact:</b>	<b>The Secretary</b>
-----------------	----------------------

**Web-site:** <http://www.mamsasbp.org.uk>

**e-mail:** [info@mamsasbp.org.uk](mailto:info@mamsasbp.org.uk)

**Telephone:** (+44) 1270 526 339

**Fax:** (+44) 1270 526 339

**Mail:** PO Box 11  
Sandbach  
Cheshire  
CW11 3GE  
England

**OR**

**SBP Asia Pacific Regional Office**

SBP Academia  
391B Orchard Road, #13-09  
Ngee Ann City Tower B  
Singapore 238874

Telephone : (65) 6737 5538  
Fax :(65) 6732 8995  
E-mail :[admin@sbp-academia.com](mailto:admin@sbp-academia.com)