

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.

Diagram of the Syllabus and Subject dependancies / relationships etc

Level	Subject	Subject	Subject	Subject	Subject	Subject
CPA Foundation	Financial Accounting	Management Fundamentals	Taxation		Management Accounting	
CPA Professional	Corporate Reporting	Corporate Laws	Advanced Taxation	Audit & Assurance	Performance Management	Managerial Finance
CPA Strategic	Advanced Corporate 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 Judo-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
<ul style="list-style-type: none">• 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• 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
Entrepreneurship and Small Business
<ul style="list-style-type: none">• Explore and describe the reasons to start a small business• Technology, social media, mobile marketing• Explain the traits of an effective entrepreneur and differentiate 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
Planning, Organising and Controlling
<ul style="list-style-type: none">• 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
Motivation and Leadership
<ul style="list-style-type: none">• 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.

Marketing and Sales
<ul style="list-style-type: none"> • 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 • 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
Information Technology in Business
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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

Suggested Text:

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 / An introduction to management theory: www.cpaireland.ie//

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

Guide to Relevant Chapters in Core Text – Better Business Plus Pearson

Organisational Structures and the Business Environment	Chapter
<ul style="list-style-type: none"> Define business and explain factors of production 	1
<ul style="list-style-type: none"> Explain how competition, social environment, globalization and technological changes challenge and provide opportunities to business owners 	1
<ul style="list-style-type: none"> Identify and describe types of business 	1&6
<ul style="list-style-type: none"> Describe various types of organisation structures 	7
<ul style="list-style-type: none"> Define economics and describe different types of economic systems 	2
<ul style="list-style-type: none"> Explain the principles of supply and demand and describe factors that affect these principles 	2
<ul style="list-style-type: none"> Describe the various degrees of business competition 	2
<ul style="list-style-type: none"> Understand the stages of the business cycle and explain how government uses fiscal and monetary policy to control the business cycle 	2
<ul style="list-style-type: none"> Fiscal and monetary policies 	2
<ul style="list-style-type: none"> 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 	
Entrepreneurship and Small Business	
<ul style="list-style-type: none"> Explore and describe the reasons to start a small business 	5
<ul style="list-style-type: none"> Technology, social media, mobile marketing 	5
<ul style="list-style-type: none"> Explain the traits of an effective entrepreneur and differentiate the types of entrepreneurs 	5
<ul style="list-style-type: none"> Summarise the advantages and disadvantages of franchising and buying existing businesses 	5
<ul style="list-style-type: none"> Compare the potential benefits and drawbacks of each major source of small business financing 	5
<ul style="list-style-type: none"> Discuss resources available to diminish the potential for small business failure 	5
Planning, Organising and Controlling	
<ul style="list-style-type: none"> Explain the importance of manufacturing and production 	11
<ul style="list-style-type: none"> Discuss transition to a service-based economy 	11
<ul style="list-style-type: none"> Describe production management and discuss common production processes that are used by business 	11
<ul style="list-style-type: none"> Describe how operations are controlled and quality standards achieved in a firm 	7&11
<ul style="list-style-type: none"> Define supply chain management and describe how it helps companies create and deliver goods and services effectively 	11
<ul style="list-style-type: none"> Describe the processes involved in human resource management 	9
Motivation and Leadership	
<ul style="list-style-type: none"> Understand the main theories of motivation and how they have changed the work environment 	8
<ul style="list-style-type: none"> Identify the various leadership styles and traits and explain how they affect business 	8
<ul style="list-style-type: none"> Describe the role of leadership and how it affects corporate culture 	8
<ul style="list-style-type: none"> Explain the best ways to create, manage and participate in teams 	8
<ul style="list-style-type: none"> Identify and describe team working skills. 	8

Marketing and Sales	
<ul style="list-style-type: none"> Describe how marketing has evolved over time and outline the benefits and criticisms of marketing 	12
<ul style="list-style-type: none"> Understand the marketing environment. Describe the marketing research process and elements of a good marketing plan. 	12
<ul style="list-style-type: none"> Compare customer behaviour in a business to business market to a business to consumer market 	12
<ul style="list-style-type: none"> Define the product life cycle for new product development. Discuss modification of existing products and product lines 	13
<ul style="list-style-type: none"> Explain benefits of branding for buyers and sellers and discuss some branding strategies 	13
<ul style="list-style-type: none"> Describe some pricing objectives and discuss approaches to pricing strategies 	13
<ul style="list-style-type: none"> Describe the elements of a promotional mix. Outline the steps involved in the selling process 	14
<ul style="list-style-type: none"> Describe marketing intermediaries and their role in the distribution channel 	14
Information Technology in Business	
<ul style="list-style-type: none"> Explain how the online environment helps market a business and describe types of business transactions that are supported by online commerce 	10
<ul style="list-style-type: none"> List the functions of key IT personnel in a business and describe how businesses transform data into useful business intelligence 	10
<ul style="list-style-type: none"> Define and describe information systems 	10
<ul style="list-style-type: none"> Understand the security challenges that arise with the increased use of technology in business 	10
<ul style="list-style-type: none"> Outline the ethical considerations in IT 	10
Ethics and Corporate Social Responsibility	
<ul style="list-style-type: none"> Describe ethics and the systems of ethical conduct 	3
<ul style="list-style-type: none"> Explain how personal ethics plays a role in the workplace 	3
<ul style="list-style-type: none"> Analyse the ways in which a company's policies and decisions affects its achievement of corporate social responsibilities 	3
<ul style="list-style-type: none"> Understand CPA Ireland's code of ethics 	www.cpairland.ie
<ul style="list-style-type: none"> Describe some strategies for how a company can recover from an ethical lapse 	3
<ul style="list-style-type: none"> Identify ways in which companies can apply ethical standards to create new business opportunities 	3