

# Society of Business Practitioners (SBP)



## **SBP Senior Professional Qualifications**

Associateship Award (ASBP)

(Business Administration) - NQF 4 Equivalent

Modules

1. Accounting, Purchasing & Cost Control
2. The Financial and Commercial Framework
3. Business Organisation
4. Management Theory & Practice
5. The Business Environment
6. Employee Relations
7. Computer Appreciation and Applications
8. Marketing

# Syllabus

## Accounting, Purchasing & Cost Control

### Main Topics of Study:

#### Financial Position:

- Exchange & Value
- Capital
- Financial Position
- Separate Entity
- Assets & Liabilities
- The Balance Sheet
- Types of Assets & Liabilities

#### Types of Financial Transaction:

- Transactions & the Balance Sheet
- The Duality of Transactions & the Money Measurement Concept
- Profit Defined
- Types of Expenditure: the Capital/Revenue Distinction
- Generic Types of Transaction

#### Recording, Processing & Correcting Financial Transactions:

- The Double-entry System
- Periodic Balancing of the Books
- The Trial Balance
- Types of Error
- The Correction of Errors

#### Preparing the Final Accounts:

- Calculating Profitability
- The Trading & Profit & Loss Account
- The Accruals Concept
- The Balance Sheet

#### Accounting for Fixed Assets:

- Definition of Fixed Assets
- Depreciation of Fixed Assets
- Depreciation & the Accruals Concept
- Methods of Depreciation
- Recording, Processing & Reporting Depreciation in the Accounts
- Accounting for the Acquisition & Disposal of Fixed Assets
- The Consistency Concept
- Intangible Fixed Assets

**Accounting for Stocks:**

- Types of Stock
- Stock Valuation & Profitability
- Control & Verification of Purchasing & Receiving
- Stock Control Systems
- Stock Valuation When Input Prices are Changing

**Accounting for Credit Transactions:**

- Cash & Credit Transactions
- Debtors & Creditors
- Reconciliation of Statements & Ledger Accounts
- Credit Control
- Provision for Bad Debts
- Accounting, Purchasing & Cost Control

**Accounting for Cash:**

- The Importance of Cash Management
- The Cash Book
- Bank Reconciliations
- Till & Takings Management
- Credit Cards
- The Petty Cash System
- Foreign Currency Exchange
- Ticket Systems for Cash Sales
- Introduction to Cash Flow Statement
- Cash & the Accruals Concept

**Accounting for Employees:**

- The Significance of Employee Costs in HTL Businesses
- Remuneration Methods
- The Payroll System
- Accounting for Employment Costs
- Reporting Employee Costs

**Accounting for VAT:**

- The Principles of VAT
- Rates & Scope of VAT
- Calculating VAT Liability
- Completing a VAT Return & Paying VAT
- Accounting for VAT
- The Mechanics of VAT for Tour Operators & Travel Agents

### **Accounting for Recreation & Leisure Clubs:**

- Types of Recreation & Leisure Clubs
- The Distinction Between Clubs & Commercial Organisations
- Sourcing of Income for Recreation & Leisure Clubs
- Measuring & Reporting Income & Expenditure
- Preparation of Final Accounts & Notes

### **Accounting for Multiple Ownership:**

- The Partnership Agreement
- The Appropriation of Profit
- Changes to the Partnership
- Partnership Dissolution & Conversion
- Distinctive Features of Limited Companies
- The Final Accounts of Limited Companies
- Corporate Capital Structure

### **Costing a Product or Service:**

- Expenses & Costs
- Cost Control & Organisational Structure
- The Three Main Components of Cost
- Calculating the Direct Material Cost
- Calculating the Direct Labour Cost
- Allocation & Apportionment of Overhead Costs
- Calculating the Total Cost of a Product in a Multiproduct, Multidepartmental Business
- Accounting, Purchasing & Cost Control

### **Pricing a Product or Service:**

- Pricing Based on Cost Data
- Pricing Decisions Based on Market Conditions
- Pricing to Optimize Profit Using Cost & Market Information
- Pricing Strategies in Special Situations

### **Accounting for Contribution:**

- The Behaviour of Cost & Revenue Against Output
- Break-even Analysis
- Contribution Theory
- The Contribution/Sales Ratio
- Evaluating Business Alternatives
- Contribution Theory & Product-mix Decisions
- Profit Maximization Where Resources are Limited
- Make-or-Buy Decisions

### **Planning & Budgeting:**

- Strategic Planning
- The Annual Planning Cycle
- Preparing Individual Budgets
- Cash Budgets
- Master Budgets
- Behavioural Aspects of Planning & Budgeting

### **Standard Costing & Flexible Budgeting:**

- Monitoring Performance Against Plans & Budgets
- Responsibility for Variances
- Flexible Budgets
- A Standard Costing System
- Calculation of Individual Variances
- The Profit Reconciliation System
- The Variance Analysis Report

### **Accounting for Capital Investment Decisions:**

- The Long-term Objectives of a Business
- Capital Investment
- Collecting Data for Project Evaluation
- Evaluating Capital Investment Projects
- Pros & Cons of the Four Methods
- Qualitative Factors in Capital Investment Decisions

### **Interpretation & Assessment of Financial Information:**

- Ratios & Comparative Analysis
- Gross & Net Profit Margins
- Primary Performance Ratios
- Return on Capital Employed (ROCE)
- Liquidity Ratios
- Working Capital Efficiency Ratios
- Efficiency Ratios for the Hotel Industry
- Capital Structure & the Risk-Return Relationship
- Cost-Volume-Profit Ratios
- Value-added Ratios
- Other Value-added Ratios
- Weaknesses of Ratio Analysis
- Accounting, Purchasing & Cost Control

### **Spreadsheet Applications in Accounting:**

- The Value of Spreadsheets
- Common Commands & Functions
- Preparing the Final Accounts of a Theatre
- Preparing a Product Cost Structure

- Pricing Rooms Using the Hubbart Formula
- Graphing the Revenue & Cost Functions of a Travel Agency
- Graphing a Break-even Chart
- Preparing a Cash Budget
- Examining Alternative Purchase Options
- Comparing Two Hotels in Two Different Market Sectors

### **Reading List**

#### **Main Text:**

Accounting for Hospitality, Tourism & Leisure (2nd edition) - Gareth Owen (Prentice Hall)

## **The Financial and Commercial Framework**

### **Main topics of study:**

#### **Defining the Project:**

- Receipt of Customer Enquiries
- Screening Enquiries
- Defining Projects
- Defining a Project for Financial Appraisal
- The Customer's Project Specification
- Project Scope
- Using Checklists
- Project & Design Specifications
- Product Development Projects
- Developing the Project Specification

#### **Cost Estimates – Definitions & Principles:**

- Estimating Accuracy
- Classification of Estimates
- Prices & Profits
- Version Control
- Work Breakdown
- Cost Coding systems
- Benefits of a Coding System
- Choosing a Coding System
- Customer Requirements & Coding

#### **Cost Estimates-Estimating in Practice:**

- Compiling the Task List
- Level of Detail
- Estimating Formats
- Estimating Manufacturing Costs

- Estimating Labour Time
- Personal Estimating Characteristics
- Material & Equipment Costs
- Below the Line Costs
- Reviewing Cost Estimates

### **Commercial Management:**

- Financial Project Appraisal
- Project Funding
- Contracts
- Contract Payment Structures
- Insurance

### **Reading List**

#### **Main Text:**

Project Management - Dennis Lock (Gower)

## **Business Organisation**

### **Main Topics of Study:**

#### **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)

## **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, Personnel & 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

### **Personnel 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, 6th Edition - 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)

## **The Business Environment**

### **Main topics of study:**

#### **The Nature of Business Activity:**

- What is Business Activity?
- Enterprise & the Entrepreneur
- Enterprise & the Factors of Production
- What Entrepreneurs Do

#### **The Environment in which Businesses Operate:**

- Business Environment
- Law
- The Economic Environment of Business
- Scarcity & Choice
- Cost & Opportunity Cost

#### **The Objectives of Business:**

- Profits & Survival
- Profits & Expansion
- Primary, Secondary & Tertiary Production
- Private Sector Activity
- Public Sector Activity
- The Interdependence of Businesses

#### **Money & Business Activity:**

- The Nature of Money
- The Qualities of Money
- Wants & Economies
- Money & Economies

### **Reading List**

#### **Main Text:**

Business Studies - G Whitehead (Butterworth Heinemann)

# **Employee Relations**

## **Main topics of study:**

### **Introduction:**

- The Influential Manager
- Employee Relations Activities

### **An Overview:**

- Employers' Interests in the Labour Market
- Employer/Employee Common Interests
- Processes
- Agreements, Rules & Regulations
- Bargaining Power & Management Behaviour
- Skills

### **Parties, Processes, Outcomes & Content:**

- The Corporate Environment
- Economic Management
- The State as Law Maker
- The Technology Impact
- Balance of Bargaining Power

### **Employee Relations Institutions:**

- Employers' Organisations
- Trade Unions
- Third Party Intervention

### **Employee Relations Strategies & Policies:**

- Defining Strategy
- Defining Policy
- Management Style
- Management & Trade Unions

### **Employee Involvement & Participation:**

- The Aims of Involvement & Participation
- The Objectives of Involvement & Participation
- Involvement & Participation Mechanisms

- Communication & Briefing Systems
- Task & Work Group Involvement
- Financial Participation
- Representative Participation

### **Managing Employee Relations:**

- Purpose of Negotiation
- Negotiating Situations
- Industrial Negotiations & Commercial Negotiations
- Bargaining
- Stages in the Negotiation Process
- Negotiation Outcomes
- Skills Required

### **Disciplinary Matters:**

- Origins of Procedures
- Current Legal Position
- Disciplinary Procedures
- Rules & Issues
- Misconduct
- Capability
- Appeals

### **Grievance:**

- Definitions of Grievance
- Grievance Take Up
- Procedures
- Managing Grievances
- Resolving Issues of Grievance

### **Bargaining with Employees:**

- Definitions of Bargaining
- Preparation & Aims
- Presentation of Proposals
- Common Ground

### **Redundancy Situations:**

- Redundancy & Management of Change
- Policies & Procedures
- The Legal Framework
- Post Redundancy

## **Reading List**

### **Main Text:**

Employee Relations - J Gennard & G Judge (Institute of Personnel Development)

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

Personnel & HR Journals

## **Computer Appreciation & Applications**

### **Main topics of study:**

#### **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, 5th Edition (Continuum)



# **Marketing**

## **Main Topics of Study:**

### **Concept & Process of Marketing**

#### **The Marketing Concept:**

- Evolution of Marketing
- Business Orientations
- Societal Issues & Emergent
- Philosophies
- Customer & Competitor Orientation
- Efficiency & Effectiveness
- Limitations of the Marketing Concept

#### **Marketing process overview:**

- Marketing Audit
- Integrated Marketing
- Environmental Analysis
- SWOT Analysis
- Marketing Objectives
- Constraints
- Options
- Marketing Planning

#### **Costs and benefits:**

- Benefits of Building Customer Satisfaction
- Service and Customer Care
- Relationship Marketing
- Customer Retention
- Customer Profitability
- Total Quality Marketing

### **Segmentation, Targeting & Positioning**

#### **Macro-environment:**

- Environment Scanning
- Political, Legal, Economic, Socio-cultural, Ecological & Technological Factors

**Micro-environment:**

- Stakeholders (Organisation's Own Employees, Suppliers, Customers, Intermediaries, Owner's Financiers, Local Residents, Pressure Groups & Competitors)
- Direct & Indirect Competitors
- Porter's Competitive Forces

**Buyer Behaviour:**

- Dimensions of Buyer Behaviour
- Environmental Influences
- Personal Variables - Demographic, Sociological, Psychological-motivation, Perception & Learning
- Social Factors
- Psychological Stimuli
- Attitudes
- Other Lifestyle & Life Cycle Variables
- Consumer & Organisational Buying

**Segmentation:**

- Process of Market Selectio
- Macro & Micro Segmentation
- Bases for Segmenting Markets: Geographical, Demographic, Psychographic & Behavioural
- Multivariable Segmentation & Typologies
- Benefits of Segmentation
- Evaluation of Segments & Targeting Strategies
- Positioning
- Segmenting Industrial Markets
- Size
- Value
- Standards
- Industrial Classification

**Marketing mix****Products:**

- Products & Brands - Features, Advantages & Benefits
- The Total Product Concept
- Product Mix
- Product Life-cycle & Its Effect on Other Elements of the Marketing Mix
- Product Strategy
- New Product Development
- Adoption Process

**Place:**

- Customer Convenience & Availability
- Definition of Channels
- Types & Functions of Intermediaries
- Channel Selection
- Integration & Distribution Systems
- Franchising
- Physical Distribution Management & Logistics
- Ethical Issues

**Promotion:**

- Awareness & Image
- Effective Communication
- Integrated Communication Process
- Promotional Mix Elements
- Push & Pull Strategies
- Advertising Above & Below the Line
- Packaging
- Public Relations & Sponsorship
- Sales Promotion
- Direct Marketing & Personal Selling
- Branding
- On-line Marketing

**Different Marketing Segments & Contexts****Consumer Markets:**

- Fast-moving Consumer Goods
- Consumer Durables
- Co-ordinated Marketing Mix to Achieve Objectives

**Organisational Markets:**

- Differences From Consumer Markets
- Adding Value Through Service
- Industrial
- Non-profit
- Making
- Government
- Re-seller

**Services:**

- Nature & Characteristics of Service Products - Intangibility, Ownership, Inseparability, Perishability, Variability
- Heterogeneity - the 7Ps
- Strategies
- Service Quality
- Elements of Physical Product Marketing
- Tangible & Intangible Benefits

**International Markets:**

- Globalisation
- Standardisation Versus Adaptation
- The EU
- Benefits & Risks
- Market
- Attractiveness
- International Marketing Mix Strategies

**Main Text:**

Marketing: HND Mandatory Unit 1. BPP Professional Education ISBN 0-7517-1243-4

**Alternative Texts and Further Reading:**

Fundamentals of Marketing - W G Leader & N Kyritsis (Stanley Thorne)

Marketing Principles and Practice – D Adcock (Pearson Publishing)

Principles of Marketing - Kotler (Prentice Hall)