

# Accountant in Business (AB)/FAB September 2018 to August 2019

## The structure of the syllabus and Study guide

This syllabus and study guide are designed to help with teaching and learning and is intended to provide detailed information on what could be assessed in any examination session.

## Overall aim of the syllabus

This explains briefly the overall objective of the syllabus and indicates in the broadest sense the capabilities to be developed within the examination.

## Relational diagram linking Accountant in Business (AB)/FAB with other ACCA exams

This diagram shows direct and indirect links between this examination and other examinations which precede or follow it. Some examinations are directly underpinned by others. It indicates where you are expected to have underpinning knowledge and where it would be useful to review previous learning before undertaking study.

## Main capabilities

The aim of the syllabus is broken down into several main capabilities which divide the syllabus and study guide into discrete sections.

## Relational diagram of main capabilities

This diagram illustrates the flows and links between the main capabilities (sections) of the syllabus and should be used as an aid to planning teaching and learning in a structured way.

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## Syllabus rationale

This is a narrative explaining how the syllabus is

structured and how the main capabilities or sections of the syllabus are linked. The rationale also explains in further detail what the examination intends to assess and how.

## Detailed syllabus

This shows the breakdown of the main capabilities (sections) of the syllabus into subject areas. This is the blueprint for the detailed study guide.

## Approach to examining the syllabus

This section briefly explains the structure of the examination and how it is assessed.

## Study Guide

This is the main document that students and education and content providers should use as the basis of their studies, instruction and materials. Examinations will be based on the detail of the study guide which comprehensively identifies what could be assessed within any examination. The study guide is a precise reflection and breakdown of the syllabus. It is divided into sections based on the main capabilities identified in the syllabus. These sections are divided into subject areas which relate to the sub-capabilities included in the detailed syllabus. Subject areas are broken down into sub-headings which describe the detailed outcomes that could be assessed in examinations. These outcomes indicate what exams may require students to demonstrate, and the broad intellectual level at which these may need to be demonstrated (\*see intellectual levels below).

## Intellectual levels

The syllabus is designed to progressively broaden and deepen the knowledge, skills and professional values demonstrated by the student on their way through the qualification.

The specific capabilities within the detailed syllabuses and study guides are assessed at one of three intellectual or cognitive levels:

Level 1: Knowledge and comprehension

Level 2: Application and analysis

Level 3: Synthesis and evaluation

Very broadly, these intellectual levels relate to the three cognitive levels at which the Applied Knowledge, the Applied Skills and the Strategic

Professional exams are assessed.

Each subject area in the detailed study guide included in this document is given a 1, 2, or 3 superscript, denoting intellectual level, marked at the end of each relevant line. This gives an indication of the intellectual depth at which an area could be assessed within the examination. However, while level 1 broadly equates with Applied Knowledge, level 2 equates to Applied Skills and level 3 to Strategic Professional, some lower level skills can continue to be assessed as the student progresses through each level. This reflects that at each stage of study there will be a requirement to broaden, as well as deepen capabilities. It is also possible that occasionally some higher level capabilities may be assessed at lower levels.

### Learning hours and education recognition

The ACCA qualification does not prescribe or recommend any particular number of learning hours for examinations because study and learning patterns and styles vary greatly between people and organisations. This also recognises the wide diversity of personal, professional and educational circumstances in which ACCA students find themselves.

As a member of the International Federation of Accountants, ACCA seeks to enhance the education recognition of its qualification on both national and international education frameworks, and with educational authorities and partners globally. In doing so, ACCA aims to ensure that its qualifications are recognized and valued by governments, regulatory authorities and employers across all sectors. To this end, ACCA qualifications are currently recognized on the education frameworks in several countries. Please refer to your national education framework regulator for further information about recognition.

Each syllabus contains between 20 and 35 main subject area headings depending on the nature of the subject and how these areas have been broken down.

### Guide to ACCA examination structure

The structure of examinations varies within and between levels.

The Applied Knowledge examinations contain 100% compulsory questions to encourage candidates to

study across the breadth of each syllabus.

These are assessed by a two-hour computer based examination

The *Corporate and Business Law* exam is a two-hour computer-based objective test examination for English and Global, and available as a paper based version for all variants.

The other Applied Skills examinations (PM, TX-UK, FR, AA, and FM) contain a mix of objective and longer type questions with a duration of three hours for 100 marks; these questions directly contribute towards the candidate result. These exams are available in computer-based and paper-based formats. Prior to the start of each exam there will be time allocated for students to be informed of the exam instructions.

### Computer-based exams

For the Applied Skills (PM, TX-UK, FR, AA and FM) computer-based exams candidates will be delivered an extra 10 marks of objective test content (either five single OT questions or five OT questions based around a single scenario), for which candidates are given an extra 20 minutes. These questions are included to ensure fairness, reliability and security of exams. These questions do not directly contribute towards the candidate's score. Candidates will not be able to differentiate between the questions that contribute to the result and those that do not. All questions have been subject to ACCA's regulatory approved quality assurance process.

The total exam time is therefore 3 hours and 20 minutes. Prior to the start of the exam candidates are given an extra 10 minutes to read the exam instructions.

### Paper-based exams

For paper-based exams 15 minutes are added to the three hours to reflect the manual effort required as compared to computer-based exams. All paper-based and computer-based questions have been subject to the same quality assurance process. There will be time awarded by the invigilator to read the exam instructions.

*Strategic Business Leader* is ACCA's case study examination at the Strategic Professional level and is examined as a closed book exam of four hours, including reading, planning and reflection time which can be used flexibly within the examination.

There is no pre-seen information and all exam related material, including case information and exhibits are available within the examination. Strategic Business Leader is an exam based on one main business scenario which involves candidates completing several tasks within which additional material may be introduced. All questions are compulsory and each examination will contain a total of 80 technical marks and 20 Professional Skills marks. The detail of the structure of this exam is described in the Strategic Business Leader syllabus and study guide document.

The other Strategic Professional exams are all of three hours and 15 minutes duration. All contain two Sections and all questions are compulsory. These exams all contain four professional marks. The detail of the structure of each of these exams is described in the individual syllabus and study guide documents.

ACCA encourages students to take time to read questions carefully and to plan answers but once the exam time has started, there are no additional restrictions as to when candidates may start writing in their answer books.

Time should be taken to ensure that all the information and exam requirements are properly read and understood.

The pass mark for all ACCA Qualification examinations is 50%.

## Guide to ACCA examination assessment

ACCA reserves the right to examine anything contained within any study guide within any examination session. This includes knowledge, techniques, principles, theories, and concepts as specified.

For the financial accounting, audit and assurance law and tax exams, except where indicated otherwise, ACCA will publish *examinable documents* once a year to indicate exactly what regulations and legislation could potentially be assessed within identified examination sessions.

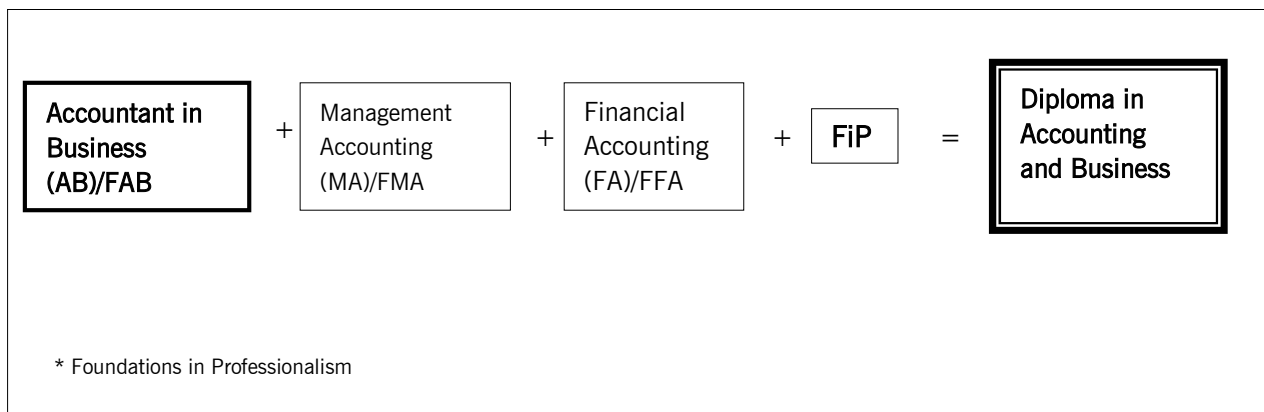
For examinations regulation *issued* or legislation *passed* on or before 31 August annually, will be examinable from 1 September of the following year to 31 August of the year after that. Please refer to the examinable documents for the exam (where relevant) for further information.

Regulation issued or legislation passed in accordance with the above dates may be examinable even if the *effective* date is in the future. The term issued or passed relates to when regulation or legislation has been formally approved. The term effective relates to when regulation or legislation must be applied to entity transactions and business practices.

The study guide offers more detailed guidance on the depth and level at which the examinable documents will be examined. The study guide should therefore be read in conjunction with the examinable documents list.

## Qualification structure

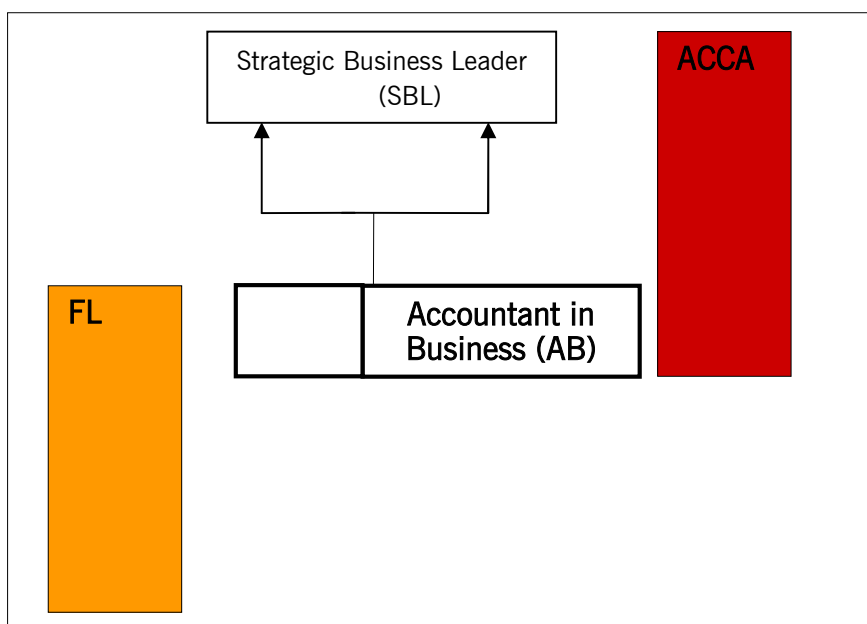
The qualification structure requires candidates who wish to be awarded the Diploma in Accounting and Business to pass the *Accountant in Business (AB)/FAB*, *Management Accounting (MA)/FMA* and the *Financial Accounting (FA)/FFA* examinations and successfully complete the Foundations in Professionalism (FiP) module.



## Syllabus structure

The Foundations Level suite of qualifications is designed so that a student can progress through three discrete levels; Introductory Certificate level, Intermediate Certificate level and the Diploma level.

Students are recommended to enter Foundations Level at the level which is most appropriate to their needs and to take examinations in order, but this is not a mandatory requirement



# Accountant in Business (AB)/FAB Syllabus and Study Guide

## AIM

To introduce knowledge and understanding of the business and its environment and the influence this has on how organisations are structured and on the role of the accounting and other key business functions in contributing to the efficient, effective and ethical management and development of an organisation and its people and systems.

## RATIONALE

The syllabus *Accountant in Business (AB)/FAB* introduces students who may not have a business background, to the business, which as an entity is made up of people and systems which interact with the environment and with each other. The syllabus begins with examining the purpose and types of business which exist, the key stakeholders and the rights and responsibilities that businesses have in connection with them, exploring the external influences that affect the business in its environment, including economic, legal, social and technological factors. The syllabus then examines the structure and functions of business, focusing on corporate governance and the specific accounting related roles in this process, particularly in financial reporting, assurance, control and compliance. The syllabus then introduces key leadership, management and people issues such as effective individual and team behaviour, motivation and personal effectiveness.

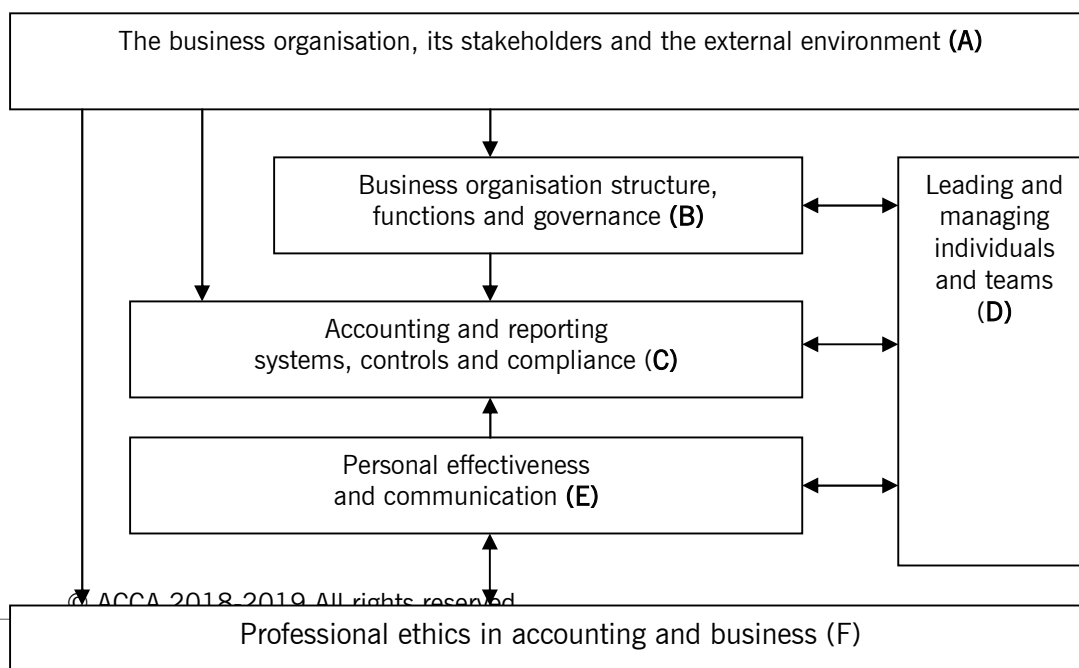
The final section of the syllabus examines how behaviour at all levels within business should be underpinned by accepted professional ethics and professional values.

## MAIN CAPABILITIES

On successful completion of this paper, candidates should be able to:

- A** Understand the purpose and types of businesses and how they interact with key stakeholders and the external environment.
- B** Understand business organisation structure, functions and the role of corporate governance
- C** Recognise the function of accountancy and audit in communicating, reporting and assuring financial information and in effective financial control and compliance
- D** Recognise the principles of authority and leadership and how teams and individuals are recruited, managed, motivated and developed.
- E** Understand the importance of personal effectiveness as the basis for effective team and organisational behaviour.
- F** Recognise that all aspects of business and finance should be conducted in a manner which complies with and is in the spirit of accepted professional ethics and professional values

### RELATIONAL DIAGRAM OF MAIN CAPABILITIES



## Detailed syllabus

### **A The business organisation, its stakeholders and the external environment**

1. The purpose and types of business organisation
2. Stakeholders in business organisations
3. Political and legal factors affecting business
4. Macroeconomic factors
5. Micro economic factors
6. Social and demographic factors
7. Technological factors
8. Environmental factors
9. Competitive factors

### **B Business organisational structure, functions and governance**

1. The formal and informal business organisation
2. Business organisational structure and design
3. Organisational culture in business
4. Committees in business organisations
5. Governance and social responsibility in business

### **C Accounting and reporting systems, controls and compliance**

1. The relationship between accounting and other business functions
2. Accounting and finance functions within business organisations
3. Principles of law and regulation governing accounting and auditing
4. The sources and purpose of internal and external financial information, provided by business

5. Financial systems, procedures and related IT applications
6. Internal controls, authorisation, security of data and compliance within business
7. Fraud and fraudulent behaviour and their prevention in business, including money laundering.

### **D Leading and managing individuals and teams**

1. Leadership, management and supervision
2. Recruitment and selection of employees
3. Individual and group behaviour in business organisations
4. Team formation, development and management
5. Motivating individuals and groups
6. Learning and training at work
7. Review and appraisal of individual performance.

### **E Personal effectiveness and communication**

1. Personal effectiveness techniques
2. Consequences of ineffectiveness at work
3. Competence frameworks and personal development
4. Sources of conflicts and techniques for conflict resolution and referral
5. Communicating in business.

### **F Professional ethics in accounting and business**

1. Fundamental principles of ethical behaviour
2. The role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession
3. Corporate codes of ethics
4. Ethical conflicts and dilemmas

### **Approach to examining the syllabus**

The syllabus is assessed by a two hour computer-based examination. Questions will assess all parts of the syllabus and will test knowledge and some comprehension or application of this knowledge. The examination will consist of two sections. Section A will contain 30 two mark objective questions and 16 one mark objective questions. Section B will contain 6 four mark multi-task questions each of which will examine one of the six main sections of the syllabus. .

# Study Guide

## A THE BUSINESS ORGANISATION, ITS STAKEHOLDERS AND THE EXTERNAL ENVIRONMENT

### 1. The purpose and types of business organisation

- a) Define 'business organisations' and explain why they are formed.<sup>[K]</sup>
- b) Describe common features of business organisations.<sup>[K]</sup>
- c) Outline how business organisations differ.<sup>[K]</sup>
- d) List the industrial and commercial sectors in which business organisations operate.<sup>[K]</sup>
- e) Identify the different types of business organisation and their main characteristics:<sup>[K]</sup>
  - i) Commercial
  - ii) Not-for-profit
  - iii) Public sector
  - iv) Non-governmental organisations
  - v) Cooperatives

### 2. Stakeholders in business organisations

- a) Define stakeholders and explain the agency relationship in business and how it may vary in different types of business organisation.<sup>[K]</sup>
- b) Define internal, connected and external stakeholders and explain their impact on the organisation.<sup>[K]</sup>
- c) Identify the main stakeholder groups and the objectives of each group.<sup>[K]</sup>
- d) Explain how the different stakeholder groups interact and how their objectives may conflict with one another.<sup>[K]</sup>
- e) Compare the power and influence of various stakeholder groups and how their needs should be accounted for, such as under the Mendelow framework.<sup>[K]</sup>

### 3. Political and legal factors affecting business

- a) Explain how the political system and government policy affect the organisation.<sup>[K]</sup>
- b) Describe the sources of legal authority, including supra-national bodies, national and regional governments.<sup>[K]</sup>
- c) Explain how the law protects the employee and the implications of employment legislation for the manager and the organisation.<sup>[K]</sup>
- d) Identify the principles of data protection and security.<sup>[K]</sup>
- e) Explain how the law promotes and protects health and safety in the workplace.<sup>[K]</sup>
- f) Recognise the responsibility of the individual and organisation for compliance with laws on data protection, security and health and safety.<sup>[K]</sup>
- g) Outline principles of consumer protection such as sale of goods and simple contract.<sup>[K]</sup>

### 4. Macro-economic factors

- a) Define macro-economic policy and explain its objectives.<sup>[K]</sup>
- b) Explain the main determinants of the level of business activity in the economy and how variations in the level of business activity affect individuals, households and businesses.<sup>[K]</sup>
- c) Explain the impact of economic issues on the individual, the household and the business:<sup>[K]</sup>
  - i) Inflation
  - ii) Unemployment
  - iii) Stagnation
  - iv) International payments disequilibrium.
- d) Describe the main types of economic policy that may be implemented by government and supra-national bodies to maximise economic welfare.<sup>[K]</sup>
- e) Recognise the impact of fiscal and monetary policy measures on the individual, the household and businesses.<sup>[K]</sup>



## 5. Micro economic factors

- a) Define the concept of demand and supply for goods and services.<sup>[K]</sup>
- b) Explain elasticity of demand and the impact of substitute and complementary goods.<sup>[K]</sup>
- c) Explain the economic behaviour of costs in the short and long term.<sup>[K]</sup>
- d) Define perfect, competition, oligopoly, monopolistic competition and monopoly.<sup>[K]</sup>

## 6. Social and demographic factors

- a) Explain the medium and long-term effects of social and demographic trends on business outcomes and the economy.<sup>[K]</sup>
- b) Describe the impact of changes in social structure, values, attitudes and tastes on the organisation.<sup>[K]</sup>
- c) Identify and explain the measures that governments may take in response to the medium and long-term impact of demographic change.<sup>[K]</sup>

## 7. Technological factors

- a) Explain the potential effects of technological change on the organisation structure and strategy:<sup>[K]</sup>
  - i) Downsizing
  - ii) Delaying
  - iii) Outsourcing
- b) Describe the impact of information technology and information systems development on business processes.<sup>[K]</sup>

## 8. Environmental factors

- a) List ways in which the businesses can affect or be affected by its physical environment.<sup>[K]</sup>
- b) Describe ways in which businesses can operate more efficiently and effectively to limit damage to the environment.<sup>[K]</sup>
- c) Identify the benefits of economic sustainability to stakeholders.<sup>[K]</sup>

## 9. Competitive factors

- a) Identify a business's strengths, weaknesses opportunities and threats (SWOT) in a market and the main sources of competitive advantage.<sup>[K]</sup>
- b) Identify the main elements within Porter's value chain and explain the meaning of a value network'.<sup>[K]</sup>
- c) Explain the factors or forces that influence the level of competitiveness in an industry or sector using Porter's five forces model.<sup>[K]</sup>
- d) Describe the activities of an organisation that affect its competitiveness:<sup>[K]</sup>
  - i) Purchasing
  - ii) Production
  - iii) Marketing
  - iv) Service

## B BUSINESS ORGANISATION STRUCTURE, FUNCTIONS AND GOVERNANCE

### 1. The formal and informal business organisation

- a) Explain the informal organisation and its relationship with the formal organisation.<sup>[K]</sup>
- b) Describe the impact of the informal organisation on the business.<sup>[K]</sup>

### 2. Business organisation structure and design

- a) Describe Mintzberg's components of the organisation and explain the different ways in which formal organisations may be structured <sup>[K]</sup>:
  - (i) Entrepreneurial
  - (ii) Functional
  - (iii) Matrix
  - (iv) Divisional: (geographical, by product, or by customer type)
  - (v) Boundaryless: (virtual, hollow or modular)
- b) Explain basic organisational structure concepts.<sup>[K]</sup>
  - i) Separation of ownership and management
  - ii) Separation of direction and management
  - iii) Span of control and scalar chain
  - iv) Tall and flat organisations
  - (v) Outsourcing and offshoring,

- (vi) Shared services approach
- c) Explain the characteristics of the strategic, tactical and operational levels in the organisation in the context of the Anthony hierarchy.<sup>[K]</sup>
- d) Explain centralisation and decentralisation and list their advantages and disadvantages.<sup>[K]</sup>
- e) Describe the roles and functions of the main departments in a business organisation:<sup>[K]</sup>
  - i) Research and development
  - ii) Purchasing
  - iii) Production
  - iv) Direct service provision
  - v) Marketing
  - vi) Administration
  - vii) Finance.
- f) Explain the role of marketing in an organisation:<sup>[K]</sup>
  - i) Definition of marketing
  - ii) Marketing mix
  - iii) Relationship of the marketing plan to the strategic plan

### 3. Organisational culture in business

- a) Define organisational culture.<sup>[K]</sup>
- b) Describe the factors that shape the culture of the organisation.<sup>[K]</sup>
- c) Explain the contribution made by writers on culture.<sup>[K]</sup>
  - i) Schein – determinants of organisational culture
  - ii) Handy – four cultural stereotypes
  - iii) Hofstede – international perspectives on culture

### 4. Committees in business organisations

- a) Explain the purposes of committees.<sup>[K]</sup>
- b) Describe the types of committee used by business organisations<sup>[K]</sup>
- c) List the advantages and disadvantages of committees.<sup>[K]</sup>

- d) Explain the roles of the Chair and Secretary of a committee.<sup>[K]</sup>

### 5. Governance and social responsibility in business

- a) Explain the agency concept in relation to corporate governance.<sup>[K]</sup>
- b) Define corporate governance and social responsibility and explain their importance in contemporary organisations.<sup>[K]</sup>
- c) Explain the responsibility of organisations to maintain appropriate standards of corporate governance and corporate social responsibility.<sup>[K]</sup>
- d) Briefly explain the main recommendations of best practice in effective corporate governance:<sup>[K]</sup>
  - i) Executive and non-executive directors
  - ii) Remuneration committees
  - iii) Audit committees
  - iv) Public oversight
- e) Explain how organisations take account of their social responsibility objectives through analysis of the needs of internal, connected and external stakeholders.<sup>[K]</sup>
- f) Identify the social and environmental responsibilities of business organisations to internal, connected and external stakeholders.<sup>[K]</sup>

### C ACCOUNTING AND REPORTING SYSTEMS, CONTROLS AND COMPLIANCE

#### 1. The relationship between accounting and other business functions

- a) Explain the relationship between accounting and other key functions within the business such as procurement, production and marketing.<sup>[K]</sup>
- b) Explain financial considerations in production and production planning.<sup>[K]</sup>
- c) Identify the financial issues associated with marketing.<sup>[S]</sup>

- d) Identify the financial costs and benefits of effective service provision.<sup>[S]</sup>

## **2. Accounting and finance functions within business**

- a) Explain the contribution of the accounting function to the formulation, implementation, and control of the organisation's policies, procedures, and performance.<sup>[K]</sup>
- b) Identify and describe the main financial accounting functions in business:<sup>[K]</sup>
  - i) recording financial information
  - ii) codifying and processing financial information
  - iii) preparing financial statements
- c) Identify and describe the main management accounting and performance management functions in business:<sup>[K]</sup>
  - i) Recording and analysing costs and revenues
  - ii) Providing management accounting information for decision-making
  - iii) Planning and preparing budgets and exercising budgetary control.
- d) Identify and describe the main finance and treasury functions:<sup>[K]</sup>
  - i) Calculating and mitigating business tax liabilities
  - ii) Evaluating and obtaining finance
  - iii) Managing working capital
  - iv) Treasury and risk management.
- e) Identify and describe the main audit and assurance roles in business
  - i) Internal audit
  - ii) External audit.<sup>[K]</sup>
- f) Explain the main functions of the internal auditor and the external auditor and how they differ.<sup>[K]</sup>

## **3. Principles of law and regulation governing accounting and audit**

- a) Explain basic legal requirements in relation to retaining and submitting proper records and preparing and auditing financial reports.<sup>[K]</sup>

- b) Explain the broad consequences of failing to comply with the legal requirements for maintaining and filing accounting records.<sup>[K]</sup>

- c) Explain how the international accountancy profession regulates itself through the establishment of reporting standards and their monitoring.<sup>[K]</sup>

## **4. The sources and purpose of internal and external financial information, provided by business**

- a) Explain the various business purposes for which the following financial information is required:<sup>[K]</sup>
  - (i) The statement of profit or loss
  - (ii) The statement of financial position
  - (iii) The statement of cash flows
  - (iv) Sustainability and integrated reports
- b) Describe the main purposes of the following types of management accounting reports:<sup>[K]</sup>
  - i) Cost schedules
  - (ii) Budgets
  - (iii) Variance reports

## **5. Financial systems, procedures and related IT applications**

- a) Identify an organisation's system requirements in relation to the objectives and policies of the organisation.<sup>[S]</sup>
- b) Describe the main financial systems used within an organisation:<sup>[S]</sup>
  - i) Purchases and sales invoicing
  - ii) Payroll
  - iii) Credit control
  - iv) Cash and working capital management.
- c) Explain why it is important to adhere to policies and procedures for handling clients' money.<sup>[K]</sup>
- d) Identify weaknesses, potential for error and inefficiencies in accounting systems.<sup>[S]</sup>
- e) Recommend improvements to accounting systems to prevent error and fraud and to improve overall efficiency.<sup>[S]</sup>

- f) Explain why appropriate controls are necessary in relation to business and IT systems and procedures.<sup>[S]</sup>
- g) Identify business uses of computers and IT software applications.<sup>[S]</sup>
  - i) Spreadsheet applications
  - ii) Database systems
  - iii) Accounting packages
- h) Describe and compare the relative benefits and limitations of manual and automated financial systems that may be used in an organisation.<sup>[K]</sup>

## 6. Internal controls, authorisation, security and compliance within business

- a) Explain internal control and internal check.<sup>[K]</sup>
- b) Explain the importance of internal financial controls in an organisation.<sup>[K]</sup>
- c) Describe the responsibilities of management for internal financial control.<sup>[K]</sup>
- d) Describe the features of effective internal financial control procedures in an organisation, including authorisation.<sup>[K]</sup>
- e) Identify and describe the types of information technology and information systems used by the business organisation for internal control.<sup>[S]</sup>
- f) Identify and describe features for protecting the security of IT systems and software within business.<sup>[S]</sup>
- g) Describe general and application systems controls in business.<sup>[K]</sup>

## 7. Fraud and fraudulent behaviour and their prevention in business.

- a) Explain the circumstances under which fraud is likely to arise.<sup>[K]</sup>
- b) Identify different types of fraud in the organisation.<sup>[K]</sup>
- c) Explain the implications of fraud for the organisation.<sup>[K]</sup>

- d) Explain the role and duties of individual managers in the fraud detection and prevention process.<sup>[K]</sup>
- e) Define the term money laundering.<sup>[K]</sup>
- f) Give examples of recognised offences under typical money laundering regulations.<sup>[K]</sup>
- g) Identify methods for detecting and preventing money laundering.<sup>[K]</sup>
- h) Explain how suspicions of money laundering should be reported to the appropriate authorities.<sup>[K]</sup>

## D LEADING AND MANAGING INDIVIDUALS AND TEAMS

### 1. Leadership, management and supervision

- a) Define leadership, management and supervision and explain the distinction between these terms.<sup>[K]</sup>
- b) Explain the nature of management.<sup>[K]</sup>
  - i) Scientific/classical theories of management  
Fayol, Taylor
  - ii) The human relations school – Mayo
  - iii) The functions of a manager – Mintzberg, Drucker
- c) Explain the areas of managerial authority and responsibility.<sup>[K]</sup>
- d) Explain the situational, functional and contingency approaches to leadership with reference to the theories of Adair, Fiedler, Bennis, Kotter and Heifetz.<sup>[K]</sup>
- e) Describe leadership styles and contexts: using the models of Ashridge, and Blake and Mouton.<sup>[K]</sup>

### 2. Recruitment and selection of employees

- a) Explain the importance of effective recruitment and selection to the organisation.<sup>[K]</sup>
- b) Describe the recruitment and selection process and explain the stages in this process.<sup>[K]</sup>
- c) Describe the roles of those involved in the recruitment and selection processes.<sup>[K]</sup>

- d) Describe the methods through which organisations seek to meet their recruitment needs.<sup>[K]</sup>
- e) Explain the advantages and disadvantages of different recruitment and selection methods.<sup>[K]</sup>
- f) Explain the purposes and benefits of diversity and equal opportunities policies within the human resources plan.<sup>[K]</sup>
- g) Explain the practical steps that an organisation may take to ensure the effectiveness of its diversity and equal opportunities policy.<sup>[K]</sup>

### **3. Individual and group behaviour in business organisations**

- a) Describe the main characteristics of individual and group behaviour.<sup>[K]</sup>
- b) Outline the contributions of individuals and teams to organisational success.<sup>[K]</sup>
- c) Identify individual and team approaches to work.<sup>[K]</sup>

### **4. Team formation, development and management**

- a) Explain the differences between a group and a team.<sup>[K]</sup>
- b) Explain the purposes of a team.<sup>[K]</sup>
- c) Explain the role of the manager in building the team and developing individuals within the team.<sup>[K]</sup>
  - i) Belbin's team roles theory
  - ii) Tuckman's theory of team development
- d) List the characteristics of effective and ineffective teams.<sup>[K]</sup>
- e) Describe tools and techniques that can be used to build the team and improve team effectiveness.<sup>[K]</sup>

### **5. Motivating individuals and groups**

- a) Define motivation and explain its importance to the organisation, teams and individuals.<sup>[K]</sup>

- b) Explain content and process theories of motivation: Maslow, Herzberg, McGregor, and Vroom.<sup>[K]</sup>
- c) Explain and identify types of intrinsic and extrinsic reward.<sup>[K]</sup>
- d) Explain how reward systems can be designed and implemented to motivate teams and individuals.<sup>[K]</sup>

### **6. Learning and training at work**

- a) Explain the importance of learning and development in the workplace.<sup>[K]</sup>
- b) Describe the learning process: Honey and Mumford, Kolb.<sup>[K]</sup>
- c) Describe the role of the human resources department and individual managers in the learning process.<sup>[K]</sup>
- d) Describe the training and development process: identifying needs, setting objectives, programme design, delivery and validation.<sup>[K]</sup>
- e) Explain the terms 'training', 'development' and 'education' and the characteristics of each.<sup>[K]</sup>
- f) List the benefits of effective training and development in the workplace.<sup>[K]</sup>

### **7. Review and appraisal of individual performance**

- a) Explain the importance of performance assessment.<sup>[K]</sup>
- b) Explain how organisations assess the performance of human resources.<sup>[K]</sup>
- c) Define performance appraisal and describe its purposes.<sup>[K]</sup>
- d) Describe the performance appraisal process.<sup>[K]</sup>
- e) Explain the benefits of effective appraisal.<sup>[K]</sup>
- f) Identify the barriers to effective appraisal and how these may be overcome.<sup>[K]</sup>

## **E. PERSONAL EFFECTIVENESS AND COMMUNICATION IN BUSINESS**

### **1. Personal effectiveness techniques**

- a) Explain the importance of effective time management.<sup>[K]</sup>
- b) Describe the barriers to effective time management and how they may be overcome.<sup>[K]</sup>
- c) Describe the role of information technology in improving personal effectiveness.<sup>[S]</sup>

### **2. Consequences of ineffectiveness at work**

- a) Identify the main ways in which people and teams can be ineffective at work.<sup>[S]</sup>
- b) Explain how individual or team ineffectiveness can affect organisational performance.<sup>[K]</sup>

### **3. Competence frameworks and personal development**

- a) Describe the features of a 'competence framework'.<sup>[S]</sup>
- b) Explain how a competence framework underpins professional development needs.<sup>[S]</sup>
- c) Explain how personal and continuous professional development can increase personal effectiveness at work.<sup>[S]</sup>
- d) Explain the purpose and benefits of coaching, mentoring and counselling in promoting employee effectiveness.<sup>[K]</sup>
- e) Describe how a personal development plan should be formulated, implemented, monitored and reviewed by the individual.<sup>[S]</sup>

### **4. Sources of conflict and techniques for conflict resolution and referral**

- a) Identify situations where conflict at work can arise.<sup>[S]</sup>
- b) Describe how conflict can affect personal and organisational performance.<sup>[S]</sup>

- c) Identify ways in which conflict can be managed.<sup>[S]</sup>

### **5. Communicating in business**

- a) Describe methods of communication used in the organisation and how they are used.<sup>[K]</sup>
- b) Explain how the type of information differs and the purposes for which it is applied at different levels of the organisation: strategic, tactical and operational.<sup>[K]</sup>
- c) List the attributes of good quality information.<sup>[K]</sup>
- d) Explain a simple communication model: sender, message, receiver, feedback, noise.<sup>[K]</sup>
- e) Explain formal and informal communication and their significance in the workplace.<sup>[K]</sup>
- f) Identify the consequences of ineffective communication.<sup>[K]</sup>
- g) Describe the attributes of effective communication.<sup>[K]</sup>
- h) Describe the barriers to effective communication and identify practical steps that may be taken to overcome them.<sup>[K]</sup>
- i) Identify the main patterns of communication.<sup>[K]</sup>

## **F PROFESSIONAL ETHICS IN ACCOUNTING AND BUSINESS**

### **1. Fundamental principles of ethical behaviour**

- a) Define business ethics and explain the importance of ethics to the organisation and to the individual.<sup>[K]</sup>
- b) Describe and demonstrate the following principles from the IFAC (IESBA) code of ethics, using examples.<sup>[K]</sup>
  - (i) Integrity
  - (ii) Objectivity
  - (iii) Professional competence
  - (iv) Confidentiality
  - (v) Professional behaviour
- c) Describe organisational values which promote ethical behaviour using examples.<sup>[K]</sup>

- (i) Openness
- (ii) Trust
- (iii) Honesty
- (iv) Respect
- (v) Empowerment
- (vi) Accountability

d) List the main safeguards against ethical threats and dilemmas.<sup>[K]</sup>

d) Explain the concept of acting in the public interest.<sup>[K]</sup>

## **2. The role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession**

- a) Recognise the purpose of international and organisational codes of ethics and codes of conduct, IFAC (IESBA), ACCA etc.<sup>[K]</sup>
- b) Describe how professional bodies and regulators promote ethical awareness and prevent or punish illegal or unethical behaviour.<sup>[K]</sup>
- c) Identify the factors that distinguish a profession from other types of occupation.<sup>[1]</sup>
- d) Explain the role of the accountant in promoting ethical behaviour.<sup>[K]</sup>
- e) Recognise when and to whom illegal, or unethical conduct by anyone within or connected to the organisation should be reported <sup>[K]</sup>

## **3. Corporate codes of ethics**

- a) Define corporate codes of ethics.<sup>[K]</sup>
- b) Describe the typical contents of a corporate code of ethics.<sup>[K]</sup>
- c) Explain the benefits of a corporate code of ethics to the organisation and its employees.<sup>[K]</sup>

## **4. Ethical conflicts and dilemmas**

- a) Describe situations where ethical conflicts can arise.<sup>[K]</sup>
- b) Identify the main threats to ethical behaviour.<sup>[K]</sup>
- c) Outline situations at work where ethical dilemmas may be faced.<sup>[K]</sup>

## **SUMMARY OF CHANGES TO ACCOUNTANT IN BUSINESS (AB)/FAB**

ACCA annually reviews its qualification so that they fully meet the needs of stakeholders including employers, students, regulatory and advisory bodies and learning providers.

There are no syllabus changes effective from September 2018 and the next update will be September 2019.