

MODULE 4: BUSINESS MANAGEMENT

HKICPA PROFICIENCY LEVELS AND TAXONOMY

The proficiency level indicated in the table below reflects the level at which the topics covered in each particular learning outcome are tested. There are three levels of proficiency:

- Level 1 is the foundational level, covering the skills of knowledge and comprehension.
- Level 2 is the intermediate level, covering the skills of application and analysis.
- Level 3 is the advanced level, covering the skills of integration and evaluation

You are expected to understand which skill is exercised based on the taxonomy verbs with which it is associated. Please note that the list of taxonomy verbs below is for reference only and does not represent an exhaustive list.

Level 1: Foundation	Level 2: Intermediate	Level 3: Advanced
Knowledge The remembering of previously learned material (recall of facts)	Application Using new knowledge. Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way	Integration Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions
Comprehension Demonstrative understanding of facts and ideas by organising, comparing, translating, interpreting, giving descriptions and stating main ideas	Analysis Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalisation	Evaluation The ability to judge the value of material for a given purpose

The syllabus weighting table indicates the relative weightings of the syllabus areas encompassed in this module. It serves as a guide to the percentage of study time spent on each syllabus area. In the long run, the marks allocation in the module examinations would conform to the weightings as shown above. The exact range of marks allocation in each module examination may deviate from the weightings for suitably robust questions to be set.

SYLLABUS AREA		
Principal Learning Outcomes	Supporting Learning Outcomes	Proficiency Level
Describe the Types and Characteristics of Business Entities	Describe the types of business entities, their stakeholders and the impacts of external factors to a business	1
Explain the Importance of Effective Organizational Management	Describe the features of different organizational structure and explain the importance of effective organizational management to achieve the aims of a business entity	1
Explain the Role of Production and Operations Management	Describe the key elements of production and operations management in a manufacturing business	1
	Explain the role of strategic production analysis	
Explain the Importance of Management in a Service Entity	Describe the key elements of management in a service entity	1
	Explain the importance of service quality and strategic planning in a service entity	

SYLLABUS AREA		
Principal Learning Outcomes	Supporting Learning Outcomes	Proficiency Level
Explain the Role of Financial Management	Explain the role of financial management in a business entity, including the short and long term financial requirements, key financial decisions an organization needs to make, roles played by different stakeholders in the financial strategy and the role of accounting function	1
Explain the Role of Human Resource Management	Explain the role and functions of human resource management and its importance in a business entity	1
Describe and Analyse Effective control Systems	Describe the characteristics of effective control systems and risks (including operating and financial risks, key issues in relation to crisis management) in a business entity, and analyse the systems' effectiveness (including performance control, financial and non-financial methods of control), and the main components of the risk management process	2
Explain and Apply Basic Concepts of Marketing	Explain the basic concepts of marketing and marketing mix and how businesses analyse and use marketing information	2

SYLLABUS AREA		
Principal Learning Outcomes	Supporting Learning Outcomes	Proficiency Level
Describe the Characteristics of International Business and Features of Globalisation	Describe the key characteristics of international business, including: <ul style="list-style-type: none"> - Regulatory requirements - Terminology - Cultural diversity - Socio-political environment - Economic environment - Global and regional trade regimes 	1
	Explain the importance and relevance of conducting business across national borders	
	Describe the features of globalization including the role of multi-national corporations ("MNCs"), international trade, e-commerce and emerging markets	