



THE SOCIETY OF BUSINESS PRACTITIONERS

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

Module 1

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 Multi-product, Multi-departmental 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)

Module 2

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)

Module 3

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)

Module 4

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)

Module 5

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)

Module 6

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

Module 7

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)

Module 8 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 Selection
- 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

Reading List

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)