DIPLOMA IN
BUSINESS ADMINISTRATION
SYLLABUS

BUSINESS ADMINISTRATION PROGRAMME
Diploma in Business Administration

Syllabus

Part 1

The four compulsory papers are:

1. Economics
2. Organisational Behaviour
3. Accounting
4. Business Communication

Part 2

The four compulsory papers are:

1. Marketing
2. Quantitative Methods
3. Human Resource Management
4. Managerial Accounting

Students must also pass one of the following options:

5. Principles of Business Law
6. Systems Analysis

- Diploma Part 1 and 2 papers are set and marked to the level of the first year of a UK Business Studies degree programme.
- Upon completion of Diploma Part 1, the successful student will be sent a scroll. Following passes in the nine requisite Diploma subjects above, the student will be awarded the Diploma in Business Administration.
- It is suggested that 120 study hours should be devoted to each subject.
- It is recommended that students sit the Diploma Part 1 examinations before attempting any subject in Diploma Part 2.
- Exemptions from Diploma subjects (up to a maximum of six subjects) may be granted to holders of qualifications of certain other professional bodies, provided that such qualifications have been obtained by external examination.
- The Method of Assessment for all ABE subjects is by written examination and the following Grades are awarded:

  Grade A – 70%+ Distinction
  Grade B – 55–69% Credit
  Grade C – 40–54% Pass
  Grade D – 30–39% Fail
  Grade E – 29% and below Fail

Candidates will be notified individually of their results normally about two months after the examinations.
Diploma in Business Administration – Parts 1 and 2

Conditions of Entry

Applicants should be recommended by two responsible persons. They must also have attained one of the following entry requirements:

1. ABE Certificate in Business Administration.
2. Two GCE ‘A’ levels together with four GCSEs at Grade C or above, including English language and Maths.
3. BTEC National award in relevant subjects.
4. Three passes in LCCI Third level in relevant subjects.
5. Three passes in RSA examinations at least two of which must be at Stage 3.
6. Pitmans Qualifications - Three passes at level 3 in relevant subjects.
8. Any NCVQ approved qualifications at level 3 in relevant subjects.
9. Such overseas qualifications which following University of London guidelines may be accepted by the Registrar as being equivalent to the above.

In addition the ABE welcomes applications for student membership from intending Diploma candidates who, although not holding a formal entry qualification, have been in appropriate employment for at least two years. A reference letter from employers must accompany all such applications.
Diploma in Business Administration – Parts 1 and 2

Registration Procedures

ABE Programmes are taught at institutions worldwide, and such institutions are given approval to run ABE courses only after they have submitted full details of their prospectus, teaching staff and site facilities which must meet the criteria set by the ABE Education Committee.

Students enrolling with a college are advised to ensure that the college has been formally accredited by the Association before enrolment. A list is available from the ABE office.

Students wishing to register with the Association should complete a registration form and return it to the Registrar together with appropriate fees, copies of educational qualifications (in English) and details of relevant working experience where necessary. Any incomplete applications will be returned.

All prospective students are advised to enrol with ABE at the commencement of their studies in order that their eligibility may be confirmed at that time.

Students should be aware of the closing dates for registration and examinations as these are strictly adhered to. These dates are available at ABE approved colleges or from the ABE office.

Annual subscriptions fall due on the anniversary of the date of registration. An invoice will be sent direct to each student.

Fees

Examination fees are indicated on Examination Entry Forms. The annual subscription and other current fees are shown on the Fees list available from ABE.

Exemption Procedures

Exemption applications must be supported by documentary evidence (in English) for assessment and accompanied by the current exemption fee. Any exemptions granted will be confirmed in writing.

Exemptions from Diploma subjects (up to a maximum of six subjects) may be granted to holders of qualifications of certain other professional bodies, provided that such qualifications have been obtained by external examination.

No exemptions will be granted from any subject previously failed in the examinations of the Association.

Further information on exemptions may be obtained on application to the Registrar.
Diploma in Business Administration – Part 1

Economics

Aims

1. Acquire an understanding of fundamental economic theories, concepts and policies.
2. Apply microeconomic principles and concepts to decision making in a business environment.
3. Understand the general macroeconomic environment and its effect upon business organisations and their markets.
4. Acquire an understanding of international trade and the economic mechanisms employed to control and facilitate it.

Programme Content and Learning Objectives:

After completing the programme the student should be able to:

1. Define the problem of scarcity, opportunity cost, the functioning of free market, command and mixed economies and the difference between macroeconomics and microeconomics.
2. Describe and interpret the basic theory of consumer behaviour and demand including the concept of utility, the law of diminishing marginal utility, the distinction between Giffen, inferior and normal goods, the distinction between substitute and complementary goods, the difference between individual and market demand, and the notion and measurement of elasticity (own-price, cross and income elasticity).
3. Employ the theory of supply from a fundamental understanding of costs; define the difference between the short-run and the long-run; differentiate between fixed, sunk and variable costs; derive marginal, average and total costs; understand the nature and relevance of economies and diseconomies of scale and the concept of elasticity of supply.
4. Describe the application of supply and demand analysis to the working of markets both in equilibrium and disequilibrium, including examination of the effects of price restrictions, quotas, subsidies and taxation.
5. Examine the effect of different markets’ structures (perfect competition, monopoly, monopolistic competition and oligopoly) upon the conduct (particularly pricing policy) and performance of profit maximising and non-profit maximising (sales revenue, market share and managerial utility maximising) business organisations, and give examples of the forms and effects of government intervention in this area.

6. Understand how exchange rates are determined, the main alternative exchange rate regimes and their advantages and disadvantages. Explain the rationale for international trade agreements and organisations (e.g. the World Trade Organisation), tariffs, quotas and other measures of trade protectionism.

7. Evaluate national income as a measure of societal well being and derive it through its various methods of measurement. Explain the main components of National Income Accounts (Consumption, Investment, Government Expenditure and Foreign Trade.)

8. Explain the determination of the equilibrium levels of national income in terms of the simple Keynesian macroeconomic model.

9. Describe the functions of money and the role of the banking system in the creation of money. Explain the relationship between the money supply, growth and inflation.

10. Understand and interpret the main objectives of government macroeconomic policy and the rationale for the various policies used to achieve these objectives. Employ the aggregate supply and demand model to analyse the likely effects of fiscal and monetary policy upon output, employment, the price level, and the balance of payments.

11. Explain the fundamental principles of comparative advantages and specialisation and their relevance to international trade. Explain the terms of trade, balance of trade and balance of payments accounts.

**Method of Assessment:**

By written examination. The pass mark is 40%. Time allowed 3 hours.

**The question paper will contain:**

Section A is composed of eight short-answer compulsory questions and Section B contains five questions of which three must be answered.

Section A is worth 40% of the total marks available and Section B is worth 60% of the total marks.
**Reading List:**

**Essential Reading**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Publisher</th>
</tr>
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</table>

**Additional Reading**

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<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics</td>
<td>Sloman, J.</td>
<td>(Harvester-Wheatsheaf)</td>
</tr>
<tr>
<td>The Economic Review</td>
<td></td>
<td></td>
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</tbody>
</table>
Diploma in Business Administration – Part I

Organisational Behaviour

Aims

1. Clearly understand the meaning and nature of organisational behaviour and its importance and relevance to management in a dynamic and changing world.

2. Demonstrate in-depth knowledge and understanding of people within organisations through analysis of the individual processes at work.

3. Understand the nature of groups and group processes. Key principles and practices of management should be related to effective leadership and the resolution of conflict within organisations.

4. Appreciate the nature of interpersonal processes as they impact on people and work performance. Relevant processes include motivation and the creation of job satisfaction.

5. Assess the ways in which organisational performance may be improved through organisational processes, such as communication and better use of people.

Programme Content and Learning Objectives:

After completing the programme the student should be able to:

1. Understand the development of early management thought. This would include an appreciation of the main contributions of Scientific Management and Classical Management approaches to the study of people and organisations. Particular reference should be given to the work of F W Taylor, H Fayol and M Weber and the behavioural limitations of their approaches.

2. Understand the concept of a behavioural approach to management and recognise the value of behavioural science in understanding organisational behaviour. Identify and evaluate developments in organisational behaviour and management thinking. Develop an awareness and understanding of the ways in which human behaviour is influenced in organisations.

3. Outline the importance of the individual’s contribution to the Organisation and factors affecting behaviour. Recognise the significance of attitudes, their functions, change and measurement with reference to the culture of the Organisation. Understand the process of perception, attribution and the problems that may arise. Differentiate between attitudes and opinions and understand problems arising from surveys and their assessment. Explain the principles and problems in the process of attitude change within the workplace and recognise the impact of behavioural issues on attitudes.
4. Appreciate the major difficulties in studying personality and approaches taken. Apply the key issues of personality studies to the Organisation. Understand the links between personality and motivation. Identify the nature and extent of the factors which create stress, assess its effects and appreciate the various types of adjustive reaction. Understand the role of the manager in stressful situations.

5. Define motivation and understand how people are motivated in different ways. Understand the basic theories of motivation and assess developments in thinking, in particular theories of expectancy, equity and an integrated model. Analyse problems of motivation in the work place and the links to effectiveness. Contrast the implications for the manager of different theories and evaluate their relevance to specific work situations.

6. Explain the nature and meaning of job satisfaction and its relationship to performance. Analyse the dimensions of job satisfaction and work performance together with the variables that affect them. Appreciate the sources of frustration and alienation at work and consider the role and effectiveness of performance appraisal. Understand and appraise the main approaches to improving job design and work organisation. Assess broader organisational approaches to job design including task/job characteristics, flexible working, involvement, empowerment, and quality circles. Understand the link between motivation, management style and job design.

7. Explain the meaning and nature of groups. Identify different types of groups and understand the process of group formation and development. Appreciate the factors influencing group cohesion and performance. Assess the determinants of group cohesiveness and effectiveness including social and interpersonal relationships. Distinguish between different functions and member roles in teams and teamwork. Assess the nature of team spirit and effectiveness. Recognise the importance of understanding the operation of work groups.

8. Understand the meaning and importance of leadership in work situations. Recognise the nature of leadership and the exercise of power and authority. Examine leadership as an aspect of behaviour and explore theories including trait, style and contingency. Appreciate the variables which determine effective managerial leadership.

9. Explain the sources and causes of conflict and the effects of conflict within the Organisation. Understand the role of the manager in the management of conflict, identifying both the positive and negative effects of conflict. Assess the managerial issues in conflict, understand different models and styles of conflict resolution and appraise their relevance for the manager in handling conflict. Analyse specific conflict situations and plan a strategy for reduction and/or resolution of conflict.

10. Specify the steps in the communication process and identify individual and organisational obstacles/barriers to effective communication. Examine the formal and informal communication systems and recognise the need for effective communication in the fulfilment of management functions. Appreciate the dimensions of non-verbal communication. Understand techniques and strategies to improve communications.
Method of Assessment

By written examination. The pass mark is 40%, Time allowed 3 hours.

The question paper will contain:

Eight questions of which four must be answered. All questions carry 25 marks.

Business format: candidates will be expected to comply with format requirements in questions. Marks for presentation will normally be awarded.

Reading List:

Essential Reading

| Management & Organisational Behaviour | L Mullins | (Pitman) |

Additional Reading

| Management and Organisational Behaviour, a Student Work book | K Meudell and T Callen | (Pitman) |
| Organisational Behaviour | R P Veechio | (Dryden Press) |
| Organisational Behaviour | D Buchanan & A Huczynski | (Prentice Hall) |
| Organisational Behaviour | Greenbury & R A Baron | (Prentice Hall) |
| Management Theory and Practice | G A Cole | (D.P. Publications) |
| Understanding Organisations | C B Handy | (Penguin) 1993 |
Diploma in Business Administration Part 1

Accounting

Aims

1. Demonstrate an understanding of the theoretical framework of accounting and the principles underlying accounting statements.
2. Demonstrate an understanding of the applications of accounting systems using information technology.
3. Prepare and present limited company financial statements.
4. Evaluate the performance and financial position of organisations from their financial statements.

Programme content and learning objectives:

After completing the programme the student should be able to:

1. The Theoretical Framework

   - Scope and objectives of accounting.
   - The users of accounting information and their needs.
   - Traditional accounting conventions.
   - The distinction between capital and revenue expenditure.
   - Use of Information Technology in Accounting.

2. The Financial Statements of Limited Companies

   - External publication of companies’ financial statements.
   - An understanding of the different elements that make up the externally reported financial statements.
   - An appreciation of the rules contained in Generally Accepted Accounting Practice.

3. Interpretation of Financial Statements

   - Application of financial ratios in order to help interpret financial statements.
   - Investors ratios.
   - Limitations of ratio analysis.
   - Accounting ratios and inflation: the impact of changing prices on financial statements and methods of adjusting historic cost accounts to reflect the impact of inflation.

4. Capital Structure and Gearing

   - Types of shares and loans.
   - Issue and redemption of shares and debentures.
   - The relationship between equity and debt-gearing.
5. Consolidated Accounts

- Principles of consolidation.
- Inter-company items and their elimination.
- Comparison of the acquisition method with the merger method.

6. Sources of Finance

- The various sources of finance available to businesses.
- Differentiation between short-term, medium-term and long-term sources of finance.
- An appreciation of the differing financing needs of organisations.

Method Of Assessment

By written examination. The pass mark is 40%. Time allowed 3 hours.

The Question paper will contain:

There are three sections to the examination paper:

Section A  Ten compulsory multiple choice questions. Each question carries one mark. 10 marks
Section B  One compulsory question. 30 marks
Section C  Four questions, two of which must be answered. Each question carries 30 marks. 60 marks

Financial tables will be provided. Students may use electronic calculators, but are reminded of the need to show workings.
Reading List:

Essential Reading

| Business Accounting Vol 2 | Wood F | Prentice Hall |

Supplementary Journals

- Accountancy
- Accounting and Business
- Accountancy Age
- The Certified Accountant Students’ Newsletter
Diploma in Business Administration – Part 1

Business Communication

Aims

1. Maximise personal business communication skills, necessary both within the organisation and for communication with external audiences.
2. Appreciate the internal mechanisms needed for business communication and how to ensure that these are effective.
3. Learn to deal with different types of data, particularly for the purpose of presenting information that is visually appealing and professionally produced.
4. Understand the role of information technology in the business communication environment and the efficiencies that these opportunities bring to the world of work.

Programme content and learning objectives

After completing the programme the student should be able to:

1. **Business Communication: Background and Theory**
   Understand the communication process, barriers to it, techniques for overcoming them and for assessing the effectiveness of communication.
   Acknowledge the different modes of communication, including face-to-face interactions, letters, memos, telephone contact, electronic mail, the internet and video conferencing and assess the relevant advantages and disadvantages of each one.

2. **Written Communication: Modes of Communication and Computer Software Applications**
   Produce and use appropriately a range of written communications including, electronic mail messages, memos, letters, briefs, direct mail, reports, press releases and job descriptions.
   Understand the key elements of word processing, including page layout, typefaces and fonts, and printing and other computer software applications.

3. **Oral Communication: Presentations and Visual Aids**
   Understand the purposes of presentations and speeches and how to prepare for their delivery.
   Demonstrate the choice and use of visual aids. Appreciate how to use the telephone effectively and the importance of listening skills.

4. **Visual Communication 1: Logos, Graphics and Multimedia**
   Identify the use of visual communications in the presentation of information, including the role and value of graphics and multimedia.
5. **Visual Communication 2: Using Statistical Data and Information**
Understand basic statistics and how to organise this data into statistical information as part of a visual presentation.

6. **Meetings and interviews: Structure, Content and Listening**
Identify different types of meetings and interviews. Understand the formal structures, procedures and documentation necessary for successful meetings and interviews.

7. **Information Technology and Business Communication**
Understand the use of information technology in business organisations, including telecommuting, work group computing, bulletin board systems, commercial services and use of the Internet, including global perspectives such as the worldwide web.
Appreciate the value of personal computing in communication, including word processing, desktop publishing, electronic publishing and presenting, and organising and gathering information via spreadsheets, databases and browsers.

8. **Input through Computer Hardware**
Appreciate the use of input devices such as the keyboard, pointing devices and scanners.

9. **Output through Computer Hardware**
Understand how output devices work, such as screen displays, large computer systems and microcomputer systems.

**Method Assessment**
By written examination. The pass mark is 40%. Time allowed 3 hours.

**The question paper will contain:**

Eight questions of which four must be answered. All questions carry 25 marks.

**Reading List**

**Essential reading**
To be confirmed

**Additional Reading**

<table>
<thead>
<tr>
<th>The Essence of Effective Communication</th>
<th>R. Ludlow and F.Paterson</th>
<th>Prentice Hall</th>
</tr>
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<tbody>
<tr>
<td>Computers: Tools for an Information Age</td>
<td>H.L. Capron</td>
<td>Addison–Wesley</td>
</tr>
<tr>
<td>Practical Communications</td>
<td>Francis Bergin</td>
<td>Pitman</td>
</tr>
<tr>
<td>Improving Your Presentation Skills</td>
<td>Michael Stevens</td>
<td>Kogan Page</td>
</tr>
</tbody>
</table>
Diploma in Business Administration – Part 2

Marketing

Aim

To develop the student’s knowledge and understanding of;

1. The history, philosophy, and concepts of marketing in domestic, international and global settings. The development and possible future direction of marketing as a business philosophy and functional area of management will be examined in a domestic, international, multi-national and global context. Internal marketing, relationship marketing and social marketing will be examined.

2. The micro and macro marketing environment. Students to be able to identify the micro and macro environmental factors such as elements of the political, economic, social, technological and legal environments and the internal company factors, such as structure, organisation and corporate culture, that may impact on a company’s marketing effectiveness. This framework will be developed in the context of a domestic, international, multinational and global context.

3. Principles of analysis, modelling and measurement of the marketing process. The key analytical frameworks and methods of marketing research, consumer behaviour, organisational buying behaviour, forecasting, marketing information systems, market segmentation, targeting, positioning and monitoring procedures will be examined in detail and their application and relevance to the marketing process discussed and explained. International situations and examples will be used to illustrate the application of these principles, models and techniques.

4. Managing the marketing mix – the nature of product and service marketing. In this part of the syllabus students will examine the principles of marketing in both the context of the marketing of goods and services. The concept of an integrated marketing mix and the traditional Mcarthy 4P classification as it relates to products will be covered. The nature of services and the extended and augmented 7P marketing mix, which includes people, processes and physical evidence as well as the traditional product, price, promotion and place, will be discussed. The individual mix elements will be considered in the context of the construction and execution of a strategic and tactical marketing plan.

5. Product and service policy. Students will examine what is meant by product policy and understand key concepts and models related to product policy including the new product development process, market segmentation, diffusion of innovations, product range, product lines and product mix. Analytical techniques and frameworks relevant to the planning of product and service strategies will be examined.

6. Channel and physical distribution policy business logistics. Students will gain an appreciation of what distribution polices involve in terms of both channels of distribution and physical distribution and understand key concepts and models related to distribution, including channel choice, level of market exposure, selection of channel intermediaries, channel conflict and co-operation, ‘wheel of retailing’, service elasticity and the components of a business logistics system. Distribution is to be considered at the domestic and international / multi-national and global levels.
7. Marketing communications policy – the integrated marketing communications mix. Students will examine what marketing communications policies involve. They will gain an understanding of the main marketing communication mix elements, models of the communications process, the evaluation of communication campaigns and the integrative nature of the communications mix. Internal communication as well as external communications will be examined.

8. Pricing policy. Students will examine what is involved in formulating pricing polices including different approaches to the setting of price, methods used in the setting of price, the price / quality relationship, price as a segmentation variable, price discrimination, particularly differential pricing in relation to international market segmentation, promotional pricing and the communication role of price. Pricing within a consumer and business to business marketing framework will be examined as will the international and global dimensions of pricing policy.

9. Marketing planning, analysis control and implementation. Students will examine the main tasks and concepts associated with strategic marketing, marketing planning and marketing management process. Students will gain an understanding of the nature of corporate planning and where strategic marketing planning and tactical and operational marketing plans fit into the overall planning framework. The structure and content of marketing plans and the main planning tools will be considered.

10. Future developments and the social, environmental and ethical dimensions of marketing. Students will examine the possible future direction of marketing and its increasingly wide application to a number of non-business settings e.g. Charities, public sector organisations such as museums, political marketing and public health programs. Particular attention will be paid to future global, technological, social, environmental and ethical dimensions of marketing as well as future geo-political trends and their implication to the marketing firm e.g. European integration, trading blocks such as NAFTA etc.

Programme Content and Objectives:

After completing the programme the student should be able to:

1. Demonstrate a knowledge of the evolution of the marketing concept, be able to contrast with the production, product and sales oriented business philosophies from which it has evolved. To gain an insight into its likely future development, particularly in relation to global, technological and ethical dimensions.

2. Identify the main tasks and concepts associated with marketing planning and the marketing management process and to be able to formulate, implement, manage, monitor and control marketing policies and plans.

3. Identify the micro and macro environmental factors and the internal company factors, such as structure, organisation and culture, that may impact on company’s marketing effectiveness, in both a domestic and international context.
4. Appreciate that marketing is just as importantly applied within an organisation as it is without, and that ‘internal marketing’ programmes can be effective in helping to create the right corporate ‘spirit’ and ‘culture’ in order to achieve true customer focus and marketing orientation.

5. Appreciate the importance of developing long term relationships with customers and other important individuals and groups in the marketing ‘task environment’, such as intermediaries and suppliers.

Formulate effective relationship marketing programs.

To appreciate the value of the firm’s existing customer base and the concepts of a portfolio of customers, of ‘data base’ marketing and the active management of a customer portfolio.

6. Gain an appreciation of the approaches to market analysis and measurement. Apply the underlying concepts of marketing research, consumer behaviour, organisational buying behaviour, forecasting, marketing information systems, market segmentation, targeting, positioning and monitoring and control procedures.

7. Define what is meant by product policy and understand key concepts and models related to product policy, including the new product development process, market segmentation, diffusion of innovations, product range, product lines and product mix.

8. Define what distribution policies involve in terms of both channels of distribution and physical distribution and understand key concepts and models related to distribution including channel choice, level of market exposure, selection of channel intermediaries, channel conflict and co-operation, ‘wheel of retailing’, service elasticity and the components of a business logistics system.

9. Define what marketing communications policies involve and understand the main marketing communication mix elements, models of the communications process, the evaluation of communication campaigns and the integrative nature of the communications mix.

10. Describe what is involved in formulating pricing policies, including different approaches to the setting of price, methods used in the setting of price, the price / quality relationship, price as a segmentation variable, price discrimination, promotional pricing and the communication role of price.
Method of Assessment:

By written examination. The pass mark is 40%. Time allowed 3 hours

The question paper will contain:

Eight questions of which four must be answered. All questions carry 25 marks.

Reading List:

Essential Reading

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Additional Reading

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Competitive Customer Care: A guide to Keeping Customers</td>
<td>Stone, M. and Young, L.</td>
<td>Croner (1994)</td>
</tr>
</tbody>
</table>

Supplementary Journals

- Journal of Marketing (AMA)
- European Journal of Marketing (MCB University Press)
- Journal of Marketing Research (AMA)
- Marketing Intelligence and Planning (MCB University Press)
- Journal of Consumer Research (University of Chicago Press)
Diploma in Business Administration – Part 2

Quantitative Methods

Aims

1. Achieve an overall understanding of how and why statistics and mathematics are used in economic and business decisions.

2. Demonstrate the ability to collect, present, analyse and interpret quantitative data using standard statistical techniques.

Programme Content and Learning Objectives:

After completing the programme the student should be able to:

1. **Demonstrate an overall understanding of the data collection process.**
   This includes sources of data, sampling methods, problems associated with surveys, questionnaire design, measurement scales (nominal, ordinal, interval and ratio scales) and sampling error.

2. **Use a range of descriptive statistics to present data effectively.**
   This includes the presentation of data in tables and charts, frequency and cumulative frequency distributions and their graphical representations, measures of location, dispersion and skewness, index numbers and their applications.

3. **Understand the basic concepts of probability and probability distributions.**
   This includes the basic ‘rules’ of probability, expected values and the use of probability and decision trees, the binomial and Poisson distributions and their applications, and the characteristics and use of the normal distribution.

4. **Apply the normal distribution and the t distribution in estimation and hypothesis testing.**
   This includes sampling theory and the Central Limit Theorem. The construction of confidence intervals for population means and proportions, using the standard normal distribution or the t distribution, as appropriate, and hypothesis tests of a single mean, a single proportion, the difference between two means and the difference between two proportions.
5. Use correlation and regression analysis to identify the strength and form of relationships between variables.

In correlation analysis, this includes the use of scatter diagrams to illustrate linear association between two variables, Pearson’s coefficient of correlation and Spearman’s ‘rank’ correlation coefficient and the distinction between correlation and causality. In regression analysis, students are expected to be able to estimate the ‘least squares’ regression line for a two-variable model and interpret basic results from simple and multiple regression models.

6. Demonstrate how time-series analysis can be used in business forecasting.

This includes the use of the additive and multiplicative models to ‘decompose’ time series data, the calculation of trends and cyclical and seasonal patterns, and simple forecasting.

7. Distinguish between parametric and non-parametric methods and use the chisquared statistic in hypothesis testing.

This includes using the chi-squared statistic as a test of independence between two categorical variables and as a test of goodness-of-fit.

8. Show how mathematical relationships can be applied to economic and business problems.

This includes the algebraic and graphical representation of demand and supply functions and the determination of equilibrium price and quantity in a competitive market. It also includes the algebraic and graphical representation of cost, revenue and profit functions, with applications to pricing and output determination (including break-even analysis.)

Throughout, students will be expected to be able to define relevant terms and to interpret all results.

Method of Assessment:

By written examination. The pass mark is 40%. Time allowed 3 hours.

The question paper will contain:

Eight questions of which four must be answered. All questions carry 25 marks.

Probability tables for the binomial distribution, the normal distribution, the t distribution and the chi-squared distribution will be provided. Students may use electronic calculators, but are reminded of the need to show explicit workings.
**Reading List:**

**Essential Reading**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
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</thead>
<tbody>
<tr>
<td>Business Decisions</td>
<td>Slater</td>
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<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Statistics for business</td>
<td>L. Kazrffier and N.</td>
<td>McGraw-Hill</td>
</tr>
<tr>
<td>and Economics</td>
<td>Pohl M. Silver</td>
<td></td>
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<tr>
<td></td>
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<td>McGraw-Hill</td>
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Introduction

It is a truism to claim that people are an organisational resource – indeed, for some organisations, they are the key resource, without which the organisation would be unable to deliver any meaningful product or service to its customers. Like any resource, however, people may be used wastefully: they may be employed at well below their potential, performing tasks which do not stretch their capabilities and which are ultimately alienating in their psychological impact on the employees involved. Alternatively, people may be managed and led in ways which inspire them to be highly motivated and to demonstrate long-term commitment to both their roles and the organisation which employs them. When this is achieved, the performance of its people becomes a major differentiator for the organisation and a source of long-term competitive strength.

HUMAN RESOURCE MANAGEMENT is about the managerial and leadership processes which enable people to give of their best in today's turbulent working scenarios. To that end, the syllabus content is less concerned with the academic study of human and organisational behaviour, but concentrates more on the development of effective, pragmatic, yet innovative solutions to the issues surrounding the need to maximise people's productivity, efficiency and effectiveness.

Against this conceptual background, the aims for the subject are as follows:

Aims

To develop the student's knowledge and understanding of:

1. Individual differences, especially in such fields as learning, personality, motivation and attitudes, with particular reference to the relevance of such differences for recruitment, selection, deployment, development, and employee performance in an organisational setting.
2. The changing nature of the 'psychological contract' between organisations and their employees, together with the implications for employability, flexible working, commitment, and managerial leadership.
3. Each major dimension of human resource management in practice, i.e., human resource planning, recruitment, selection, induction, training/development, reward systems, and people review/appraisal.
4. Techniques for effective communication in all work-related situations, i.e., with subordinates and with seniors, through collective representational procedures, and with teams.
Programme Content and Learning Objectives

Note that all the following objectives are concerned principally with practical application rather than academic theory. Students will be expected to familiarise themselves with all relevant underpinning theories, but the emphasis in the tuition process and in the examination will concentrate on specific techniques for resolving human resource issues and for improving people performance across all types of organisation.

After completing the programme the student should be able to:

1. Differentiate the fundamental characteristics of people, with particular regard to such factors as culture, gender, ethnicity, personality, attitudes, and motivation, and assess the implications of such differences for the purposes of effective human resource management.

2. Clarify the mechanisms for individual and organisational learning, including ways of enhancing the effectiveness of deliberate learning processes and of overcoming the barriers to productive learning, again with a focus on the significance of learning from the viewpoint of enhancing organisational effectiveness.

3. Recognise the significance of the emergent ‘psychological contract’ in terms of new employer expectations about ‘added value’, employability, and the factors which will continue to influence the nature of employment in the vast majority of organisations.

4. Apply alternative systems of flexible working to meet fluctuating corporate needs.

5. Accept the obligations of ethicality governing the actions of managers, employees, and corporate entities.

6. Acknowledge the differences between 'management' and 'leadership' against a background in which organisations are moving from a focus on compliance to a desire for commitment, and recommend the installation of appropriate mechanisms for generating employee commitment in all types of corporate setting.

7. Maximise individual and collective employee performance, in specific organisational, functional, departmental or managerial scenarios, through effective motivation, job design, reward/recognition processes, and ‘performance management’.

8. Handle difficult people-management situations through systematic grievance-handling mechanisms, directive or non-directive counselling, coaching, and ultimately by means of disciplinary action and dismissal.

9. Apply each of the procedures and skills associated with the major arenas for personnel management, viz., human resource planning, recruitment, selection, induction, training/development, reward/recognition, review/appraisal, employee relations, welfare, health and safety responsibilities, discipline, and grievance-handling, in both remedial and continuous-improvement circumstances. (Several of these themes are mentioned elsewhere in the syllabus, but are repeated here in order to ensure completeness.)

10. Communicate effectively in all relevant organisational situations, i.e., meetings, presentations, and negotiating.
Method of Assessment:

By written examination. The pass mark is 40%. Time allowed 3 hours

The question paper will contain:

Eight questions of which four must be answered. All questions carry 25 marks

Reading List:

Essential Reading

|-----------------------------------|-------------------|---------------------|

Additional Reading

<table>
<thead>
<tr>
<th>The Essential Guide to Developing Your Staff</th>
<th>Alasdair White</th>
<th>(London: Piatkus)</th>
</tr>
</thead>
</table>

Students should also read suitable quality newspapers and periodicals for articles about human resource management (covering new techniques or applications in named companies), and if possible should download up-to-date thinking via suitable search engines on the Internet.
Diploma In Business Administration – Part 2

Managerial Accounting

Aims

1. Understand the costing methods and techniques available.
2. Select appropriate methods and techniques which an organisation can use to calculate costs under different situations.
3. Construct budgets for both planning and control purposes, including cash flow forecasts.
4. Understand all aspects of working capital management.
5. Appreciate how information technology can assist when preparing information for management.

Program Content and Learning Objectives:

After completing the programme the student should be able to:

1. Understand the control systems required for materials, labour and overheads
   - the nature of costs
   - recognise the differences between fixed, variable, semi fixed and semi variable costs
   - problems of allocation/apportionment of overheads pricing of materials calculation of overhead recovery rates

2. Analyse data according to various cost classifications and the effect of volume on costs
   - cost volume profit analysis
   - comparison between the economist's and the accountant's cost volume chart

3. Recognise how cost systems differ by activity i.e job and process costing
   - characteristics of process costing, equivalent units, methods of pricing
   - normal and abnormal waste, joint and by products
   - methods of apportionment of joint costs
4. Use of costs for short-term decision making

- marginal costing, key factors, opportunity costs, sunk costs, differential costs, qualitative aspects

5. Appreciate the difference between marginal and absorption costing

- format of a marginal profit statement, format of an absorption profit statement

6. Recognise the purpose of budgetary control

- construct budgets for both planning and control purposes, administration of budgets, roll over budgets, objectives of budgets, the budget key factor, functional budgets, master budgets, behavioural aspects of budgetary control
- zero based budgets

7. Explain the purpose of standard costing, calculate and analyse variances for materials, labour,

- overheads and sales, types of standards, preparation of operating statements

8. Explain the purpose of working capital management

- operating cycle, funding and control of working capital

9. Understand the uses of information technology when presenting management with information.

10. Capital Investment Appraisal and Financial Mathematics

- financial and non-financial factors to be considered when making investment decisions
- methods of investment appraisal including pay back, the time value of money and average rate of return
- the calculation of compound interest
- annuities and mortgages
- discounted cash flow
- net present value
- internal rate of return.

Method of Assessment:

By written examination. The pass mark is 40%. Time allowed 3 hours

The question paper will contain:

Six questions of which four must be answered. Five questions will be computational with written parts in the majority of these questions and one will be an essay question.

All questions carry 25 marks.
Reading List:

**Essential Reading**

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costing an Introduction</td>
<td>C. Drury</td>
<td>International Thompson</td>
</tr>
</tbody>
</table>

**Additional Reading**

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<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management &amp; Cost Accounting 5th Edition</td>
<td>C. Drury</td>
<td>International Thompson</td>
</tr>
</tbody>
</table>

**Supplementary Journals**

- Management Accounting (CIMA)
Diploma in Business Administration – Part 2

Principles of Law

Aims

1. Acquire an understanding of the principles of Common Law system within the student's own legal system and how it affects their business life.
2. Acquire a knowledge of the legal environment in which businesses operate in the domestic and international market place.
3. Acquire an understanding and practical application of the principles and concepts of the system of justice within the business community.
4. Acquire an understanding of the principles and practical implications of the law of business.
5. Acquire an understanding and practical application of the principles and concepts of the law of contract.
6. Acquire an understanding and practical application of the principles and concepts of the law for the protection of the customer and final consumer.
7. Acquire an understanding and practical application of the principles and concepts of the law of employment and industrial relations.
8. Acquire an understanding and practical application of the principles and concepts of the law of tort as it applies to the world of business.

Programme Content and Learning Objectives:

After completing the programme the student should be able to:

1. Comment on the basic elements of the Common Law system and the language it uses within a domestic and international market
   - sources of law - common law and equity; statutes and delegated legislation and statutory interpretation
   - the differences between civil (in the Common Law sense and criminal law; comment on the differences between contract and tort

2. Comment on the administration of the law
   - the court system
   - alternative dispute resolution
   - the personnel of the law - judges, barristers, solicitors, legal executives, para - legals
3. **Comment on the application of the courts’ decisions**
   - apply case law
   - cite facts and ratios and where possible contrasting cases
   - extrapolate from decisions into hypothetical situations

4. **Comment on the law of associations; the separate legal identity concept and its implications for the business and the customer and the final consumer**
   - recognition of the sole trader – definition, creation, trading position, legal liability
   - a partnership – essential elements, the partnership contract, relations with the partners between themselves and to outside world, fiduciary obligations
   - companies – classification of registered companies; formation, memorandum of association and articles of association, the doctrine of ultra vires and the recent changes in the law; the nature and form of company securities; the management of the company, company meetings; the regulations governing and the powers and duties of directors and shareholders

5. **Recognise, give evidence of and discuss the rules of contract:**
   - the basic law of contract
   - offer – acceptance
   - intention to create legal relations
   - consideration
   - formality of contract
   - capacity
   - terms and conditions, conditions and warranties, exclusion clauses, the battle of the forms
   - vitiating factors, mistake and misrepresentation, undue influence; contracts in restraint of trade
   - discharge of the contract
   - remedies in common law and equity for breach of contract.

6. **Recognise and give evidence of Consumer Protection**
   - special contracts – sale and supply of goods and hire purchase; definition and nature
   - conditions and warranties, transfer of title of goods and risks associated with such a transfer, delivery and acceptance of goods
   - remedies
   - loans, hire purchase and other credit and consumer credit agreements;

7. **Recognise and be able to discuss the law with regard to agency**
   - agency – definition; creation
   - authority of the agent; rights and duties of the principal and agent; types of agency
   - termination of the agency contract

8. **Recognise, give evidence of, discuss and examine the principles relating to consumer law**
   - common law
   - statutory legal principles
   - case law
9. Recognise and explain the rules relating to the law of employment and industrial relations

- contract of employment – definition, nature and formation; express and implied terms, equal opportunities and discrimination and their implications, termination of an employment contract by agreement, dismissal and redundancy.
- employment tribunals and appeals

10. Recognise and explain the law regarding bills of exchange

- the concept of negotiability; definition and purpose of a bill of exchange; duties and liabilities of the parties;
- cheques – crossings;
- relationship of bankers and customers; protection of bankers and customers; charge cards and credit cards

Method of Assessment:

By written examination. Pass mark 40%. Time allowed 3 hours.

The question paper will contain:

Eight questions of which five must answered. All questions carry 20 marks.

The examination paper will reflect the whole syllabus, no one area will be given undue weight. It will be expected that the candidate will cite principles of law, statutes and case law to illustrate the answers. When citing cases, candidates should give facts and ratios as well as contrasting cases.

Reading List:

Essential Reading


Additional Reading

Diploma in Business Administration – Part 2

Systems Analysis

Aims

1. Understand the tasks involved in designing a new information system to meet an organisation’s specific requirements.
2. Create the major models used in the analysis and design of information systems.
3. Contribute towards the design of an organisation's information system taking into consideration the technological and human aspects of the design.

Programme Content and Learning Objectives

After completing the programme the student should be able to:

1. Information Systems: Background and Theory.
   • Understand the development of systems analysis over the past century.
   • Understand how a system may be defined and its attributes identified.
   • Understand how information may be defined and its attributes identified.

   • Understand the need for, and the logic of, the Systems Development Life Cycle (SDLC).

   • Understand the need for a more thorough analysis of systems by the use of various structured approaches known under the generic term of Structured Systems Analysis (SSA).

   • Understand the reason for, and the creation of, Data Flow Diagrams (DFD’s).

5. Systems Analysis Tools and Techniques; the Entity Model.
   • Understand the reason for, and the creation of, Entity Relationship Diagrams/Models (ERD’s/ERM’s).

   • Understand the reason for, and the creation of, Entity Life Histories (ELH’s).

7. Systems Analysis Tools and Techniques; CASE tools.
   • Understand the need for Computer Aided Systems Engineering (CASE) tools in the work of a systems analyst.
   • Understand the use of prototyping techniques in the reduction of a system’s development time.

   • Understand the need for tools and techniques of project management, fact finding, documentation, quality management, interpersonal and presentation skills.
**Method of Assessment**

By written examination. The pass mark is 40%. Time allowed 3 hours

**The question paper will contain:**

Eight questions of which four must be answered. All questions carry 25 marks.

**Essential Reading**

|----------------------------|------------------------------------------|---------------------------------------|

**Additional Reading**

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