

**CERTIFICATE IN BUSINESS LEADERSHIP
AND MANAGEMENT**

FUNDAMENTALS OF ACCOUNTING

Contents

- **The role of accounting:** The purpose of Accounting. Accounting as an information system for internal management and external stewardship. The range of services provided to an organisation by the accounting functions. The main financial statements and the needs of their users. The framework of major concepts and conventions on which accounting is based.
- **Accounting conventions:** The entity-distinction between the entity and its owner, monetary measurement, going concern, consistency. Conservation and matching and their application to the recording of transactions and drafting of accounting statement.
- **Accounting principles:** Double entry book keeping and accounting systems. Purpose of accounting records. Form and content of accounting records (Manual and computerized). Books of original entry including journals. Sales, purchase and nominal ledgers including control accounts. Cash and bank accounts, bank reconciliations, petty cash. Trial balance, accruals, prepayments, and adjustment including error and fraud.
- **Classification of revenue and capital expenditure:** Fixed assets register. Depreciation including various methods of provision. Research and development. Goodwill. Current assets and current liabilities. Provisions, Reserves and contingencies. Post balance sheet events.
- **Preparation of financial statements:** Sole traders, clubs, societies, partnership and limited companies. Receipts and payments accounts. Income and expenditure account. Trading and profit and loss account. Balance sheet. Treatment of changes in the constitution of partnerships. Accounts for information and for decision-making. Cash flow statement, ratios.
- **Use of computer application packages:** Sales and purchase ledger. Control accounts. Payroll administration and accounting. Inventories Control. Bank Reconciliation

Learning Outcomes

Upon completion of this course, students should be able to:

- Interpret data presented in the Balance Sheet; Income Statement; Statement of Cash Flows; and Statement of Retained Earnings.
- Apply the accounting formula.
- Apply debit and credit theory.
- Effectively use T-accounts.
- Complete journal entries.
- Recognize and apply the basic characteristics of accrual and cash basis accounting.

- Identify and apply chart of account entries.
- Complete the accounting cycle.
- Distinguish current assets from intangible and fixed assets.
- Describe and apply various depreciation methods.
- Compare and contrast inventory under LIFO, FIFO, and Accelerated Inventory Methods.
- Compare and contrast cash flows under the direct and indirect methods.
- Calculate accounts receivable, inventory and accounts payable turnover and days on hand.
- Recognize and correctly post accruals and deferrals.
- Complete a classified balance sheet.
- Complete multi-step income statement. \Complete adjusting entries.
- Compute Net Present Value (NPV), and Internal Rate of Return (IRR) associated with long-term investment projects.
- Compare and contrast the valuation of bonds and equities.
- Construct the full accounting cycle and prepare all required journals, entries, and adjustments
- Describe the necessity for and features of internal controls.
- Identify the users of accounting information.
- Explain how General Accepted Accounting Principles (GAAP) relate to financial statements and the independent CPA's report.

Suggested Readings

- Fundamental Accounting Principles - Larson, Wild, Chiappetta.
- Weygandt, Jerry J.; D.E. Kieso and P.D. Kimmel. 2005. *Accounting Principles*, 7th Edition, John Wiley and Sons, Inc.

BUSINESS COMMUNICATION

Contents

- **Use of language:** Lexical and structural patterns in English Language. Idiomatic expressions and figures of speech. Comprehension of written business communications involving reading, understanding, and interpretation. Summarising business information; passages or documents
- **Written communication:** Selecting and organising material. The layout and drafting of various forms of report; correspondence, including letters and memoranda. Dictation; written instructions; relevance and coherence in writing; readability; reading skills
- **Preparation of matters for meetings:** The writing of notices, agenda, notes and minutes. The organisation and conduct of conferences and discussion groups
- **Oral communication:** Planning and conducting interviews. The preparation of oral statements. Effective listening; telephone communication
- **Communication in organizations:** Systems of communication, formal and informal. The barriers to effective communication. Consultation with employees and suggestion schemes
- **External communication:** Customer relations. Public relations and the social aspects of communication. Press announcements; the background to the mass media
- **Audio-visual communication:** The use of diagrams and charts. Tape-recordings, filmed material as an aim to communication in business. Role of logos and images in establishing corporate identify as an effective tool in business communication
- **Modern communication technologies in business communication:** Types of computer. Common hardware and software. Common computer peripherals. Creating a document or spreadsheet. Saving and retrieving data. Features of desk phone and mobile phone. Pager. Facsimile machines. Teleconferencing and video conferencing. Telecommuting. LANs and WANs. The internet and emails. E-commerce.

Learning outcome

Upon successful completion of this class, you will be able to:

- Use a strategic communication model and critical thinking to identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages.
- Practice principles of effective business writing and document design in all written documents.
- Design and deliver a persuasive presentation that convinces the audience of the topic's relevance and overcomes resistance, using appropriate visual support and adhering to a specified time limit.

- Employ principles of effective group communication to cultivate trust and understanding, increase open participation, and strengthen decision making in work groups and teams.
- Build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in domestic and cross-cultural business contexts.
- Analyze a company's communication processes or key messages and recommend changes that can help advance communication as an integral part of that organization's management strategy.
- As a team, design and deliver a presentation that both informs and persuades, using an appropriate visual support strategy and adhering to a specified time limit.

Suggested Readings

- Courtland L. Bovee's *Business Communication Today*, tenth edition, 2010, Pearson.
- *Management Communication*, Hattersley & McJannet, 3rd Edition. McGraw-Hill Publishing: ISBN 978-0-07-352505-1.
- <http://bookboon.com/en/effective-communication-skills-ebook>
- Cottrell, S. (2003) *The study skills handbook – 2nd Ed* Macmillan
- Payne, E. & Whittaker L. (2000) *Developing essential study skills*, Financial Times - Prentice Hall
- Turner, J. (2002) *How to study: a short introduction – Sage*
- Northledge, A. (1990) *The good study guide* The Open University
- Giles, K. & Hedge, N. (1995) *The manager's good study guide* The Open University
- Drew, S. & Bingham, R. (2001) *The student skills guide* Gower
- Sen: *Communication Skills* (Prentice Hall India)
- J . V. Vilanilam: *More effective Communication*(Sage)

BUSINESS ECONOMICS

Contents

- The Meaning, Scope & Methods of Managerial Economics
- Economics Concepts relevant to Business, Demand & Supply, Production, Distribution, Consumption & Consumption Function, Cost, Price, Competition, Monopoly, Profit, optimization, Margin & Average, Elasticity, Macro & Micro Analysis.
- Demand Analysis & Business Forecasting, Market Structures, Factors Influencing Demand, elasticities & Demand Levels, Demand Analysis for various Products & Situations, Determinants of Demands, Durable & Non-durable Goods, Long Run & Short Run Demand & Autonomous Demand Industry and Firm Demand..
- Cost & Production Analysis, Cost Concepts, Short Term and Long Term, Cost Output Relationship, Cost of Multiple Products, Economies of Scale Production Functions, Cost & Profit Forecasting, Breakeven Analysis.
- Market Analysis, Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, Measuring Concentration of Economic Power.
- Pricing Decisions, Policies & practices, Pricing & Output Decisions under Perfect & Imperfect Competition, Oligopoly & Monopoly, Pricing Methods, Product-line Pricing, Specific Pricing Problem, Price Dissemination, Price Forecasting.
- Profit Management, Role of Profit in the Economy, Nature & Measurement of Profit, Profit Policies, Policies on Profit, Maximisation, Profits & Control, Profit Planning & Control.
- Capital Budgeting, Demand for Capital, Supply of Capital, Capital Rationing, Cost of Capital, Appraising of Profitability of a Project, Risk & Uncertainty, Economics & probability Analysis.
- Macro Economics and Business, Business Cycle & Business Policies, Economic Indication, Forecasting for Business, Input-Output Analysis.

Learning Outcomes

At the completion of the course the students will

- Use the rational-actor paradigm to predict firm and individual behavior.
- Compute the relevant costs of any decision.
- Use marginal analysis to make extent (how much) decisions.
- Make investment decisions that increase firm value.
- Set optimal prices and price discriminate.

- Predict industry-level changes using demand/supply analysis.
- Develop long-run strategies to increase firm value.
- Use game theory to predict how your actions influence those of others.
- Bargain effectively.
- Make decisions in uncertain environments.
- Solve the problems caused by moral hazard and adverse selection.
- Align individual incentives with the goals of the company
- Align division incentives with the goals of the company.
- Manage relationships between upstream suppliers or downstream retailers.
- Identify unconsummated wealth-creating transactions and devise ways to profitably consummate them.

Suggested Readings

- Baye, Michael R., *Managerial Economics and Business Strategy*, McGraw-Hill Irwin, seventh edition 2009 or eighth edition 2014 (this edition has Jeffrey Prince as co-author).
- Froeb / McCann, *Managerial Economics: A Problem-Solving Approach, 2nd Edition*. (South-Western, 2010).
- *Managerial Economics & Organizational Architecture*, 4th Edition by James Brickley, Clifford W Smith, Jerold Zimmerman, ISBN-13 9780073523019
- Tirole, J. *The Theory of Industrial Organization* (MIT Press) Varian, H.R. *Intermediate Microeconomics*. (W. W. Norton & Co.)

STATISTICS FOR FINANCE

Contents

- Basic Statistical Concepts.
- Summarisation of Data - Frequency Distribution - Measures of Central Tendency - Measures of Dispersion - Relative Dispersion, Skewness.
- Elementary Probability Theory : - Relative Frequency Approach - Axiomatic Approach - Subjective Probability - Marginal & Conditional Probability - Independence/Dependence of Events - Bayes' Theorem - Chebysheff's Lemma.
- Elementary Statistical Distributions - Binomial, Poisson, Hypergeometric - Negative Exponential, Normal, Uniform.
- Sampling distributions - For Mean, Proportion, Variance - From Random Samples - Standard Normal (3); Student's; Chi-Square And Variance ratio (F) Distribution.
- Statistical Estimation - Point & Interval estimation & confidence interval for Mean, Proportion & Variance.
- Test of Hypothesis - Tests for specified values of Mean, Proportion & Standard Deviation - Testing equality of two Means, Proportion & Standard Deviation - Test of goodness - of fit.
- Simple Correlation & Regression/Multiple Correlation & Regression - Spearman's rank Correlation.
- Analysis of Variance - One-way & Two-way Classification (for Equal Class).
- Elements of Integration & Differentiation.
- Elements of Determinants.
- Elements of Matrix algebra

Learning Outcomes:

At the completion of the course the students will:

- Demonstrate the proper way to report data numerically and graphically
- Solve statistical problems based upon business data
- Demonstrate proficiency in calculating descriptive statistics.
- Demonstrate proficiency in calculating inferential statistics.
- Use mathematical and statistical method to solve a business problem in a written report.
- Define role statistics plays in forming business decisions.
- Describe various data collection and presentation methods.

- Describe role of probability in the aid of business decisions.
- Understand linear relationships and correlations of variables in business applications.

Suggested Readings

- Budnick, F.S. Applied Mathematics for Business, Economics and the Social Sciences McGraw Hill Ltd
- Levin, D. and Richard, D. Statistics for Management Prentice Hall Inc.
- Mason, R.D and Lind, D.A., Statistical Techniques in Business and Economics, 9th edition.
- Wheeler/Peeples Modern Mathematics Published by Brooks/Cole Publishing

MANAGEMENT INFORMATION SYSTEMS

Contents

- **Introduction to information and IT:** Changing decision making scenario and role of information needs and information systems; Information generation process; Quality of information – adding value to information; Role of IT in information generation and value addition; Computer hardware and personal computers – an overview.
- **Computer system as information processing system:** Types of computer systems; Hardware options – CPU, input devices, output devices, storage devices, communication devices; Configuration of these devices and their applications; Automatic devices for logistic bar coding and management system
- **Software Resources:** Software needs; Operating systems; Application software programming languages.
- **Internet and World Wide Web:** Internet technologies and access devices; Concept of World Wide Web and Internet browsing; www as a marketplace; Concept of e - commerce and business models of e-commerce.
- **Desktop Application – I:** Word Processing-Meaning and role of word processing in creating of documents, editing, formatting and printing documents, using tools such as spelling check, thesaurus, etc. in word processors; Presentation and graphics on personal computers.
- **Desktop Application – II:** Electronic spreadsheet:- Structure of spreadsheet and its application to accounting finance and marketing functions of business; creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built in function; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sorting data with other desktop applications: Strategies of creating error free worksheet.
- **Data Base Management System:** Concept of data base management system Data field, records and files; Sorting and indexing data, searching records designing queries and reports and linking of data files
- **Introduction to PC Based Software Packages:** Accounting and Statistical Software Packages: Accounting software packages for maintenance of accounts, inventory records, preparation of vouchers, invoice and salary statement and final accounts; Statistical software packages for computing measures of central tendency and dispersion, preparation of tables and graphs, and other statistical analysis structure of export documentation in software packages.

Learning Outcomes

At the conclusion of the course, students will

- Know the different technology infrastructures – hardware, software, data, and Networks
- Understand the business value of systems

- Understand how organizations are redesigned with info systems
- Understand the methods used for knowledge management
- Understand project management for information systems building
- Understanding information systems security needs and controls
- Know the ethical and social impact of information systems
- Know the ethical responsibilities of information systems managers
- Understand managing international information systems
- Understanding total cost of ownership issues
- Understanding electronic commerce issues
- Understanding information systems organizations, management and strategy
- Know the fundamental types of information systems

Suggested Readings:

- Gabe Piccoli; Information Systems for Managers: Text and Cases
- S. Christian Albright; Data Analysis and Decision Making
- Burch, J. and G. Gary, Information Systems: Theory and Practice, John Wiley and Sons, New York.,
- Eliason, A.L., On-line Business Computer -Application Science Research Associates Chicago.
- Eliason, A. L., On-line Business Computer Applications, Science Research Associates, Chicago.
- Estrada, S., Connecting to the Internet, O'R eilly, Sebastopol.
- Habraken Jeo, Microsoft Office 2000, Prentice Hall of India Private Ltd., New Delhi, 2000.