



FOUNDATION - MANAGEMENT FUNDAMENTALS

EDUCATORS BRIEFING 2020/2021

Syllabus Changes:

The syllabus for Foundation - Management Fundamentals for the 2021 examinations is published on the Institute's website www.cpaireland.ie.

Syllabus Learning Outcomes:

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

- Describe organisational structures and entrepreneurship in the evolving business landscape
- Discuss key management functions including strategic planning
- Explain the theories of motivation and leadership and their application in the workplace
- Describe how marketing and sales activities contribute to the attainment of an organisation's strategic objectives
- Describe the role of information technology in organisations
- Explain the principles of ethical behaviour and corporate social responsibility in a business

It is the intention to examine as many of these learning outcomes as is practicable in each examination cycle.

Examination Approach

Questions in this examination are structured to ensure that students may demonstrate their knowledge and understanding of management theory and practice with reference to concepts, functions and the integration of activities at an introductory level. Where appropriate, students are expected to apply and integrate explanations and examples linked to a work scenario. This is achieved through a blend of theoretical and evaluation questions, often seeking examples in an organisational context.



The Format of Examination Papers for 2021

The examinations in 2021 will use the following structure and question style:

- Question 1: candidates must attempt question one, a mandatory question structured as five sub questions/parts. Candidates can choose to attempt any four of the five sub-questions. This will be worth 40 marks (10 marks for each sub-question).
- Question 2 to Question 5: candidates will be given a choice to attempt any 3 out of these 4 questions (20 marks each or 60 marks in total). Each of these questions will have two sub questions/parts (10 marks each), both of which must be attempted.

Please note in the case of Question 1, only 4 solutions offered by each candidate will be marked. Candidates must clearly indicate on their script booklet precisely which questions they wish their assessment to be based on. In the absence of any clear indication, the mark awarded will be based on the first 4 solutions encountered in strict sequential order. Any other attempts will not be marked. If an attempt is made at a particular question and the candidate wishes to change their mind, they should clearly cross out the attempt that they do not wish to be marked and then proceed with the attempt they do wish to be assessed on. These principles will also be applied to the questions 2 to 5 where candidates must select and clearly indicate which 3 out of the 4 questions they plan to attempt.

The paper is designed to be completed in the time frame allowed and hence it is not in candidates' interest to attempt more than the requisite number of questions. To do so, means that they are effectively reducing their time allocation (and hence expectation of success!) on the other questions. Candidates are advised to focus on correct question choice to optimise their results. Taking the time to make a reasoned well thought out choice is an important attribute of the modern business professional and needs to be nurtured from the earliest phases of professional studies.

Education Focus for 2021 Examinations:

In addition to the knowledge and understanding necessary to successfully address the questions, candidates should prepare for questions that seek their ability to evaluate and present examples in an organisational context. It is important to note that questions will seek to test understanding and application of knowledge.



Booklist and Recommended Reading

Suggested Text:

Better Business plus Pearson MyLab Business with Pearson eText, Global Edition, 5/E
Solomon, Poatsy, Martin, ISBN-10: 1292218320 • ISBN-13: 9781292218328, ©2019 •
Pearson • Published 09 Jan 2018.

CPA Ireland resource / An introduction to management theory: www.cpaireland.ie//

CPA Ireland resource – [CPA code of ethics](#) – selected sections