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**Chartered Institute of Administration**

78, Old Ojo Road, Kuje-Amuwo, Off Badagry Expressway, P.M.B. 3063, Surulere,  
Lagos State, Nigeria. Tel: 08076983067, 08164882510, 09038411001.

**Website:** [www.cia.org.ng](http://www.cia.org.ng) **E-mail:** [info@cia.org.ng](mailto:info@cia.org.ng)

# CHARTERED INSTITUTE OF ADMINISTRATION

## INTRODUCTION

Chartered Institute of Administration is a professional and examining body Chartered by Federal Government Act No. 103 of 1992 (Now Act of the National Assembly Cap C7 Laws of the Federation of Nigeria 2004). The act empowers the Institute to regulate the training in, and practice of, administration within a professional membership framework throughout Nigeria.

## MEMBERSHIP

Membership in the Institute is strictly by passing the Institute's professional examination, the ACIA (Associate of Chartered Institute of Administration), and satisfying the practical experience requirement.

There are three grades of professional membership, namely: Associate (ACIA), Member (MCIA), and Fellow (FCIA). Further details of requirements for admission to the various grades are obtainable direct from the Registrar on request.

## THE EXAMINATIONS SCHEME

Experts today forecast that only multi-skilled professionals will be relevant to the needs of new management styles in the new millennium. This has been the vision of Chartered Institute of Administration right from its inception.

The Chartered Institute's professional examination scheme, which has always been based on a multi-disciplinary syllabi, is drawn to keep pace with the latest developments in professional administration techniques, make members more versatile and more relevant to the changing complexities of business practice in the new millennium as well as to reinforce the Chartered Institute's expertise in the wide area of professional practice bestowed on the Institute by its Enabling Act. The scheme comprises:

- a) Diploma in Business Studies (DBS) which is described in detail in a separate publication.
- b) The Professional Examination which is described in detail in this booklet.

## REGISTRATION OF STUDENTS

The examinations may be attempted only by the registered students.

1. Application for registration must be made on the prescribed Form, which may be obtained at the Institute's offices or at the approved Study Centres on payment of the prescribed application and registration fees.
2. In preparation for the examinations, a registered student is required to follow an approved course of study available on full time, part time or distance study at the Institute's official educational and training school, namely:

### **Nigerian College of Administration**

Km 24, Lagos/Badagry Expressway,  
New Mebamu, P.M.B. 2004,  
Ijanikin-Oto, Lagos.

**Tel:** 01-7743227, 7740564,  
09038441644, 08076983067.

**Website:** [www.nica-ng.org](http://www.nica-ng.org)

**E-mail:** [admin@nica-ng.org](mailto:admin@nica-ng.org)

or any of the other approved Study Centres throughout Nigeria. A list of the approved Study Centres is obtainable free at the National Secretariat.

3. Registration as a student confers no right of membership or voting rights. Successful applicants may describe themselves as registered students of the Institute, but not student members; there are no designatory initials for registered students of the Institute.
4. Student registration is separate and additional to the requirements of the Nigerian College of Administration and other approved study centres for admission of students to their ACIA Professional and Diploma Courses.

Information on the fees payable to the Institute by the students is obtainable free at: the Institute's offices, the Nigerian College of Administration, and other approved study centres.

## **RECOGNITION/ACCREDITATION**

The Federal Ministry of Education has accredited and graded the Diploma in Business Studies (DBS), and the ACIA Professional Qualification. Detailed information on this can be obtained from the Registrar of the Institute on request, or direct from the Evaluation and Accreditation Division of Federal Ministry of Education.

## **CAREERS IN ADMINISTRATION**

Efficiency in administration is the bedrock and cornerstone of every successful career and enterprise. No professional qualification is complete without administrative proficiency, as administrative cuts through all professions.

Every professional requires mandatory professional administrative competence to achieve optimum successful professional practice.

The Institute's professional certificate, the ACIA, an industrially relevant multi-disciplinary professional qualification, with pragmatic and rigorous curricular, structured to meet the challenges of professional administration in the new millennium, guarantees members of the profession dynamic career opportunities at the top echelon of management in all sector of the economy.

Above all, ACIA empower members to be masters to themselves by enabling them establish their own thriving consultancy firms in professional administration specialisms as Chartered Administrators in Public Professional Practice. It is an offence punishable by law for any person, no matter his qualification, to engage himself in the public practice of the profession unless he is a member of the Institute holding valid practicing Licence issued by the Governing Council of the Chartered Institute of Administration.

# CHARTERED ADMINISTRATORS PROFESSIONAL EXAMINATIONS

## OBJECTIVES

The objectives of the ACIA Professional Examinations are to:

- a) Provide for the Institute, together with the practical experience requirements, an adequate basis for assuring society that those admitted to membership are competent to act as Chartered Administrators for entities, whether in manufacturing, commercial or service organizations, in the public or private sectors of the economy.
- b) Enable the Institute to examine whether prospective members have an adequate knowledge, understanding and mastery of the stated body of knowledge and skills.
- c) Complement the Institute's practical experience requirements.

## STRUCTURE

The Professional Examination Scheme, which is multi-disciplinary, comprises the following three main components

### 1. Examination Courses

This is made up of four levels, namely:

- a) Fundamentals Level
- b) Operational Level
- c) Management Level
- d) Strategic Level

### 2. Research Project

### 3. Mandatory Professional Administration Workshop

## SUMMARY OF EXAMINATION SUBJECTS

### Fundamentals Level

1. Business Communication and Research Reporting
2. Business and Corporate Law

3. Business Mathematics
4. Economics and Business Environment
5. Financial Accounting

### Operational Level

6. Business Taxation
7. Distribution & Logistics
8. Marketing Operations
9. Management Accounting
10. Production and Inventory
11. Purchasing & Supply Operations

### Management Level

12. Financial Reporting
13. Human Resource Management
14. Organizational Management
15. Pensions Management
16. Project Management
17. Public Sector Management

### Strategic Level

18. Corporate Control, Ethics and Governance Strategy
19. Enterprise Strategic Administration
20. Performance Strategy
21. Strategic Financial Administration
22. Strategic Marketing Administration
23. Strategic Purchasing and Supply Chain Administration

## **ENTRY REQUIREMENTS**

One of the following qualifications in any discipline: Degree, HND, Final Examination Certificate of a Chartered Professional Body; Diploma in Business Studies of Chartered Institute of Administration; and any other qualifications approved by the Governing Council of the Institute.

## **EXEMPTIONS**

Subject-for-subject exemptions may be awarded at the discretion of the Council to holders of qualifications which indicate sufficient coverage of the Institute's syllabus.

## **STUDY PERIOD**

The minimum duration required to complete the whole of the Professional Examination, where no exemption is granted, is two years. However it is possible to complete the examination in as little as six months if total exemptions are granted from the whole of Fundamentals, Business Operations, and Management levels, with the outstanding papers passed at one examination session.

## **EXAMINATION REGULATIONS**

The following regulations regarding the examination of the Institute are in force, and must be strictly adhered to by all registered students of the Institute.

1. The Fundamentals Level, Business Operations Level, Management Level and Strategic Level must be taken separately and strictly in that sequence.
2. Except where exempted, or where referrals are held, all subjects within a Level must be taken together at one sitting.
3. All subjects of a Level must be passed before attempting the subjects of the next Level.
4. Credits gained successfully in the Fundamentals, Business Operations, and Management Level papers can be retained, to prevent unnecessary re-taking of examinations at these three Levels.
5. All subjects of Strategic Level must be passed in a minimum of two consecutive sittings; otherwise all papers must be retaken.

## **CASE STUDY**

For each paper of Strategic Level candidates will be required to apply the knowledge they have gained from the paper and from other papers of the Institute's professional examination to solve problems.

## **EXAMINATION ASSESSMENT**

Each syllabus is assessed by a three-hour paper divided into two sections, namely:

### **Section A: 40 Marks**

A number of compulsory multiple choice and short answer questions covering the entire syllabus.

### **Section B: 60 Marks**

For Fundamentals, Business Operations and Management Levels, candidates will be required to answer four questions out of six essay-type questions.

The pass mark of all papers is 50%.

## **PASS CERTIFICATE**

Candidates who have successfully completed all levels of the Professional Examination will receive a letter of notification. The letter of notification should be preserved as no other form of Certificate is issued for the examination.

Completing the Professional Examination does not imply and must not be used to imply that a successful candidate is a member of the Institute, nor must a completed examinee describe himself as a Chartered Administrator or ACIA/MCIA/FCIA unless and until he is so admitted. It is an offence punishable by law for such false claims. Students are most strongly advised to apply for election to membership as soon as they complete the examination and meet the practical experience requirements.

## **PRACTICAL TRAINING**

### **Training Requirements**

To become a Chartered Professional Member of the Institute you must satisfy the Institute's practical training requirements, in addition to passing the professional examination. You will need to:

1. gain a minimum of three years' supervised, relevant practical experience

## 2. Satisfy the minimum competence requirements for membership.

Within these requirements, the Institute offers you maximum possible flexibility, enabling you to match your work experience to the Institute's training requirements in a variety of ways. For example you can:

- a) obtain the practical experience required for membership either before, during or after completing the examinations (there is no time limit within which this experience should be gained);
- b) gain the experience in any business sector or combination of sectors (e.g. corporate or public sectors, and/or private practice);
- c) gain the experience in any size or type of business.

The work experience must, of course, be properly supervised. Your supervisor should review your work and check that you are meeting the practical training requirements.

He or she is also responsible for judging whether you have achieved the elements of competence.

### **Practicing Certificate**

If you wish to work as a Chartered Administrator in Public Professional Practice offering your own services direct to the public, you will be required to be a member of the Institute and hold appropriate practicing certificate. This requires further training within public practice, after being admitted to membership.

### **DETAILED SYLLABUS**

The detailed syllabus for each subject of the Professional Examination is stated on pages 6-57.

### **READING LIST**

The Syllabus for some of the professional examination subjects is drawn from combination of courses. As a result there is no single text that adequately covers the whole syllabus. Various titles are therefore recommended in the reading lists from which students should select.

## **STUDENT FACILITIES**

### **Library**

The Institute's Library is available to members and registered students for reference and study purposes only during normal office hours.

### **Journal**

The Institute publishes Journal of Professional Administration quarterly. This is sent without charge to all members and registered students whose current subscriptions and levies have been paid. The journal contains many articles and features on professional subjects that are of value to students as well as members.

# FUNDAMENTALS LEVEL

## BUSINESS COMMUNICATION AND RESEARCH REPORTING

### Objectives

To develop an ability to communicate clearly and concisely in written and other forms of communication in a variety of business situations, with emphasis on the acquisition of practical skills as relevant to administration.

To introduce knowledge and the ability to demonstrate an in-depth understanding of the theoretical framework of carrying out a research; and the application of the knowledge to practical project work later in the syllabus.

### Main Capabilities

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

1. Communicate effectively with a range of internal and external audience in both oral and written format.
2. Recognize alternative methods of business communication including the telephone.
3. Recognize the elements of effective visual communications and use graphics, colour and design to improve a range of communication tasks.
4. Appreciate the importance of language and body language in interpersonal communication and use it more effectively when communicating with others.
5. Plan and lead a meeting, discussion or interview.
6. Appreciate the role of information technology in communication, with internal and external audiences.
7. Plan and deliver effective public speech.
8. Explain what research is, the process of research, and the scientific approach to research.
9. Demonstrate how to formulate hypothesis.
10. Explain literature review, variables in research work, sample and sampling techniques.
11. Apply tools and techniques of research, explain the concept of validity, demonstrate how to design and report research.
12. Organize and effectively present statistical information and data collected from a research project.

### Detailed Syllabus

#### A. Business Communication

##### 1. The Process of Communication

- 1.1 How and why people communicate and the major barriers to successful communication.
- 1.2 Communications routes through organizations.
- 1.3 The importance of reading, summarizing and listening skills.
- 1.4 Non-verbal communication and the role of perception, attitude, congeniality and credibility and expectation.
- 1.5 The process of planning business messages, developing an audience profile, establishing the main idea and selecting the channel of communication.

##### 2. Written Communication

- 2.1 Advantages and disadvantages of written communication - types of written communication.
- 2.2 Formats for memos, letters, briefs, direct mail, reports, press release, telesales scripts, adverts and job descriptions.

##### 3. Statistical Information

- 3.1 Presentation of facts, figures and findings - the use of tables, charts and diagrams.

#### **4. Oral Communication**

- 4.1 The importance of verbal skills, questioning skills, customer complaints handling, negotiation skills and persuasive language.
- 4.2 The formal presentation - preparation and techniques.
- 4.3 Effective use of telephone.

#### **5. Visual Communication**

- 5.1 Planning, designing and producing visual aids.
- 5.2 The value, impact and perception of colour, shades and styles.
- 5.3 The role of logos, letterheads and image marketing.

#### **6. Meetings, Discussions and Interviews**

- 6.1 The role of meetings and interviews.
- 6.2 Different types of meetings and interviews - structure and procedures.
- 6.3 Participants, terminology and necessary documentation.

#### **7. Public Communication**

- 7.1 Classical theory of rhetorics.
- 7.2 Criteria for judging a speech and steps in speech development.
- 7.3 Importance of audience analysis, and the techniques of analyzing audience and speaking occasion.
- 7.4 Different types of delivery, poise and confidence in effective delivery.
- 7.5 Proper stage conduct - eye contact, gesticulation, articulation, enunciation, etc.
- 7.6 Various types of speech subjects and purpose.
- 7.7 Speech organization and composition.
- 7.8 Requisites of effective speaking voice and the process of voice development.

#### **8. Information Technology for Business Communication**

- 8.1 IT and electronic office equipment systems.
- 8.2 Desktop computing and electronic networks.
- 8.3 IT and telephones communication.
- 8.4 IT developments and trends.

#### **B. Research Techniques**

##### **1. Research Process**

- 1.1 Definition and types of research.
- 1.2 Characteristics and ethical considerations of research process.
- 1.3 Research methods: steps in research process, problems of conceptualization, control, measurement and generalization.

##### **2. Nature and Functions of Research**

- 2.1 Scientific approach to research: method, aims and functions of science.
- 2.2 Research problems: definition of problem, sample problems, formulation of research questions, steps in the evaluation of a research problem, a researchable problem.
- 2.3 Formulation of hypotheses: definition of hypotheses, distinction between hypotheses and observation, characteristics of hypotheses, distinction between specific and general hypotheses, relating hypotheses to problem statement, distinction between null and alternative hypotheses.
- 2.4 Literature review: relevance of literature -primary, secondary, etc; organization of literature for relevance.

##### **3. Historical and Case Study Approaches to Research**

- 3.1 Characteristics, general nature and procedures of historic research.
- 3.2 Advantages and limitations of the historical approach.

3.3 Traditional case study approach: distinctive features, specific steps, advantages and disadvantages.

#### 4. Descriptive Research

4.1 Nature of descriptive research; its logical sequence and procedural steps; its advantages and disadvantages.

4.2 The place and functions of questionnaire and questionnaire studies.

4.3 Methods of behavioral studies.

4.4 Normative surveys and developmental studies.

#### 5. Experimental Research

5.1 Nature of experimental approaches to research.

5.2 Concepts of experiment.

5.3 Logic of experimental designs.

5.4 Logical steps in experimental research.

5.5 Formulation of hypotheses.

5.6 Specification of the population to be sampled.

5.7 Importance of proper controls.

5.8 Measurement of criterion variables.

5.9 Data: gathering, analysis, and interpretation.

#### 6. Tools and Techniques of Research

6.1 Variables in research: definition, types and devices; problems of controlled variables; operational definitions; relevance of variables.

6.2 Sampling Techniques: definition of population and representativeness; sampling types and needs; relationship of sample to population.

6.3 Techniques of research: definition of the instrument; characteristics of the questionnaire; observation; interview; rating; portfolios of various research instruments.

6.4 Validity of research: definition of validity; problem of validity in research;

comparison between internal and external validity; factors affecting internal and external validity.

6.5 Research design proposals: meaning, purpose, principles, criteria.

6.6 Research reports: contents of the various sections, such as introduction, methods, results, discussion, and reference.

6.7 Basic data collection: basic tools used in data collection.

#### READING LIST

1. All Business Communicate  
*Sheldon (Andrew)*
2. Business Communications  
*Little (Longman)*
3. Practical Communications  
*Bergin (Pitman)*
4. Effective Communications  
*Eyre (Allen)*
5. Mastering Communication  
*Nicky Stanton (Palgrave Macmillan)*
6. Research Methods for Business Students  
*Mark Saunders, Philip Lewis and Adrian Thorrhill (Pitman)*
7. Essentials of Research Methodology  
*(Obadare E. O.)*

### BUSINESS AND CORPORATE LAW

#### Objective

To develop knowledge and skills in the understanding of the general legal framework, and of specific legal areas relating to business, recognizing the need to seek for specialist legal advice where necessary.

#### Main Capabilities

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

1. Identify the essential elements of the legal system, including the main sources of law.

2. Recognize and apply the appropriate legal rules relating to the law of obligations.
3. Explain and apply the law relating to employment relationships.
4. Explain and apply the law relating to commercial transactions.
5. Recognize and apply the appropriate legal rules relating to the law of banking and negotiable instruments.
6. Distinguish between alternative forms and constitutions of business organizations.
7. Describe and explain how companies are managed, administered and regulated.
8. Recognize the legal implications relating to companies in difficulty or in crisis.
- 3.6 Excluding and limiting terms; the Unfair Contract Terms Act 1977 and the Unfair Terms Consumer Contracts Regulations.
- 3.7 Discharge of a contract by performance, agreement and breach.
- 3.8 The law relating to frustration.
- 3.9 The law relating to damages.
- 3.10 The remedies of specific performance, injunction, rescission, and requiring a contract party to pay the agreed price.

## **Detailed Syllabus**

### **1. The Nigerian Legal System**

- 1.1 Sources of Nigerian Law (received English Law, the Constitution and its characteristics, Nigerian statutes, judicial precedent or case law, international law).

### **2. Law of Torts**

- 2.1 Definition of tort, the tort of (professional) negligence, vicarious liability, criminal and civil liability.

### **3. Law of Contract**

- 3.1 The essential elements of a valid simple contract.
- 3.2 The legal status of statements made by negotiating parties. Offers and acceptances and the application of the rules to standard form contracts using modern forms of communication.
- 3.3 The principles for establishing that the parties intend their agreement to have contractual force and how a contract is affected by a misrepresentation.
- 3.4 Incorporation of express and implied terms, conditions and warranties.
- 3.5 The main provisions of the Sale of Goods Act 1979 and the Supply of Goods and Services Act 1982.

### **4. Nature and Framework of e-Contracts**

- 4.1 Click wraps agreements.
- 4.2 Shrink-wrap agreement.
- 4.3 Electronic data interchange (EDI).
- 4.4 E-Signatures.
- 4.5 Enforceability of e-Contract.

### **5. Law of Employment**

- 5.1 The tests used to distinguish an employee from an independent contractor.
- 5.2. The express and implied terms of a contract of employment.
- 5.3 The rights and duties of employers and employees.
- 5.4 Notice and dismissal.
- 5.5 Unfair and wrongful dismissal.
- 5.6 The main rules relating to health and safety at work, sanctions on employers for non-compliance, and remedies for employees.
- 5.7 Social security compensation.
- 5.8 Civil liability for occupational injuries.

### **6. Law of Commercial Transactions**

- 6.1 Agency - methods of creating agency, duties and rights of principal and agent including commercial agents, agent's authority (express implied and apparent).
- 6.2 Sales of Good - Goods and their types, the duties and rights of the seller and buyer, passing off property.

- 6.3 Hire Purchase - Nature of hire purchase at common law and under the Hire Purchase Act 2004.
- 6.4 Insurance Law - Nature of insurance contract, indemnity and non-indemnity, insurable interest, misrepresentation, conditions and warranties, subrogation and contribution, assignment of policy.
- 7. Law of Negotiable Instruments**
- 7.1 The statutory powers and duties of the Central Bank of Nigeria.
- 7.2 The reporting duties of banks and other financial institutions (reference to the Central Bank Act, as well as Bankers and other Financial Institutions Act).
- 7.3 The statutory powers and duties of the Nigerian Deposit Insurance Corporation.
- 7.4 Duties of financial institutions to report certain transactions under the Money Laundry Act.
- 7.5 Duties and rights relating to banker customer relationship.
- 7.6 Negotiable instruments: types, delivery, acceptance, negotiation and discharge of bills, duties and liabilities of parties to a bill.
- 8. Trust and Estate Administration; Bankruptcy**
- 8.1 Appointment, duties, powers rights and accounts of trustees, executors and administrators, investments authorized by the Trustee Investment Act.
- 8.2 Bankruptcy, issue of receiving order, appointment, duties and powers of Official Receiver and trustee in bankruptcy, statement of affairs and deficiency account, discharge of a bankrupt.
- 9. Law of Company Administration and Finance**
- 9.1 The essential characteristics of sole traderships/practitionerhips, partnerships, companies limited by shares and corporate personality.
- 9.2 Lifting the corporate veil both at common law and by statute.
- 9.3 The distinction between public and private companies.
- 9.4 Company registration and the advantages of purchasing a company 'off the shelf'.
- 9.5 The purpose and contents of the articles of association.
- 9.6 Corporate capacity to contract.
- 9.7 The advantages and disadvantages of the company limited by shares.
- 9.8 Board meetings: when used and the procedure at the meeting.
- 9.9 General Meetings of shareholders: when used and the procedure at the meeting.
- 9.10 The voting rights of directors and shareholders.
- 9.11 Ordinary, special and written resolutions and their uses.
- 9.12 The rights attaching to different types of shares.
- 9.13 The procedure for issuing shares.
- 9.14 The issue of shares for an improper purpose.
- 9.15 Payment for shares.
- 9.16 The maintenance of capital principle: the purposes for which shares may be issued, redeemed or purchased and the provision of financial assistance for the purchase of the company's own shares.
- 9.17 The reduction of capital.
- 9.18 The ability of a company to borrow money and the procedure to be followed.
- 9.19 Unsecured loans, and the nature and effort of fixed and floating charges.
- 9.20 The appointment, retirement and removal of directors and their powers and duties during office.
- 9.21 Fraudulent and wrongful trading, preferences and transactions at an undervalue.

- 9.22 The rights of majority and minority shareholders.
- 2.23 The division of powers between the board and the shareholders.
- 2.24 The qualifications, powers and duties of the company secretary.

### READING LIST

1. Spicer and Pegler's Mercantile Law  
*Biggs W. W. and Thompson Ranking (HFL Publishers)*
2. Equity and Trust in Nigeria  
*Fabunmi J. O. (Obafemi Awolowo University Press)*
3. Law of Trusts, Bankruptcy and Administration of Estate  
*Jegede M. I. (M.I.J. Professional Publishers)*
4. The Nigerian Legal System  
*Obilade A. O. (Sweet and Maxwell)*
5. General Principles of Business Law in Nigeria  
*(Omojola S. F.)*
6. Omojola's Company Law in Nigeria  
*(Omojola S. F.)*
7. Central Bank of Nigeria Act  
*Federal Republic of Nigeria*
8. Companies and Allied Matters Act 1990  
*Federal Republic of Nigeria*
9. Investments and Securities Act 1999  
*Federal Republic of Nigeria*
10. Banks and other Financial Institutions Act 1991  
*Federal Republic of Nigeria*
11. Insurance Act 2003  
*Federal Republic of Nigeria*
12. Money Laundering Act 2003  
*Federal Republic of Nigeria*
13. Contract  
*Devies (Sweet & Maxwell)*

14. An outline of the Law of Agency  
*(Markesini & Munday)*
15. Sales of Goods  
*Soulsby (Anderson Keenan)*
16. Tort  
*Baker (Sweet & Maxwell)*
17. Law of Employment  
*Selwyn (Butterworths)*
18. Law Relative to Banking  
*Adeniji (Collins)*
19. Business Law  
*Marsh & Soulsby (McGraw Hill)*
20. Frank's Legal Aspects of Industry and Commerce  
*Perkins & Williams (Harrap)*
21. Modern Equity  
*Hanbury (Stevens)*
22. Practical Trust Administration  
*Sladen (Europa)*
23. Law & Accounts of Executors  
*Administrators & Trustees*
24. The Principles of Bankruptcy Law  
*Thompson (Longman)*

### BUSINESS MATHEMATICS

#### Objective

To introduce knowledge and understanding of tools and techniques to understand the mathematics associated with managing business operations.

#### Main Capabilities

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

1. Demonstrate the use of basic mathematics.
2. Solve equations and inequalities.
3. Calculate probability.

4. Demonstrate the use of probability where risk and uncertainty exist.
5. Apply techniques for summarizing data.
6. Apply techniques for analyzing data.
7. Calculate correlation coefficient for bivariate data.
8. Apply techniques of simple regression.
9. Demonstrate techniques used for forecasting.
10. Prepare forecasts.
11. Calculate present and future values of cash flows.
12. Apply financial mathematical techniques.
13. Apply spreadsheets to calculate and present data.

## Detailed Syllabus

### 1. Basic Mathematics

- 1.1 Use of formulae, including negative powers as in the formula for learning curve.
- 1.2 Order of operations in formulae, including brackets, powers and roots.
- 1.3 Percentages and ratios.
- 1.4 Rounding of numbers.
- 1.5 Basic algebraic techniques and solution of equations, including simultaneous equations and quadratic equations.
- 1.6 Graphs of linear and quadratic equations.
- 1.7 Manipulation of inequalities.

### 2. Probability

- 2.1 Probability and its relationship with proportion and percent.
- 2.2 Addition and multiplication rules of probability theory. Venn diagrams.
- 2.3 Expected values and expected value tables.
- 2.4 Risk and uncertainty.

### 3. Summarizing and Analyzing Data

- 3.1 Data and information.
- 3.2 Tabulation of data.
- 3.3 Graphs, charts and diagrams: scatter diagrams, histograms, bar charts and ogives.
- 3.4 Summary measures of central tendency and dispersion for both grouped and ungrouped data.
- 3.5 Frequency distributions.
- 3.6 Normal distribution.
- 3.7 Pareto distribution and the '80:20 rule'.
- 3.8 Index numbers

### 4. Relationships Between Variables

- 4.1 Scatter diagrams.
- 4.2 Correlation coefficient: Spearman's rank correlation coefficient and Pearson's correlation coefficient.
- 4.3 Simple linear regression.

### 5. Forecasting

- 5.1 Time series analysis-graphical analysis.
- 5.2 Trends in time series - graphs, moving averages and linear regressions.
- 5.3 Seasonal variations using both additive and multiplicative models.
- 5.4 Forecasting and its limitations.

### 6. Financial Mathematics

- 6.1 Simple and compound interest.
- 6.2 Present value (including using formulae).
- 6.3 Annuities and perpetuities.
- 6.4 Loans and mortgages.
- 6.5 Sinking funds and saving funds (including using formulae for the sum of geometric progression).
- 6.6 Discounting to find net present value (NPV) and internal rate of return (IRR).
- 6.7 The concept of shareholders value.
- 6.8 Interpretation of NPV and IRR.

## 7. Spreadsheets

- 7.1 Features and functions of commonly used spreadsheet software: workbook, worksheet, rows, columns, cells, data, text, formulae, formatting, printing, graphics and macros. Note: knowledge of Microsoft Excel type spreadsheet vocabulary/formulae syntax is required. Formulae tested will be that which is constructed by users rather than pre-programmed formulae.
- 7.2 Advantages and disadvantages of spreadsheet software, when compared to manual analysis and other types of software application packages.
- 7.3 Use of spreadsheet software in the day-to-day work of the Chartered Administrator: budgeting, forecasting, reporting analysis, discounted cash flow calculations.

### READING LIST

1. Quantitative Techniques: An Instructional Manual  
*DPP Publications*
2. Quantitative Techniques for Business  
*Marsland M. W. (Polytechnic)*
3. Linear Programming for Business and Finance  
*Soyibo A. and Adekanye F.*
4. Quantitative Methods for Business Students  
*Carter (Heinemann)*
5. Basic Mathematics  
*Harper and Stafford (M & E)*
6. Quantitative Methods  
*Friend (Longman Guides)*
7. Quantitative Approaches in Business Studies  
*Morris (Pitman)*

## ECONOMICS AND BUSINESS ENVIRONMENT

### Objectives

To introduce knowledge and understanding of the fundamental economic concepts necessary for the work of the Chartered Administrator.

To introduce knowledge and understanding of the business and its environment, and the influence this has on how organizations are structured; and the role of key business functions in contributing to the effective management and development of the organization.

### Main Capabilities

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

1. identify how a market economy functions and role of government within it;
2. explain the economic environment within which businesses operate;
3. identify the economic factors which influence the behaviour and performance of firms and industries;
4. prepare the economic analysis that informs and guides the advice given to business decision-makers
5. Understand the purpose and types of businesses and how they interact with key stockholders and the external environment.
6. Understand business organization structure and functions.
7. Explain the principles of organization and administration, and the practices of management as related to and applied in the office.
8. Demonstrate the purpose of the technology and information function and its relationships with other parts of the organizations.
9. Explain how information systems support the organizations strategies and operations

### Detailed Syllabus

#### A. Economic Environment

1. *The Economy and the Growth of the Economic Welfare*
  - 1.1 The concept of economic welfare
  - 1.2 Economic growth: trends in economic growth; factors in economic growth

- 1.3 Economic welfare and sustainable growth
- 1.4 Issues in economic growth and growth policy

**2. *The Market System and the Competitive Process***

- 2.1 The business environment and the structure of economic activity
- 2.2 Business firms: legal, economic and costs, finance and marketing
- 2.3 Business functions: production and costs, finance and marketing
- 2.4 The market process: supply and demand and their determinants
- 2.5 The price mechanism: the demand and supply model and its applications.
- 2.6 Forms of market structure: competition and economic welfare; competition policy; regulation and deregulation; the public sector and privatization.
- 2.7 Business and environment; externalities and public policy.

**3. *The Macroeconomic Framework***

- 3.1 National income: its measurement and determination; the circular flow of income and a simple aggregate demand and supply model; unemployment and the price level.
- 3.2 The monetary environment: inflation and the money supply; the banking and financial statement; interest rates and monetary policy.
- 3.3 The fiscal environment: taxation and spending; the budget and government borrowing; demand management and supply side policy.
- 3.4 Macroeconomic stability: economic fluctuations and their causes; macroeconomic forecasting and stabilization policy.

**4. *The open Economy***

- 4.1 Patterns of international trade and trade policy; regional trading blocs; the globalization of production.

- 4.2 International factor movements; international capital markets; international investment flows; the movement of labour and technology; the nature and role of transactional companies.

- 4.3 The balance of payments; structure and determinants of the balance of payments; foreign exchange markets and exchange rate regimes; European monetary union.

**B. *Business Environment***

**1. *The Business Organization***

- 1.1 The purpose and types of business organization
- 1.2 Stakeholders in business organizations
- 1.3 Political and legal factors affecting business
- 1.4 Macroeconomics factors
- 1.5 Micro economics factors
- 1.6 Social and demographic factors
- 1.7 Technological factors
- 1.8 Environmental factors
- 1.9 Competitive factors

**2. *Business Organizational Structure, Functions and Governance***

- 2.1 The formal and informal business organization.
- 2.2 Business organizational structure and design.
- 2.3 Organizational culture in business.
- 2.4 Committees in business organizations.
- 2.5 Governance and social responsibility in business.

**B. *Office Administration***

- 1. The concept of office as a system
- 2. Internal and external environment
- 3. Office functions and services
- 4. Performance and financial control
- 5. The office audit, and applications of findings
- 6. Organization and methods

### **C. Information Systems**

1. The role of information systems in organizations.
2. Emerging information system trends in organizations.
3. Information technology enabled transformation.
4. Geographically dispersed (virtual) teams.
5. Assessing the costs and the benefits of information systems.
6. Privacy and security
7. Systems changeover methods
8. Information system implementation as a change management process.
9. Information system outsourcing
10. Aligning information systems with business strategy.

### **READING LIST**

1. Modern Economics  
*Harvey (Macmillan)*
2. An Introduction to Positive Economics  
*Lepsey (Weydenfield)*
3. Business Economics  
*Hoyle & Whitehead (Heinmann)*
4. Economics for Professional Students  
*Ross & Shackleton (Casflevale)*
5. Introduction to Economics  
*Stanlake (Longman)*
6. Success in Economics  
*Lobley (Murray)*
7. Structure of Nigerian Economy  
*Olloku (Macmillan)*
8. International Monetary Issues & Analysis  
*Crocket (Nelson)*
9. International Institutions in Trade & Finance  
*Macbeam (Urwin)*
10. Monetary Economics  
*Buhari (Unilorin Press)*

11. Monetary Economics  
*Afolabi (Top Golden)*
12. Monetary Economics  
*Anyanwu*
13. Nigerian Financial System & Structure  
*Okigbo (Longman)*
14. Modern Business Administration  
*Appleby (Pitman)*
15. Business Organization  
*Shaughnessy (Allen & Urwin)*
16. Principles and Practice of Management  
*Brech (Longman)*
17. Office Management  
*Denyer (McDonald & Evans)*
18. Office Practice  
*Swift & Stanwell (Edward Arnold)*
19. Business Data Systems  
*Clifton (Prentice-Hall)*
20. Developing Micro-Computer Based Business Systems  
*Edwards (Prentice -Hall)*
21. Management Information Systems  
*Lucey (DP Publishers)*
22. Systems Behavior  
*Beishon (Harfer & Row)*
23. Management Information Systems and Data Processing  
*Bentley (Holt, Rinehart)*
24. Data Processing  
*Oliver & Champion (DP Publishers)*
25. Management Information Systems: Solving Business Problems with Information Technology  
*Gerald v. Post and Anderson David L. (Irwin McGraw-Hill)*
26. Management Information Systems: Organization and Technology  
*Laudon Kenneth C. and Laudon Jane Price (Prentice Hall)*

# FINANCIAL ACCOUNTING

## Objective

To develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and technical proficiency in the use of double-entry accounting techniques including the preparation of basic financial statements.

## Main Capabilities

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

1. Explain the context and purpose of financial reporting.
2. Define the qualitative characteristics of financial information.
3. Demonstrate the use of double-entry and accounting systems.
4. Record transactions and events.
5. Prepare a trial balance (including identifying and correcting errors).
6. Prepare basic financial statements for incorporated and unincorporated entities.
7. Prepare simple consolidated financial statements.
8. Interpret financial statements.

## Detailed Syllabus

### 1. The Context and Purpose of Financial Reporting

- 1.1 The scope and purpose of financial statements for external reporting.
- 1.2 Users' and stakeholders' needs.
- 1.3 The main elements of financial reports.
- 1.4 The regulatory framework (legislation and regulation, reasons and limitations, relevance of accounting standards).
- 1.5 Duties and responsibilities of those charged with governance.

### 2. The Qualitative Characteristics of Financial Information

- 2.1 The qualitative characteristics of financial information

### 3. The use of Double-entry and Accounting Systems

- 3.1 Double-entry book-keeping principles including the maintenance of accounting records and sources of accounting information.
- 3.2 Ledger accounts, books of prime entry, and journals.

### 4. Recording Transactions and Events

- 4.1 Sales and purchases.
- 4.2 Cash.
- 4.3 Inventory.
- 4.4 Tangible non-current assets.
- 4.5 Depreciation.
- 4.6 Intangible non-current assets and amortization.
- 4.7 Accruals and prepayments.
- 4.8 Receivables and payables.
- 4.9 Provisions and contingencies.
- 4.10 Capital structure and finance costs.

### 5. Preparing a Trial Balance

- 5.1 Trial balance.
- 5.2 Correction of errors.
- 5.3 Control accounts and reconciliations.
- 5.4 Bank reconciliations.
- 5.5 Suspense accounts.

### 6. Preparing Basic Financial Statements

- 6.1 Statements of financial position.
- 6.2 Statements of profit or loss and other comprehensive income.
- 6.3 Disclosure notes.
- 6.4 Events after the reporting periods.
- 6.5 Statements of cash flows.
- 6.6 Incomplete records.

### 7. Preparing Simple Consolidated Financial Statements

- 7.1 Subsidiaries.
- 7.2 Associates.

### 8. Interpretation of Financial Statements

- 8.1 Importance and purpose of analysis of financial statements.

8.2 Ratios.

8.3 Analysis of financial statements.

### **READING LIST**

1. Financial Accounting Vol.2  
*Akeju J. B. (JBA Ltd.)*
2. Financial Reporting: The Theoretical and  
Regulatory Framework  
*Alexander D. (Chapman & Hill)*
3. Book-Keeping and Accounts  
*Biggs W. W. (HFL)*
4. Financial Accounting Manual 1 & 2  
*Jennings A. R. (DP Publications)*
5. Business Accounting 2  
*Wood F. & Sangster A. (Pitman)*
6. Advanced Financial Accounting  
*Lewis R. & Pendrill (Pitman)*
7. International Financial Reporting  
Standards  
*IASB.*
8. Statements of Accounting Standards  
*IASB.*
9. Financial Accounting Vol. 1  
*Akeju J.*

# OPERATIONAL LEVEL

## BUSINESS TAXATION

### Objective

To develop a knowledge and understanding of the application of principles of taxation to decision making; the application of the rules of statute and case law through computation and advise on compliance; and the application of taxation knowledge to the process of formulating corporate plans.

### Main Capabilities

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

1. Explain the historical framework, and the structure of Nigerian Tax System.
2. Understand assessment applicable to individual and sole traders.
3. Explain unearned income.
4. Know company income tax.
5. Know value added tax.
6. Know stamp duties.
7. Understand Administration of Petroleum Profit Tax Act 1955 (as amended).
8. Understand Administration of Capital Gains Tax Act 1967 (as amended).
9. Appreciate taxation of non-residential individuals.
10. Understand computation of Tax liabilities of various companies - Company Income Tax Act 1979 (as amended).
11. Recognize the Revenue Authority.
12. Appreciate current tax issues.

### Detailed Syllabus

#### 1. Principles and Practice

- 1.1 Historical framework, and structure of Nigerian tax system.
- 1.2 Sources of tax law.
- 1.3 Organs of administration and jurisdiction, including rules of residence; those

applicable to families, estates, executors and itinerant workers.

- 1.4 Returns, assessment procedures, and collection of taxes, interest on overdue tax and penalties.
- 1.5 Objections and appeals.
- 1.6 Tax clearance certificate and its uses.
- 1.7 Offences and penalties.

#### 2. Individual Assessment

- 2.1 Definition of employee, legal meaning of income.
- 2.2 Salaries, pensions, charge, annuities, fees, gratuities, allowances and benefits in kind.
- 2.3 Allowable and dis-allowable expenses and related case laws.
- 2.4 Assessment and collection of taxes.
- 2.5 Income tax under Pay-as-You-Earn system and partners in partnership and joint ventures.

#### 3. Sole Traders

- 3.1 Meaning of a trade or profession.
- 3.2 Adjustment of profit of a trade or profession.
- 3.3 Basis periods including opening and closing years.
- 3.4 Change of accounting date.
- 3.5 Treatment of business losses: types of reliefs and their treatment, losses of new trade or business in opening years.
- 3.6 Capital allowances and reliefs available, computation of allowances, importance of capital allowances for growth and development of the economy.

#### 4. Unearned Income

- 4.1 Charges on income and concept of tax deduction at source.

4.2 Income from rent on property, including contractor financed projects.

4.3 Income from savings.

4.4 Dividends and interests.

4.5 Assessment and payment.

## **5. Company Income Tax**

5.1 Adjustment of profit

5.2 Claims for loss relief and computation of assessment profits.

5.3 Claim for capital allowances and computation of total profits.

5.4 Franked investment income.

5.5 Computation of tax liability.

5.6 Assessment and payment of income taxes including minimum tax provision.

5.7 Special consideration: turnover tax; small company relief; specialized business including property holding, agricultural, air transport and shipping, transmission of messages by cable or wireless apparatus, banks, interest on foreign loans, insurance companies.

5.8 Existing tax incentives in Nigeria.

## **6. Value Added Tax**

6.1 Taxable persons and taxable supplies.

6.2 Registration.

6.3 Input and output.

6.4 Exempt, zero standard related supplies.

6.5 Partial exemption.

6.6 Returns.

6.7 Penalty.

## **7. Stamp Duties**

7.1 Forms of stamp duties.

7.2 Administration and territorial limits, methods of stamping.

7.3 Adjustment: stamps, limits and appeal.

7.4 List of investment.

7.5 Improper stamping.

7.6 Penalties for late stamping.

## **8. Petroleum Profit Tax**

8.1 Administration of PPT Act 1959 (as amended).

8.2 Imposition of tax and ascertainment of adjusted profits.

8.3 Deductions allowed, deductions not allowed.

8.4 Treatment of losses, and the concept of adjusted profit. Capital allowances computation.

8.5 Tax offsets: computation of chargeable tax and the concept of additional tax.

8.6 Postal price and its computation.

8.7 Familiarization with memorandum of understanding as it applies to petroleum prospecting companies.

## **9. Capital Gains Tax**

9.1 Administration of the CGT Act 1967 (as amended).

9.2 Allowable and disallowable expenditure and computation of chargeable gains.

9.3 Exemptions from Capital Gains Tax.

9.4 Disposal and acquisition of asset; hire purchase transactions, part disposal, connected persons, consideration aspect, death, asset lost or destroyed, bargains comprising two or more transactions.

9.5 Stock and shares

9.6 Reliefs: delayed remittances organs, double taxation relief, roll-over-relief.

9.7 Other matters: e.g. partnerships, artificial transactions.

## **10. Non-Resident Individuals**

10.1 Taxation of non-resident individuals deriving income from Nigeria.

## **11. Corporate Taxation**

11.1 Computation of tax liabilities of various companies - CITA 1979 (as amended).

- 11.2 Practical application of the knowledge in taxation.
- 11.3 Planning for direct and indirect tax savings.
- 11.4 Critical review of tax avoidance schemes.
- 11.5 Pioneer legislation.
- 11.6 Double taxation relief.
- 11.7 Merger, acquisition and takeover bids.
- 11.8 Deferred taxation

## 12. Revenue Authority

- 12.1 Nature and purpose of Revenue enquiry.
- 12.2 Revenue departments' procedures.
- 12.3 Bank duty and other tax investigations.

### READING LIST

- 1. Elements of Nigerian Taxation  
*Afe Ogundele*
- 2. Value Added Tax: Theory and Practice  
*Afe Ogundele*
- 3. Personal Taxation in Nigeria  
*Ariwodola J. A. (J.A.A. Nigeria Ltd.)*
- 4. Companies Taxation in Nigeria  
*Ariwodola J. A. (J.A.A. Nigeria Ltd.)*
- 5. Nigerian Income Tax and its International Dimensions  
*Arogundade J. A.*
- 6. Nigerian Income Tax Law and Practice  
*Ola C.S. (C.S.S. Ltd)*
- 7. Income Tax Law and Administration in Nigeria  
*Adesola S. M. (Obafemi Awolowo University Press)*
- 8. Capital Gains Tax  
*Agyei A.K. (Graham Burn)*
- 9. Companies Income Tax and Petroleum Profit Tax in Nigeria  
*Ani. A.A. (UPL)*
- 10. Petroleum Profit Tax in Nigeria  
*Oremade B.T. (Evans Brothers)*

- 11. Petroleum Accounting and Taxation in Nigeria  
*Uche R.U. (Alexander Books Associates)*
- 12. Federal Inland Revenue Service and Establishment  
*(FIRS) Act 2007*
- 13. Capital Gains Tax  
*Carmichael*
- 14. Nigerian Tax Handbook  
*Sofunwa (Telley Publishers)*
- 15. Petroleum Profit Tax Act 1959 and Subsequent Legislation
- 16. Income Tax Law for Corporate and Uncorporate Bodies in Nigeria  
*Ola (Heinemann)*
- 17. Nigerian Taxation  
*Ola (Heinemann)*
- 18. Income Tax Management Act 1961  
*Federal Inland Revenue (Government Printer)*
- 19. Companies Income Tax Decree 1979  
*Federal Inland Revenue (Government Printer)*

## DISTRIBUTION AND LOGISTICS

### Objective

To develop an understanding of the methods, techniques and factors concerned with the transportation and distribution of goods.

### Main Capabilities

On successful completion of the paper candidates should be able to:

- 1. Explain the optimization of cost and service performance as the key objective of distribution and logistics.
- 2. Understand the assessment and selection of modes of transport.
- 3. Explain the distribution function and planning.
- 4. Appreciate internal distribution design, shipping documentation and financial requirements.

5. Know the techniques of measuring and controlling performance in distribution and logistics.
6. Recognize environmental considerations in collection, recycling, and disposal of goods and packages.

## **Detailed Syllabus**

### **1. Introduction**

- 1.1 Objectives: optimization of cost and service performance.
- 1.2 Inbound, outbound and internal logistics.
- 1.3 Importance of an integrated approach; order fulfilment and stock replenishment.
- 1.4 Role of information technology (IT) in managing and controlling goods and resources.
- 1.5 Concept of total costs and trade-offs, and the application of these to the distribution function.
- 1.6 Customer interface, service and added value.

### **2. Moving Goods**

- 2.1 Assessing and selecting modes of transport.
- 2.2 Service capabilities of each mode - road, rail, water, air and pipeline.
- 2.3 Internal transportation
- 2.4 Utilization and consolidation of loads; containerization and palletization; packaging.
- 2.5 Transportation of hazardous goods.

### **3. Managing the Distribution Function**

- 3.1 Functions and objectives; sales order process (SOP), distribution planning, transportation.
- 3.2 Comparison of in-house versus contracted-out operations.
- 3.3 Fleet management.
- 3.4 Security detection, control and remedies for loss and damage.

- 3.5 Managing returns.
- 3.6 Container and pallet management.

### **4. Distribution Planning**

- 4.1 Strategic: factors affecting choice of distribution network and warehouse location.
- 4.2 Operational: Route planning, load planning, vehicle tracking, booking of deliveries, proof of delivery (POD) post delivery invoicing.
- 4.3 Tools: Electronic Data Interchange (EDI), data capture (bar coding, optical character recognition (OCR), radio transmission, etc), simulation.

### **5. Controlling Inventory in the Distribution Channels**

- 5.1 Distribution resource planning (DRP), logistics resources planning (LRP).
- 5.2 Interface to other planning and control systems. Materials requirements planning (MRP) and the master schedule, forecasting, electronic point of sale (EPOS), SOP.
- 5.3 Deciding stock points, what is stocked where, and how much.
- 5.4 Influence of supply demand parameters, service levels, volumetrics, volatility, infrastructure, etc.
- 5.5 Allocation rules for goods in short supply.
- 5.6 Replenishing local inventories, and satisfying end customer's orders: different rules, modes and infrastructure.
- 5.7 Added value: importance of differentiation to competitors; factors affecting place and time of added value operations; techniques for managing features and options.

### **6. Internal Distribution**

- 6.1 Design of internal flow, goods in, goods out, cross-docking.
- 6.2 Equipment types; cost and performance considerations.

## **7. Distribution of Goods Outside European Union**

- 7.1 Shipping documentation and financial requirements; letters of credit, carnets.
- 7.2 Export controls; high technology goods, listed countries.
- 7.3 Duty considerations, trading blocs, anti-dumping, free ports, the General Agreement on Tariffs and Trade (GATT).

## **8. Distribution of Goods Inside the European Union**

- 8.1 Intrasat and VAT implications for distribution.
- 8.2 EC Legislation.
- 8.3 Overview of the European distribution network; population densities, main distribution routes and their times, distribution centers.

## **9. Environmental Considerations**

- 9.1 UK and EC legislation.
- 9.2 Collection, recycling and disposal of goods and packaging; future trends.
- 9.3 Energy savings and emission controls; costs and environmental factors. Congestion: impact on distribution routes and their times.

## **10. Measuring and Controlling Performance**

- 10.1 Benchmarking.
- 10.2 Direct product profitability (DPP)
- 10.3 Quality, service and cost standards
- 10.4 IT and data capture.

## **READING LIST**

1. An Introduction to Production and Inventory Control  
*Monhemius (Longman)*
2. Storage & Control of Stock  
*Jessop & Morrison (Pitman)*
3. Storehouse and Stockyard Management  
*Crompton (Macdonald)*
4. Supplies & Material Management  
*Crompton (Macdonald)*
5. Stock Control in Manufacturing Industries  
*Thomas (Gower)*
6. Stores Management  
*Carter (Macdonald)*
7. Effective Warehousing  
*Burton (Macdonald)*
8. Warehouse Management  
*Warman (Heinmann)*
9. Strategy of Distribution Management  
*Christopher (Heinmann)*

## MARKETING OPERATIONS

### Objective

To introduce knowledge and understanding of the marketing concept, the place of marketing in the business and its contributions to strategic objectives in consumer and industrial marketing operations.

### Main Capabilities

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

1. Demonstrate the purpose of the marketing function.
2. Apply tools and techniques to formulate the organizations' marketing strategies, including the collection, analysis and application of Big Data.

### Detailed Syllabus

#### 1. Marketing Concepts and Principles

- 1.1 The marketing concepts as a business philosophy.
- 1.2 The marketing environment, including societal, economic, technological, political and legal factors affecting marketing (PESTEL).
- 1.3 The role of marketing in the business plan of the organization.
- 1.4 Marketing in public sector and not-for-profit organizations e.g. charities, non-governmental organizations, etc.

#### 2. Elements of the Marketing Mix

- 2.1 The 7 Ps
  - (a) Product
  - (b) Place
  - (c) Price
  - (d) Promotion
  - (e) Processes
  - (f) People
  - (g) Physical evidence
- 2.2 Theories of consumer behavior (e.g. social interaction theory) as well as factors affecting buying decisions; types of buying behavior and stages in the buying process.
- 2.3 Social marketing and CSR.

- 2.4 Social media and its effect on the organization.

#### 3. Main Techniques of Marketing

- 3.1 Market research, including data gathering techniques and methods of analysis.
  - 3.2 Segmentation and targeting of markets and positioning of products within markets.
  - 3.3 How business to business (B2B) and business to government (B2G) marketing differs from business to consumers (B2C) marketing in its different forms:
    - a) Consumer Marketing
    - b) Services Marketing
    - c) Direct Marketing
    - d) Interactive Marketing
    - e) E-Marketing
    - f) Internal Marketing
  - 3.4 Promotional tools and the promotional mix.
  - 3.5 The "service extension" to the marketing mix.
  - 3.6 Devising and implementing a pricing strategy.
  - 3.7 Internal marketing as the process of training and motivating employees to support the firm's external marketing activities.
  - 3.8 Relationship marketing
  - 3.9 Not-for-profit marketing
  - 3.10 Experiential marketing
  - 3.11 Postmodern marketing
- #### 4. Emerging Technologies and Media in Marketing
- 4.1 Big Data analytics and its use in the marketing process:
    - a) Predicting customer demand
    - b) Improving the customer experience
    - c) Monitoring multi-channel transactions
    - d) Identifying customer preferences.
  - 4.2 Marketing communications, including viral, guerilla and other indirect forms of marketing.

- 4.3 Distribution channels and methods for marketing campaigns, including digital marketing.
- 4.4 Brand image and brand value.
- 4.5 Product development and productivity service life-cycles.
- 4.6 The difference and similarities in the marketing of products, services and experiences.
- 4.7 Product portfolios and the product mix.
- 4.8 Marketing sustainability and ethics

## READING LIST

- 1. Essentials of Marketing  
*Lancaster (McGraw-Hill)*
- 2. Marketing Today  
*Oliver (Prentice Hill)*
- 3. The Essence of Marketing  
*Majaro (Prentice Hill)*
- 4. The Marketing of Services  
*Cowell (Heinmann)*
- 5. Strategic Industrial Marketing  
*Chrisnall (Prentice Hill)*
- 6. The Marketing Research Process  
*Crimp (Prentice Hill)*
- 7. Marketing Plans  
*McDonald (Heinemann)*
- 8. Creative Advertising  
*Benstain (Longman)*
- 9. The Effective Use of Advertising Media  
*Davis (Business Books)*
- 10. Industrial Advertising & Publicity  
*Hert (Associated Books)*
- 11. Advertising  
*Wright (McGraw Hill)*
- 12. The Practice of Advertising  
*Conor (Heinemann)*
- 13. Assessing the Effectiveness of Advertising  
*Potter Lovell (Business Books)*

- 14. Public Relations Made Simple  
*Jefkins (Heineman)*
- 15. The Practice of Public Relations  
*Howard (Heinemann)*
- 16. Public Relations  
*Lloyd (Hudder)*
- 17. Practical Public Relations  
*Black & Sharp (Prentice - Hill)*

## MANAGEMENT ACCOUNTING

### Objective

To develop knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business context.

### Main Capabilities

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

- 1. Explain the nature, source and purpose of management information.
- 2. Explain and apply cost accounting techniques.
- 3. Prepare budget for planning and control
- 4. Compare actual costs with standard costs and analyze any variance.
- 5. Explain and apply performance measurement and monitor business performance.

### Detailed Syllabus

- 1. The Nature, Source and Purpose of Management Information**
  - 1.1 Accounting for management.
  - 1.2 Sources of data.
  - 1.3 Cost classification.
  - 1.4 Presenting information.
- 2. Cost Accounting Techniques**
  - 2.1 Accounting for material, labour and overheads.

- 2.2 Absorption and marginal costing.
- 2.3 Cost accounting methods.
- 2.4 Alternative cost accounting principles.

### 3. Budgeting

- 3.1 Nature and purpose of budgeting.
- 3.2 Statistical techniques.
- 3.3 Budget preparation.
- 3.4 Flexible budgets.
- 3.5 Capital budgeting and discounted cash flow.
- 3.6 Budgetary control and reporting.
- 3.7 Behavioural aspects of budgeting.

### 4. Standard Costing

- 4.1 Standard costing system.
- 4.2 Variance calculations and analysis.
- 4.3 Reconciliation of budgeted and actual profit.

### 5. Performance Measurement

- 5.1 Performance measurement - overview.
- 5.2 Performance measurement - application.
- 5.3 Cost reductions and value enhancement.
- 5.4 Monitoring performance and reporting.

### READING LIST

1. An Insight into Management Accounting  
*Adeniji A.A. (Value Analysis Publishers)*
2. Essentials of Management Accounting  
*Asaolu T. O. and Nasser M. L. (Cedar Productions)*
3. Management and Cost Accounting  
*Drury C. (Van Nostrand Reinhold Ltd.)*
4. Cost Accounting: A Managerial Emphasis  
*Horngren C. T. (Prentice-Hill)*
5. Advanced Management Accounting  
*Kaplan R. S. (Prentice Hill)*
6. Management Accounting  
*Lucey T. (DP Publication)*

## PRODUCTION AND INVENTORY

### Objectives

To provide an appreciation of operational processes, techniques, planning and control systems with reference to both manufacturing and service industries.

To develop an understanding and competence in relation to the movement of physical stock and related inventory and supply systems;

To increase understanding in the management of stores and inventory within the overall supply chain.

### Main Capabilities

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

1. Understand the role and functions of production management.
2. Understand the organization and management of the production system.
3. Appreciate the long-term (strategy) functions of production management.
4. Demonstrate a knowledge of management of facilities.
5. Recognize operations considerations in product/service features.
6. Understand management of processes and programmes.
7. Appreciate evolving technologies and approaches.
8. Understand determination of stock-holding policy.
9. Demonstrate a knowledge of control of the stock range and stock levels.
10. Understand physical management of stock.
11. Recognize the operational issues of health and safety at work.
12. Apply operational research techniques.

### Detailed Syllabus

#### A. Production

##### 1. Introduction

1.1 The position of operations in an organization.

1.2 Types of operations.

1.3 The role of operations in the organization.

1.4 The five performance objectives

## **2. Management of Products/Services**

2.1 The need for new development.

2.2 Operations considerations in product/services features.

## **3. Management of Facilities**

3.1 Facility location considerations and layout.

3.2 Facility design

3.3 Factors affecting equipments selection.

3.4 Preventive and repair maintenance.

3.5 Assets replacement considerations.

## **4. Management of Processes**

4.1 Basic types of production

4.2 Method study, ergonomics

4.3 Materials handling

4.4 Work measurement

4.5 Quality

4.6 Sampling in quality control (QC)

## **5. Management of Programmes**

5.1 Objectives of production planning and control (PPC)

5.2 Forecasting, capacity planning.

5.3 Scheduling and loading, loading scheduling rules.

5.4 Network analysis

5.5 Data capture and reporting

5.6 Inventory and yield

5.7 Materials requirements planning (MRP).

## **6. Evolving Technologies and Approaches**

6.1 Materials requirements planning (MRP), Manufacturing resource planning (MRP1)

6.2 Just in time (JIT)

6.3 Optimized Production Technology (OPT).

6.4 Flexible Manufacturing Systems (FMS)

6.5 Computer Integrated Manufacturing (CIM)

6.6 Computer-aided Design/Manufacture (CAD/CAM)

6.7 Lean performance

6.8 World class organizations, world class performance

6.9 Benchmarking

## **B. Stores and Inventory**

### **1. Determination of Stockholding Policy**

1.1 Customer expectations - internal/external

1.2 Supply market conditions.

1.3 Categories of risk and their evaluation.

1.4 Requirements of the business and the need for stock.

1.5 Economic constraints.

1.6 Methods of avoiding carrying stock.

1.7 General control methods e.g. ABC analysis

### **2. Control of the Stock Range**

2.1 Coding, classifying and categorization methods.

2.2 Variety reduction and standardization

2.3. Application and approval of new stock items.

2.4 Control of slow moving, obsolete and redundant stock.

2.5 Role of other functions in determining stock range.

### **3. Control of Stock Levels**

3.1 Forecasting techniques in relation to demand and lead times.

3.2 Independent demand situations and the use of fixed order quantity and periodic review systems.

3.3 Techniques for dealing with dependent demand. Materials requirements planning (MRP) and manufacturing resource planning (MRP11) and distribution requirements planning (DRP).

3.4 Pull systems. The kanban approach and Just-in-Time philosophy.

3.5 Coping with uncertainty in achieving required service levels.

3.6 Suppliers: contribution to controlling stock.

### **4. Information Systems**

4.1 Manual and electronic systems and their interface with other systems.

4.2 Capturing, processing, storing and communicating information.

4.3 Development of EDI, bar-coding and the internet.

4.4 Analyzing requirements with regard to storage facilities.

4.5 Identity types of commodities to be stored and their characteristics with regard to storage and handling needs.

4.6 Regulations pertaining to control of substances hazardous to health.

4.7 Analysis of optimum locations for storage/warehouse facilities and consideration of single level and multi-echelon structures.

### **5. Physical Management of Stock**

5.1 Selection and operation of appropriate storage and materials handling equipment - general outline.

5.2 Methods of stores layout to optimize the use of space and minimize picking costs.

5.3 Outsourcing the activity and vendor managed inventory.

5.4 Maintenance of security and prevention of theft.

5.5. Storage and disposal of redundant, obsolete and scrap items.

5.6 Environmental issues.

### **6.0 Management Aspects**

6.1 Health and Safety at work - operational issues.

6.2 Health and Safety at work - management issues.

6.3 Interdependence and team work.

6.4 Relationships with other functions.

### **7. Relevant Techniques**

7.1 Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decisions trees.

7.2 Identifying methods to distinguish between stores efficiency and effectiveness.

7.3 Benchmarking and measures of performance.

### **READING LIST**

1. Production & Operations Management  
*(Hill (Prentice Hall))*
2. Essentials of Production and Operations Management  
*Wild (Holt, Reinhart)*
3. Production Management  
*Lockyear (Pitman)*
4. An Introduction to Production and Inventory Control  
*Monhemius (Longman)*
5. Storage & Control of Stock  
*Jessop & Morrison (Pitman)*

6. Storehouse and Stockyard Management  
*Crompton (Macdonald)*
7. Supplies & Materials Management  
*Crompton (Macdonald)*
8. Stock Control in Manufacturing Industries  
*Thomas (Gower)*
9. Stores Management  
*Carter (Macdonald)*
10. Effective Warehousing  
*Burton (Macdonald)*
11. Warehouse Management  
*Warman (Heinmann)*

## PURCHASING AND SUPPLY OPERATIONS

### Objective

To introduce knowledge of the principles involved in the purchasing function, and the activities involved in the determination and procurement of supplies.

### Main Capabilities

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

1. Outline the key issues that need to be addressed with a view to ensuring that the buyer obtains the inputs of the right quality, quantity, price, delivered to the right place and at the right time.
2. Explain the purpose and identify different types of specification.
3. Distinguish between ethical and unethical practices in business transactions.
4. Identify what characteristics the right supplier will possess and the key stages of the sourcing process.
5. Understand supplier appraisal, sources of supplier information, and stages of the tendering process.
6. Understand negotiation objectives and strategy.
7. Understand physical stock management.
8. Demonstrate an understanding of the general principles of international logistics management.

## Detailed Syllabus

### 1. Identifying needs

- 1.1 The right quality: quality as conformance to specification and fitness for purpose.
- 1.2 The right quantity: determining the quantity required.
- 1.3 The right place: in bound transport of goods to the delivery point.
- 1.4 The right time: internal, external and total lead-time.
- 1.5 The right place: the different types of cost, and where purchase price fits in.

### 2. Specifying Requirements

- 2.1 Definition of specifications.
- 2.2 Prescriptive and non-prescriptive specifications.
- 2.3 Ideal characteristics of a specification.
- 2.4 The buyer's role in preparing specifications.
- 2.5 Common problems with specifications.
- 2.6 Different types of product and service specification.
- 2.7 Standards and standardization.
- 2.8 Value engineering and value analysis.
- 2.9 Taking account of legislative requirements and company policy in specifications.

### 3. Ethical Issues

- 3.1 Conflicts of interest.
- 3.2 Gifts and hospitality.
- 3.3 Dealing with suppliers ethically.
- 3.4 Designing systems and procedures to discourage unethical practices.
- 3.5 Ethical sourcing and trading.

### 4. Selecting the Right Buyer

- 4.1 The sourcing process.
- 4.2 The stages in the sourcing cycle.
- 4.3 Purchasing documentation associated with each stage.

### 5. Appraising Suppliers

- 5.1 When supplier appraisal should be carried out.

- 5.2 Methods of supplier appraisal.
- 5.3 Supplier appraisal criteria.
- 5.4 Evaluating suppliers' commitment.
- 5.5 Evaluating suppliers' capabilities.
- 6. Sources of Information**
  - 6.1 Identifying potential sources of supply.
  - 6.2 Sources for supplier evaluation.
  - 6.3 Setting up a Supplier Data System.
- 7. Sourcing Methods**
  - 7.1 Requests for proposals and quotations.
  - 7.2 Open tendering processes.
  - 7.3 Restricted and selective tendering processes.
  - 7.4 Direct negotiations and post tender negotiation.
- 8. Planning a Negotiation**
  - 8.1 What is negotiation?
  - 8.2 Market analysis
  - 8.3 Building a cost model
  - 8.4 Carrying out a SWOT analysis
  - 8.5 Generating variables
  - 8.6 Understanding the supplier organization
  - 8.7 Understanding the people involved
  - 8.8 Position and interests
  - 8.9 Determining the balance of power
- 9. Negotiation Objectives and Strategy**
  - 9.1 Defining objectives and targets
  - 9.2 Developing the strategy
- 10. The Negotiation Meeting**
  - 10.1 Stages of the meeting
  - 10.2 Persuasion techniques
  - 10.3 Negotiation tactics
  - 10.4 Characteristics of successful negotiators
  - 10.5 Body language
  - 10.6 Negotiating with people from other countries.
  - 10.7 Negotiating by telephone
- 11. Follow-up to the Negotiation**
  - 11.1 Implementing the agreement
  - 11.2 Evaluating the agreement
- 12. Issues in Buying Internationally**
  - 12.1 Differences in international purchasing
  - 12.2 Payment methods
  - 12.3 Dealing with currency fluctuation
- 13. Measuring the Performance of the Purchasing and Supply Function**
  - 13.1 Performance measurement
  - 13.2 The concept of 'added value'
  - 13.3 Typical performance measures
  - 13.4 Measuring inventories and service levels
- 14. Measuring the Performance of the Supplier**
  - 14.1 Key measures of supplier performance
  - 14.2 Improving performance
  - 14.3 Joint performance systems
- 15. Measuring the Buyer's Performance**
  - 15.1 Appraisal techniques
  - 15.2 Linking buyer performance to the objectives of Purchasing and Supply Management
  - 15.3 Analyzing training needs
- 16. Suppliers Management in Different Environments**
  - 16.1 Resource needs in primary, secondary and tertiary sectors
  - 16.2 Resource needs for MRO, capital goods, resale goods and services.
  - 16.3 Lean supply and the supply chain's contribution to customer delight.
- 17. Obtaining the Supply**
  - 17.1 Introduction to standardization and variety reduction.
  - 17.2 Analysis of total acquisition costs and methods.
  - 17.3 Introduction to dependent and independent demand.
- 18. Organization and Supply Chain Management**
  - 18.1 The need for coordinated and defined ordering procedures.

- 18.2 Relationships with internal and external customers.
- 18.3 Supplier relationship concepts
- 18.4 Organizational ethics

## **19. Logistics in the Supply Chain**

- 19.1 Transport systems
- 19.2 Location of stores facility
- 19.3 Outsourcing the transport system
- 19.4 Internal movement of goods
- 19.5 Stock location layout

### **READING LIST**

1. Purchasing Principles and Techniques  
*Bailey & Farmer (Pitman)*
2. Purchasing  
*Lysons (M & E Handbooks)*
3. Measuring Purchasing Performance  
*Stevens (Business Books)*
4. Basic Arts of Buying  
*Barber & Farrington (Business Books)*
5. Supplies & Materials Management  
*Crompton (Business Books)*
6. Purchasing Management  
*Westing (Wiley)*

# MANAGEMENT LEVEL

## FINANCIAL REPORTING

### Objective

To develop a knowledge and skills in understanding and applying accounting standards and the theoretical framework in the preparation of financial statements of entities, including groups and how to analyze and interpret those financial statements.

### Main Capabilities

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

1. Discuss and apply a conceptual and regulatory frameworks for financial reporting.
2. Account for transactions in accordance with International Accounting Standards.
3. Analyze and interpret financial statements.
4. Prepare and present financial statements for single entities and business combinations in accordance with International Accounting Standards.

### Detailed Syllabus

- 1. The Conceptual and Regulatory Framework for Financial Reporting**
  - 1.1 The need for a conceptual framework and the characteristics of useful information.
  - 1.2 Recognition and measurement
  - 1.3 Specialized, not-for-profit, and public sector entities.
  - 1.4 Regulatory framework
  - 1.5 The concepts and principles of groups and consolidated financial statements.
- 2. Accounting for Transactions in Financial Statements.**
  - 2.1 Tangible non-current assets
  - 2.2 Intangible assets
  - 2.3 Impairment of assets

- 2.4 Inventory and biological assets
- 2.5 Financial instruments
- 2.6 Leasing
- 2.7 Provisions and events after the reporting period
- 2.8 Taxation
- 2.9 Reporting financial performance
- 2.10 Revenue
- 2.11 Government grants

### 3.0 Analyzing and Interpreting Financial Statements

- 3.1 Limitations of financial statements
- 3.2 Calculation and interpretation of accounting ratios and trends to address users' and stakeholders' needs.
- 3.3 Limitations of interpretation techniques
- 3.4 Specialized, not-for-profit, and public sector entities.

### 4. Preparation of Financial Statements

- 4.1 Preparation of single entity financial statements.
- 4.2 Preparation of consolidated financial statements including an associate.

### READING LIST

1. Financial Reporting  
*Alexander D. and Balton (International Thomson Business Press)*
2. Financial Reporting, An Accounting Revolution  
*Beaver W. N. (Prentice Hall)*
3. Corporate Governance  
*John L. Colley (Mc Graw-Hill Professional)*
4. New Corporate Governance: Successful Board Management Tools  
*Martin Hilb*

5. NASB: Statement of Accounting Standards (SASS)
6. IASB: International Accounting Standard (IASS)
7. IFRS: International Financial Reporting Standards (IFRSS)
8. The Structure of Consolidated Accounting  
*Jaeger (Macmillan)*
9. Advanced Financial Accounting  
*Samuels (McGraw-Hills)*
10. Group Accounts  
*Wilkins (ICAEW)*
11. The Mechanism of Consolidated Accounts  
*Ellmer (Heinemann)*
12. Form and Content of Company Accounts  
*Coopers & Lybrand (Financial Training)*
13. Developments in Financial Reporting  
*Lee (Phillip Allan)*
14. Company Accounts: Analysis, Interpretation and Understanding  
*M. Pendlebury, R. Groves (Thomson Learning)*
15. Interpreting Company Reports and Accounts  
*G. Holmes, A. Sugden (Pearson)*

## HUMAN RESOURCE MANAGEMENT

### Objective

To introduce a thorough knowledge and understanding of the responsibility typically exercised within the personnel function; and the application of knowledge, skills and techniques for effective personnel administration in all types of organizations.

To develop an understanding of the concept, development and practice of industrial relations in Nigeria; the nature, sources, effects and regulation of conflicts; and the application of the knowledge to achieve efficient management of human resources and industrial harmony.

### Main Capabilities

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

1. Explain the nature of personnel administration and the responsibilities of the personnel functions.
2. Demonstrate a knowledge and understanding of manpower planning and systematic approach to recruitment selection.
3. Understand the systematic approach to employee training and development.
4. Appreciate types of remuneration system.
5. Recognize health, safety and welfare considerations.
6. Undertake design and application of personnel records.
7. Recognize the principles of authority and leadership.
8. Explain the concept of industrial relations and analyze the growth and development of the trade unions in Nigeria.
9. Analyze the history and development of employers' association in Nigeria.
10. Recognize the regulatory role of the government in society, and labour policy.
11. Recognize rights and obligations of employees and employers.
12. Understand the incidence and inevitability of industrial conflict and the mechanisms of conflict resolution.

### Detailed Syllabus

#### A. Managing Human Capital

##### 1. The Nature of Personnel Administration

- 1.1 Responsibilities of personnel functions.
- 1.2 Relationship of personnel administration with the management: the power, authority and the status of the personnel functions.
- 1.3 Philosophies of human resources managements: centralization versus decentralization, control versus autonomy,

the implications of the belief that human beings are an organizational asset.

- 1.4 Personnel policies against the background of corporate planning and the corporate objectives.
- 1.5 Recruitment and career patterns within personnel management.
- 1.6 The changing nature of personnel administration, including the impact of participation and industrial democracy, information technology, and multinational enterprises.

## **2. Manpower Planning**

- 2.1 Demand and supply forecasting; effects of new technology and other factors on the demand for goods and services.
- 2.2 Management succession and promotion policies.
- 2.3 Labour turnover: measurement, classification and analysis.
- 2.4 Problems of implementation for manpower planning.

## **3. Recruitment and Selection**

- 3.1 The systematic approach to recruitment and selection.
- 3.2 Job descriptions and person specifications.
- 3.3. Recruitment methods: advertising, the use of agencies, etc.
- 3.4 Selection techniques and their efficacy (including tests and interviews)
- 3.5 Evaluation of recruitment and selection procedures.
- 3.6 Contracts of employment.
- 3.7 Discrimination and equal opportunity legislation.

## **4. Employee Training and Development**

- 4.1 The systematic approach to training and development.
- 4.2 Identification of training needs.

- 4.3 Training techniques and methods.
- 4.4 Evaluation and validation of training.
- 4.5 Management development.
- 4.6 Performance assessment systems (including appraisals)
- 4.7 Counseling and coaching.

## **5. Remuneration Systems**

- 5.1 Types of remuneration systems and their applications.
- 5.2 Motivational aspects of financial reward, incentive schemes (including share options and profit sharing).
- 5.3 Job evaluation and its derivatives.
- 5.4 Fringe benefits.

## **6. Personnel Records**

- 6.1 Design and application of personnel records.
- 6.2 Impact of computers in the personnel function.
- 6.3 The use of statistics as applied to personnel administration.

## **7. Managing Relationships**

- 7.1 The concepts of power authority, bureaucracy, leadership, responsibility and delegation and their application to relationships within an organization and outside it.
- 7.2 Organizational culture: definition, classification and importance.
- 7.3 The concept of industrial relations.
- 7.4 The influence of economic, social, cultural and political factors in the practice of industrial relations.
- 7.5 Growth and development of trade unions in Nigeria.
- 7.6 History and development of employers' association in Nigeria.
- 7.7 Government regulatory role in labour policy.

- 7.8 Rights and responsibilities of employees, employers and union interests.
- 7.9 Industrial communication.
- 7.10 Sources of conflict in organizations and the ways in which conflict can be managed to ensure that working relationships are productive and effective.
- 7.11 Disciplinary procedures and their operation, including the form and process of formal disciplinary action and dismissal.
- 7.12 The nature and effect of legal issues affecting work and employment including the application of relevant employment law.

- 11. Industrial Relations Systems  
*Dunlop (Holt, Reinheirt)*
- 12. Collective Bargaining & Industrial Relations  
Kocham (Irwin)
- 13. Industrial Relations in Nigeria  
Fashoyin (Macmillan)
- 14. Management and Unions  
Flanders (Faber)
- 15. Industrial Relations  
Jackson (Croom Heim)

## READING LIST

- 1. Personnel Management  
*Torrington & Hall (Prentice Hall)*
- 2. Human Resource Management  
*Armstrong (Kogan Page)*
- 3. Personnel Management in Nigeria  
*Ubeku (Ethiope)*
- 4. Personnel Management  
*Badaki Femi & Matemi (Publishing House)*
- 5. Manpower Planning & the Development of Human Resources  
*Pattern (Willey Interscience)*
- 6. Manpower Management: An integrated Approach to Personnel Management  
*Davivedi (Prentice Hall)*
- 7. Manpower Planning  
*Bartholomew (Penguin)*
- 8. Industrial Relations Model for Developing Countries: The Nigerian System  
*Akpala Agwu (Fourth Dimension)*
- 9. The Role of Trade Unions in the Development Process  
*Damachi (Praeger)*
- 10. Industrial Relations in Africa  
*Damachi (Macmillan)*

## ORGANISATIONAL MANAGEMENT

### Objective

To introduce knowledge and understanding of the concepts, tools and issues of management in organisations; and to provide students with an awareness of the skills required to operate effectively as an administrator in any organization.

### Main Capabilities

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

- 1. explain the relative merits of a range of different organization structures.
- 2. explain the relationship necessary between the functional areas in order for an organization to achieve its objectives.
- 3. analyze a range of organizations, identifying their component parts, the relationships between those parts and any problems with those relationships.
- 4. recommend and evaluate changes to the structure of organizations.
- 5. demonstrate the skills of organizing, planning, forecasting, control and decision making.
- 6. use policy and give leadership.
- 7. explain the concept of strategy and its possible effects on the structure and management of business organizations.

8. identify the stakeholders of an organization and explain their influence on its management and structure.
9. recommend appropriate organizational goals.
10. analyze and categorize the culture of an organization and recommend changes to improve organizational effectiveness.
11. explain the importance of organizational and professional ethics.
12. recommend ways in which ethical behavior can be encouraged in organizations.
13. discuss ways in which the conflict between centralized control and individual creativity can be managed.
14. explain the usefulness of both classical and contemporary theories of management in practical situations.
15. explain trends in the general management and structure of organizations.
16. evaluate the management of an organization and recommend improvements.

## **Detailed Syllabus**

### **1. Organizational Structure**

- 1.1 Concept of an organization, nature, and purpose.
- 1.2 Organizational structure, design and effectiveness.
- 1.3 Formal and informal organization; patterns of departmentalization.
- 1.4 Determinants of organizational structure.
- 1.5 Roles and preferences of key decision makers in organization design.
- 1.6 Techniques of co-ordination.
- 1.7 Impact of structure on organizational performance.
- 1.8 The concepts of power, authority, responsibility and delegation, and their application to organizational relationships.
- 1.9 Characteristics of leaders and managers.

- 1.10 Management styles theories.
- 1.11 Advantages and disadvantages of different styles of management.
- 1.12 Contingency approaches to management style.
- 1.13 Theories of group development behaviour and roles.
- 1.14 Information required by Administrators in the various functional areas of a business organization, and the role of the Chartered Administrator in identifying and satisfying the information needs.

### **2. Managerial Skills**

- 2.1 Planning skills
- 2.2 Forecasting techniques
- 2.3 Control process
- 2.4 Decision making skills
- 2.5 Use of objectives
- 2.6 Business policy
- 2.7 Leadership skills

### **3. Organizational Management Strategy**

- 3.1 Determinants and components of strategy.
- 3.2 Organizational objectives
- 3.3 Reasons for conflict between the objectives of an organization or between the objectives of the organization and its stakeholders, and the ways in which the conflict might be managed.
- 3.4 Process of strategy formulation
- 3.5 Various approaches that might be adopted to determine an appropriate strategy for the organization.
- 3.6 Determinants of culture, the different models available for categorizing cultures.
- 3.7 Importance of culture in organizations.
- 3.8 Expectations of stakeholders with regard to ethical behavior, and the role of government and professional bodies in determining ethical standards.

- 3.9 Different models of organizational management available to achieve goal congruence while maintaining individual motivation.
- 3.10 Views expressed by both classical and contemporary writers on business management, and the practical value and limitations of the approaches they propose.
- 3.11 Trends in business management and structure as evidenced in the business press and other mass media.

#### 4. Management of Change

- 4.1 The impact on the organization of external and internal change triggers.
- 4.2 The stages in the change process.
- 4.3 Approaches to the management of organizational development and major cultural and structural changes.
- 4.4 The importance of managing critical periods of change and the ways in which those periods can be managed effectively.

#### READING LIST

- 1. Modern Business Administration  
*Appleby (Pitman)*
- 2. Business Organizations  
*Shaughnessy (Allen & Urwin)*
- 3. Principles and Practice of Management  
*Brech (Longman)*
- 4. Exploring Corporate Strategy  
*Johnson & Scholes*
- 5. Fundamentals of Strategy Management  
*David (Merrill)*
- 6. Corporate Planning  
*Argenti (Allen & Urwin)*
- 7. Corporate Strategy  
*Ansoff (Penguin)*
- 8. Introducing Corporate Planning  
*Hussey (Peragamon)*

- 9. The Managerial Decision-Making Process  
*Harrison (Houghton-Mifflin)*
- 10. Business Strategy  
*Ansoff (Penguin)*
- 11. Planning and Control Systems  
*Anthony (Harvard University)*

### PENSIONS MANAGEMENT

#### Objective

To develop ability to appreciate business related insurance; show indepth understanding of the benefits, the design and administration of pension schemes.

#### Main Capabilities

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

- 1. Explain the types of risk that exist in business and life generally, and how insurance handles risk.
- 2. Appreciate insurance law.
- 3. Understand classes of general insurance, pecuniary loss, insurances of liability, insurances of transport, insurance of the person.
- 4. Know personal accident and sickness insurance, permanent health insurance and life assurance.
- 5. Recognize the insurance market.
- 6. Analyze the development of pension scheme.
- 7. Explain the provisions of the pension reform act 2014 with respect to the establishment of a contributory pension scheme for employees in the public and private sectors.
- 8. Demonstrate an in-depth understanding of pension scheme administration with respect to procedures for installation, documentation, and management of pension schemes.
- 9. Understand the general principles of pension financial management.

## **Detailed Syllabus**

### **A. Introduction to Insurance**

#### **1. Risk Management**

- 1.1 The types of risk that exist in business and life generally.
- 1.2 Distinctions between insurable and uninsurable risks.
- 1.3 How insurance handles risk: the insurance pool, reinsurance and co-insurance.
- 1.4 Identification and analysis of risk, risk reduction, transfer of risk.
- 1.5 Insurance law: utmost good faith; insurable interest; indemnity; subrogation and contribution.
- 1.6 Claims: settlement and the application of the indemnity principle; proximate clause.
- 1.7 Classes of general insurance: insurances of property - fire, special perils, theft, "All Risks" covers.
- 1.8 Pecuniary loss: business interruption, fidelity guarantee.
- 1.9 Insurance of liability: public liability, employers' liability.
- 1.10 Insurances of transportation: private and commercial vehicles, goods in transit by land.
- 1.11 Insurance of the person: personal accident and sickness insurance; permanent health insurance.
- 1.12 Life assurance: whole life, endowment assurance, term of insurance.
- 1.13 The insurance market: proprietary and mutual insurance companies; Lloyd's reinsurance companies; insurance brokers and agents; loss adjusters; international insurance and reinsurance markets.

### **B. Pension Administration**

#### **1. Development of Pension Scheme**

- 1.1 Development of employee benefit schemes in the U.K. and in Nigeria.

- 1.2 Range of potential benefits.
- 1.3 How the amount of benefits and contributions may be determined in pensions and related benefit schemes.

#### **2. Scheme Structure**

- 2.1 Provisions of the Pension Reform Act 2014 with respect to the establishment of a contributory pension scheme for employees in the public and private sectors.
- 2.2 Retirement benefits.
- 2.3 Retirement savings account and remittance of contributions.
- 2.4 Establishment and composition of the National Pension Commission, its functions, powers, staff, and fund, transitional provisions for the public and private sectors.
- 2.5 Pension fund administrators and custodians.
- 2.6 Investment of pension fund.
- 2.7 Supervision and examination of pension fund administrators or custodians.
- 2.8 Offences, penalties and enforcement powers of the commission.

#### **3. Administration of Pension Scheme**

- 3.1 Procedures for installation; documentation; and management of pension schemes.
- 3.2 Principles and methods involved in communicating with employees and trade unions on employee benefit matters.
- 3.3 Duties and responsibilities involved in the administration of pension schemes.
- 3.4 Nature and functions of the records, reports required for servicing and revision of schemes.
- 3.5 State's flat rate earnings: related pension schemes and the conditions for contracting out for preservation and transferability of pension and leaving service.

- 3.6 Civil service and other statutory schemes.
- 3.7 Scope, limitations and possible applications of information technology to the administration of pension schemes.
- 3.8 Purpose and drafting techniques for the documents required for pension schemes.

#### 4. Financial Management of Pension Scheme

- 4.1 Elements of compound interest, present values and accumulated amounts, the functions included in the compound interest tables and their use.
- 4.2 Mortality tables, their general nature and characteristics; and the uses of tables for annuity, group life and pension scheme calculations.
- 4.3 Methods for calculating past service pensions, early and late retirement benefits, withdrawals benefits, and the discontinued contracts.
- 4.4 Principles of pensions scheme valuations, the methods for distribution of surplus and the significance of actuarial reports.
- 4.5 Responsibilities of the auditor, the actuary, and the role of professional advisers.
- 4.6 Principles and practice of the investment of pensions funds, and the main types of investment available.
- 4.7 Methods for the control, performance appraisal, and record-keeping applicable to pension fund investment.
- 4.8 Pension fund accounting.

#### READING LIST

- 1. Introduction to Insurance  
*Dickson*
- 2. Insurance Management in Africa  
*Irukwu*
- 3. Elements of Insurance  
*Mansell*
- 4. Understanding Pension Schemes  
*Oldfield (Format Publishing)*

- 5. Pension Fund Administration  
*Shepherd*
- 6. Pension Schemes & Retirement Benefits  
*Hosking (Sweet & Maxwell)*
- 7. Pension Reform Act 2014

### PROJECT MANAGEMENT

#### Objective

To introduce knowledge and understanding of the general principles, techniques and practice of project management.

#### Main Capabilities

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

- 1. Understand tools and techniques of project management.
- 2. Evaluate the relationship of the project manager to the external environment.

#### Detailed Syllabus

- 1. The definition of a programme, a project, project management, and the contrast with repetitive operations and line management.
- 2. 4-D and 7-S model to provide an overview of the project progress, and the nine key process areas (PM 1) to show what happens during each part of the process.
- 3. The benefits and limitations of having a single process for managing projects.
- 4. Key tools for project managers (e.g. Work Breakdown Structure, network diagrams (Critical Path Analysis), Gantt charts, resources histograms, gates and milestone).
- 5. Earned Value Management.
- 6. Evaluation of plans for projects.
- 7. The key processes of PRINCE 2 and their implications for project staff.
- 8. Managing scope at the outset of a project and providing systems for configuration

- management/change control.
9. The production of basis plans for time, cost and quality.
  10. Scenario planning and buffering to make provision for uncertainty in projects, as part of the risk and opportunities management process.
  11. Organizational structures, including the role of the project and matrix organizations, and their impact on project achievement.
  12. Teamwork, including recognizing the life-cycle of teams, team/group behaviour and selection.
  13. Control of time, cost and quality through performance and conformance management systems.
  14. Project completion, documentation completion reports and systems closedown.
  15. The use of post-completion audit and review activities and justification of their costs.
  16. Determining and managing trade-offs between key project objectives of time, cost and quality.
  17. Stakeholders (both process and outcome), their power and interest, and their needs and expectations, marketing and communications to enhance perceptions.
  18. Roles of support structures, including project management offices, as well as project sponsors (SROs), boards, champions, managers and clients.

## READING LIST

1. Project Management and Project Network Techniques  
*(Lockyer)*
2. Project Management  
*Maylor*
3. Project Management  
*Shtub*

4. Project Management for Information System  
*Yeates*
5. Project Management - the Managerial Process  
*Clifford F. Grag (Mcgrawhill)*
6. Project Management  
*K. Nagarajan (New Age)*
7. Projects. (Planning, Analysis, Selection, Financial Implementation and Review)  
*Chandra (Mcgrawhill)*

## PUBLIC SECTOR MANAGEMENT

### Objective

To introduce knowledge and understanding of the general principles of key public administration functions, and how these principles are translated into administrative practices at the organizational and government levels in Nigeria.

### Main Capabilities

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

1. discuss the general principles of public administration; analyze historical and administrative developments/reforms of public administration.
2. explain various methods, approaches and strategies of community development.
3. discuss the concepts, models, structures, and patterns of inter-governmental relations.
4. explain various rules and procedures of the civil service.
5. discuss the financial policies and operations of government.
6. explain fund accounting principles.
7. discuss the concept of public enterprise management.
8. understand formulation and analysis of public sector policy.

9. explain local government administrative setting, practices and intricacies.

## **Detailed Syllabus**

### **1. Fundamentals of Public Administration**

- 1.1 General principles; definition; scope; historical development; similarities and differences between public and business administration.
- 1.2 Introduction of scientific management theory, human relations theory, behaviorism and other groups.
- 1.3 Some environmental factors that influence public administration.
- 1.4 Various administrative controls.
- 1.5 Concept of bureaucracy and how it operates in Nigeria.
- 1.6 Various administrative developments and reform, their objectives and impact.

### **2. Public Service Regulations**

- 2.1 Organization; principles guiding the operation of the public service; ways public service is controlled; rules governing public service.
- 2.2 Personnel management functions in the public service.
- 2.3 Problems of public service.

### **3. Community Development, Cooperatives, Social and Economic Development**

- 3.1 Basic concepts, role, principles and philosophies of community development.
- 3.2 Definition, nature and characteristics of co-operatives and other self-help organizations.
- 3.3 Nature and role of National Development Plans.

### **4. Inter-Governmental Relations (IGR)**

- 4.1 Concepts and models of inter-governmental relations; structure and patterns.

- 4.2 Operations of IGR in a federal system; management of conflicts in Nigeria; role of non-governmental organizations in Nigeria; fiscal operations.

### **5. Public Finance**

- 5.1 Meaning and scope of public finance; various sources of government revenue.
- 5.2 Necessity for government expenditure; government budgeting system.
- 5.3 Mechanism of fiscal and monetary policies; public debt and public debt management.

### **6. Public Sector Accounting**

- 6.1 Legal basis of government accounting; power and duties of the Commissioner/Minister of Finance.
- 6.2 Duties of the Accountant General and Auditor General.
- 6.3 Concept of Federation Account; fund accounting.

### **7. Public Enterprises**

- 7.1 Concept of public enterprises management; planning techniques.
- 7.2 Methods of co-ordination for effective management; instruments of control.

### **8. Public Policy Making**

- 8.1 Processes and complexities involved in public policy making in government.
- 8.2 Identification, articulation and aggregation of societal pressing needs.
- 8.3 Agenda setting; identification of stakeholders and actors.
- 8.4 Concept of rationality.
- 8.5 Decision environments.
- 8.6 Differences between governmental (public) and private decisions.
- 8.7 Approaches to decision-making.

## 9. Local Government

- 9.1 Meaning, nature, functions, and historical evolution of local government.
- 9.2 Local government structure; local government elections; arms of government.
- 9.3 Key officers in local government administration; sources of local government revenue.

### READING LIST

1. Introduction to Nigerian Government and Politics  
*Dudley (Macmillan)*
2. Nigerian Government and Politics Under Military Rule  
*Oyediran (Macmillan)*
3. Principles and Practice of Administration in Nigeria  
*Adebayo (Willey & Sas)*
4. Public Administration in Nigeria  
*Akpan (Longman)*
5. Nigerian Administrative Law  
*Oluyede (Ibadan University Press)*
6. Organization and Bureaucracy  
*Nlofzellis*
7. Local Government in Nigeria: The Changing Scene  
*Arewa & Adewunmi (Ethiophe)*
8. The Theory of Public Finance  
*Musgrave (Mcgraw-Hill)*
9. Public Finance  
*Bhatia (Vani)*
10. Frontiers of Development Administration  
*Riggs*
11. Approaches to Development Policies, Administration and Change  
*Montgomery*
12. Public Sector Accounting  
*Johnson*
13. Government Accounting  
*Fayemi*
14. The Uncubus: Story of Public Enterprises in Nigeria  
*Emeka Iheme (Helmsman Associates)*
15. Public Policy Making  
*Anderson (Praeger)*
16. Policy Analysis  
*Aye (University of Alabama)*
17. Understanding Public Policy  
*Dye (Prentice Hall)*
18. Making Public Policy  
*Gortsen (Foreman & Co.)*

# STRATEGIC LEVEL

## CORPORATE CONTROL, ETHICS AND GOVERNANCE STRATEGY

### Objective

To apply relevant knowledge, skills and exercise professional judgement in carrying out the roles relating to governance, internal control, compliance and the management of risk within an organization, in the context of an overall ethical framework.

### Main Capabilities

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

1. Evaluate the Professional Administrator's role in internal control, review and compliance.
2. Explain the role of the Administrator in identifying and assessing risk.
3. Explain and evaluate the role of the Administrator in controlling and mitigating risk.
4. Demonstrate the application of professional values and judgement through an ethical framework that is in the best interests of society and the profession, in compliance with relevant professional codes, laws and regulations.
5. Define governance and explain its functions in the effective management and control of organizations and of the resources for which they are accountable.

### Detailed Syllabus

#### 1. Internal Control and Review

- 1.1 Management control systems in corporate governance.
- 1.2 Internal control, audit and compliance in corporate governance.
- 1.3 Internal control and reporting.
- 1.4 Management information in audit and internal control.

#### 2. Identification and Assessing Risk

- 2.1 Risk and the risk management process.
- 2.2 Categories of risk.
- 2.3 Identification, assessment and measurement of risk.

#### 3. Controlling Risk

- 3.1 Targeting and monitoring risk
- 3.2 Methods of controlling and reducing risk
- 3.3 Risk avoidance, retention and modeling.

#### 4. Professional Values, Ethics and Social Responsibility

- 4.1 Ethical theories
- 4.2 Different approaches to ethics and social responsibility.
- 4.3 Professions and the public interest.
- 4.4 Professional practice and codes of ethics.
- 4.5 Conflict of interest and the consequences of unethical behavior.
- 4.6 Ethical characteristics of professionalism.
- 4.7 Social and environmental issues in the conduct of business and of ethical behavior.

#### 5. Governance and Responsibility

- 5.1 The scope of governance
- 5.2 Agency relationships and theories
- 5.3 The board of directors
- 5.4 Board committees
- 5.5 Director's remuneration
- 5.6 Different approaches to corporate governance
- 5.7 Corporate governance and corporate social responsibility
- 5.8 Governance: reporting and disclosure.
- 5.9 Public sector governance

## READING LIST

1. Business Ethics  
*Crane A & Matten N. (Oxford University Press)*
2. Accounting and Accountability: Changes and Challenges in Corporate Social and Environmental Reporting  
*Gray R. Owen D. and Adams C. (Prentice Hall)*
3. Corporate Governance  
*Malin C. (Oxford University Press)*
4. Accounting and Business Ethics  
*Mcphail K. and Walters D. (Routledge)*
5. Corporate Governance  
*Monks A. G. and Minow N. (Blackwell)*
6. Corporate Governance and Accountability  
*Solomon J. (John Wiley)*
7. Managing Risk in Extreme Environments: Frontline Business Lesson for Corporate and Financial Institutions.  
*Duncan Martin (Kogan Page Publishers)*
8. Managing Business Risk  
*Simmons & Simmons (Kogan Page Publishers)*
9. Risk Management for Insurance Practice  
*Obinna C. Chilekezi (Intes Training and Educational Publishers)*
10. Management Control Systems: Performance, Measurement, Evaluation and Incentive  
*Kenneth A. Merchant & Wima-Vanderstede (Parson Educational Publishers)*

## ENTERPRISE STRATEGIC ADMINISTRATION

### Objective

To apply relevant knowledge, skills and exercise professional judgement in assessing strategic position, determining strategic choice, and implementing strategic action through beneficial business process and structural

change; co-ordinating knowledge systems and information technology and by effectively managing processes within financial and other resource constraints.

### Main Capabilities

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

1. Assess the strategic position of an organization.
2. Evaluate the strategic choices available to an organization.
3. Discuss how an organization might go about its strategic implementation.
4. Evaluate and redesign business processes to implement and support organization's strategy taking account of customer and other major stakeholder requirements.
5. Integrate appropriate information technology solutions to support the organization's strategy.
6. Analyze and evaluate the effectiveness of a company's strategy and financial consequences of implementing strategic decisions.
7. Assess the role of leadership and people management in formulating and implementing business strategy.

### Detailed Syllabus

#### 1. Strategic Position

- 1.1 The need for, and purpose of, strategic and business analysis.
- 1.2 Environmental issues affecting the strategic position of, and future outlook for, an organization.
- 1.3 Competitive forces affecting an organization.
- 1.4 Marketing and the value of goods and services.
- 1.5 The internal resources, capabilities and competence of an organization.
- 1.6 The expectations of stakeholders and the influence of ethics and culture.

## **2. Strategic Choices**

- 2.1 The influence of corporate strategy on an organization.
- 2.2 Alternative approaches to achieving competitive advantage.
- 2.3 Alternative directions and methods of development.

## **3. Strategic Action**

- 3.1 Organization and enabling success
- 3.2 Managing strategic change
- 3.3 Understanding strategy development

## **4. Business and Process Change**

- 4.1 Business change
- 4.2 The role of process and process change initiatives
- 4.3 Improving the processes of the organization
- 4.4 Software solutions

## **5. Information Technology**

- 5.1 Principles of information technology
- 5.2 Principles of e-business
- 5.3 E-business application: upstream supply chain management
- 5.4 E-business application: downstream supply chain management
- 5.5 E-business application: customer relationship management

## **6. Financial Analysis**

- 6.1 The link between strategy and finance.
- 6.2 Finance decisions to formulate and support business strategy.
- 6.3 The role of cost and management accounting in strategic planning and implementation.
- 6.4 Financial implications of making strategic choices and of implementing strategic actions.

## **READING LIST**

- 1. Exploring Corporate Strategy  
*Johnson & Scholes*
- 2. The Strategy Process: Concepts, Contexts and Cases  
*Quim Mintzberg & James (Prentice Hall)*
- 3. Strategic Management: Awareness and Change  
*Thompson (Chapman)*
- 4. Fundamentals of Strategic Management  
*David (Merrill)*
- 5. Competitive Strategy  
*Porter (Free Press)*
- 6. Cases in Strategic Management  
*Clarke-Hill (Pitman)*
- 7. Management: Tasks, Responsibilities, Practices  
*Drucker (Heinemann)*
- 8. Systematic Corporate Planning  
*Argenti (Van Nostrand)*
- 9. Corporate Strategy  
*Ansoff (Penguin)*
- 10. Planning & Control Systems: A Framework for Analysis  
*Anthony (Harvard University)*
- 11. Introducing Corporate Planning  
*Hussey (Pergamon)*
- 12. The Managerial Decision-Making Process  
*Harrison (Houghton-Mifflin)*
- 13. Business Strategy  
*Ansoff (Penguin)*
- 14. Corporate Planning  
*Argenti (Allen & Urwin)*
- 15. Information for Decision-Making  
*Rappaport (Prentice-Hall)*

## PERFORMANCE STRATEGY

### Objective

To develop and apply relevant knowledge, skills and exercise professional judgement in selecting and applying management accounting techniques in quantitative and qualitative information for planning, decision-making, performance evaluation, control, and strategic development.

### Main Capabilities

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

1. Explain and apply cost accounting techniques.
2. Select and appropriately apply decision-making techniques to facilitate business decisions and promote efficient and effective use of scarce business resources, appreciating the risk and uncertainty inherent in business and controlling those risks.
3. Identify and apply appropriate budgeting techniques and methods for planning and control.
4. Use standard costing systems to measure and control business performance and to identify remedial action.
5. Use strategic planning and control models to plan and monitor organizational performance.
6. Assess and identify relevant macro-economic, fiscal and market factors and key external influences on organizational performance.
7. Identify and evaluate the design features of effective performance management information and monitoring systems.
8. Apply appropriate strategic performance measurement techniques in evaluating and improving organizational performance.
9. Advise clients and senior management on strategic business performance evaluation and on recognizing vulnerability to corporate failure.
10. Identify and assess the impact of current developments in management accounting and performance management on measuring, evaluating and improving organizational performance.

### Detailed Syllabus

#### 1. Specialist Cost and Management Accounting Techniques

- 1.1 Activity-based costing
- 1.2 Target costing
- 1.3 Life-cycle costing
- 1.4 Throughput accounting
- 1.5 Environmental accounting

#### 2. Decision-making Techniques

- 2.1 Relevant cost analysis
- 2.2 Cost volume analysis
- 2.3 Limiting factors
- 2.4 Pricing decisions
- 2.5 Make-or-buy and other short-term decisions
- 2.6 Dealing with risk and uncertainty in decision making

#### 3. Budgeting and Control

- 3.1 Budgetary systems
- 3.2 Types of budget
- 3.3 Quantitative analysis in budgeting
- 3.4 Standard costing
- 3.5 Material mix and yield variances
- 3.6 Sales mix and quantity variances
- 3.7 Planning and operational variances
- 3.8 Performance analysis and Behavioral aspects.

#### 4. Strategic Planning and Control

- 4.1 Introduction to strategic management accounting.
- 4.2 Performance management and control of the organization.

- 4.3 Changes in business structure and management accounting.
- 4.4 Effect of information technology (IT) on strategic management accounting.
- 4.5 Other environmental and ethical issues.

## **5. External Influences on Organizational Performance**

- 5.1 Changing business environment
- 5.2. Impact of external factors on strategy and performance.

## **6. Performance Measurement Systems and Design**

- 6.1 Performance management information systems.
- 6.2 Sources of management information
- 6.3 Recording and processing methods
- 6.4 Management reports

## **7. Strategic Performance Measurement**

- 7.1 Performance hierarchy
- 7.2 Strategic performance measures in private sector.
- 7.3 Divisional performance and transfer pricing issues.
- 7.4 Strategic performance measures in not-for-profit organization.
- 7.5 Non-financial performance indicators.
- 7.6 The role of quality in management information and performance measurement systems.
- 7.7 Performance measurement and strategic human resource management issues.
- 7.8 Performance measurement and the reward systems.
- 7.9 Other behavioral aspects of performance measurement

## **8. Performance Evaluation and Corporate Failure**

- 8.1 Alternative views of performance measurement and management.

- 8.2 Strategic performance issues in complex business structure.
- 8.3 Predicting and preventing corporate failure.

## **9. Current Development and Emerging Issues in Performance Management**

- 9.1 Current developments in management accounting techniques.
- 9.2 Current issues and trends in performance management.

## **READING LIST**

1. Managerial Accounting and Finance  
*Brown & Howard (McDonald & Evans)*
2. Accounting for Managerial Decisions  
*Arnold & Hope (Prentice Hall)*
3. An Insight into Managerial Accounting  
*Adeniji A. A. (Value Analysis Publisher)*
4. Essentials of Management Accounting  
*Asaolu T.O. and Nasser M.L (Cedar Productions)*
5. Management and Cost Accounting  
*Drury C. (Van Nostrand Reinhold)*
6. Cost Accounting: A Managerial Emphasis  
*Horngren C.T. (Prentice-Hall)*
7. Advanced Management Accounting  
*Kaplan R.S. (Prentice-Hall)*
8. Management Accounting  
*Lucey T. (DP Publishing)*
9. Performance Management  
*Avis J. (CIMA Publishing)*
10. Cost Accounting: An Essential Guide  
*D. Russel, A. Patel & G. Wilkinsson Riddle*
11. Management Accounting for Business Decisions  
*Colin Drury (Thomson Learning)*
12. Management Accounting for Non-Specialists  
*P. Attrill and E. McLaney (PrenticeHall)*

13. Strategic Operations Management  
*S. Brown, R. Learning, J. Bessant, P. Jones*
14. Operations Management - Strategy and Analysis  
*L. J. Krajewski & L. P. Ritzma (Addison-Wesley)*

## STRATEGIC FINANCIAL ADMINISTRATION

### Objective

To develop the knowledge and skills required in relation to investment, financing and dividend policy decisions.

To apply relevant knowledge, skills and exercise professional judgement in taking or recommending decisions relating to the financial management of an organization in private and public sectors.

### Main Capabilities

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

1. Discuss the role and purpose of the financial management function.
2. Assess and discuss the impact of the economic environment on financial management.
3. Discuss and apply working capital management techniques.
4. Carry out effective investment appraisal.
5. Identify and evaluate alternative sources of business finance.
6. Discuss and apply principles of business and asset valuations.
7. Assess and plan acquisitions and mergers as an alternative growth strategy.
8. Evaluate and advise on alternative corporate re-organization strategies.
9. Apply and evaluate alternative advanced treasury and risk management techniques.

10. Identify and assess the potential impact of emerging issues in finance and financial management.

### Detailed Syllabus

#### 1. Financial Management Function

- 1.1 The nature and purpose of financial management.
- 1.2 Financial objectives and relationship with corporate strategy.
- 1.3 Stakeholders and impact on corporate objectives.
- 1.4 Financial and other objectives in not-for-profit organizations.
- 1.5 Financial strategy formulation.
- 1.6 Conflicting stakeholder interests.
- 1.7 Ethical issues in Financial Management.
- 1.8 Environmental issues and integrated reporting.

#### 2. Financial Management Environment

- 2.1 The economic environment for business.
- 2.2 The nature and role of financial markets and institutions.
- 2.3 The nature and role of money market.
- 2.4 Management of international trade and finance.
- 2.5 Strategic business and financial planning for multinational organizations.

#### 3. Working Capital Management

- 3.1 The nature, elements and importance of working capital.
- 3.2 Management of inventories, accounts receivable, accounts payable and cash.
- 3.3 Determining working capital needs and funding strategies.

#### 4. Investment Appraisal

- 4.1 Investment appraisal techniques.
- 4.2 Allowing for inflation and taxation in investment appraisal.

- 4.3 Adjusting for risk and uncertainty in investment appraisal.
- 4.4 Specific investment decisions (lease or buy; asset replacement, capital rationing).
- 4.5 Discounted cash flow techniques.
- 4.6 Application of option pricing theory in investment decisions.
- 4.7 Impact of financing on investment decisions and adjusted present value.
- 4.8 Valuation and the use of free cash flows.
- 4.9 International investment and financing decisions.

## **5. Business Finance**

- 5.1 Sources of, and raising business finance.
- 5.2 Estimating the cost of capital.
- 5.3 Sources of finance and their relative costs.
- 5.4 Capital structure theories and practical considerations.
- 5.5 Finance for small and medium sized entities.

## **6. Business Valuations**

- 6.1 Nature and purpose of the valuation of business and financial assets.
- 6.2 Models for the valuation of shares.
- 6.3 The valuation of debt and other financial assets.
- 6.4 Efficient market hypothesis (EMH) and practical considerations in the valuation of shares.

## **7. Acquisitions and Mergers**

- 7.1 Acquisitions and mergers versus other growth strategies.
- 7.2 Valuation for acquisitions and mergers.
- 7.3 Regulatory framework and processes.
- 7.4 Financing acquisitions and mergers.

## **8. Corporate Reconstruction and Re-organization**

- 8.1 Financial reconstruction.
- 8.2 Business reorganization.

## **9. Treasury and Risk Management**

- 9.1 The nature and types of risk and approaches to risk management.
- 9.2 The role of the treasury function in multinationals.
- 9.3 The use of financial derivatives to hedge against forex risk.
- 9.4 The use of financial derivatives to hedge against interest rate risk.
- 9.5 Dividend policy in multinationals and transfer pricing.

## **10. Emerging Issues in Finance and Financial Management**

- 10.1 Developments in world financial markets.
- 10.2 Developments in international trade and finance.
- 10.3 Developments in Islamic financing.

## **READING LIST**

- 1. Corporate Finance and Investment Strategy  
*(Adetifa S. B.)*
- 2. Financial Management  
*Akinsulire Oye (Ceemol Nigeria Ltd.)*
- 3. Investment Decisions: Concept, Analysis and Management  
*Akintoye I. R. (Glorious Hope Publishers)*
- 4. International Financial Management  
*Holland John (Blackwell Publishers)*
- 5. Financial Management  
*Kayode A. J. (AJK Ltd)*
- 6. Workout Corporate Finance  
*Omolehinwa Ade*
- 7. Essentials of Financial Management  
*Pinches G. E (Harper & Row)*
- 8. Principles of Financial Management  
*Richard A. Brealey & Steward C. Myers*
- 9. Fundamentals of Financial Management  
*Van Home J.C. (Prentice-Hall)*

10. Management of Company Finance  
*Samuels & Wikes (Van Nostrand, and Reinhold)*
11. Finance of Foreign Trade  
*Whiting (Macdonald & Evans)*
12. A Practical Approach to Financial Management  
*Gibbs (Financial Training)*
13. Modern Management Finance  
*Franks & Broyles (Wiley)*
14. The Management of Business Finance  
*Frear (Pitman)*
15. Managerial Finance  
*Wetson & Brigham (Holt-Saunders)*

## STRATEGIC MARKETING ADMINISTRATION

### Objective

To introduce a specialized knowledge and understanding of the promotional strategy, the marketing strategies, and all the major aspects of planning and control elements of the marketing management functions.

### Main Capabilities

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

1. formulate and implement promotional strategy.
2. identify and analyze opportunities in the international trading environment.
3. develop and implement international marketing strategy.
4. understand marketing planning and control.
5. explain the tools for market and marketing analysis.
6. explain the dimensions of effective marketing feedback and control systems.
7. understand marketing audit and situation analysis.
8. carry out effective marketing research.

### Detailed Syllabus

#### A. Marketing Communications Strategy

##### 1. Marketing Communications Strategy - An Overview

- 1.1 Definition of marketing communications strategy.
- 1.2 Economic and creative justifications for marketing communications.
- 1.3 The marketing mix communicates; product, price, distribution.
- 1.4 Promotion strategy and the marketing concept.
- 1.5 The importance of an integrated marketing.

##### 2. Developing a Theoretical Understanding of Marketing Communications

- 2.1 What communications are all about
- 2.2 Communication in marketing
- 2.3 Consumer response to persuasive communications.
- 2.4 The influence of the social and cultural environment.

##### 3. Managing the Marketing Communications Process

- 3.1 The analysis of promotional opportunities.
- 3.2 The concepts of segmentation and target marketing.
- 3.3 Promotional strategy formulation and competitive positioning.
- 3.4 Determination of promotional objectives.
- 3.5 Deciding the promotional appropriation.
- 3.6 Implementing the objective and task approach.
- 3.7 Integrating the marketing communications programme.
- 3.8 Organization and use of human resources to achieve strategies.
- 3.9 Commissioning and contracting external resources.

3.10 Managing the brand, nationally, internationally.

#### **4. Successful Marketing Communications Strategy**

4.1 Successful low budget campaigns

4.2 Successful consumer campaigns

4.3 Successful service campaigns

4.4 Successful industrial campaigns

4.5 Successful charity and not-for-profit campaigns.

#### **5. International Marketing Communications**

5.1 To globalize or not to globalize

5.2 Cultural and geographical differences

5.3 The role of international advertising agencies.

#### **6. Wide Issues of Marketing Communications**

6.1 Financial implications, long term effectiveness, brand strategies and evaluation.

6.2 Legal and ethical considerations of promotional strategy.

6.3 Development of electronic media including the internet.

### **B. International Marketing**

#### **1. Identifying and Analyzing Opportunities in the International Trading Environment**

1.1 Understanding the changes in the world trading environment.

1.2 The SLEPT factors: social/cultural, legal, economic, political and technological.

1.3 The 'C' factors: countries, currency, competitors.

1.4 Understanding customers' buying behavior.

1.5 MR agency selection.

1.6 The use of competitive analysis in international markets appraisal.

### **2. The Development of International Marketing Strategy**

2.1 International marketing planning.

2.2 Managing and controlling in-house and external resources.

2.3 Standardization and issues of globalization in international marketing.

2.4 Market entry: choices, selection and decision.

2.5 International product management: portfolios, standardization and adaptation.

2.6 Evaluation of suitability: marketing and financial implications.

### **3. Implementing International Marketing Strategy**

3.1 Marketing communication

3.2 Distribution

3.3 Logistics

3.4 Pricing Strategies for international markets.

3.5 Particular difficulties in evaluating and controlling international marketing strategy.

### **C. Marketing Planning and Control**

#### **1. Introduction to Planning and Control: The Management Process**

1.1 The relationships between marketing planning and corporate planning.

1.2 The basis of planning and control.

1.3 Management and marketing information system.

1.4 The implication for planning and control of organizational structures and managerial cultures.

#### **2. Strategic, Financial and Marketing Analysis**

2.1 The tools for market and marketing analysis.

2.2 Approaches to reviewing marketing effectiveness and measuring marketing capability.

### **3. Strategic Direction and Strategy Formulation**

- 3.1 Missions and objectives.
- 3.2 Structural market and environmental analysis.
- 3.3 Market segmentation, targeting and positioning.
- 3.4 The formation of marketing strategy.
- 3.5 Critical factors of success.
- 3.6 Sales, profit and technological forecasting.

### **4. Strategic Choice and Evaluation**

- 4.1 The strategic and tactical management of the marketing mix and each of its constituent elements.
- 4.2 The resource implications of the mix decisions.
- 4.3 The application of financial and nonfinancial criteria to choice evaluation.
- 4.4 Modeling approaches and their contribution to understanding patterns of market response.
- 4.5 Feasibility studies and risk evaluation.

### **5. Strategic Implementation and Control**

- 5.1 The dimensions of effective marketing feedback and control systems.
- 5.2 Problem areas and organizational considerations: the role of internal marketing.
- 5.3 Management controls.
- 5.4 The auditing process as a control mechanism and feed into the next planning cycle.

## **D. Marketing Analysis and Decision**

### **1. The Marketing Audit/Situation Analysis**

- 1.1 Environmental analysis (PEST)
- 1.2 Competitor analysis (Porter models)

- 1.3 Customer analysis (segmentation, positioning, buying behaviour).
- 1.4 Financial analysis - P & L and balance sheet, cashflow, ratio analysis.
- 1.5 Review of the marketing planning process and marketing mix.
- 1.6 The SWOT analysis

### **2. Company Mission and Corporate Setting: Marketing Organization**

- 2.1 Structure follows strategy.
- 2.2 Marketing orientation.
- 2.3 Internal marketing and TQM.
- 2.4 Mergers and joint-ventures.

### **3. Marketing Planning and Control Decisions**

- 3.1 Marketing strategies (Ansoff, Boston, Porter etc).
- 3.2 The comprehensive marketing plan including the mix, budgets, action schedules and contingency planning.

### **4. Marketing Research Decisions**

- 4.1 Types of marketing research.
- 4.2 Information specifications and justifications.
- 4.3 Methods of data collection.
- 4.4 The marketing research plan.
- 4.5 The marketing information system.

### **5. Financial Implications of the Marketing Plan**

- 5.1 Costs, cash flow, working capital investment risk, ROCE etc.

### **READING LIST**

- 1. Essentials of Marketingg  
*Lancaster (McGraw Hill)*
- 2. Marketing Today  
*Oliver (Prentice Hall)*

3. The Essence of Marketing  
*Majaro (Prentice Hall)*
4. The Marketing of Services  
*Cowell (Heinemann)*
5. Strategic Industrial Marketing  
*Chrisnall (Prentice Hall)*
6. Creative Advertising  
*Benstain (Longman)*
7. The Effective use of Advertising Media.  
*Davis (Business Books)*
8. Industrial Advertising & Publicity  
*Hert (Associated Books)*
9. Advertising  
*Wright (McGraw Hill)*
10. The Practice of Advertising  
*Connor (Heinemann)*
11. Assessing the Effectiveness of Advertising  
*Potter Lovell (Business Books)*
12. Public Relations Made Simple  
*Jefkins (Heinemann)*
13. The Practice of Public Relations  
*Howard (Heinemann)*
14. Public Relations  
*Lloyd (Hudder)*
15. Practical Public Relations  
*Black & Sharpe (Prentice Hall)*
16. Marketing Management  
*(Lancaster & Massingham)*
17. International Marketing  
*Paliwoda (Heinemann)*
18. Marketing Management: Analysis, Planning, Implementation & Control  
*Kofler (Prentice Hall)*
19. Advances in International Marketing  
*Paliwoda (Routledge)*
20. International Marketing  
*Jain & Tucker*

21. Marketing in Developing Countries  
*Kinsey (Macmillan)*

## STRATEGIC PURCHASING AND SUPPLY CHAIN ADMINISTRATION

### Objective

To introduce a thorough knowledge and understanding of the characteristics of international purchasing, the economics, commercial and political factors influencing the process and associated procedures and documentation.

To develop an understanding of the nature of strategy within the business context of the organization; strategic management of the supply chain; and the factors that affect the planning, formulation and implementation of strategies.

### Main Capabilities

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

1. Appreciate commercial considerations in international purchasing.
2. Explain the procedures and documentation requirements of buying internationally.
3. Recognize the factors affecting international trade.
4. Know the associations and institutions concerned with international trading, and their purposes and procedures.
5. Know commercial organizations concerned with international trading, and their purposes and procedures.
6. Appreciate quasi-governmental and governmental organizations concerned in the process, and their role and effect.
7. Demonstrate a thorough knowledge of global sourcing.
8. Explain the concept of strategy.
9. Evaluate the process of strategy development, and the tools and techniques used in strategy formulation.

10. Evaluate the tools and processes of strategy implementation.
11. Explain the development and evolution of purchasing and supply functions.
12. Define and assess purchasing and supply structures.
13. Understand specifying quality and the development of specifications in operational techniques of purchasing and supply chain.
14. Know sourcing and the management and development of supplies.
15. Appreciate inventory control and the economics of stock management.
16. Know the co-ordinated approach to capital buying.
17. Be aware of the reasons, problems of, and procedures for buying from overseas.
18. Recognize the nature of commodities and the main commodity market.
19. Understand the models of transporting goods.
20. Appreciate the manual and computer based transaction processing in the supply chain.
21. Understand the general principles of effective negotiation.

## **Detailed Syllabus**

### **A. International Purchasing**

#### **1. Commercial Considerations**

- 1.1 Countertrade
- 1.2 Reciprocal trading
- 1.3 International loans and grants
- 1.4 Currency fluctuations
- 1.5 Trading within international groups
- 1.6 Commodity markets
- 1.7 Ethics, culture, and customary practices in an international context.
- 1.8 Negotiating abroad.

#### **2. Procedures**

- 2.1 Specification

- 2.2 National and international standards
- 2.3 Sourcing of commodities
- 2.4 Source location and evaluation
- 2.5 Terms and conditions of contract, including standard conditions, payment terms, transport, and insurance.
- 2.6 Tender receipts, analysis, evaluation, and acceptance.
- 2.7 Quality procedures in an international context.
- 2.8 Transport considerations.
- 2.9 Disputes procedures, including arbitrator, and conciliation especially the role of the International Chamber of Commerce (ICC).
- 2.10 e-commerce

### **3. Documentation**

- 3.1 Payment documentation including Documentary Credits, Bills of Exchange, etc.
- 3.2 Shipping documentation including Bills of Lading, Air Waybills etc
- 3.3 Customs documentation

### **4. Factors Affecting International Trade**

- 4.1 Strategic considerations
- 4.2 Import and export regulations and constraints (e.g. technology transfer, classified equipment).
- 4.3 Currency issues.
- 4.4 Duties and taxes, exemptions and deferments.
- 4.5 Non-tariff barriers e.g. quotas.
- 4.6 Economic Monetary Union (EMU).

### **5. Associations and Institutions Concerned with International Trading: Purposes and Procedures**

- 5.1 Scope, current activities and developments in international economic and political groupings and agreements, with special reference to:

- (a) The European Union (EU)
- (b) The European Free Trade Association (EFTA)
- (c) The European Economic Area (EEA)
- (d) The North American Free Trade Area (NAFTA)
- (e) The General Agreement on Tariffs and Trade (GATT/WTO)

## **6. Commercial Organizations: Their Purpose and Procedures**

- 6.1 Commercial Banks
- 6.2 Trading companies
- 6.3 Buying agencies
- 6.4 Import brokers
- 6.5 Insurers
- 6.6 Representatives and distributors
- 6.7 Multinational corporations
- 6.8 Free Trade Zones

## **7. Quasi-Governmental and Governmental Organizations: Their Roles and Effect**

- 7.1 Development bank and agencies e.g. World Bank.
- 7.2 Department of Customs and Excise.
- 7.3 Other government departments e.g. Foreign and Commonwealth Office (FCO), Department of Trade and Industry (DTI) or their national equivalents.

## **8. Global Sourcing**

- 8.1 Global business
- 8.2 Global sourcing strategies
- 8.3 Global localization
- 8.4 Global sub-contracting
- 8.5 Sourcing for world products

## **B. Strategy**

### **1. Strategic Supply Chain Management**

- 1.1 Development and evolution of purchasing and supply function.

- 1.2 The role, objectives and contribution of supply chain strategies to corporate strategy and the strategic planning process.
- 1.3 Strategic supply chain framework - operation of supply chain strategies through all functions of business.
- 1.4 Configuring and co-ordination of the supply chain in markets.
- 1.5 The control and creation of added value.
- 1.6 The role of the strategic supply chain in the design of products and services, product/service development, product design process models, and product life cycles.
- 1.7 Environmental procurement and the implications for the supply chain.
- 1.8 Review of differing definitions of materials and logistics management.

## **2. Supply Organization and Structures**

- 2.1 Definition and assessment of organizational structures.
- 2.2 Definition and assessment of purchasing and supply structures.
- 2.3 Relationship between organizational and purchasing structures objectives etc.
- 2.4 Centralization and decentralization of decision making and operations in complex organizations.

## **C. Tactics and Operations**

### **1. Specifying and Managing Quality**

- 1.1 Specifying quality and the development of specifications.
- 1.2 The buyer's role in formulating specifications.
- 1.3 Specifications and cost.
- 1.4 Standardization and variety reduction.
- 1.5 Value analysis and value engineering.
- 1.6 The use of company, national and international standards.
- 1.7 The tools of quality management - SPC, histograms fishbone diagrams, flowcharts,

- pareto analysis, telly charts.
- 1.8 Off-line quality techniques such as Taguchi methodology.
- 1.9 Quality function department.
- 1.10 Failure Modes and Effects Analysis (FMEA).
- 1.11 Total Quality Management.
- 1.12 Managing Service Quality.
- 1.3 Maintaining quality standards in out-sourced services.
- 2. Sourcing and the Management and Development of Suppliers**
- 2.1 Vendor assessment and vendor rating.
- 2.2 Selecting quality capable suppliers.
- 2.3 Early Supplier Investment (ESI) and Early Buyer Involvement (EBI).
- 2.4 Assessment and development of appropriate suppliers.
- 2.5 Use of supplier management teams.
- 2.6 Simultaneous engineering and cross functional teams.
- 2.7 Outsourcing
- 3. Matching Supply with Demand**
- 3.1 Inventory control and the economics of stock management.
- 3.2 Independent demand, fixed order quantity and periodic review systems.
- 3.3 Dependent demand and buying for Materials Requirements Planning (MRP), Manufacturing Resource Planning (MRPIJ), and Distribution Requirement Planning Systems (DRP).
- 3.4 Buying for kanban and Just-in-Time systems.
- 3.5 Lean supply
- 3.6 Make or buy decisions
- 3.7 Optimizing stock turnover rates and service levels.
- 3.8 Consumables (or maintenance repair and operating supplies).
- 3.9 Purchasing for resale.
- 3.10 Approaches to forecasting.
- 4. Capital Buying**
- 4.1 The co-ordinated approach to capital buying.
- 4.2 The nature of capital buying.
- 4.3 Life cycle costing.
- 4.4 Investment appraisal.
- 4.5 Terms and conditions, payment arrangement.
- 4.6 Defects liability and after sales support.
- 5. Buying from Overseas**
- 5.1 Reasons for buying abroad.
- 5.2 Problems of buying abroad.
- 5.3 Import procedures, Incoterms.
- 5.4 Buying capital items from overseas.
- 5.5 Currency management and payment arrangements.
- 6. Commodity Buying**
- 6.1 The nature of commodities and the main commodity markets.
- 6.2 Speculation and the role of speculator.
- 6.3 Futures contracts and hedging, and options
- 6.4 Currency cost averaging and budget buying.
- 7. Transporting Goods**
- 7.1 Inbound, outbound and internal movement.
- 7.2 Modes of transport - advantages and disadvantages.
- 7.3 Integrated distribution systems.
- 7.4 Total Distribution Costs and their minimization.
- 7.5 International freight movement

## **8. Information System**

- 8.1 Manual and computer-based transaction processing in the supply chain.
- 8.2 Integrated information system internal and external networks, including Electronic Data Interchange (EDI) and Electronic Point of Sale (EPOS).
- 8.3 E-purchasing and e-commerce.
- 8.4 Use of bar coding in operations and inventory management.
- 8.5 Developing a supply chain database.

## **9. Negotiation**

- 9.1 The nature of negotiation.
- 9.2 General principles of effective negotiation.
- 9.3 Planning for negotiation - information gathering and tactics.
- 9.4 Establishing objectives.
- 9.5 Implementation - the phases (stages) of negotiation.
- 9.6 Models of negotiation.
- 9.7 Negotiation strategies.
- 9.8 The post-negotiation phase.

## **READING LIST**

- 1. Corporate Planning & Procurement  
*Farmer & Taylor (Heinemann)*
- 2. Purchasing & Supply Management  
*Baily (Chapman & Hall)*
- 3. Measuring Purchasing Performance  
*Stevens (Business Books)*
- 4. Managing Materials in Industry  
*Bailey & Farmer (Teakfield)*
- 5. The Design of Purchasing Systems & Records  
*Baily (Teakfield)*

## **6. Purchasing and Materials Management**

*Lee & Dobler (Tata McGraw-Hill)*

# RESEARCH PROJECT

## Aims

The project is designed to: test the ability of the candidate to understand a properly programmed investigation of a topic relating to professional administration specialism and to analyse and present his findings in an orderly and reasoned manner; enable part of the assessment of students to be undertaken by some other means than by formal examination, thus relating the substantial practical experience already obtained by many students when they reach Final Stage, and emphasizing the close relationship between education and practical application; offer a valuation opportunity to employing organisations wishing to examine and resolve current problem areas concerning management.

## Regulations

The project must be entirely the work of the individual and the candidate will be required to certify this when making his submission. Appropriate acknowledgment must be given to any source of information or quoted text. The title should clearly define the scope of the work undertaken. The length should be 8,000 – 10,000 words excluding appendices. It should be submitted to the Institute for assessment during the final year of study. The project should be typewritten and double spaced, using one side paper only. It should be presented in a suitable cover, showing the title, the candidate's name and the Institute's registration number. It should be introduced by a table of contents which indicates clearly the sections or chapters of investigation and analysis.

## Criteria for Assessment

A project should be a sensible blend of description, investigation, analysis and judgement. In other words, it should be reasonable, persuasive to the point. Mere repetition of, for example, manuals of procedure will not be acceptable, but a critical assessment of these could well form a part of the total exercise. The quality of the work will be judged in the light of the following factors:

Planning: how well has the student define the problem?, how effective is his or her general approach?; Execution: is the quality of data good?, is the quantity of data adequate? Has the analysis of information been undertaken adequately and accurately? Are the conclusions (or conclusions and recommendation) sound?; Presentation: is the report clear?, is it well written?, is it supported, as appropriate, with illustrations, diagrams or graphs? Note: Irrelevance will be penalized, but poor typing or binding will not count against the candidate, although correction of typographical errors will be expected.

## Advice on How to Set to Work Subject Matter

The scope of the project should be defined and it should be clearly indicated by the title. Wide-ranging 'philosophical' subjects are unlikely to be acceptable and students should also guard against too broad a subject. The key point is to define and investigate a problem specific to one's own working environment. Thus Administration in Engineering Industry would be too broad, since it could not possibly be investigated by one individual. The Project should relate to a particular company or organization, and should deal with any aspect with which the professional administration is concerned i.e. finance, marketing, purchasing, production, human resource, information technology, etc. The work should be personally carried through to completion by the candidate, although the subject should be chosen in consultation with his or her manager. Studies of actual professional administration problems encountered by companies and organisations are especially suitable for the Projects, the contents of which are confidential to the examinations staff of, and to the assessors appointed by the Institute.

## Some Useful Techniques

Within the chapters, it would be beneficial to identify sub-headings, which should be underlined. All statements should, where

appropriate, be supported by authority by authority and references should be given in respect of quotations. The value of the Project is enhanced by the inclusion of illustrations, photographs and diagrams. Statistics are best set out in tabular form, and their value increased when comparative figures are given. The final chapter should be headed 'Conclusions', in which the writer states the results of his or her investigation, and make specific recommendations. These should be numbered, and presented in the most logical order. At the end of the work, reference to published materials should be provided in a bibliography arranged according to the alphabetical order of authors.

### **Suggested Outlines of the Project**

Title Page. Acknowledgement of assistance received. Table of contents, listing the headings of chapters and sections. Chapter 1 – Introductory chapter. The required number of chapters on the main subject matter. Final chapter – Conclusions. Bibliography.

### **Project Advice**

Candidates are required to seek approval direct from the Institute on suitability of the subject matter. For this purpose, the student should submit three (3) topics in any area relevant to business administration; stating the title and a brief summary of the proposed subject, indicating clearly the aims and objectives of the work. The institute will approve one of the topics submitted before the student starts writing the project.

### **Submission and Assessment of Project**

Candidates should submit one bound hard copy and one soft copy on Compact Disc (CD) of their projects to the Institute for marking. It is advisable to keep a copy of the project. An assessment fee is payable, and must be paid before project topic is approved.