

CPA FOUNDATION: MANAGEMENT FUNDAMENTALS

Aim

The aim of this module is to introduce learners to management theory and practice with reference to concepts, functions and the integration of activities. The role of business ethics will permeate the module including in the use of technology and marketing strategies.

Management Fundamentals as an Integral Part of the Syllabus

Management Fundamentals is an essential module for the study of modules on Management Accounting, Strategy & Leadership and Auditing.

Syllabus and Subject Dependencies

LEVEL	SUBJECT					
CPA Foundation	Financial Accounting	Management Fundamentals	Taxation		Management Accounting	
CPA Professional	Financial Reporting	Corporate Law	Advanced Taxation	Audit & Assurance	Performance Management	Managerial Finance
CPA Strategic	Advanced Financial Reporting	Strategy & Leadership	Advanced Tax Strategy	Advanced Audit & Assurance	Data Analytics for Finance	Strategic Corporate Finance

Minimum Intended Learning Outcomes

On successful completion of this module, students will 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 context.
- Describe the various market structures
- Discuss the global forces that influence the open Irish economy
- Explain economic concepts in the context of the consumer and business behaviour

Indicative Syllabus

		Competency Level
Organisational Structures & the Business Environment	<ul style="list-style-type: none"> • The business landscape • Challenges & opportunities • Types of business • Organisation structures • Economics 	1 1 1 1 1
Entrepreneurship & Small Business	<ul style="list-style-type: none"> • Types and traits of entrepreneurs • Franchising / buying in • Technology, social media, mobile marketing • Financing options • Supports 	1 1 1 1 1
Planning, Organising & Controlling	<ul style="list-style-type: none"> • Production of goods & services • Transition to a service based economy • Production Management • Operations planning & control • Supply chain management • HRM 	1 1 1 1 1 1
Motivation & Leadership	<ul style="list-style-type: none"> • Motivational theories & their application • Leadership traits • Role of leadership & corporate culture • Teams in the workplace 	1 1 1 1
Marketing & Sales	<ul style="list-style-type: none"> • Evolution of marketing • Marketing environment, consumer behaviour & market research • Product development • Branding strategies • Pricing strategies • Promotion, sales & distribution 	1 2 2 2 2 2
Information Technology in Business	<ul style="list-style-type: none"> • Management information systems • Decision support systems • MIS including cloud solutions • Information security 	2 2 2 2
Ethics & Corporate Social Responsibility	<ul style="list-style-type: none"> • Ethical systems, moral relativism, situational and Judeo-Christian ethics • Personal ethics & the business environment • Corporate ethics • CPA Ireland's code of ethics • Recovering from ethical lapse • Corporate Social Responsibility 	1 1 1 1 1 1

Learning Guide

Organisational Structures and the Business Environment

- Define business and explain factors of production
 - Explain how competition, social environment, globalization and technological changes challenge and provide opportunities to business owners
 - Identify and describe types of business
 - Describe various types of organisation structures
 - Define economics and describe different types of economic systems
 - Explain the principles of supply and demand and describe factors that affect these principles
 - Describe the various degrees of business competition
 - Understand the stages of the business cycle and explain how government uses fiscal and monetary policy to control the business cycle
 - Describe various types of fiscal and monetary policies
 - Graphical and pictorial presentation of economic and related data. Compilation and interpretation and use of bar charts, histograms, pie charts, frequency distributions, graphs and tables
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Entrepreneurship and Small Business

- Explore and describe the reasons to start a small business
 - Discuss the role of technology, social media and mobile marketing in entrepreneurship and small business
 - Explain the traits of an effective entrepreneur and differentiate between the types of entrepreneurs
 - Summarise the advantages and disadvantages of franchising and buying existing businesses
 - Compare the potential benefits and drawbacks of each major source of small business financing
 - Discuss resources available to diminish the potential for small business failure
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Planning, Organising and Controlling

- Explain the importance of manufacturing and production
 - Discuss transition to a service-based economy
 - Describe production management and discuss common production processes that are used by business
 - Describe how operations are controlled and quality standards achieved in a firm
 - Define supply chain management and describe how it helps companies create and deliver goods and services effectively
 - Describe the processes involved in human resource management
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Motivation and Leadership

- Understand the main theories of motivation and how they have changed the work environment
 - Identify the various leadership styles and traits and explain how they affect business
 - Describe the role of leadership and how it affects corporate culture
 - Explain the best ways to create, manage and participate in teams
 - Identify and describe team working skills.
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Marketing and Sales

- Describe how marketing has evolved over time and outline the benefits and criticisms of marketing
 - Understand the marketing environment. Describe the marketing research process and elements of a good marketing plan.
 - Compare customer behaviour in a business to business market to a business to consumer market
 - Describe the elements of a marketing mix for a product and a service)
 - Define the product life cycle for new product development. Discuss modification of existing products and product lines
 - Explain benefits of branding for buyers and sellers and discuss some branding strategies
 - Describe some pricing objectives and discuss approaches to pricing strategies
 - Describe the elements of a promotional mix. Outline the steps involved in the selling process
 - Describe marketing intermediaries and their role in the distribution channel
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Learning Guide contd.

Information Technology in Business

- Explain how the online environment helps market a business and describe types of business transactions that are supported by online commerce
- List the functions of key IT personnel in a business and describe how businesses transform data into useful business intelligence
- Define and describe information systems
- Understand the security challenges that arise with the increased use of technology in business
- Outline the ethical considerations in IT

Ethics and Corporate Social Responsibility

- Describe ethics and the systems of ethical conduct
- Explain how personal ethics plays a role in the workplace
- Analyse the ways in which a company's policies and decisions affects its achievement of corporate social responsibilities
- Understand CPA Ireland's code of ethics
- Describe some strategies for how a company can recover from an ethical lapse
- Identify ways in which companies can apply ethical standards to create new business opportunities

Learning Resources

Suggested Texts

Better Business plus Pearson MyLab Business with Pearson eText, Global Edition (2018)
Solomon, Poatsy, Martin, ISBN-10: 1292218320, ISBN-13: 9781292218328, Pearson (2018)

CPA Ireland resource – CPA code of ethics – selected sections

Examination Approach

Questions in this examination are structured to ensure that students may demonstrate their knowledge and understanding of the principles of management 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.

Examination Format

The examination is unseen, closed -book and 3 hours in duration, with 10 minutes allowed for reading time. The paper has 4 questions. Question 1 is compulsory. Students are required to choose 3 questions from Questions 2 to 5. If you provide answers to all of Questions 2 to 5, only the first three answers to hand for Questions 2 to 5 will be marked).

MARKS ALLOCATION	MARKS
Question 1 (Compulsory)	40
Choice of 3 questions out of Question 2 - 5. (20 marks are allocated to each question)	60
Total	100