

ACCA
Accounting
Technician
Paper 5

Managing People and Systems: Module Introduction

Welcome to this part of your ACCA Accounting Technician course. This module is designed to prepare you for Paper 5: **Managing People and Systems**. This is the first of three compulsory Higher Level modules; students must opt for two modules out of a choice of three (Papers 8-10).

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The Course

The course has been written to match the Higher Level Paper 5 (Technician) syllabus set by the Association of Chartered Certified Accountants. This is the equivalent of NVQ (National Vocational Qualification) level 4 and it is recognised throughout the worlds of business and industry as a required professional standard.

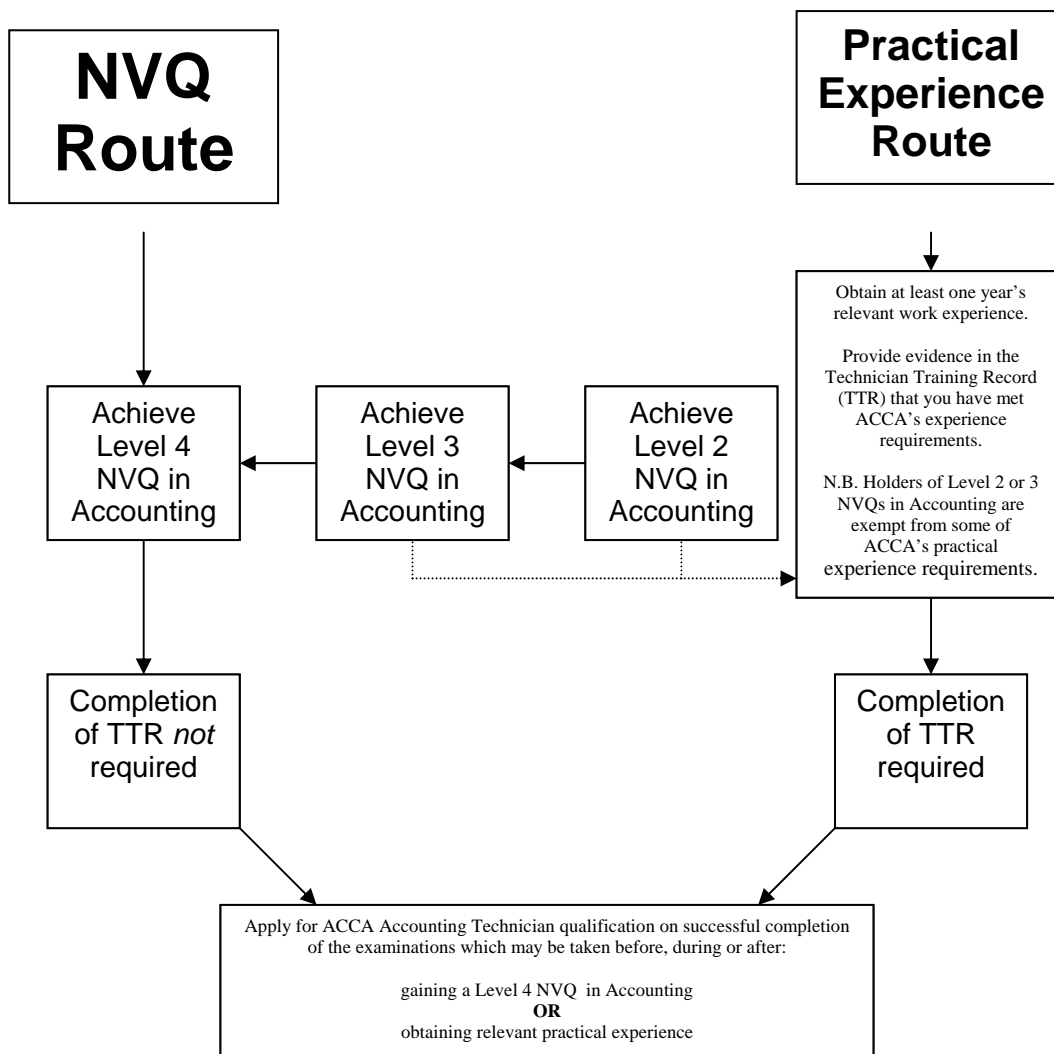
If you pass the examinations at Preliminary Level (NVQ2), Intermediate Level (NVQ3) and Higher Level (NVQ4) and complete all the ACCA requirements, you will be entitled to write CAT ('Certified Accounting Technician') after your name - one of the most prestigious qualifications in the accounting profession.

There are a number of tests similar to the written examination that you must tackle for Paper 5. In addition there will be plenty of guidance and practice in the practical (and NVQ) skills that go with each theoretical topic.

Such of the information in this Introduction is reproduced by kind permission of ACCA from documents supplied by ACCA to members of its association. Since you will need to be a member to tackle the examination, you may well already be familiar with much of this information and guidance. Much of the same information is also to be found in other module introductions.

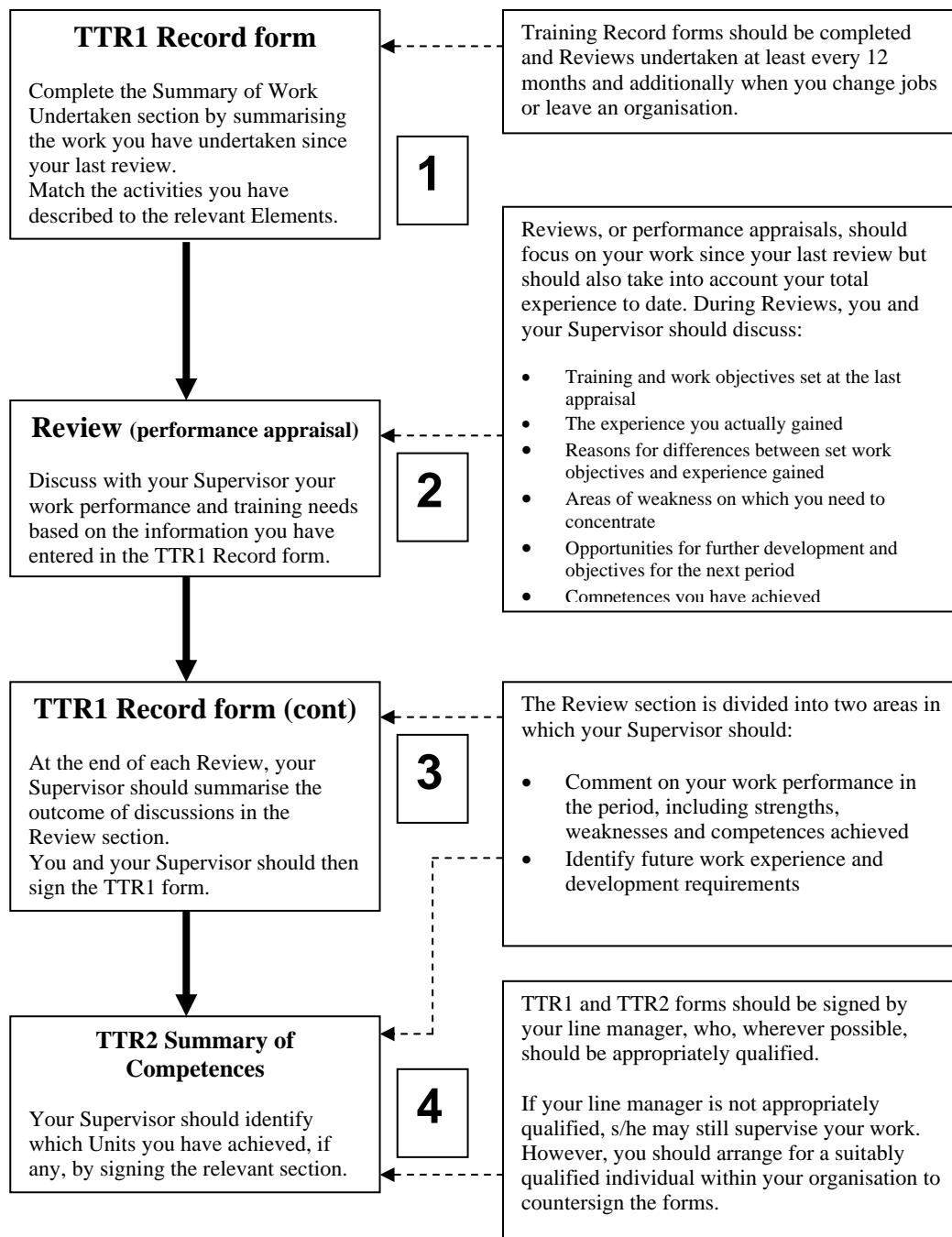
Becoming an Accounting Technician

To become an ACCA Accounting Technician, you must pass the examinations and *either* achieve a Level 4 NVQ in Accounting (this is called 'the NVQ route') *or* meet ACCA's practical experience requirements ('Practical Experience route'). The exceptions are shown in diagrammatic form below:



Guidance on Completing the Technician Training Record (TTR)

The TTR contains two forms: Records (Forms TTR1) and a Summary of Competences (Form TTR2). These forms are located in the back of the TTR supplied by ACCA. You may create your own computerised versions of these forms provided you retain the same format.



Paper 5 Lesson Structure

Lesson Subject

- 1 The Organisation's Environment and External Relationships
- 2 Organisational Structure
- 3 Business and Resource Planning and Co-Ordination
- 4 General Systems and Clerical Procedures in Business

Tutor-marked Assignment A

- 5 Accounting Systems and Procedures
- 6 Internal Control and Auditing
- 7 Identifying and Preventing Fraud in an Accounting System
- 8 Control Procedures within the Accounting System

Tutor-marked Assignment B

- 9 Management Information and Reporting Systems
- 10 Effective Leadership, Management and Supervision
- 11 Individual and Group Behaviour
- 12 Team Management

Tutor-marked Assignment C

- 13 Motivation, Concepts and Models
- 14 Work Effectiveness
- 15 Effective Communication and Interpersonal Skills
- 16 Effective Training and Development

Tutor-marked Assignment D

- 17 Appraisal of Competence and Individual Development
- 18 The Individual Learning Process
- 19 Health and Safety in the Workplace
- 20 Security in the Workplace

Tutor-marked Assignment E

- 21 Revision for the Examination

Tutor-marked Assignment F (Practice Examination)

Suggested Answers to Self-Assessment Tests

There are also sets of suggested answers for all the tutor-marked assignments. Students will normally receive these when their assignments are returned to them from their tutor.

Lesson Structure


Each lesson in this course is linked directly to a topic required for the examination and lessons follow the sequence of skills (or topic development) required by the syllabus.

At the beginning of each lesson, you will find an 'Aims' section which provides a direct link between the syllabus and the content of the lesson. This can also serve as a checklist to ensure that all the necessary competences have been covered.

After the Aims, the Context section describes how this lesson relates to the ones that come before and after, to provide a sense of the overall development of the course.

Within the lessons, you should find all the theoretical knowledge that is required for the examination at this level. There is a wide left-hand margin so that you can add your own notes as you go along.

Each lesson contains 'Activity' sections, marked by black boxes. These Activities enable you to test your understanding of the previous section of the lesson and also to build up a portfolio that demonstrates the broad range of competences required.

<p>Sample Activity</p>	<p>You will probably be asked to tackle a series of numbered questions.</p> <p>Answers are to be found at the end of the lesson.</p>
	<p>Underneath there is an empty box with a pencil symbol to the left. This reminds you that you are expected to write something here! The size of the space is roughly equivalent to the scale of the answer required.</p>

Depending on whether you are taking the NVQ route or the Practical experience route, you may wish to take a photocopy of each activity and answer and file these as evidence of your understanding of the required topics and competence to perform various functions.

In the following text, you will normally find suggested answers to these activities. At the end of the lesson, there is a Lesson Review

as well as a 'Self-Assessment Test' (SAT) which is designed to test your understanding of the entire lesson. These tests tend to be similar in form to the written paper you can expect to face.

Tutor-marked Assignments (TMAs)

After every four lessons (approximately), you will find a TMA. These are similar to the SATs except that you should send the answers to your tutor for marking.

Your tutor will be able to help you best if you also include workings or a brief account of *why* you have opted for a particular answer. It could be that you have happened upon the right answer for the wrong reason but your tutor will not be able to help you if no explanation is given. However, a wrong explanation does not affect the mark you get!

When your script is returned, you should also receive a set of suggested answers.

ACCA: Background Information

ACCA's aim has always been to provide qualifications which are closely linked to the needs of accountants and their staff in the modern business world and which prepare members for work in any sector of the economy - public practice, industry, commerce or the public sector.

ACCA's Accounting Technician qualification offers the opportunity for individuals to obtain recognition for their work as accounting technicians and support staff. In line with ACCA's tradition of open entry, anyone can enrol for the ACCA Accounting Technician qualification.

With this aim in mind, the structure of the ACCA Accounting Technician syllabus has been designed to:

- assist learning and understanding
- develop an appreciation of the development and interdependence of subjects.

To qualify, you will need to complete up to nine examinations designed to test the knowledge and understanding required for work as accounting technicians.

The nine examinations are broken down into three levels. Candidates may sit between 1 and 4 papers taken from two consecutive levels. Papers should be sat in sequence, except for the optional papers (Papers 8-10) which may be sat in any order: All passes will be retained and examinations can be attempted twice a year (in June and December).

The New Scheme

The new (2004) structure of the CAT examinations is as follows:

Paper	Assessment
Introductory	
Paper 1 Recording Financial Transactions*	2 hr CBE** or written exam
Paper 2 Information for Management Control	2 hr CBE** or written exam
Intermediate	
Paper 3 Maintaining Financial Records*	2 hr CBE** or written exam
Paper 4 Accounting for Costs	2 hr CBE** or written exam
Advanced	
Paper 5 Managing People and Systems	2 hr written exam
Paper 6 Drafting Financial Statements*	3 hr written exam
Paper 7 Planning, Control & Performance Management	3 hr written exam
2 options from	
Paper 8 Implementing Audit Procedures*	3 hr written exam
Paper 9 Preparing Taxation Computations	3 hr written exam
Paper 10 Managing Finances	3 hr written exam

* denotes International and UK adapted streams available

** denotes computer-based exams

Credit for Old Scheme Papers under the New Scheme

Students who have already taken module examinations in the old (2003) Technician scheme may be given credits.

Current	New paper credited
Level A	
A1 Transaction Accounting	Paper 1 Recording Financial Transactions
A2 Office Practice & Procedure	Paper 2 Information for Management Control
Level B	
B1 Maintaining Financial Records & Accounts	Paper 3 Maintaining Financial Records
B2 Cost Accounting Systems	Paper 4 Accounting for Costs
B3 Information Technology Processes	Paper 5 Managing People and Systems
Level C	
C1/A Drafting Financial Statements	Paper 6 Drafting Financial Statements
C2 Information for Management	Paper 7 Planning, Control & Performance Management
C3 Audit Practice & Procedure	Paper 8 Implementing Audit Procedures
C4 Preparing Taxation Computations & Returns	Paper 9 Preparing Taxation Computations
C5 Managing Finances	Paper 10 Managing Finances
C6 Managing People	Transitional option paper
Please also note:	

- There is no direct equivalent to A2 and B3 under the new scheme. Students will be given credit for new papers 2 and 5 respectively.
- Paper C6 also has no direct equivalent under the new scheme. Students who pass C6 will be credited with a transitional optional paper pass and will be required to pass only one additional option paper under the new scheme. Students planning to take C6 in June 2004 will need to choose a different option.

Guidance on Completing the TTR

The TTR contains two forms: Records (Forms TTR1) and a Summary of Competences (Form TTR2). These forms are located in the pocket at the back of the TTR. You may create your own computerised versions of these forms provided you retain the same format.

Experience Gained Prior to Student Registration

ACCA will accept experience gained prior to registration if it is relevant and recorded and verified in the TTR. You are advised to obtain evidence of previous experience as soon after student registration as possible. When recording experience gained prior to student registration, you may complete Record forms for periods longer than 12 months, e.g. for each post held.

The TTR forms must be signed off by your previous Supervisor(s) if the experience is to be counted toward the requirements for qualification purposes. Previous Supervisors should also be encouraged to make comments on your past performance in the Review section of the Record forms.

Further Guidance

If you or your Supervisor have any queries about completing the TTR forms, you should contact an ACCA Training Consultant.

Part-Time and Temporary Work

Part-time and temporary work is acceptable provided that it is properly supervised, can be verified and it enables students to achieve competence in the required Units. Part-time work, if relevant, will be counted on a pro-rata basis. (ACCA classifies full-time work as a minimum of 35 hours per week.)

Work in Small Organisations

A number of students may be employed in small organisations where there are no suitable staff to act as Supervisor, eg where the student is the only/most senior member of the accounting staff. Experience gained in this way should be capable of verification.

It may be possible to make an arrangement with the firm's accountants/auditors, either through the employer or with their permission, for them to accept responsibility for confirmation of the experience received. ACCA recommends that:

- the student should be supervised by suitably qualified individual
- informal contact between the student and the Supervisor is made at least every quarter and on an as needs basis
- a formal performance review is undertaken at least once a year.

Self-Employment

Experience obtained while self-employed does not normally constitute approved experience (see below). However, a number of practising firms provide students with work on a contractual basis. This experience is acceptable provided the Supervisor is able to confirm that supervision and training is provided on the same basis as for salaried trainees.

Students are permitted to provide basic book-keeping services direct to the public without supervision, provided they do not refer to their status as a student or potential qualified ACCA Accounting Technician. Such experience cannot constitute approved accountancy experience for the purpose of obtaining the Technician qualification. Details regarding the work students are permitted to undertake without supervision are given in the ACCA Accounting Technician's Handbook.

Syllabus Content

Paper 5: Managing People and Systems

(NVQ Level 4) 2 hour examination

The paper is constructed in such a way that it provides a broad assessment of the main issues involved in managing systems and people. In general terms, the paper is divided into five parts:

- 1 The business and accounting environment
- 2 Effective management of business and accounting systems
- 3 Management theory, principles and techniques

- 4 Individual effectiveness at work
- 5 Health, safety and security in the working environment

Note that although the syllabus is subdivided into five main parts, each part has a different number of lessons allocated to it. The number of lessons in each area reflects the number of learning outcomes identified within that area and this in turn determines the associated teaching and learning time required. For example, although health, safety and security in the working environment contains only two lessons, it is still considered to be as important as any other area within the syllabus in terms of assessment. It should also be noted that although the course follows this structure, the nature of the syllabus means that there will often be some overlap between the individual topics.

Aims of Paper 5:

To develop knowledge and understanding of the role of a manager in an effective, efficient, safe and secure accounting environment. This includes the coordination of work activities, the maintenance of an effective accounting system, people management, personal effectiveness, health and safety and security issues within the workplace.

Objectives

On completion of this module, candidates should be able to:

- develop an overview of the overall business organisation and its critical external relationships and identify the key external regulations and relationships affecting accounting and business
- understand how accounting systems are affected by organisational structure and the overall management information system
- describe methods for resource planning and coordinating work
- explain the purpose, structure and organisation of the accounting function and its relationships with other organizational functions
- identify systems and procedures for effective functional management
- describe principles of management leadership, delegation, motivation and communication
- explain principles of effective working relationships and teamwork

- understand the need for effective performance appraisal, development and training to enhance personal and organisational effectiveness
- understand the importance of a safe and secure working environment.

Position of the Paper in the Overall Syllabus

No prior knowledge is required before commencing study for Paper 5. This paper provides the basic techniques required to fulfil the role of a manager in the accounting environment.

Syllabus Content

1. The business and accounting environment

- (a) Environmental influences on the organisation
 - (i) political, economic, social and technological
 - (ii) external regulations affecting accounting and business practice
 - (iii) external relationships (stakeholder interests)
- (b) The organisation
 - (i) the structure of business functions
 - (ii) sources of management information
 - (iii) the nature of policies, systems and procedures
 - (iv) types of business transactions
 - (v) methods of planning and control
 - business planning and control
 - information management and control
 - human resources planning and control
- (c) The accounting function
 - (i) purpose
 - (ii) structure
 - (iii) position within the organisation
 - (iv) types of accounting system
 - manual
 - computerized

2. Effective management of business and accounting systems

- (a) Monitoring business and accounting system
 - (i) the role of internal auditors
 - (ii) the role of external auditors
 - (iii) the role of management
- (b) Recognising potential weaknesses in the accounting system
 - (i) weaknesses of controls
 - (ii) potential areas for error and fraud
- (c) Fraud

- (i) common types of fraud
- (ii) the implications of fraud
- (iii) detecting fraud in the accounting system
- (iv) preventing fraud

(d) Internal controls

- (i) the importance of internal controls
- (ii) the control mechanisms in the accounting system

(e) Management information and reporting systems

- (i) features of a management information system
- (ii) information flows within an accounting system
- (iii) processing and storage of data and transactions

3. Management theory, principles and techniques

(a) Managing people for effective working relationships

- (i) principles of leadership, management supervision and delegation, including consideration of:
 - communication
 - resolving problems and queries
- (ii) principles of authority
 - differing styles of management
 - taking corrective action

(b) Individual and group behaviour

- (i) organisational culture
- (ii) contribution of individuals and groups to organisational success

(c) Team management

- (i) team formation
- (ii) team development
- (iii) team evaluation and rewards

(d) Motivation

- (i) key theories of motivation
- (ii) the function of sanctions and rewards in motivation

4. Individual effectiveness at work

(a) Planning and organising personal work

- (i) understanding roles and responsibilities
 - effective work methods and practices in the organisation
 - reporting procedures
- (ii) work planning and planning aids (diaries, schedules, action plans)
- (iii) prioritising and time management, including unforeseen situations

(b) Constructive relationships

- (i) methods of communication
- (ii) influencing, negotiating and coordinating
- (iii) procedures for dealing with disagreement and conflict arising from:
 - personality
 - working style

- status
 - work demands
- (c) Improving individual performance
- (i) personal performance and appraisal
 - setting objectives
 - assessing progress
 - (ii) identifying areas for individual learning

5. Health, safety and security in the working environment

- (a) The importance of health and safety
- (i) health and safety in the working environment
 - legislation
 - regulations
 - record keeping
 - keeping up-to-date with requirements
 - (ii) common hazards and how to deal with them
 - (iii) using equipment and behaving safely at work
 - (iv) emergency procedures
 - illness
 - accidents
 - fires
 - security breaches
 - (v) recommending improvements to health and safety
- (b) Recognising security risks
- (i) physical breaches of security
 - unauthorised physical intrusion
 - security of hardware and equipment
 - security of systems data and software
 - (ii) methods of reducing or avoiding security risks.

Excluded Topics

The syllabus does not require knowledge of specific computing hardware systems or their specifications, or how software systems are designed, developed, tested and implemented.

Assessment Methods and Format of the Paper

The examination is a two-hour written paper. The paper consists of five compulsory questions. Be sure to spend time per question appropriate to the number of marks allotted, normally 24 minutes and 20 marks per question.

Additional Information

Accounting and auditing standards will not be examined until six months after they have been published. The cut off date for the June examination is 30 November preceding the June

examination. The cut off date for the December examination is 31 May preceding the exam.

ACCA's Notes on Studying for the Examination

In order to prepare for the examinations, ACCA have indicated that you may study by day or evening classes at a college or university, or you may study privately using the various materials available, such as those supplied by Oxford Open Learning.

In studying, you are preparing for a profession where change is the only constant. During the course of your studies, you will see the introduction of new legislation, revisions to accounting and auditing standards, more sophisticated financial instruments, developments in technology, and economic and political change. In view of this, it is important that you keep up to date with accounting and the related subjects.

In order to help students do this, ACCA issues the monthly *Technician Bulletin* and *Students' Newsletter* and you should read these as well as current periodicals and the financial press. If you are registered as a joint scheme student you may receive another newsletter/journal which will give details of variant papers, tax and law changes and other helpful information.

The Importance of the Examination

While you might view the examinations as hurdles to be jumped as quickly as possible and then forgotten, many of the skills you develop while preparing for the examinations will be of use to you in your working life.

A pass in the examinations means that you have gained not only the necessary technical knowledge. It also means you have developed skills of time management, organising and summarising data, report writing, communicating with others and identifying and solving problems.

ACCA examinations are designed to provide you with both technical understanding and the professional attributes and skills needed to do your job. For example, when tackling an examination question at Higher Level, you will need to be able to analyse it and provide an accurate and concise answer without including irrelevant material. The same skills will help you in your work, where you will be expected to write reports which are easy to understand and to explain problems and solutions to colleagues who may not be accountants.

The examinations will give you valuable experience of working under pressure. This will be useful to you in your job where you

may frequently be asked to produce work which you had not expected to be asked for - and to produce it very quickly.

Pilot Examination Papers

You should always check pilot papers for the subjects you intend to sit. They will give you a good indication of the usual format of questions and, if your first language is not English, an idea of the sort of English used by the Examiners. You may decide to purchase the ACCA Pilot Papers which will show you how you should approach your answers. These can be obtained by using the order form in the *Technician Bulletin* or downloading it from the Web site (<http://www.accaglobal.com>).

Please note that the questions from the 2003 Pilot Paper have already been incorporated into this course, by kind permission of ACCA.

The Units of Competence for the TTR

For the purposes of setting practical experience requirements for the ACCA Accounting Technician qualification, ACCA has listed 21 Units of Competence, including many based on NVQs in Accounting.

The Units cover personal development as well as technical, management and IT related functions. The Summary of Competences (form TTR2) in the pocket at the back of this TTR provides an overview of these Units. Each Unit is comprised of Elements which define what you should be able to do in respect of a particular activity. These are listed below.

You must achieve competence in at least 10 Units including:

3 Mandatory Units and
a minimum of 7 other Units

Mandatory Units are marked on the TTR2 form by the symbol M.

To achieve competence in any given Unit, you must either:

obtain sufficient work experience in all, or the specified number, of Elements listed;

OR

be assessed through the NVQ route.

This is the complete list of units:

Unit 1 Recording income and receipts

Unit 2 Making and recording payments

- Unit 3 Preparing ledger balances and an initial trial balance
- Unit 4 Supplying information for management control
- Unit 5 Maintaining financial records and preparing accounts
- Unit 6 Recording and evaluating costs and revenues
- Unit 7 Preparing reports and returns
- Unit 8 Contributing to the management of performance and the enhancement of value
- Unit 9 Contributing to the planning and control of resources
- Unit 10 Managing systems and people in the accounting environment
- Units 11-14 Drafting Financial Statements
- Unit 15 Operating a cash management and credit control system
- Unit 17 Implementing audit procedures
- Unit 18 Preparing business taxation computations
- Unit 19 Preparing personal taxation computations
- Unit 21 Working with computers
- Unit 22 Contribute to the maintenance of a healthy, safe and productive working environment
- Unit 23 Achieving personal effectiveness

Filling in TTR2 (the Summary of Competences)

1. The student's supervisor signs and dates the relevant section of TTR2 when the required number of Elements for each Unit have been covered; *or*
2. The student records the NVQ level which covers the Unit together with the awarding body and date of achievement.

If (1), it would be a good idea to discuss with your supervisor what kinds of evidence you will need to gather and how your work should be organised.

If (2), it generally means NVQ Level 2 which is the equivalent of Accounting Technician Foundation Level. Many UK-based students will be attempting to achieve NVQ Level 2 at the same time as following this course and, in terms of theory, this course should form an excellent preparation for Accounting NVQ2 accreditation.

Practical Experience Requirements

Students who follow the Practical Experience route must obtain at least one year's supervised work experience and meet ACCA's competence requirements.

Audits of Technician Training Records

As part of its quality control procedures, ACCA reviews a significant number of Technician Training Records each year to ensure that the experience recorded is an accurate reflection of the work undertaken and competence demonstrated. You will be notified if your TTR is selected as part of this review. Failure to comply with this review process may lead to your work experience not being recognised for qualification purposes.

Further Reading

First it should be emphasized that this course is designed to give you exactly the right amount of reading, taking each topic to the required depth. So if all sections of the text are fully understood, there should be no necessity for purchases of additional textbooks. But some students will find that certain topics are more difficult than others and that they need additional guidance or a fresh approach.

ACCA's *Student Accountant* is the best source of information about supporting textbooks, including advertisements from some of the major publishers. BPP and AT Foulks Lynch are two publishers with strong reputations in this field and their texts can be recommended.

Oxford Open Learning also publishes Accounting courses for GCSE and 'A' level which cover some of the Accounting Technician topics in greater detail.

Syllabus Changes in 2004

This course is designed to match the Accounting Technician syllabus examined for the first time in 2004. The first new syllabus computer-based examinations were scheduled for March 2004 and the first new syllabus paper-based examinations were scheduled for June 2004.

Minimum Entry Requirements and Exemptions

Exam entrants must be at least 16 years of age. Exemption will only be considered on the basis of qualifications which contain relevant content to CAT papers. The exemption policy will be widened to recognise qualifications which contain some element of workplace assessment. At the first level, employers may certify that the student has sufficient prior experience to be awarded exemption.

