



THE SOCIETY OF BUSINESS PRACTITIONERS

SBP Senior Professional Qualifications

Licentiate Award (LSBP) (Business Management) - NQF 5 Equivalent

Modules

1. Cost Accounting
2. Business Management and Administration
3. International Business communications
4. Economics For Business
5. People In Business
6. Training & Development
7. Information Processing
8. Marketing Management

Syllabus

Module 1

Cost Accounting

Main Topics of Study:

Introduction & Materials:

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

Labour & Overheads:

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

Costing Methods:

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

Planning, Control & Decision Making:

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

Budgets & Standards:

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

Reading List

Main Text:

Costing - T Lucey (Continuum)

Alternative Texts and Further Reading:

Cost Accounting - Glautier & Underdown (Pitman)

Finance & Accounting - Giles & Capel (Macmillan)

Module 2

Business Management & Administration

Main Topics of Study:

The Organisational Background to Business Administration

The Management Framework to Business Administration

- What are Business Administration and Management?
- The Board of Directors
- Functions within an Organisation
- The 'Systems' Approach to Organisation
- Planning-Control Feedback Cycles

Characteristic Features of Organisations

- The Structure of Organisations and the Need for Authority
- The Features of Bureaucratic and Non-Bureaucratic Organisations
- Traditional Principles and Types of Organisation
- More about Systems & Subsystems

The Structure of Business Enterprises

- The Pattern of Organisations
- Business Types including; Sole-Trader Enterprises, Partnerships, Limited Partnerships, The Limited Liability Company, Non-Profit-Making Units (Clubs & Societies) and Public Enterprises
- Public Sector Organisations; Autonomous Public Corporations, Nationalised Industries, Local Government Institutions and Central Government Departments

Functions within Organisations

The Production Function

- The Production Process and Types of Production

- Site Selection & Factory Planning
- Plant & Equipment
- Materials & Materials Handling

Production Administration

- Costing Aspects of Production
- Work Study
- Maintenance & Production
- CAD, CAM & CIM

The Purchasing Function

- The Nature of Purchasing and the Role of the Purchasing Officer
- Purchasing Department Procedures, Inventory Control, Stores Control and Economic Order Quantity

The Research & Development Function

- The Functions of the Research & Development Department
- Basic Research
- Problem-Based Research
- Ideas Generation
- Applied Research & Development
- Patents, Trade Marks & Service Marks
- Research & Development in the Business Organisation

The Marketing Function

- Introduction to Marketing and The Marketing Philosophy
- Market Analysis & Research
- Promotion, Publicity & Public Relations
- Pricing Policy
- Credit Control
- Sales Administration
- Transport & Distribution (Logistics)
- Export Marketing

Personnel Department

- The Need for Staff
- The Functions of the Personnel Department and a Personnel Policy
- Employee Records
- Promotion, Transfer, Termination & Dismissal
- Industrial Relations Practice
- The Remuneration of Staff

The Administrative Officer's Role

Office Administration

- The Role of the Administrative Officer
- Facilities Management - The 'New-Look' Office Administrator
- The Office & its Functions
- The Clerical Function, Business Correspondence, Mail Inwards, Mail Outwards, Systems for Producing Business Correspondence
- Meetings, Conferences, Functions and Delegation

Other Responsibilities of the Administrative Officer

- The Organisation & Methods Department
- Security Aspects of Business
- Risk Management
- The Environment of Organisations
- What is a Claimant?
- Assessing the Impact of Claimants

Learning Outcomes for the Unit

On successful completion of this module students will be able to:

- Provide critical evaluation of the major functional areas of a business and describe their interrelationship.
- Evaluate competing perspectives on the nature of management as both a function and process within organisations.
- Discuss the concept of managerial power and authority, in the context of the work of individual managers, and organisations within their social and cultural contexts.
- Discuss models of managerial decision-making.
- Discuss the development of organisations in their historical, social and cultural contexts, and the choices that this creates for the management of organisations.
- Explain the process of organisational change and development.
- Discuss management as a moral and ethical process.
- Demonstrate an appreciation of the role of the Administrator as part of the managerial process.

The numbers below show which of the above module learning outcomes are related to particular cognitive and key skills.

- Knowledge & Understanding 1-8
- Analysis 1,2,4,7
- Synthesis/Creativity 1,2
- Evaluation 1,2,7,8
- Interactive & Group Skills -
- Self-appraisal/ Reflection on Practice -
- Planning and Management of Learning -

- Problem Solving 1,2
- Communication & Presentation 1-8
- Other skills (please specify):

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self-managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:

Indicative Reading for this Unit:

Main text: Business Management & Administration - G Whitehead & G Whitehall (Institute of Commercial Management)

Alternative Texts and Further Reading:

Modern Business Administration - R C Appleby (Pitman)

The Structure of Business - M Buckley (Pitman)

Module 3

International Business Communications

Main topics of study:

The process of communication:

- The Objectives of Communication
- The Meaning of Words
- Non-verbal Communication
- The Context or Situation
- Barriers to Communication
- Why? Who? Where? When? What? How?
- Planning the Message
- Summary - How to Communicate

Speaking effectively:

- Basic Speaking Skills
- Qualities to Aim for when Speaking
- Summary - Good Speaking

Listening:

- Listening- The Neglected Skill
- Reasons for Improving Listening
- Are You a Good Listener?
- Ten Aids to Good Listening
- Summary - Good Listening

Human interaction and non-verbal communication:

- Metacommunication and Paralanguage
- The Language of Silence
- The Language of Time
- Body Language or Kinesics
- The Underlying Psychology: NLP, EI and TA
- Conflict between Verbal and Non-verbal Communication
- Summary - The Importance of Paralanguage in Human Interaction

Talking on the telephone:

- Telephone Problems
- Basic Telephone Rules
- Switchboard Operators
- Making a Call
- Gathering Information by Telephone
- Answering the Telephone
- Voicemail
- Mobile Phone Manners
- Summary - Good Telephoning

Interviewing:

- Interviewing Weaknesses
- What is an Interview?
- The Purposes of the Interview
- Types of Interview Information
- How to Plan an Interview
- Structuring the Interview
- How to Question and Probe
- Summary - Interviewing

Being interviewed for a job:

- Preparing - The Organisation
- Preparing - Know Yourself
- At the Interview
- Tips to Remember
- Summary - Being Interviewed for a Job

Communicating in groups:

- Advantages of Groups
- Disadvantages of Groups
- Factors Affecting Group Effectiveness
- Summary - Making Groups and Committees Work

Running and taking part in meetings:

- Chairing Meetings
- Decision-making Methods
- Responsibilities of Participants
- Duties of Officers and Members
- The Agenda
- The Minutes
- Video-conferencing and Audio-conferencing
- Formal Procedure

Giving a talk:

- Techniques of Public Speaking
- Preparation
- Developing the Material
- Opening the Talk
- Closing the Talk
- Visual Aids
- Use of Notes
- Practising the Talk
- Room and Platform Layout
- Delivery of the Talk
- Summary - Being a Good Speaker

Using visual aids:

- General Principles
- Whiteboards
- Flip Charts
- Build-up Visuals
- Physical Objects
- Models and Experiments
- Overhead Projector
- Data Projector
- Slide Projector
- Videos
- Closed Circuit Television and Video
- Points to Remember about Visual Aids
- Video and DVD Hire and Purchase
- Summary - Being in Control of Visual Aids

Faster reading:

- How Do You Read?
- The Physical Process of Reading
- Ways of Increasing Your Vocabulary
- Summary - Faster Reading

Better reading:

- Determine Reading Priorities
- Scanning
- Skimming
- SQ3R Method of Reading
- Summary - Better Reading

Writing business letters:

- Why Good Letter-writing Matters
- Backing Up the Phone Call or Meeting
- Planning a Letter
- Layout and Style
- The structure of a letter
- Dictating
- Standard letters
- Summary - writing business letters

Applying for a job:

- What sort of job do you want?
- What is available and what are they looking for?
- The application itself
- Job-hunting on the internet
- Summary - applying for a job

Writing reports:

- What is a report?
- Types of report
- Essentials of a good report
- What is the purpose of the report?
- Fundamental structure
- Format, layout, headings and numbering
- Long formal reports
- House style
- How to get started
- Setting your objective
- Researching and assembling the material
- Organising the material and planning the report
- Writing the first draft
- Editing the report

- Producing the report
- Summary - report writing

Memos, messages, forms and questionnaires:

- Memos
- E-mail
- Fax
- Postcards and reply cards
- Text messaging
- Forms and questionnaires
- Summary - other writing tasks

Visual communication:

- When to use charts and graphs
- Presentation of statistical data
- Presenting continuous information
- Presenting discrete or non-continuous information
- Presenting non-statistical information effectively

Getting to grips with grammar:

- Why does grammar matter?
- What is grammar?
- How good is your English?
- The parts of speech in brief
- The framework of English
- The architecture of the sentence

Common problems with English:

- Subject-verb agreement
- Problems with verbs
- Problems with adjectives
- Problems with adverbs
- Problems with pronouns
- Problems with prepositions and conjunctions
- Problems with ellipsis
- Problems with negatives
- Revision of grammar

Appendices:

- A Punctuation made easy
- B Using capitals
- C Using numbers
- D Business clichés or 'commercialese'
- E Commonly misused and confused words
- F Ten (simple?) rules of spelling

- G Commonly misspelled words
- H Tips on modern business style
- I Differences between men and women communicating
- A final word

Reading List

Main Text:

'International Business Communications' by David A Victor, published by Prentice Hall

Module 4 Economics for Business

Main topics of study:

The Nature & Scope of Economics:

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

Production:

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

The Theory of Price Determination:

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

Market Structures:

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

Factor Markets and Rewards to Factors:

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

Market Failure:

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

Money & Banking:

- Functions of Money
- Financial Institutions
- Central Banking

Macroeconomics:

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

Unemployment & Inflation:

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

Economic Policy Instruments:

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

International Trade:

- Absolute & Comparative Advantage

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

Globalisation and International Monetary Issues:

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

Reading List

Main Text:

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

Alternative Text and Further Reading:

Essentials of Economics – J Sloman (Prentice Hall)

Module 5

People in Business

Main topics of study:

Personnel & Business:

- People & Personnel
- The Working Environment
- The Employee as an Individual
- The Employee as a Member of a Group
- The Personnel Officer's Day
- The Types of Work Available
- The Functions of the Personnel Department

Recruiting Staff:

- Avenues for Recruitment
- Personnel Requisition
- Job Description
- Advertising a Vacancy
- Job Applications
- Materials for Regular Letter Writing
- Layout of a Business Letter
- Curriculum Vitae

- Testimonials & References
- Interviews - Firm's & Applicant's Viewpoints
- Inducting a New Member of Staff

Incentives in Business:

- Why People Work
- Incentives for Young People
- Incentive Packages for Older Staff
- Calculating Gross Wages
- The Simplex Wages System
- The Kalamazoo Wages System
- Commission
- Bonus Schemes & Other Forms of Remuneration

Communication in Business:

- The Meaning of Communication
- The Pattern of Business Communication
- Spoken Verbal Communication
- The Telephone System
- Analogue & Digital Systems
- Telephone Answering Machines & Paging Devices
- Mass Media Communication
- Written Communication - Internal External Written Communication
- External Written Telecommunications
- Information Technology
- The Computerisation of Communication

Employer-Employee Relationships:

- Nature of the Relationship
- The Personal Rights of Employees
- The History of Industrial Relations
- The Collective Rights of Employees
- Trade Unions & Employers' Organisations
- Implications for the Firm of Industrial Relations

Reading List

Main Text:

Business Studies - Dave Hall, Rob Jones, and Carlo Raffo (Causeway Press Ltd)

Alternative Text

Business Studies - G Whitehead (Heinemann)

Module 6

Training and Development

Main topics of study:

Understanding the field

- Themes and Issues
- Gateways
- Historical Context
- Current Trends
- Learning and Development in Practice

National Frameworks/Workforce Development Skills and Strategies

- Workforce Development and Strategies
- Workforce Development Initiatives

The Education System and Lifelong Learning

- Schools, Further and Higher Education
- Education and Employers
- Lifelong Learning Opportunities

Understanding the Learner and Learning

- Age of the Trainer and Age of the Learner
- Tasks for the Learning and Development Professional

Linking Learning and Development to Performance

- Motivation and Performance
- People and Organisational Performance
- Management and Development of Performance
- Types of Learning and Achievement

Organisational Learning Events

- Understanding and Applying the 8-stage Process

Promoting Workplace Learning

- Concepts of Knowledge
- The Learning Organisation
- The Knowledge Productive Organisation

Ethical Practice

- Ethics, Human Resource Practice and Business
- Learning and Development Practice and the Good Employer
- Ethical Issues
- Managing Diversity

Learning and Development Agenda

- The Organisational Setting: SMEs, Public Sector, Voluntary and Community Sectors

Learning and Development Function

- Structure and Organisation
- The Way Forward
- Roles and Functions

Learning and Development Strategy

- Producing a Strategy, Planning and Supporting and Adopting the Customer-face Approach

Adding Value

- Defining Added Value, Aligning this to People, Engaging People and Measuring Added Value

Learning and Development Partnerships

- Definition and Outcomes

Careers

- Career Management, Development and the Individual

Leaders and Managers

- Corporate Leadership
- Roles and Tasks
- Leadership and Management Development - the Context and Ownership

Reading List

Main Text:

Learning and Development (4th edition) - R Harrison (Chartered Institute of Personnel & Development)

Module 7

Information Processing

Main Topics of Study:

A. Introduction

1. Definitions of hardware, software, package, program, data, parameter.
2. Overview of the range of computers currently used from lap-top to supercomputer,
3. Configuration diagram showing how the components of a computer system are related. Difference between control signal and data flow.

B. Input

1. Review of methods of data capture to include OCR, OMR, MICR, barcodes, text/image scanners, magnetic stripe, voice, touch screen, keyboard, and concept keyboard.
2. Advantages and disadvantages of these methods of data capture when compared with others. In particular, a comparison of speeds, costs, user involvement, accuracy of the data received by the computer.
3. Choose the best data capture method for a given application.
4. Conditions required for each of these data capture devices to be used. A detailed explanation of the internal operation is NOT required.

C. Data checking

1. Difference between Validation and Verification.
2. Validation checks - range, data type, presence, sequence, ...
3. Specifying the validation possible for a GIVEN SET OF DATA.
4. Check digit systems - normally using modulo-11 and weights 6,5,4,3,2,1 etc.
 - Specify WHICH data can/should contain check digits.
 - State the guarantees that check digit numbers provide.
 - Calculate the check digit for a given number
 - Validate a number which contains a check digit.
 - The use of "X" as a check digit.

D. Output

1. Ways in which data can be represented - tables, lists, summary statistics, charts, textual reports.
2. Name the range of printers currently available - laser, ink jet...
3. Advantages and disadvantages of different types of printers.
4. Screen output. Its limitations.
5. Identifying whether screen or printer would be more suitable for a given application.
6. Types of plotters currently available. Comparison with printers.
7. Identifying whether a printer or plotter would be more suitable for a given application.

8. Other forms of output. COM. Microfiche. Applications where these might be used.

E. Processor

1. Component parts of the CPU and their functions - ALU, Control unit.
2. MAIN memory and its various forms - RAM, ROM, cache, special purpose RAM e.g. for VDU ...
3. Name registers in general use - accumulator(s), program counter (PC), Memory address (MAR), Memory data/buffer (MDR/MBR), Current instruction (CIR).
4. Fetch-execute cycle.
 - o Name the steps an instruction passes through in the cycle.
 - o Identify how the registers are used for basic instructions.
e.g. LDA Price, SUB Tax. This topic MUST be covered in detail.
5. Bus structures.

F. Software

1. Distinction between system software and application software.
2. Distinction between general purpose and special purpose software. Understand that the USER dictates how general purpose software is used.
3. Outline of features of operating systems including systems with multiprogramming facilities. Name different operating systems currently in use and compare in outline.
4. System software.
 - o File management software.
 - o Utility software. Sort file. Merge files.
 - o Language translators. Assembler, compiler, interpreter - basic differences.

G. Filing systems

1. Review of current storage devices - diskette, hard disc, Winchester, flash drive/pen stick, optical devices, digital versatile disk, tape and cassette...
2. The need for buffers and their role in data transfer.
3. Definitions of storage terms - file, record, field, cylinder, track, sector, header label, inter-block gap. Distinction between storage device and storage medium.
4. The structure of data stored on a storage medium.
5. Data transfer checks. Parity and its purpose. Describe odd/even parity with specific numeric examples illustrating acceptance/failure. Cyclic redundancy check.
6. File Organisation and File Access
 - o Define organisation types - serial, sequential, indexed sequential, random.
 - o Distinction between organisation and access. Examples of a file being accessed in more than one way.
 - o For indexed sequential organisations - an understanding of up to 2-levels of indexing.

- Appreciation that not all record keys appear in the index. How ANY record can be accessed.
 - Overflow areas.
 - For random access - hashing algorithms. Develop a simple algorithm for a given situation.
 - For each of the four organisation methods, describe the PROGRAM sequence of steps to:
 - a. access a SINGLE record from the file
 - b. add a new record to the file
 - c. delete a record from the file.
7. Sequential master file update using an UNSORTED transaction file. Labelled system flow chart for this process.
 8. Selecting the most appropriate file organisation for a given application.

H. Processing

1. Different types of processing – batch and real-time.
2. The role of batch processing with today's sophisticated systems. Examples of batch processing currently in use.
3. Real-time systems – examples of current use.

I. Security and privacy

1. Security defined as the safeguard of hardware, software and data.
2. Distinction between security and privacy.
3. REALISTIC methods of data security – securing against
 - accidental damage or loss of data
 - deliberate sabotage.
4. Methods of achieving good privacy of data.
5. Determining the security/privacy required for a given situation.

Reading List:

Main text

Computer Science for Advanced Level by R Bradley - (Stanley Thornes)

Module 8 Marketing Management

Main Topics of Study:

Marketing Management:

- The Critical Role of Marketing in Organisations & Society
- Laying the Groundwork through Strategic Planning
- Managing the Marketing Process & Marketing Planning

Analysing Marketing Opportunities:

- Marketing Information Systems & Marketing Research
- Analysing the Marketing Environment - Analysing Consumer Markets & Buyer Behaviour
- Analysing Business Markets & Organisational Buying Behaviour - Analysing Competitors

Researching & Selecting Target Markets:

- Measuring & Forecasting Market Demand
- Identifying Market Segmentation & Selecting Target Markets

Designing Marketing Strategies:

- Marketing Strategies for Differentiating & Positioning the Marketing Offer
- Developing, Testing & Launching New Products & Services
- Managing Products through their Product Life Cycle
- Deciding on International Market Entry
- Methods of Entry
- International Marketing Programmes

Planning Marketing Programmes:

- Managing Product Lines, Brands & Packaging
- Managing Service Business & Ancillary Services
- Designing Pricing Strategies & Programmes
- Selecting & Managing Marketing Channels
- Managing Retailing & Wholesaling
- Designing Communication & Promotion-Mix Strategies
- Designing Effective Advertising Programmes
- Designing Direct Marketing, Sales-Promotion & Public Relations Programmes
- Managing the Salesforce
- Managing Direct Marketing Operations
- Implementing Marketing Programmes
- Controlling Marketing Activities

Reading List

Main Text:

Marketing Management - Philip Kotler (Prentice Hall)

Alternative Texts and Further Reading:

Go International - Keith Monk (McGraw Hill)

Essentials of Marketing - G Lancaster & L Massingham (McGraw Hill)