

2016 Paper I	2016 Paper II
<ul style="list-style-type: none"> ● Journal entry ● Business entity concept ● Reasons for share price increase ● investment decisions for investors ● Reasons for franchising ● legal and cultural ● Gross Profit ration/net profit ratio/return on capital employed ● Comment on profitability ● Management by Objectives (MBO) ● working capital/current ratio/liquid ratio ● comment on liquidity ● purpose of controlling ● steps of controlling process 	<p>SQ</p> <ul style="list-style-type: none"> ● limitations of using accounting ratio ● Herzberg's dual factory ● direct distribution channel ● objective of performance appraisal ● important of financial functions. ● Purposes of budgeting ● two causes of favorable sales variance <p>Cases</p> <ul style="list-style-type: none"> ● EOQ ● Inventory costs ● cash management: cope with liquidity problems ● Reasons to use Payback method ● Three non-financial problems: online shopping project <ul style="list-style-type: none"> ● secondary data ● limitations of using secondary data ● PLC: maturity stage ● off-the-job training modes: personal selling ● non-insurable risk ● risk management strategies <p>Essay</p> <ul style="list-style-type: none"> ● Internal recruitment ● Functions of HR: support measures for mild mental and physical disabilities <ul style="list-style-type: none"> ● setting prices for new products ● purchase decision-process

2015 Paper I	2015 Paper II
<ul style="list-style-type: none"> ● Functions of Accounting recording/classifying/ summarizing/communicating ● Limitations of financial statements ● Business entity concept ● Functions of Trial Balances ● Limitations of Trial Balances ● Personal accounts (a/c receivable and payable accounts...do not need to be closed off) ● Impersonal accounts: real accounts (asset/liability) X closed Nominal accounts (revenue and expense accounts)--closed ● Accrual concept/Consistency concept ● Nominal vs effective rates of return ● Consumer credit revolving vs non-revolving Instalment vs non-instalment ● Bank Overdrafts ● Types of credit card: standard/premium/affinity credit card ● Personal credit records Credit score and credit rating ● Forms of investment saving and term deposits Deposit Protection Scheme Bonds: face value/coupon rate Stock: voting rights/dividend ● MPF (\$7,100-25,000) Employee Choice Arrangement ● HSI Hang Seng Index (50 constituent co) ● Bull vs bear market 	<ul style="list-style-type: none"> ● Ratios: (Functions and limitations) Profitability ratios Liquidity ratios solvency ratios Management efficiency ratios ● Sources of financing: Long term vs short term debt vs equity internal vs external ● Capital Investment Appraisal NPV vs Payback (strengths and weakness) financial vs non-financial factors ● Working capital management cash/account receivable and payable and inventory ● Risk Management pure vs speculative risk ● Risk management strategies Risk avoidance/assumption/reduction/transfer insurable vs non-insurable risks Types of insurance ● Def of Marketing concept ● SWOT analysis ● Marketing strategies: leader/challenger/follower/Nicher ● Market research: Primary vs secondary data ● Data collection methods: survey/experimental/qualitative/observational ● Factors affecting consumer decisions socio-cultural/psychological(maslow's) ● Market Segmentation (BY Geographic/demographic/psychographic/ behavioural/ multiple-base) ● Strategies in selecting target markets undifferentiated/differentiated/concentrated ● Positioning (competitive advantages of a P/S) product/service/people/channel/image ● criteria of the right positioning or competitive ad

<ul style="list-style-type: none"> ● Characteristics of HK economy ● CEPA/WTO/APEC ● Joint Venture/Govt dept vs public corporations/Private vs Public Limited co ● Types of partnerships: General vs limited ● management skills: conceptual/Interpersonal/Technical ● Mgt functions: <ul style="list-style-type: none"> Planning(SMART goals) Organizaing: Tall vs short structure Span of control/communication/ Line vs staff authority forming dept: functions/product/geog Leading: autocratic/participative/laissez-faire Controlling: monitoring vs corrective measures ● Division of labour unity of command unity of direction ● authority vs responsibility/delegation ● SME vs MNC <p>Income statement</p> <p>Consistency principle in accounting</p> <p>Forms of business ownership</p> <p>Investor compensation fund</p>	<p>(distinctive/important/superior/communicable /preemptive/affordable/profitable)</p> <ul style="list-style-type: none"> ● Individual Product strategies Product attributes/branding/packaging/ labelling/support services) ● Product line level strategies line stretching vs filling Product mix width/length/depth ● Pricing strategies Marketing objectives(survival/profit/share/quality) costs nature of market: perfectly / monopolistically competitive/ pure monopoly / oligopoly consumer demand/competitors' strategies ● Placing strategies: (Direct/indirect distribution) (Intensive/exclusive/selective distribution) ● Promotion strategies: advertising/sales promotion/public relations personal selling / direct marketing ● Product life cycle: (Introduction/maturity/decline) ● Service marketing (intangibility/inseparability/variability/perishability) ● Traditional vs e-marketing ● CRM strategies ● Manpower planning ● labour demand vs labour supply (permanent / temporary hire or outsourcing) (Natural attrition/layoff/termination/early retirement/voluntary resignation inducements ● recruitment Internal candidates: intranet and email External candidates: ad in the mass media/internet employment agency/employee referral/ professional institutions/trade unions/job fairs ● selection: aptitude tests/ physical abilities/ mental abilities/ personality test ● Work sampling technique/interview(group vs stress) ● Appraising methods: Graphic rating/simple ranking/MBO
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- Peer/self appraisal, evaluation by subordinates/ 360 degree
- Factors affect accuracy of performance appraisal
unclear evaluation standards/central tendency
Halo effect/ personal preferences or biases
different degree of leniency or strictness of evaluators
- Direct compensation: time- vs performance-based salaries vs piece rate/commission/bonus/merit pay
- Indirect compensation: insurance/retirement benefits/pay for time not work(holiday/paid leave/sick leave/maternity/severance pay), personal services and family-friendly benefits
- On-the job training: coaching/job rotation
- off-the job training:
- Apprenticeship training/classroom training
- ICT (programmed learning)training
- simulated training/role play
- Labour union
- employment ordinance:(p133)
- employee's compensation ordinance p134
- orientation training
- Motivational theory: Maslow's Hierarchy of needs, Herzberg's Two Factor, MxGregor Theory X and Y Expectancy/Equity
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2014

2014 Paper I	2014 Paper II
<ul style="list-style-type: none"> ● nominal partner (partnership) ● Management skills functions of marketing department ● Book of original entry ● real account / nominal account ● financial statement / income statement ● present value / government bonds ● effective management: unity of command ● Problems 	<p>Section A</p> <ul style="list-style-type: none"> ● <u>Types of insurance restaurant:</u> Public liability insurance/ employees' compensations/comprehensive ● <u>Economic Order Quantity (EOQ)</u> ● re-order level ● Vroom's Expectancy Theory ● <u>Sampling techniques</u> (marketing research) (Random, Convenience, Stratified) ● <u>New product pricing:</u> Differences: skimming vs penetration pricing strategy <p>Section B</p> <ul style="list-style-type: none"> ● <u>Performance appraisal methods:</u> critical incident MBO (management by objective) Graphic rating scale Ranking ● <u>Good relationships with retailers:</u> better credit terms, monetary incentives, advertising and promotional allowance, alliance with store chains ● <u>Steps in designing training programs</u> ● <u>Working capital management:</u> improve cash flows ● <u>Buying behaviour:</u> Consumer market vs business market ● <u>e-marketing strategies</u> ● sources of finances ● <u>risk to airline: macro-environmental</u> <p>Section C</p> <ul style="list-style-type: none"> ● <u>Human resources functions</u> **manpower planning / **recruitment **performance management **training and development / **employee relations ● <u>Investment appraisal methods:</u> NPV vs payback vs IRR vs ARR ● Consumer buying process ● Consumer rights

2013

2013 Paper I	2013 Paper II
<ul style="list-style-type: none"> ● Benefit of using credit cards ● Personal credit records ● External factors affect business decisions: technological, social, economic, legal, physical, political ● Business entity concept ● Historical cost principle ● Functions of information management ● 2-column cash book ● division of work ● MBO ● Advantages of MBO 	<p>Section A</p> <ul style="list-style-type: none"> ● Functions (uses) of <u>performance appraisal</u> ● Factors of granting <u>credit to consumer (5Cs)</u> Character, capacity, capital, collateral, conditions ● <u>Customer relationship management (CRM)</u> ● <u>Progressive disciplinary actions</u> ● adv: <u>divisional departmentalization</u> by geographical location ● <u>Importance of contracts</u> <p>Section B</p> <ul style="list-style-type: none"> ● <u>Risk management strategies</u> (avoidance/reduction/transfer/assumption) ● <u>Data collection methods:</u> (survey, qualitative, observational, experiments) ● <u>Criteria for evaluating a market segment</u> (purchasing power of target, growth of segment, competitions, distinctiveness) ● <u>sources of capital</u>(shares, LT bond, LT loan, Joint-venture) ● <u>ways of promotions</u>(advertising, sales promotion, public relations, personal selling) ● McGregor's <u>Theory X and Theory Y</u> ● Types of <u>monetary compensation</u>: (commission, bonus, merit pay, profit sharing, stock option) ● <u>How training due with Characteristics of services</u>(intangibility, heterogeneity, inseparability, perishability) ● Payback period vs NPV <p>Section C</p> <ul style="list-style-type: none"> ● <u>Accounting ratio</u>(liquidity, debt mgt/solvency, activity, profitabilty ratio) ● <u>Causes of budget variance</u> (sales/inventories/labour/rental) ● <u>Product life cycle (PLC)</u>: Growth stage ● <u>internal promotion</u>

2012

2012 Paper I	2012 Paper II
<ul style="list-style-type: none"> ● limitations of using financial statements ● Functions of operations management (inventory mgt/design of production process/quality control) ● mutual fund (risk diversified/simplified assets mgt) ● low risk financial instruments: (fixed time deposit, govt bonds, exchange fund bills) ● 2 principles of effective communication: courtesy, concreteness, completeness) ● Financial statement ● Gross profit ratio ● Going concern ● stakeholders ● sole proprietor vs partnership ● Good business goals: (SMART) 	<p>Section A</p> <ul style="list-style-type: none"> ● <u>Indirect compensation</u>(benefits other than normal wages and salaries) ● purpose ● <u>elements of a sales and purchases contract</u> (offer/acceptance/consideration) ● <u>Collective bargaining</u> (improve communication. enhance efficiency, facilitate discussion and mutual understanding, systemic) ● <u>Three management functions: planning, organizing, leading, controlling)</u> ● <u>e-marketing: distribution functions)</u> cost-saving/wide coverage/convenience/extended service hours) <p>Section B</p> <ul style="list-style-type: none"> ● EOQ: reduce inventory cost ● Hedge(Euro) exchange rate risk: buy and deposit Euro, buy forward contracts on Euro, buy call options of Euro, buy futures on Euro ● <u>Marketing concept: Satisfy customers' needs & wants</u> ● Steps of <u>customer decision-making process</u> ● Marketing Mix: 4Ps ● <u>low morale: (high absenteeism/labour turnover, lower job satisfaction, poor performance)</u> ● Herzberg's Dual-Factor theory ● <u>Uninsurable risk: (difficult to measure the probability of financial loss, loss is not accidental, risk is speculative, law of large number is not easily applied)</u> ● <u>Elements of credit policies: (collection policy, credit term, credit standard)</u> ● Sources of funding for takeover: (shares, debenture, LT bank loans, liquidation on fixed assets) <p>Section C</p> <ul style="list-style-type: none"> ● Steps in designing a Training program ● NPV ● Market segmentation of a new hotel ● CRM (customer relationship management)

2011 Paper I	2011 Paper II
<ul style="list-style-type: none"> ● <u>Element of business plan</u> (mission/business objectives) form of ownership operation mgt, marketing mgt financial mgt, HR mgt contingency actions ● <u>External factors affect business decisions:</u> technological, social, economic, legal, physical, political ● <u>Criteria for accessing Franchise (franchisor's reputation, restrictions and obligations, initial joining fee and royalty, support and assistance offered, e.g. promotion, training, franchisor's positioning and strategies match own expectation and desire)</u> ● <u>Types of financial products</u> (shares, bonds, commercial papers or other notes, derivatives., e.g. futures, warrants and options, funds) ● <u>Factors considered to invest in certain financial products:</u> (expected return, risk bearing ability, liquidity of the financial product, time and effort involved in monitoring the investment) ● NPV ● Gross profit /net profit ratio ● liquidity ● Measures to minimize workers' dissatisfaction with layoffs 	<p>Section A</p> <ul style="list-style-type: none"> ● CRM help increase sales: (identify valuable customers, provide customized products or services, offer cross-selling/up-selling, establish long-term relationship with customers-LT sales) ● <u>Right of consumers:</u>(right to informed/safety/heard choose) ● <u>Hedge against foreign exchange risk</u> ● <u>manage accounts receivable effectively:</u> establish a workable credit policy, written policy with valid credit terms, sending invoices for payment promptly, immediate follow-up measures for overdue payment ● Disadvantages of interview: ● staff disciplinary system: <p>Section B</p> <ul style="list-style-type: none"> ● Low staff morale: Herzberg's dual factor/McGregor's theory X and Y ● Benefits of training and development programs ● Steps in Training process ● NPV ● Financial and non financial factors ● Risk Management Strategies ● Characteristics of service: unsatisfactory occupancy rate ● Marketing plan of membership scheme: SWOT analysis, target market and positioning, 4Ps, implementation and evaluation ● ways to increase sales during off-peak hours <p>Section C</p> <ul style="list-style-type: none"> ● Government assistance of SMEs ● Differences: SME vs Large corporation ● Buying decision-making process ● marketing mix strategies: business vs individual consumers

2010 Paper I	2010 Paper II
<ul style="list-style-type: none"> ● <u>Stakeholders</u> of a construction company(employees, customers, suppliers, creditors, government) ● Social responsibilities ● Current ratio / quick ratio ● Monthly instalment ● Third-liner vs blue-chips ● Financial vs market risk ● Reasons to prepare financial statements ● Income statement ● Tall vs flat organizational structure ● Span of control ● Internal communication: (electronic means) 	<p>Section A</p> <ul style="list-style-type: none"> ● Advantages of debt financing ● Activity ratios: Inventory turnover, collection periods, total asset turnover ● Channels of external recruitment: job advertisements job fairs/walk-in days/ employment agencies/headhunters/employees' referrals/labour dept ● Consumer protection measures: legislation, consumer education, product research and testing, handling consumer complaints ● Consumer vs business market ● Conciliation vs arbitration <p>Section B</p> <ul style="list-style-type: none"> ● Authoritarian leadership: make decisions all by herself ● Employees Dissatisfactions: Maslow's Hierarchy of needs / McGregors' Theory X and Y ● Improve coordination's among employees: formal and regular meetings/ written rules and procedures/informal mechanisms (social gathering) ● Steps in Manpower planning ● Sources of funding: (invite friends/relatives as partners/delay payments to creditors/speed up collections from debtors/bank loans/borrow money from others ● PLC ● payback period vs NPV ● Marketing mix: 4Ps ● Budget variance <p>Section C</p> <p>Steps in conducting market research</p> <p>Risk management strategies</p> <p>Human resources functions</p>