

INTERNATIONAL PROFESSIONAL  
MANAGERS ASSOCIATION - UK



**MANAGEMENT STREAM EXAMINATION SYLLABUS**

**EXAMINATION SUBJECT AND SYLLABUS FOR  
INTERMEDIATE**

This level is designed to provide:

- A deeper understanding of the key issues addressed for effective management; (building on the knowledge and skills gained from the foundation level programme)
- A study programme designed to enable participants to develop and apply analytical techniques for the solution of practical management problems;
- Carefully supervised projects and assignments; and
- A programme of practically based study undertaken at selected Colleges, or during employment, over a minimum period of one year;

**Entry Qualifications** to this programme are completion of the International Professional Managers Association Foundation qualifying examination, or a recognised Higher National Diploma (HND) or equivalent.

### **EXAMINATION SUBJECTS**

1. Business Marketing
2. Entrepreneurship
3. Corporate Law
4. Management Accounting
5. Advanced Management Practice
6. Managing People

## **COURSE CONTENTS**

### **ENTREPRENEURSHIP**

#### *Course Aims*

- To enable the student to have the necessary skills and competencies to start and operate his/her own business
- To integrate all the skills and knowledge acquired from the study of the other subjects within this Diploma of Management

#### *Learning Outcomes*

At the end of the course the student will have the ability to:

- Define and evaluate the feasibility of his/her business idea, product or service
- Develop a working and effective Business Plan
- Implement a marketing and business strategy to achieve the Business Plan
- Control and Manage the new business profitably

#### *Course Syllabus*

- **The Challenge of Entrepreneurship**
  - The Foundations of Entrepreneurship
  - The Nature and Importance of Entrepreneurs
  - The Individual Entrepreneur
  - Inside the Entrepreneurial Mind: From Ideas to Reality
- **Creating and Starting the New Venture**
  - Researching the Venture's Feasibility
- **Building the Business Plan**
  - Planning the Venture
  - Strategic Management and the Entrepreneur
  - Forms of Ownership and Franchising
  - Buying an Existing Business

- **Financial Aspects of the Business Plan**
  - Advertising and Pricing for Profit
  - Managing Cash Flow
  - Creating a Successful Financial Plan
- **Implementing the Business Plan**
  - Financing the Venture
  - Sources of Funds; Debt and/or Equity
  - Risk Capital and Venture Capital
- **Managing Growth**
  - Preparing the New Venture Launch
  - Managing Early Growth
  - Expansion Strategies and Issues
  - Going Public
  - Planning for Management Succession
  - E-Commerce and the Entrepreneur

*Recommended Text*

**Book Title -:** Essentials of Entrepreneurship and Small Business Management (3e)

**Author -:** Thomas W. Zimmerer Norman M. Scarborough

**Publisher -:** Prentice Hall

**ISBN No -:** 0-13-017280-4

*Additional Reading*

**Book Title -:** Entrepreneurship in Action (2e)

**Author -:** Mary Coulter

**Publisher -:** Prentice Hall

**ISBN No -:** 0-13-101101-4

**Book Title -:** Entrepreneurship with Power Web

**Author -:** Robert Hisrich Michael Peters

**Publisher -:** McGraw Hill

**ISBN No -:** 0072536209

**CORPORATE LAW**

*Course Aims*

- To provide the student with the skills and knowledge to incorporate and manage a Company to comply with the statutory requirements of the relevant Company Acts

*Learning Outcomes*

At the end of the course the student will have the ability to:

- Understand the legal requirements for incorporating a Company
- Comply with the requirements of the Company Acts
- Discuss the roles and responsibilities of Company Directors
- Appreciate the difference between Company ownership and Management
- Deal with liquidation, amalgamations and capital restructuring

*Course Syllabus*

- **Fundamentals of Company Formation**
  - The Nature of a Company
  - Promotion and Incorporation
  - The Memorandum of Association
  - The Articles of Association
  - The Company and its Contracts
- **Capital Structure**
  - The Capital of a Company
  - Company Distributions
  - Floating the Company
- **Shares and Shareholders**
  - Types and Characteristics of Shares
  - The Transfer and Transmission of Shares
  - Payment for Shares
  - Insider Dealing
  - Membership – Capacity, Registration, Substantial and Nominee Holdings, Annual Return
  - Minority Protection

- **Directors**
  - Financial Arrangements with Directors
  - Fair Dealing by Directors
  - The Duties of Directors
  - Vacation of Office
  - Disqualification and Personal Liability of Directors
- **Company Management**
  - Meetings and Resolutions
  - Debentures and Charges
  - Accounts and Audit
- **Amalgamations**
  - Amalgamations
  - Reconstructions
  - Take-Overs
- **Corporate Insolvency**
  - Company Rescue
  - Receivers and Administrative Receivers
  - Winding-Up

*Recommended Text*

**Book Title -:** Business Law

**Author -:** Rush & Ottley

**Publisher -:** Thomson

**ISBN No -:** 13 978-1-84480-173-2

**MANAGEMENT ACCOUNTING**

*Course Aims*

- To enable the student to have a greater awareness of costs and costing systems and their impact on management decision making
- To appreciate how Management Accounting techniques and analysis may be applied to improve the efficiency and profitability of the business

*Learning Outcomes*

At the end of the course the student will have the ability to:

- Analyze the financial performance of the Business
- Advise management on different approaches to costing and decision making
- Review Investment decisions
- Analyze and advise management on pricing and profitability

*Course Syllabus*

- **Managerial Accounting & the Business Organization**
  - Accounting and Decision Making
  - Management Accounting in Service and Nonprofit Organizations.
  - Cost-Benefit and Cost Behaviour
  - The Management Process
  - Budgets and Performance Reports
  - Planning and Control for Product Life Cycles and the Value Chain
  - Cost-Volume Relationships
- **Costing**
  - Costs, and Cost Drivers
  - Comparison of Variable and Fixed Costs
  - Cost-Volume-Profit Analysis
  - Measurement of Cost Behavior
  - Management Influence on Cost Behavior
  - Methods of Measuring Cost Functions
  - Activity-Based Costing

- Cost Allocation
- Allocation of Service Department Costs
- **Relevant Costs and Decision Making**
  - Special Orders
  - Deletion or Addition of Products, Services
  - Optimal Use of Limited Resources
  - Pricing Decisions
  - Role of Costs in Pricing Decisions
  - Opportunity, Outlay, and Differential Costs
  - Make-or-Buy Decisions
  - Joint Product Costs
  - Job-Costing Systems
  - Process-Costing Systems
- **Planning Systems**
  - Budgets and the Organisation
  - The Master Budget
  - Sales Forecasting
  - Financial Planning Models
  - Flexible Budgets
  - Variance Analysis
  - Causes of Variances
  - Flexible-Budget Variances
  - Overhead Variances
- **Control Systems**
  - Designing Management Control Systems
  - Measurement of Financial and Non Financial Performance
  - Transfer Pricing as Management Control
  - Return on Investment
- **Capital Budgeting**
  - Discounted-Cash-Flow
  - Sensitivity Analysis and Risk Assessment
  - Capital Budgeting and Inflation

*Recommended Text*

**Book Title -:** Introduction to Management Accounting (13e)

**Author -:** Horngren et al.,

**Publisher -:** Prentice Hall

**ISBN No -:** 0-13-127307

### **ADVANCED MANAGEMENT PRACTICE**

#### *Course Aims*

- To introduce to the student a practical perspective to the issues and processes that contributes to effective management
- To integrate the skills and knowledge acquired from the study of the other subjects in the Advanced Diploma

#### *Learning Outcomes*

At the end of the course the student will have the ability to:

- Develop systems for effective management and enhancing value for the organisation
- Integrate Information Technology into the decision making process of the organisation
- Conduct Business Process Re-engineering activities for enhancing management and organisational performance
- Implement Quality management principles into the operations of the business

#### *Course Syllabus*

- **Value**
  - Shareholder and customer Value
  - Enhancing value for the organisation
  - The Value chain and Competitive Advantage
- **Business Process Reengineering**
  - The Organisation as a System
  - Operations Management
  - Business Processes
  - Framework of Business Process Reengineering

- **Knowledge Management**
  - Sharing Knowledge
  - Enterprise Knowledge Systems
  - Introduction to Artificial Intelligence and Expert Systems
  - Neural Networks
- **Total Quality Management**
  - Basic Concepts of Quality Management
  - Organisational assessment of Quality
  - Quality Improvement and Cost Reduction
  - Quality Control Process and Techniques
  - Process Management
  - Organising for Quality
  - Quality Assurance
- **Logistics Management**
  - Specifications for Supplier Quality
  - Supplier Selection
  - Assessment of Suppliers
  - Supply Chain Quality planning, control and improvement
- **Relationship Marketing**
  - Marketing in a changing environment
  - Developing a Quality strategy in customer processing

*Recommended Text*

**Book Title -:** Quality Planning and Analysis (4e)  
**Author -:** Frank M. Gryna  
**Publisher -:** McGraw Hill  
**ISBN No -:** 0-07-118166-0

*Additional Reading*

**Book Title -:** Understanding Business: Processes  
**Author -:** David Barns  
**Publisher -:** Routledge  
**ISBN No -:** 0-415-23862-5

**MANAGING PEOPLE**

*Course Aims*

- To enable the student to have the requisite foundation for the study of human behaviour in the work setting

- To appreciate the importance of effective people management for improving the performance of the organisation

*Learning Outcomes*

At the end of the course the student will have the ability to:

- Create an effective work environment to improve productivity and job satisfaction
- Instill into the organisation a performance and quality culture
- Improve leadership qualities and effectiveness
- Create effective work teams
- Manage a multicultural workforce effectively

*Course Syllabus*

- **Foundations of Organisational Behavior**
  - The need for effective People Management
  - Challenges facing management today in People Management
  - Disciplines contributing to Organisational Behavior Studies and Research
- **The Individual**
  - Values
  - Attitudes
  - Personality
  - Emotions
  - Perception
  - Motivation
  - Historical Theories
  - Content Theories
  - Process Theories
  - Behavior Modification
  - Implementing Practical Motivational Programmes
- **The Group**
  - Group Classification
  - Group Development, structure and processes
  - Group Decision Making
  - Creating effective work groups and teams
  - Group Think
  - Workforce Diversity

- **Leadership**
  - Theories of Leadership
  - Trait Theories
  - Behavioral Theories
  - Contingency Theories
  - Leadership Effectiveness
  - Power and Politics
  - The Bases of Power
- **Organisational Conflict**
  - Definition of conflict
  - Functional and Dysfunctional Conflict
  - The conflict process
  - Negotiation
- **Organisational Culture**
  - Creating and sustaining culture
  - Creating an ethical organisational culture
- **Work Design**
  - Work Analysis
  - Theories of Job Design
  - Job Characteristics Model
  - Job Redesign
  - Job Rotation
  - Job Enrichment
  - Job Enlargement
  - Impact of Information Technology on Job Design

*Recommended Text*

**Book Title -:** International Human Resource Management: Managing People in a Multinational Context (4e)

**Author -:** Dowling & Welch

**Publisher -:** Thomson

**ISBN No -:** 13 978-1-84480-013-1