

PROFESSIONAL I STAGE

Advanced Financial Accounting & Reporting (AFA)

The Advanced Financial Accounting & Reporting course is the final of the three courses on **financial accounting** which is identified as a core area of the professional management accounting course. The students must be fully competent in topics and accounting standards covered in the Technician & Intermediate stages. Even though specified accounting standards are set down in the syllabus document, students are required to keep their knowledge updated on the latest revisions and introductions to the accounting standards and other relevant statutes as well as rulings and pronouncement in relation to the same.

Learning Aims:

- Ability to prepare financial statements of an organization (non group & group) in accordance with generally accepted accounting principles, SLAS and the requirements of statutory law.
- Ability to demonstrate knowledge of allowed alternative treatment of individual items and assess how such alternatives would affect the view presented by Financial Statements
- Ability to perform financial statement analysis, evaluate the results and make recommendations
- Awareness of international and environmental accounting issues and standards.

A comprehensive knowledge with the ability to apply the following SLAS with respect to the areas covered in the syllabus is expected.

SLAS	3	Presentation of Financial Statements
SLAS	9	Cash Flow Statement
SLAS	10	Accounting policies, changes in accounting estimates & errors
SLAS	13	Construction contracts
SLAS	14	Income taxes
SLAS	16	Retirement benefit costs
SLAS	21	The Effects of Changes in Foreign Exchange Rates
SLAS	23	Revenue recognition in & disclosures in the financial statements of banks
SLAS	25	Business Combinations
SLAS	26	Consolidated and separate Financial Statements.
SLAS	27	Investments in Associates
SLAS	28	Segment Reporting
SLAS	32	Plantations
SLAS	33	Revenue recognition and disclosures in the financial statement of finance companies
SLAS	35	Interim Financial reporting
SLAS	38	Discontinuing operations

Candidates are also required to have comprehensive and ability to apply all standards listed in the Intermediate syllabus. The candidates must be have competence to apply SL Accounting Standards as revised, updated or newly introduced after the date of release of this syllabus.

Assessment will be through a written examination paper of three hours duration.

Syllabus Content

Knowledge	Comprehension	Application
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1. **Preparation of a non group limited liability company's financial statements for publication.** *(Study Weighting 25%)*

In addition to knowledge obtained in the Intermediate Stage the students should be able to prepare

- Accounting for retirement benefits
- Statement of Value Added
- Reporting Segmented Information (by region and industry)
- Interim Reports and Year End Reports
- Accounting for a capital reconstruction in a limited liability company

2. **Conceptual & Measurement issues of Income and Capital** *(Study Weighting 2 ½ %)*

- Problems of profit measurement
- Different approaches to asset valuation, replacement cost, revaluation and capital maintenance
- Substance over form application in leases, sale & repurchase agreements, debt factoring & securitized assets.
- Issues relating to recognition and measurement of income, expenses, assets and liabilities.

3. **Group Financial Statements for Publication** *(Study Weighting 25%)*

3.1 *Prepare Financial statements and financial information for groups* (consolidated balance sheet, Income statement, cash flow statement and notes to the accounts)

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3.2 *An understanding of when a company can be treated as a subsidiary or as an associate of another company and conditions for excluding a subsidiary from consolidation.*

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3.3 *Consolidated Income Statement, Balance Sheet and Cash Flow Statement.* (To include one or more subsidiaries, associates or sub-subsidiaries)

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3.4 *Accounting for*

- Minority interest adjustments
- Pre and post acquisition reserves
- Goodwill and fair value adjustment at the point of acquisition
- Intra group transactions (including current accounts relating to cash and goods)
- Intra group dividends and tax adjustments
- Mid year acquisition
- Piece meal acquisition. (Acquiring control in stages)
- Disposals
- Accounting for a capital restructuring program, a merger or a de-merger
- Treatment of losses by subsidiaries and associates
- Translation of financial statements of foreign entities.

Application	Comprehension	Knowledge
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4. **Branch Accounts** (*Study Weighting 7 ½ %*)
 (including accounting for foreign branches and accounting treatment for exchange gains or losses) The centralised method will not be tested.

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5. **Foreign currency translations** (*Study Weighting 7 ½ %*)
 - Understand and Use Foreign Currency Translation Principles
 - Accounting for Foreign Loans and Foreign Equity

6. **Interpretation of Financial Accounts** (*Study Weighting 15%*)
 - Analysis and Interpretation of Income Statement and Balance Sheet
 - Analysis and Interpretation of Cash Flow and Fund Flow Statement
 - Analysis and Interpretation of Value Added Statement
 - Application & Limitations of Ratio Analysis
 - Ability to prepare a financial report using analysis of financial data.

7. **Accounting Principles & SLAS** (*Study Weighting 5%*)
 - International Accounting Standards
 - Corporate Governance
 - Recent developments in international financial accounting
 - Environmental, social and human resource accounting

8. **Special Accounting** (*Study Weighting 5%*)
 - Awareness of special requirements in keeping accounting records and presentation of financial statements of the banking and the insurance sector in accordance with SLAS
 - Awareness of special requirements in keeping accounting records and presentation of financial statements of Plantations in accordance with SLAS

9. **The External Audit** (*Study Weighting 7 ½ %*)
 - Purpose of an External Audit
 - Awareness of Procedures and Techniques
 - Powers and Duties of an External Auditor
 - True and Fair View
 - The Auditors Report Circumstances that can lead to a “qualification”

Strategic Business Management (SBM)

A contemporary view of a strategic manager is that of a facilitator, coach, team builder, and motivator who establishes direction, builds the organization's capabilities, and implements change in the firm on a continuous basis. A management accountant must develop the tools to become not only a good strategist but also an effective strategic manager.

Learning aims:

- Understand the nature and process of strategic management
- Perform an analysis of an organization's internal and external environment
- Formulate a new strategy based on an environmental analysis
- Appreciate effective strategy implementation techniques
- Understand the importance of strategy evaluation & control.

Assessment will be through a written examination paper of 3 hour duration.

Syllabus Content

	Knowledge	Comprehension	Application
1 Overview of Strategic Management (Study Weighting 10%)			
1.1 Define the term "strategic management," including basis of competition, business systems focus, operational objectives and product/market scope			
1.2 Mission & Objectives			
- Describe the nature and role of mission statements in strategic management			
- Identify the characteristics of effective mission statement			
- Awareness about the competing objectives in an organisation e.g. profit motive, sustainable growth, social responsibility, objectives of non profit organisations etc.			
1.3 Strategic Managers & Social Responsibility			
- Discuss the roles/responsibilities of the Board of Directors, top management and all other levels of the organization in the strategic management process			
- Explain why "good ethics is good business" in strategic management			
- Discuss the importance of good corporate governance			
1.4 Prescriptive approach and emergent approach to strategies			
2 Environmental Scanning & Analysis (Study Weighting 20%)			
2.1 Environmental Variables			
- Identify the major external forces that affect organizations (e.g., Economic, social, cultural, demographic, environmental, political, governmental, legal, technological, competitive)			
- PESTEL analysis & derivatives of PESTEL analysis			
- Identify sources of external information (e.g., Indexes, on-line data bases, libraries, internet)			
- Discuss the importance of monitoring external trends and events			
2.2 Competitive/Industry Analysis			
- Identify the forces driving industry competition			
- Apply the following concepts as they relate to industry analysis:			
· Threat of new entrants			
· Substitute product/services			

Knowledge	Comprehension	Application
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- Bargaining power of suppliers/buyers
- Rivalry among existing firms
- Discuss the importance of gathering competitive intelligence
- Discuss the trend toward cooperation among competitors
- Importance of analysis of customer behaviour & ability to perform a customer profitability analysis
- The role paid by IT such as impact of internet and e-commerce. Use of information technology to compete. (e.g. by exploiting databases for information). The candidates must understand the importance of good information systems, the correct use of information technology and the contribution that a Management Accountant can make in this process.

3. Internal Scanning & Analysis (Study Weighting 20%)

3.1 Internal Strengths & Weaknesses

- Identify and discuss the aspects of an internal organization that should be assessed (e.g., structure, systems and processes, culture, capital and human resources)

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3.2 Internal / Organisational Analysis

- Apply the various approaches to internal analysis Resource based approach, value chain approach, functional approach etc.
- Explain how one would assess the strength/weakness of the internal environment
- Explain the importance of financial ratio and comparative analysis
- Explain how to audit an organization's resources such as intangibles, people, services, systems etc.

4. Strategy Formulation (Study Weighting 15%)

4.1 SWOT analysis

Demonstrate the ability to complete a "strengths/weaknesses/opportunities/ threats" (SWOT) analysis

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4.2 Strategy Crafting

- Corporate level strategies
 - Classification of corporate level strategies integrative strategies (vertical & horizontal integration) , intensive strategies (e.g. market penetration, market development, product development) , diversification strategies and defensive strategies (divestment, de-mergers) or growth strategies, stability strategies and retrenchment strategies.
- Business level strategies
 - Cooperative strategies
 - Competitive strategies generic competitive strategies
- Functional level strategies
 - Marketing strategies, financial strategies, operation strategies, accounting strategies, MIS strategies etc.
- Conflict between short term strategies and long term strategies R & D , outsourcing vs. capital outlay etc.
- Appreciate the use of value chain analysis, benchmarking and product portfolio management in evaluating strategic options

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Application	Comprehension	Knowledge
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4.3 *Strategic Selection & Choice*

- Portfolio analysis
 - BCG growth share matrix, GE strategic business planning grid, grand strategy selection matrix, Royal Dutch / Shell's directional policy matrix, Grand strategy clusters etc.
- Application of portfolio analysis and PLC

4.4 *Strategy and internet*

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5. **Strategy Implementation** (*Study Weighting 20%*)

- Discuss the roles of periodic objectives, policies, procedures and budgets in strategy implementation
- Use pro forma financial analysis as a central strategy implementation tool
- Explain how to modify an organizational structure to support new strategies
- Describe how firms can effectively link performance and pay to strategies
- Explain how to modify an organizational culture to support new strategies
- Discuss the importance of managing resistance to change in the strategy implementation stage
- Discuss the nature and roles of the following functional areas in strategy implementation: operations, human resources, finance, marketing, information technology

6. **Strategy Evaluation & Control** (*Study Weighting 15%*)

- Explain why strategy evaluation is essential for organizational success
- Develop a practical framework for evaluating financial and non-financial strategies. The candidates are expected to display ability to measure financial performance and link financial performance to non financial performance. They must be able to use qualitative as well as quantitative techniques. Knowledge of multidimensional performance models such as balanced scorecard and the performance pyramid etc.
- Strategy controlling techniques
- Discuss the importance of contingency planning in strategy evaluation

Operations Management (OMM1)

Operations management may be defined as the design, operation, and improvement of the systems that create the firm's primary products or services. It has been in a state of revolution in recent years. Demand for quality, time-based competition and international production has clearly demonstrated the importance of superior operations management to the survival of a firm. The management accountant should understand the impact of operations on corporate strategy and other elements in the value chain and how to integrate operations effectively into the company at all levels.

Learning Aims: To test student's ability to:

- Understand the role of management accounting in operations management
- General knowledge of operations management issues and developments.

Assessment will be through a written paper of 3 hours duration. **(Study Weighting 100%)**

Syllabus Content

1. Nature and Context of Operations Management *(Study Weighting 20%)*

Knowledge	Comprehension	Application
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1.1 Production and Operations Management

- Identify the differentiating features of productions systems (e.g., degree of standardization, manufacturing vs. service) and types of operations (e.g., Project, job, batch, continuous)
- Compare and contrast service and manufacturing operations in the areas of output, customer contact, labour content, uniformity of inputs and outputs, productivity measurements etc
- Describe key aspects of operations management decision-making (e.g., use of models, quantitative approaches)

1.2 Operations Strategy, Productivity & Competitiveness

- Identify the four basic operations strategies (cost, quality, speed of delivery, flexibility) & explain the conflicting nature of these objectives.
- Distinguish operation strategy in manufacturing from operations strategy in service organisations.
- explain the concept of time-based competition

1.3 Quality Management

- Demonstrate an appreciation for the different perceptions and definitions of quality (conformance, value, customer satisfaction, product features)
- Define and differentiate among the following concepts: quality control, quality assurance, total quality management, quality circles, kaizen, 5 S and 6 sigma
- Identify and define the four classifications of "costs of quality" and explain the effect that each has on the other (cost of prevention, cost of appraisal, cost of internal failure, cost of external failure including lost opportunity)
- Discuss quality assurance as it pertains to services
- Identify key measures of quality (e.g., Scrap, rework, number of errors,)
- Explain the role that the following tools can play in quality management: statistical process control (SPC), statistical quality control (SQC), other statistical tools
- Explain how the concept of benchmarking can be used in quality management
- Describe quality standards such as SLS, ISO standards, EU controls etc.

Application	Comprehension	Knowledge
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2. **Design of Production Systems** (*Study Weighting 40%*)

2.1 *Product and Service Design*

- Recognize the differences between product design and service design and describe the design process
- Explain the role of research and development in product and service design

2.2 *Process Selection & Design*

- Define "process" and describe the key elements of a process
- Describe the importance of process selection and how it relates to corporate strategy, product/service design and capacity planning
- Identify the process choices (e.g., Make or buy, continuous vs. batch) and explain the importance of matching the appropriate process to the product
- Describe the special challenges faced in designing service processes

2.3 *Strategic Capacity Planning*

- Define "capacity strategy" and identify different types of capacity strategies (e.g., Proactive, reactive, expected value)
- Discuss the importance of capacity decisions & the role of strategic capacity planning in outsourcing decisions
- Explain and apply capacity measures
- Apply cost-volume-profit analysis in comparing capacity alternatives

2.4 *Identify the major criteria that guide decision makers in location decisions (e.g. proximity to customers, total cost, infrastructure, quality of labour)*

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2.5 *Job Design*

- Explain the importance of work design and identify the advantages and disadvantages of specialization vs. automation
- Explain various behavioural approaches to job design
- Awareness of methods analysis and methods studies
- Awareness of time study methods.

2.6 *Production planning & control*

- Awareness of Materials requirement planning (MRP), manufacturing resources planning (MRP II), Enterprise Resource Planning (ERP)
- Describe scheduling and explain the importance of good scheduling
- Define aggregate planning and outline its scope and merits.
- Define business process re-engineering, outline its benefits and potential problems and identify the steps/tools/techniques involved in BPR process.
- Describe the Just in time (JIT) production system and outline its benefits
- Describe four key elements of successful implementation of JIT (i.e. product design, process design, personnel/organisational elements, manufacturing planning & control)
 - Awareness of operations technologies used in:
 - Production (e.g., Computer-aided manufacturing, numerical control, robots, flexible manufacturing)
 - Product and process design (e.g., Computer-aided design (CAD), computer-aided engineering (CAE), group technology, synchronous operations, optimized production technology (OPT)) Computing technologies (e.g., Databases, electronic data interchange (EDI))
 - Production support (e.g., Automated storage and retrieval systems, bar codes technology, just-in-time, Kanban)

Knowledge	Comprehension	Application
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3. **Planning & Controlling the System** (*Study Weighting 40%*)

3.1 *Forecasting*

- Identify forecasting techniques and their associated advantages and disadvantages
- Compare and contrast qualitative (e.g., Customer surveys, delphi technique) and quantitative (e.g., Time series modeling) forecasting approaches
- Identify the major factors to consider when selecting a forecasting technique and discuss the elements of a good forecast

3.2 *Describe supply chain management (SCM) and outline its strategic importance*

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3.3 *Managing Inventory*

- Describe the nature and importance of inventories
- Identify the main components of an effective inventory management system
- Differentiate between periodic and perpetual review systems
- Identify, define and calculate the basic costs associated with inventories (holding, ordering, shortage etc)

Marketing (OMM2)

One of the major ways in which an organization interacts with its environment is through the provision of goods or services that it either sells (private sector) or provides (public sector). This places a considerable responsibility upon the marketing function which attempts to meet the wants and needs of the customers/ users. The marketing function acts as an intermediary between the customer and the organization. The challenge of running a successful business is dependent on the ability to develop, improve and implement competitive marketing strategies together with improving quality of products and services, controlling costs etc. As a member of the Management Team it is therefore necessary for the Management Accountant to appreciate the elements of Marketing Management.

Learning Aims: To test student's ability to:

- Appreciate marketing concepts and techniques
- Understand the relationship between the marketing function and the management accountant.
- Evaluate marketing performance
- Understand the role of marketing in society

Assessment will be through a written paper of 3 hours duration. **(Study Weighting 100%)**

Knowledge	Comprehension	Application
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1. **The Nature of Marketing And Markets** (*Study Weighting 30%*)

Nature and scope of the marketing function, the environmental factors which influence it, and concepts relating to markets in order to interface effectively with marketing personnel.

1.1 *Marketing Environment*

- Describe the nature and scope of marketing
- The steps in the environmental scanning process
- The impact of the external macro environment (demography, competition, economic climate, technology, social, cultural, political and legal forces) and external micro environment (suppliers, marketing intermediaries, market) on the organisation's marketing system
- Discuss what needs to be considered in the assessment of an organisation's internal environment
- Describe the strategic marketing planning process and the marketing plan

1.2 *Segmentation, Targeting & Positioning Markets*

- Describe the nature of market segmentation and how it contributes to target market selection
- Discuss the benefits, limitations and conditions for effective market segmentation
- Describe various bases for market segmentation
- Outline various target market strategies
- Differentiate between market positioning and market segmentation
- Outline various market positioning strategies
- Discuss approaches to forecasting market demand
- Outline and describe the consumer buying-decision process and the social and psychological factors that influence it
- Explain customer account selection and valuation process
- Outline the components of the business market
- Discuss the characteristics of business market demand
- Define market research and its importance to the marketing process
- Outline the steps in a market research project

Application
Comprehension
Knowledge

2. The Marketing Mix (The Major Elements of Marketing) (Study Weighting 50%)

Demonstrate an understanding of the key elements of marketing often referred to as the marketing mix.

2.1 Products and Services

- Define product and outline how consumer and business products may be classified
- Outline the stages in new product development process and new product adoption process
- Define product-mix and discuss various product-mix strategies
- Explain the product life cycle and the characteristics of each stage
- Define branding and discuss various branding strategies
- Discuss the importance of packaging, labelling and various types of labels and their merits
- Distinguish between products and services and discuss their implications for the marketing mix
- Outline and describe the strategic marketing process as it pertains to services (selecting target markets, service-mix strategies, service features, management of service quality, channels of distribution, promotion)

2.2 Pricing

- Outline various pricing objectives and discuss the impact of pricing on profitability
- Discuss factors influencing price determination
- Discuss various pricing strategies, including value-based pricing

2.3 Channels (Supplier and Distributor Relationships)

- Explain value chain analysis and management
- Define intermediaries and distribution channels
- Discuss how supplier relationships can be managed
- Discuss the design, selection, and factors affecting the choice of distribution channels
- Discuss intensity of distribution choices (intensive, selective, exclusive)
- Define horizontal and vertical channel conflict
- Discuss the nature and importance of wholesaling intermediaries, physical distribution and retailing
- Describe various types of retailers (store and non-store)
- Discuss positioning and customer retention as they pertain to retail management
- Discuss the nature and usage of the internet as a distribution channel

2.4 Communication

- Describe the nature and purposes of promotion and various promotion methods
- Discuss promotion and the communication process
- Discuss factors affecting the promotional mix
- define “push” and “pull” strategies and how each is used
- Discuss the nature and scope of personal selling
- Discuss approaches to sales force organization (geographic, product, customer specification)
- Define team selling, systems selling, relationship selling & telemarketing
- Discuss the nature and scope of advertising & the steps in an advertising campaign
- Discuss the nature and scope of sales promotion and public relations
- Discuss the importance of an integrated approach to communications

Application
Comprehension
Knowledge

3. Marketing Management (Study Weighting 20%)

Understanding the fundamentals of Marketing Management in order to appreciate how the marketing function contributes to overall organizational performance. They must be able to following discuss the issues relating to the marketing management function

- Different levels of marketing strategy
- Integrating elements of the marketing mix into a marketing strategy
- Assessment and management of marketing performance (from point of view of various stakeholders - eg. customers, employees etc) Annual Plan Control, Profitability and Strategic Control
- Company Organization
- Marketing Organization
- Evolution of the Marketing Department and ways of organizing the Marketing Department
- Relationship of Marketing Functions With Other Functional Departments
- Strategies for Building a Company-wide Marketing Orientation
- Marketing Implementation

Information Technology Management (ITM)

Management accountants, in addition to extensively using various types of information technologies, often play important managerial, advisory and evaluative roles in connection with the adoption and use of various information technologies by organizations of all types and sizes. There is an increasing demand for professionals with a combination of business and information technology skills to help organizations structure their systems to provide effective and efficient support for their primary objectives and activities.

This course focuses on the contributions which the Management Accountant can make to the management of the organization's accounting information system, rather than on the details of hardware and software technology. Students are required to be conversant with basic concepts, generic capabilities, major trends, and management challenges in the use of information systems technology. This syllabus will focus on a strategic and conceptual understanding of information technology and require the candidate to demonstrate knowledge of

- the functions of each IT component
- the objectives of technology advancements for each IT component and
- the potential business impact of the technology.

A strategic conceptual understanding of technology will direct the candidate to concentrate on applying and using technology to achieve business purposes.

Learning aims

- Conceptual understanding of information technology fundamentals
- Awareness of how technology can be used to achieve business purposes
- Ability to assist management in the selection on appropriate hard ware and software.
- Ability to advise on the introduction of appropriate control mechanism
- Understand the various aspects of evaluation relating to IT

Assessment will be through a written examination paper of three hours duration.

Syllabus Content

Knowledge	Comprehension	Application
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1. **Information Technology Fundamentals** (*Study Weighting 20%*)

1.1 *Hardware*

- Identify the hardware components and their functions in a typical computer system including input, output, secondary storage and communication devices
- Outline the major differences and uses of microcomputers, minicomputers, mainframes and networked computers
- Describe various approaches to systems architecture, e.g., Centralized centralized, peer-to- peer, client/server

1.2 *Software*

- Outline the functions of operating systems and operating environments
- Describe the nature and purpose of the following system software concepts: software configuration, communications systems, security software, utility software, programming languages/compiler, programming aids, interactive programming software, library management systems, data management systems
- Identify various application software packages in each of the following categories and describe the functionality each provides to users:
 - Desktop tools (e.g., Spreadsheets, word processing, presentations, web browsers)
 - Groupware (e.g., Electronic mail, schedulers)
 - Financial software (e.g., Accounting, tax, audit)
- Discuss various application software strategy issues, e.g., Package vs. Custom, distributed vs. centralized processing

Application	Comprehension	Knowledge
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1.3 *Data Organization & Access Methods*

- Discuss the nature of data structures and file organization
- Differentiate among various access methods, e.g., sequential, direct/random, indexed sequential
- Describe types of data files, e.g., master, transactions, tables
- Explain the principles of a database management system (DBMS)
- Describe major characteristics of a DBMS integrity, independence & integration
- Describe major characteristics of integrity, independence and integration in DBMS
- Explain principles and uses of data mining & data warehousing.
- Compare the four principal database models and identify the merits of each (hierarchical, network, relational, object-oriented)

1.4 *Telecommunications / Networks*

- Differentiate among network topologies (e.g., star network, bus network, ring network)
- Describe various network components, configurations and designs, e.g., LANs, micro to mainframe links, WANs, distributed processing networks, mobile systems
- Differentiate between internet/intranet/extranet applications
- Describe data communication and transmission devices/software
- Describe message and document communication alternatives, e.g., electronic data interchange, point of sale, electronic funds transfer system, e-mail
- Describe the basic components of a telecommunications system (computers, terminals, communications channels, modems, and telecommunications software)

2. **Information Systems** (*Study Weighting 35%*)

2.1 *Fundamentals of Information Systems*

- Distinguish between “data” and “information” and identify the attributes of quality information
- Systems theory, system objectives, open/closed systems, well/ill structured systems
- Explain the role of input, processing, outputs, control & feedback in a system
- Identify and describe the components of information systems (hardware, software, databases, telecommunications, human resources, procedures)
- Describe various types of information systems (transaction processing, management reporting, decision support, executive information, office information, expert)
- Explain the role of information systems within business (e.g., support of business operations, support of management decision-making, support of strategic competitive advantage)

2.2 *Transaction Processing in Typical Business & Accounting Processes*

- Identify the advantages and disadvantages of traditional data entry versus source data automation
- Identify general application processing phases (data entry, edit, master file update, reporting, accounting, control, query, audit trail, ad hoc reports)
- Describe various processing modes and identify advantages / disadvantages of different modes (e.g., batch-oriented, on-line, real-time, distributed database processing)

Knowledge	Comprehension	Application
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2.3 *Accounting Information System*

- Explain the meaning of the term accounting information system (AIS) and describe the objectives of an accounting information system (AIS)
- Explain various aspects of computer-assisted audit techniques (CAATs)

2.4. *Management Support Systems*

- Identify the major categories of other financial information systems and the characteristics of each (i.e., financial planning, cash and securities management, budgeting, forecasting, etc.)
- Describe Decision Support Systems / Executive Support Systems
- Artificial Intelligence/ Expert Systems

2.5 Knowledge Management & Data Management

- Describe the difference between data workers and knowledge workers and the appropriate type of applications used by each. e.g. office automation systems to distribute knowledge, group collaboration systems to share knowledge, knowledge work systems to create knowledge and artificial intelligence systems to capture & codify knowledge

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2.6 Electronic commerce and internet as a strategic business tool

- Discuss the impact of the internet
- Ability to identify good practice requirements, infrastructure requirements, and changes to business strategies
- Explain how to integrate web technology with existing systems
- Evaluate the problems associated with using web technology and the issue of security
- Describe the impact of globalisation on business strategy and the implications of globalisation in terms of management & control in a global market place, competition, global workgroups and global delivery systems.
- Describe the virtual supply chain
- Discuss electronic marketing

2.7 Impact of IT on Employer / Employee Relations

- Discuss the impact of IS / IT on employee / employer relations in terms of shorter span of command, flatter organisational structures, wider span of control, de-skilling of operatives
- Describe the concept of socio-technical design in respect of employee/employer relations
- Discuss the organisational development issues resulting from the need to develop and implement information systems

3. **Management of Information Systems** (*Study Weighting 10%*)

3.1 *Strategic Considerations in IT Development*

- Approaches to measure the productivity and effectiveness of information systems

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3.2 *Administrative Issues*

- Discuss administrative issues pertaining to the information systems function, e.g., job functions, organizational structure, assistance to end-users, reporting relationships, recruiting and development of human resources, development of effective communications strategies (intranets), development of appropriate technology user policies, development of ethical and privacy policies

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3.3	<i>Financial Issues</i>			
	- Discuss aspects of IT budgeting and cost control, i.e., capital budgeting, accounting for system costs, systems for tracking costs, expense monitoring			
3.4	<i>Operational Issues</i>			
	- Explain the impact of information systems on management, jobs, office procedures, and human resources			
3.5	<i>Management issues</i>			
	- Discuss relating to computer operations such as: control over productivity and service quality, developing/maintaining responsive IT infrastructure, information architecture, communication networks, facilities, equipment management and safeguarding, library management, input/output distribution and control			
	- Discuss the management of inter-organizational computing, i.e., Electronic data interchange, out sourced services, collaborative computing systems, distributed systems			
3.6	The impact of electronic commerce & internet databases.			
4	Management Of Systems Acquisition, Development & Implementation <i>(Study Weighting 15%)</i>			
	- Identify major problems encountered in implementation of IT systems people oriented theory, system oriented theory and interaction theory			
	- Apply organisational impact analysis			
	- Identify criteria to assess success or failure			
	- Developing appropriate strategies to manage implementation process			
	- Formal planning control framework & tools & evaluate alternative techniques and tools			
	- Explain how to manage risk and understand the importance of having a process to manage the change in the organisation			
5.	Design of Information Systems <i>(Study Weighting 10%)</i>			
	- Explain the objectives of systems analysis and the various methods of data collection regarding information requirements, documentation, and systems design			
	- Identify and describe various systems design techniques, e.g., data flow diagrams, entity-relationships models, decision tables and decision trees, prototyping, computer-aided software engineering (CASE) tools, staff, maintenance of hardware and software, systems documentation and operating manuals			
6	Evaluation of Information Systems <i>(Study Weighting 10%)</i>			
	- Discuss evaluation objectives, methods and techniques			
	- Discuss approaches to communicating results of evaluations			
	- Discuss specific types of evaluations regarding systems acquisition, development, implementation, maintenance and program changes			
	- Discuss the feasibility study phase, e.g., Analysis of existing IT systems, scope of proposed system and information needs, nature and size of business, cost/benefit analysis, application requirements etc.			
	- Describe tasks and practices of systems design, e.g., detailed design specification/ documentation, hardware evaluation and acquisition/development, selecting Internet Service Provider, hardware contracts and software licenses			
	- Describe tasks and practices of systems implementation, e.g. planning, scheduling, verification, testing, validation Testing, designing User/Operator control procedures, training, systems conversion and start-up (including parallel runs, pilot runs, phased out runs etc.)			
	- Describe tasks and practices of post-implementation review, - achievements and failures, costs and benefits, impact on management, safeguarding data integrity, privacy and security, continuity of processing, disaster recovery planning, Processing Operations/Activities etc.			