

Detailed competency map:

Knowledge requirements

(AAT examination)

Fields of competency

The items listed are shown with an indicator of the minimum acceptable level of competency, based on a three-point scale as follows:

1. Awareness

The candidate demonstrates familiarity with the concept in question; can define it in overview terms and can relate the importance or relevance of the concept to the activities of an accounting technician.

2. Knowledge

This builds upon awareness. The candidate is able to explain the concept; describe and discriminate between its component parts and describe their inter-relationships; recognize instances of the concept; and describe processes, theories and judgement issues; without necessarily being able to perform in those areas with professional skill.

3. Application

This builds upon knowledge. The candidate is able to execute or implement knowledge; apply the knowledge to real world problems in real world situations. In so doing, the candidate displays to a satisfactory degree of the level of competence reasonably to be expected of an accounting technician at career entrance level.

Paper 2: Business communication and organization and management

Aim: This paper aims:

- (i) to develop and assess a broad range of skills used to communicate effectively in business situations
- (ii) to introduce candidates to the basic principles of management, develop a basic understanding of business structures, and the operation of the various functional units within organizations

Content (Business communication)

Unit of competency	Activity required to demonstrate competence (Performance indicators)	Level of competence required
Understanding of the basic concepts of communication	<ul style="list-style-type: none"> ▪ Define communication 	1
	<ul style="list-style-type: none"> ▪ Identify the elements in the communication process: <ul style="list-style-type: none"> ○ sender ○ message ○ encoding ○ channel ○ receiver ○ decoding ○ feedback 	1
	<ul style="list-style-type: none"> ▪ Describe the importance of the you-attitude: <ul style="list-style-type: none"> ○ differentiate between the you-attitude and the I-attitude ○ describe how to develop the you-attitude 	2
Understanding of the different means of communication	<ul style="list-style-type: none"> ▪ Distinguish between the different means of communication: <ul style="list-style-type: none"> ○ reading ○ writing ○ speaking ○ listening 	2
	<ul style="list-style-type: none"> ▪ Compare the advantages and effectiveness of the four types of communication 	2
Understanding of effective communication techniques	<ul style="list-style-type: none"> ▪ Identify the common barriers that impede communication: <ul style="list-style-type: none"> ○ barriers in the world around us ○ barriers between people ○ barriers made by words ○ barriers caused by cultural differences 	1
	<ul style="list-style-type: none"> ▪ Explain how effective communication can be achieved: <ul style="list-style-type: none"> ○ create a favourable environment ○ observe the dress code ○ use a proper channel ○ understand the audience's background ○ organize thoughts/ideas logically ○ focus on specific topics 	2

	<ul style="list-style-type: none"> ○ encourage feedback from the audience 	
	<ul style="list-style-type: none"> ▪ Discuss Maslow's Hierarchy of Needs 	13
Recognizing of the source of written materials	<ul style="list-style-type: none"> ▪ Identify the various sources of written materials 	1
	<ul style="list-style-type: none"> ▪ Develop the ability to extract relevant information from a wide range of documents and resources 	3
Understanding of the forms of communication within an organization	<ul style="list-style-type: none"> ▪ Explain the different forms of communication: <ul style="list-style-type: none"> ○ internal and external ○ verbal and written ○ upward and downward ○ vertical and lateral 	3
Understanding the writing process	<ul style="list-style-type: none"> ▪ Explain and demonstrate the stages in the writing process: <ul style="list-style-type: none"> ○ brainstorming ○ defining goals and audience ○ conducting research ○ planning ○ drafting ○ revising ○ proof-reading 	3
	<ul style="list-style-type: none"> ▪ Identify and eliminate common problems in writing: <ul style="list-style-type: none"> ○ wordiness ○ the overuse of passive sentences ○ excessive use of "s" and commas ○ choppiness ○ subjectivity ○ negativity ○ clichés ○ lack of variety 	3
	<ul style="list-style-type: none"> ▪ Apply unity and clarity in writing effective sentences 	3
	<ul style="list-style-type: none"> ▪ Explain the rules of paragraphing and use topic sentences in writing clear paragraphs 	3
Ability to compose clear, concise and professional business writing	<ul style="list-style-type: none"> ▪ Demonstrate knowledge of business jargon and abbreviations 	3
	<ul style="list-style-type: none"> ▪ Discuss the advantages and disadvantages of presenting information from diagrams, charts, tables and graphs in writing 	2
	<ul style="list-style-type: none"> ▪ Use an appropriate tone: <ul style="list-style-type: none"> ○ the four "P"s: personal/polite/positive/professional 	3
Ability to convey accurate and concrete information in written business communications	<ul style="list-style-type: none"> ▪ Discuss and distinguish the differences between the following business communication: <ul style="list-style-type: none"> ○ business letter ○ memo ○ agenda/minutes ○ report ○ proposal ○ e-mail ○ fax message 	2

	<ul style="list-style-type: none"> ▪ Demonstrate clear understanding of the definition and application of the various jargon in the above business correspondence 	3
Writing different forms of external business communication effectively	<ul style="list-style-type: none"> ▪ Explain the nature and features of business letters: <ul style="list-style-type: none"> ○ enquiry letter ○ letter of request ○ letter placing an order ○ collection letter ○ sales and promotion letter ○ complaint letter ○ letter of recommendation ○ letter of appreciation ○ letter of congratulations ○ letter of condolence 	3
	<ul style="list-style-type: none"> ▪ Distinguish the tone and format of the above types of letters 	3
	<ul style="list-style-type: none"> ▪ Compose effective and concise written documents and correspondence 	3
	<ul style="list-style-type: none"> ▪ Prepare responses for the following business correspondence: <ul style="list-style-type: none"> ○ enquiry letter ○ letter of request ○ letter placing an order ○ complaint order 	3
Writing effective internal business communication	<ul style="list-style-type: none"> ▪ Discuss the nature and needs for writing the various kinds of documents for internal communication: <ul style="list-style-type: none"> ○ memorandum ○ agenda and minutes ○ report ○ proposal ○ notice 	2
	<ul style="list-style-type: none"> ▪ Discuss the degree of formality used in a memorandum 	2
	<ul style="list-style-type: none"> ▪ Write clear and effective memorandums for routine enquiries, responses, policies, directives and indirect messages 	3
	<ul style="list-style-type: none"> ▪ Describe facts and incidents concisely and clearly 	3
Producing short reports that are informative, accurate and timely	<ul style="list-style-type: none"> ▪ Define the purpose of a report 	1
	<ul style="list-style-type: none"> ▪ Distinguish between the various kinds of reports: <ul style="list-style-type: none"> ○ formal/informal report ○ long/short report ○ proposal ○ recommendation report ○ evaluation report 	+2
	<ul style="list-style-type: none"> ▪ Outline the report-writing process and explain the importance of objectivity in report writing 	2
	<ul style="list-style-type: none"> ▪ Prepare a complete report: <ul style="list-style-type: none"> ○ identify the different styles of report and the features in a report ○ understand the pros and cons of including diagrams, pictures, data, tables in a report ○ discuss the importance of design and layout of a 	3

	<ul style="list-style-type: none"> report ○ gather and select information and summarize relevant data from research material ○ evaluate the quality of the report 	
Understanding of the nature and requirements for a business meeting	▪ Explain the functions of a meeting/conference	1
	▪ Describe the process for calling a productive and effective meeting	1
	▪ Identify the features of a meeting: <ul style="list-style-type: none"> ○ people ○ purpose ○ venue 	1
	▪ Prepare an agenda and minutes	3
	▪ Consolidate materials into effective, concise presentation materials for the meeting	3
	▪ Describe the problems of a meeting: <ul style="list-style-type: none"> ○ group-think ○ hidden agenda ○ interpersonal conflicts 	2
	▪ Evaluation Evaluate the quality and effectiveness of a meeting	3

Content (Organization and management)

Unit of competency	Activity required to demonstrate competence (Performance indicators)	Level of competence required
Knowledge of the importance of effective organizational management to achieve the aims of an organization	▪ Describe the various levels of management and the function and inter-relationship of each	2
	▪ Outline alternative approaches by management to problem solving and decision making	3
	▪ Describe and distinguish the various types and levels of planning undertaken by organizations	3
	▪ Describe the concepts of authority, accountability and responsibility	2
	▪ Describe the basic elements of organization design and the advantages/disadvantages of differing structures	2
	▪ Identify common quality management techniques	2
Knowledge of the characteristics of effective control systems in organizations	▪ Describe the need for control in organizations	2
	▪ Describe the characteristics of effective control systems in organizations	2
	▪ Explain financial and non-financial methods of control	2
Understanding of the basic concepts of marketing and marketing mix	▪ Define marketing	2
	▪ Define and understand the relationships between: <ul style="list-style-type: none"> ○ segmentation ○ targeting ○ positioning 	2
	▪ Understand the different marketing mix: <ul style="list-style-type: none"> ○ product 	2

	<ul style="list-style-type: none"> ○ price ○ place ○ promotion 	
Knowledge of market research tools	<ul style="list-style-type: none"> ▪ Identify the different types of research data 	2
	<ul style="list-style-type: none"> ▪ Describe the steps in the market research process 	2
	<ul style="list-style-type: none"> ▪ Explain how businesses analyze and use marketing information 	3
Understanding of the key elements of production and operations management in a manufacturing business	<ul style="list-style-type: none"> ▪ Describe the key elements of products and operations management 	2
	<ul style="list-style-type: none"> ▪ Explain the role of strategic production analysis 	2
	<ul style="list-style-type: none"> ▪ Describe the concept of total quality management 	2
Understanding of the key elements of management in a service organization	<ul style="list-style-type: none"> ▪ Describe the distinctive features of a service organization 	2
	<ul style="list-style-type: none"> ▪ Explain the importance of strategic planning in service organizations 	2
	<ul style="list-style-type: none"> ▪ Describe the importance of service quality 	2
Understanding of the role of financial management in organizations	<ul style="list-style-type: none"> ▪ Explain the critical role of financial management in the overall management of an organization 	3
	<ul style="list-style-type: none"> ▪ Explain the key financial decisions an organization needs to make 	3
	<ul style="list-style-type: none"> ▪ Describe different forms of financial planning and sources of finance 	2
	<ul style="list-style-type: none"> ▪ Explain the role of the accounting function in relation to financial analysis, reporting and control 	2
Understanding of the role of the human resource management function in an organization	<ul style="list-style-type: none"> ▪ Explain the importance of human resource management 	2
	<ul style="list-style-type: none"> ▪ Describe: <ul style="list-style-type: none"> ○ staff planning ○ employee recruitment ○ selection ○ induction ○ training ○ development ○ appraisal 	2
Understanding of the unique characteristics of international business	<ul style="list-style-type: none"> ▪ Describe the importance and relevance of conducting business across national borders 	2
	<ul style="list-style-type: none"> ▪ Explain the unique characteristics of international business: <ul style="list-style-type: none"> ○ regulatory requirements ○ terminology ○ cultural diversity 	2