

# Foundations in Financial Management (FFM)

## June and December 2013

This syllabus and study guide is designed to help with teaching and learning and is intended to provide detailed information on what could be assessed in any examination session.

### THE STRUCTURE OF THE SYLLABUS AND STUDY GUIDE

#### Relational diagram with other papers

This diagram shows direct and indirect links between this paper and other papers preceding or following it. Some papers are directly underpinned by other papers. These links are shown as solid line arrows. The links between papers where there is only an indirect link and no required underpinning are shown as dotted line arrows. The relational diagram therefore indicates where you are expected to have underpinning knowledge and where it would be useful to review previous learning before undertaking study.

#### Overall aim of the syllabus

This explains briefly the overall objective of the paper and indicates in the broadest sense the capabilities to be developed within the paper.

#### Main capabilities

This paper's aim is broken down into several main capabilities which divide the syllabus and study guide into discrete sections.

#### Relational diagram of main capabilities

This diagram illustrates the flows and links between the main capabilities (sections) of the syllabus and should be used as an aid to planning teaching and learning in a structured way.

#### Syllabus rationale

This is a narrative explaining how the syllabus is structured and how the main capabilities are linked.

The rationale also explains in further detail what the examination intends to assess and why.

#### Detailed syllabus

This shows the breakdown of the main capabilities (sections) of the syllabus into subject areas. This is the blueprint for the detailed study guide.

#### Approach to examining the syllabus

This section briefly explains the structure of the examination and how it is assessed.

#### Study Guide

This is the main document that students and learning and content providers should use as the basis of their studies, instruction and materials respectively.

Examinations will be based on the detail of the study guide which comprehensively identifies what could be assessed in any examination session.

The study guide is a precise reflection and breakdown of the syllabus. It is divided into sections based on the main capabilities identified in the syllabus. These sections are divided into subject areas which relate to the sub-capabilities included in the detailed syllabus. Subject areas are broken down into sub-headings which describe the detailed outcomes that could be assessed in examinations. These outcomes are described using verbs indicating what exams may require students to demonstrate, and the broad intellectual level at which these may need to be demonstrated (\*see intellectual levels below).

#### Learning Materials

ACCA has one Platinum Approved Learning Partner-content which is BPP Learning Media. In addition, there are a number of Gold Approved Learning Partners - content.

For information about ACCA's Approved Learning Partners - content, please go ACCA's Content Provider Directory.

The Directory also lists materials by Subscribers, these materials have not been quality assured by ACCA but may be helpful if used in conjunction with approved learning materials. You will also find details of Examiner suggested Additional

Reading which may be a useful supplement to approved learning materials.

ACCA's Content Provider Directory can be found here –

[http://www.accaglobal.com/learningproviders/alpc/content\\_provider\\_directory/search/](http://www.accaglobal.com/learningproviders/alpc/content_provider_directory/search/).

Relevant articles will also be published in Student Accountant.

## LEVEL OF ASSESSMENTS – INTELLECTUAL DEMAND

ACCA qualifications are designed to progressively broaden and deepen the knowledge and skills demonstrated by the student at a range of levels on their way through each qualification.

Throughout, the study guides assess both knowledge and skills. Therefore a clear distinction is drawn, within each subject area, between assessing knowledge and skills and in assessing their application within an accounting or business context. The assessment of knowledge is denoted by a superscript<sup>K</sup> and the assessment of skills is denoted by the superscript<sup>S</sup>.

## VALUE OF ASSESSMENTS – EDUCATION RECOGNITION

ACCA seeks to enhance the education recognition of its qualifications on both national and international education frameworks, and with educational authorities and partners globally. In doing so, ACCA aims to ensure that its qualifications are recognized and valued by governments, regulatory authorities and employers across all sectors. To this end, ACCA qualifications are currently recognized on the education frameworks in several countries. Please refer to [www.accaglobal.com/en/discover/public-value/education-learning/recognition-acca.html](http://www.accaglobal.com/en/discover/public-value/education-learning/recognition-acca.html) for further information.

## GUIDE TO EXAM STRUCTURE

The structure of examinations varies within and between modules and levels.

The FIA examinations contain 100% compulsory questions to encourage candidates to study across the breadth of each syllabus.

All FIA examinations are assessed by two-hour paper based and computer based

examinations.

The pass mark for all FIA examination papers is 50%.

## GUIDE TO EXAMINATION ASSESSMENT

ACCA reserves the right to examine anything contained within any study guide at any examination session. This includes knowledge, techniques, principles, theories, and concepts as specified.

For the financial accounting, audit and tax papers, except where indicated otherwise, ACCA will publish *examinable documents* once a year to indicate exactly what regulations and legislation could potentially be assessed within identified examination sessions.

Examinations regulation **issued** or legislation **passed** on or before 30<sup>th</sup> September annually, will be assessed from June 1<sup>st</sup> of the following year to May 31<sup>st</sup> of the year after. Please refer to the examinable documents for the paper (where relevant) for further information.

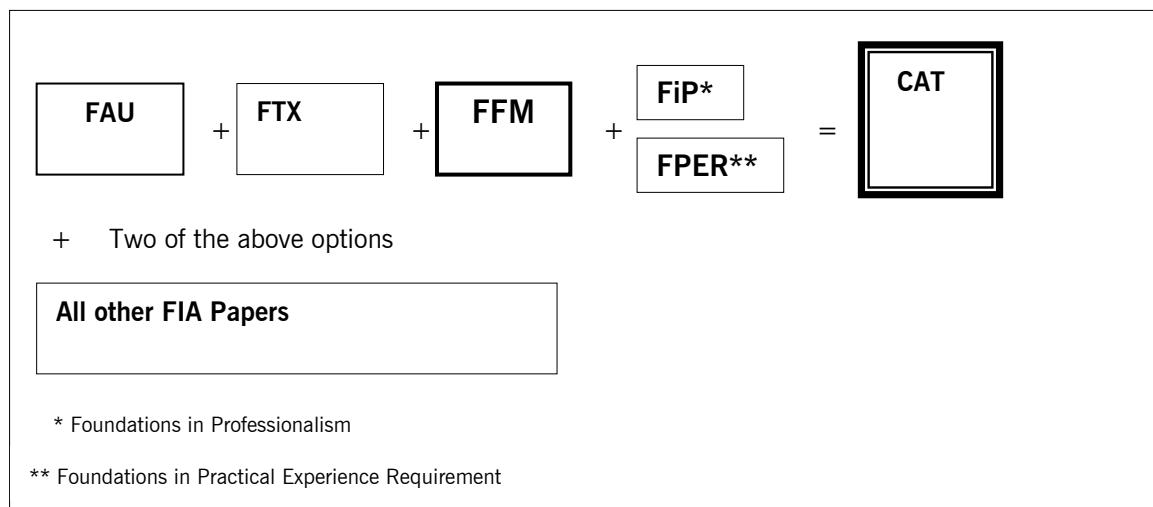
Regulation issued or legislation passed in accordance with the above dates may be examinable even if the **effective** date is in the future. The term issued or passed relates to when regulation or legislation has been formally approved.

The term effective relates to when regulation or legislation must be applied to entity transactions and business practices.

The study guide offers more detailed guidance on the depth and level at which the examinable documents will be examined. The study guide should therefore be read in conjunction with the examinable documents list.

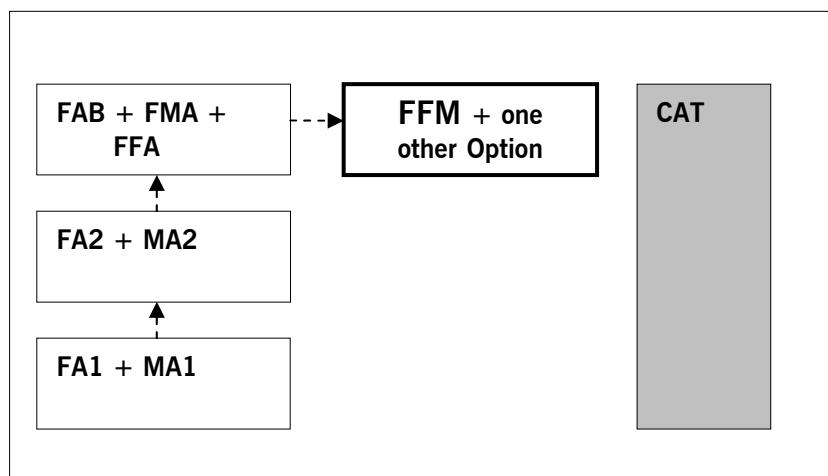
# Qualification structure

The Certified Accounting Technician (CAT) Qualification consists of nine papers which include seven of the FIA examination papers, at all three levels, plus two examinations from three of the specialist options papers. The CAT qualification also requires the completion of the Foundations in Professionalism (FiP) module and 12 months relevant work experience, including the demonstration of 10 work based competence areas. Exemptions can be claimed from a maximum of the first four FIA papers for relevant work experience.



# Syllabus structure

The CAT syllabus is designed at three discrete levels. To be awarded the CAT qualification students must either pass or be exempted from all nine examinations including two specialist options papers. Exemptions based on relevant work experience can be claimed from up to the first four FIA papers.



# Syllabus

## AIM

To develop knowledge and understanding of ways organisations finance their operations, plan and control cash flows, optimise their use of working capital and allocate resources to long term investment projects.

## RATIONALE

The syllabus for FFM, Managing Finances, introduces students to different ways of managing finance within an organisation with the aim of enhancing business performance. This includes planning and controlling of cash flow in both the short and long term, how to manage capital investment decisions and managing trade credit for an efficient flow of cash.

The syllabus starts by introducing the principles of effective working capital management, and the impact working capital has on an organisation's cash flow. It then looks at the techniques for forecasting cash to aid an organisation in planning its cash needs.

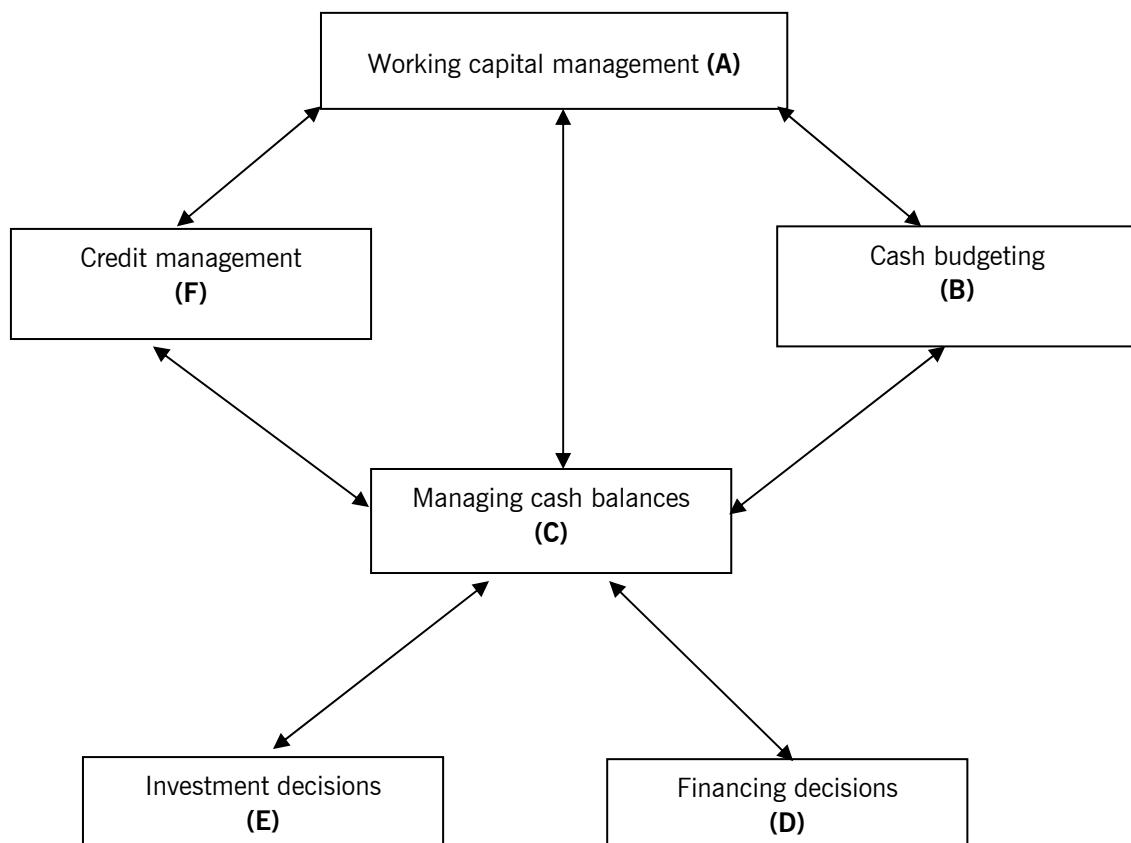
The next area of the syllabus looks at the different ways of managing cash in the short, medium and long term, including investing funds in capital projects. It finally looks at procedures for effective credit management to maximise flow of cash to the business.

## MAIN CAPABILITIES

On successful completion of this paper, candidates should be able to:

- A** Explain and apply the principles of working capital management
- B** Apply a range of accounting techniques used to forecast cash within the organisation
- C** Describe methods and procedures for managing cash balances
- D** Explain principles in making medium to long term financing decisions
- E** Explain and apply principles in making capital investment decisions
- F** Describe credit management methods and procedures

## RELATIONAL DIAGRAM OF MAIN CAPABILITIES



## DETAILED SYLLABUS

### A Working capital management

1. Working capital management cycle
2. Inventory control
3. Accounts payables and receivables control

2. Credit granting
3. Monitoring accounts receivables
4. Debt collection

### B Cash budgeting

1. Nature and sources of cash
2. Cash budgeting and forecasting

### APPROACH TO EXAMINING THE SYLLABUS

The syllabus is assessed by a two hour paper based examination. Questions will assess all parts of the syllabus and will include both computational and non computational elements.

The examination will consist of two sections structured as follows:

### C Managing cash balances

1. Treasury function
2. Overview of financial markets
3. Managing deficit cash balances
4. Managing surplus cash balances

**Marks**

#### Section A

Ten compulsory multiple choice questions each worth 1, 2 or 3 marks 20

#### Section B

Six compulsory questions	
Q1 (20 marks )	20
Q2, 3 & 4 (10 marks each)	30
Q5 & 6 (15 marks each)	<u>30</u>
Total	<u>100</u>

### D Financing decisions

1. Money in the economy
2. Medium term financing
3. Long term financing
4. Financing for small and medium sized enterprises

### E Investment decisions

1. Financing concepts
2. Capital budgeting
3. Capital investment appraisal

### F Credit management

1. Legal issues

# Study Guide

## A WORKING CAPITAL MANAGEMENT

### 1. Working capital management cycle

- a) Define working capital.<sup>[k]</sup>
- b) Explain why working capital management is important.<sup>[k]</sup>
- c) Explain the relationship between cash flows and the working capital cycle.<sup>[s]</sup>
- d) Demonstrate the calculation of the working capital cycle (also known as the cash operating cycle) .<sup>[s]</sup>
- e) Outline the possible relationships between inventory levels and sales.
- f) Define and explain over-trading and over-capitalisation.<sup>[s]</sup>
- g) Identify and calculate over-trading and over-capitalisation financial indicators.<sup>[s]</sup>

### 2. Inventory control

- a) Discuss the key considerations when developing an inventory ordering and storage policy.
- b) Define and explain work in progress.<sup>[k]</sup>
- c) Define economic order quantity (EOQ) .<sup>[k]</sup>
- d) Apply the EOQ model.<sup>[s]</sup>
- e) Discuss the effects of just-in-time on inventory control.<sup>[s]</sup>

(Note: Economic Batch Quantities, where all items in a batch do not arrive simultaneously, will not be examined)

### 3. Accounts payable and receivables control

- a) Explain the role of accounts payables in the working capital cycle.<sup>[k]</sup>

- b) Explain the role of accounts receivables in the working capital cycle.<sup>[k]</sup>
- c) Explain the need to monitor accounts payables.<sup>[s]</sup>
- d) Explain accounts payables control operations and the importance of accounts payables management.<sup>[s]</sup>
- e) Describe the various types and form of accounts payables.<sup>[k]</sup>
- f) Describe the various accounts payables payment methods and procedures (for example, direct debit) .<sup>[s]</sup>
- g) Evaluate and demonstrate the issues involved with early payment and settlement discounts.<sup>[s]</sup>
- h) Identify the risks of taking increased credit and buying under extended credit terms.<sup>[s]</sup>

## B CASH BUDGETING

### 1. Nature and sources of cash

- a) Define cash, cash flow and funds.<sup>[k]</sup>
- b) Explain the importance of cash flow management and its impact on liquidity and company survival.<sup>[s]</sup>
- c) Outline the various sources and applications of finance.<sup>[k]</sup>
  - (i) Regular revenue receipts and payments
  - (ii) Capital receipts and payments
  - (iii) Drawings or dividends and disbursements
  - (iv) Exceptional receipts and payments
- d) Distinguish between the cash flow patterns of different types of organisations.<sup>[s]</sup>
- e) Explain the importance of cash flow for sustainable growth of such organisations.<sup>[s]</sup>
- f) Define “cash accounting” and “accruals accounting” .<sup>[k]</sup>
- g) Explain the difference between cash accounting and accruals accounting.<sup>[k]</sup>

h) Reconcile cash flow to profit.<sup>[s]</sup>

## 2. Cash budgeting and forecasting

- a) Explain the objectives of a cash budget.<sup>[k]</sup>
- b) Explain and illustrate statistical techniques used in forecasting cash flows.<sup>[s]</sup>
- c) Explain inflation and the impact on cash flow and profit.<sup>[k]</sup>
- d) Prepare a cash budget, including adjustments for timing of receipts and payments.<sup>[s]</sup>
- e) Discuss and illustrate how cash budgets can be used as a mechanism for monitoring and control.<sup>[s]</sup>
- f) Carry out simple sensitivity analysis on a cash budget or forecast.<sup>[s]</sup>
- g) Prepare a simple cleared funds forecast.<sup>[s]</sup>

## C MANAGING CASH BALANCES

### 1. Treasury function

- a) Outline the basic treasury functions.<sup>[k]</sup>
- b) Discuss the advantages and disadvantages of a centralised treasury function.<sup>[k]</sup>
- c) Discuss the advantages and disadvantages of centralised cash control.<sup>[k]</sup>
- d) Describe cash handling procedures (including recording practises).<sup>[k]</sup>
- e) Describe the issues to be considered when attempting to hold optimal cash balances.<sup>[s]</sup>
- f) Outline the statutory and the other regulations relating to the management of cash.<sup>[k]</sup>

### 2. Overview of financial markets

- a) Explain the role and functions of various types of banks (including the structure of the banking system).<sup>[k]</sup>
- b) Identify the major financial intermediaries.<sup>[k]</sup>

c) Outline the general roles of financial intermediaries.<sup>[k]</sup>

d) Outline the key benefits of financial intermediation.<sup>[k]</sup>

e) Outline the relationships between financial institutions.<sup>[k]</sup>

f) Explain the purpose and main features of:  
(i) Bank deposits  
(ii) Certificates of deposit  
(iii) Government stocks  
(iv) Local authority bonds  
(v) Bills of exchange

g) Explain the purpose and main features of:  
(i) Equity  
(ii) Preference shares  
(iii) Secured loan note  
(iv) Unsecured loan note  
(v) Convertible and redeemable debt  
(vi) Warrants

h) Explain the basic nature of a money market.<sup>[k]</sup>

i) Describe the way in which a stock market (both main and second tier) operates.<sup>[k]</sup>

j) Discuss ways in which a company may obtain a stock market listing and the advantages and disadvantages of having a stock market listing.<sup>[s]</sup>

### 3. Managing deficit cash balances

- a) Discuss situations where it may be appropriate to raise short-term finance.<sup>[s]</sup>
- b) Describe the different forms of bank loans and overdrafts, their terms and conditions.<sup>[s]</sup>
- c) Explain the legal relationship between bank and customer.<sup>[k]</sup>
- d) Explain the nature of trade credit and its use as a short-term source of finance.<sup>[s]</sup>
- e) Evaluate the risks associated with increasing the amount of short-term finance in an organisation.<sup>[s]</sup>

f) Discuss the relative merits and limitations of short term finance.<sup>[s]</sup>

#### 4. Managing surplus cash balances

- a) Define what is meant by “surplus funds” .<sup>[k]</sup>
- b) Explain how surplus funds may arise.<sup>[k]</sup>
- c) Discuss the objectives to be considered in the investment of surplus funds.<sup>[s]</sup>
- d) Invest surplus funds according to organisational policy and within defined financial authorisation limits.<sup>[s]</sup>
- e) Define the risk-return trade-off.<sup>[k]</sup>
- f) Outline what is meant by risk of default, systematic risk and unsystematic risk.<sup>[k]</sup>
- g) Outline how the Baumol cash management model works (note – calculations are not required).<sup>[k]</sup>
- h) Discuss the limitations of the Baumol cash management model.<sup>[k]</sup>
- i) Suggest appropriate liquidity levels for a range of different organisations.<sup>[s]</sup>

### D FINANCING DECISIONS

#### 1. Money in the economy

- a) Define what is meant by “money supply” in an economic context.<sup>[k]</sup>
- b) Outline how money supply may be controlled in an economy.<sup>[k]</sup>
- c) Outline the basic relationship between the demand for money and interest rates.<sup>[k]</sup>
- d) Explain briefly and illustrate the interaction between inflation and interest rates.<sup>[s]</sup>
- e) Discuss the possible consequences of inflation in an economy and its effect on organisations in general .<sup>[k]</sup>
- f) Describe how the application of different monetary policies can affect the economy.<sup>[k]</sup>

#### 2 Medium term financing

- a) Discuss situations where it may be appropriate to raise medium-term finance.<sup>[s]</sup>
- b) Describe the main features of hire purchase, finance leases and operating leases.<sup>[k]</sup>
- c) Compare and contrast the main features of hire purchase, finance leases and operating leases (NB – lease or buy decisions are not examinable) .<sup>[s]</sup>
- d) Discuss the relative merits and limitations of medium term finance.<sup>[s]</sup>

#### 3. Long term financing

- a) Discuss situations where it may be appropriate to raise long-term finance.<sup>[s]</sup>
- b) Describe the key factors to be considered when deciding on an appropriate source of long term finance (debt or equity) .<sup>[s]</sup>
- c) Calculate relative gearing and earnings per share under different financial structures.<sup>[s]</sup>
- d) Discuss the relative merits and limitations of long term finance.<sup>[s]</sup>
- e) Describe the key factors that should be considered in deciding the mix of short/medium/long term finance in an organisation.<sup>[s]</sup>
- f) Discuss the nature and importance of internally generated funds.<sup>[k]</sup>
- g) Outline the major sources of government funds e.g. grants, regional and national schemes.<sup>[k]</sup>

#### 4. Financing for small and medium sized enterprises

- a) Outline the requirements for finance of SMEs (purpose, how much, how long) .<sup>[k]</sup>
- b) Describe the nature of the financing problem for SMEs in terms of the funding gap, maturity gap and inadequate security.<sup>[s]</sup>

- c) Discuss the contribution of lack of information in SMEs to help explain the problems of SME financing.<sup>[k]</sup>
- d) Describe and discuss the response of government agencies and financial institutions to the SME financing problem.<sup>[s]</sup>
- e) Describe the main features of venture capital.<sup>[k]</sup>
- f) Describe the key areas of concern to venture capitalists when evaluating an application for funding.<sup>[s]</sup>
- g) Explain how the use of such measures as credit suppliers, hire purchase, factoring and second tier listing can help to ease the financial problems of SMEs.<sup>[s]</sup>
- h) Outline appropriate sources of finance for SMEs.<sup>[s]</sup>

## **E INVESTMENT DECISIONS**

### **1. Financing concepts**

- a) Explain the differences between simple and compound interest.<sup>[k]</sup>
- b) Calculate future values.<sup>[s]</sup>
- c) Discuss the concept of time value of money.<sup>[s]</sup>
- d) Discuss the concept of discounting.<sup>[s]</sup>
- e) Calculate present values, making use of present value tables to establish discount factors.<sup>[s]</sup>

### **2. Capital budgeting**

- a) Discuss the importance of capital investment planning and control.<sup>[k]</sup>
- b) Outline the issues to consider and the steps involved in the preparation of a capital expenditure budget.<sup>[s]</sup>
- c) Define and distinguish between capital and revenue expenditure.<sup>[k]</sup>

- d) Compare and contrast investment in non current assets and investment in working capital.<sup>[k]</sup>

- d) Describe capital investment procedures (authorisation and monitoring) .<sup>[k]</sup>

### **3. Capital investment appraisal**

- a) Calculate the payback and discounted payback of a project and assess its usefulness as a method of investment appraisal.<sup>[s]</sup>
- b) Calculate the accounting rate of return of a project and assess its usefulness as a method of investment appraisal.<sup>[s]</sup>
- c) Discuss the concept of relevant cash flows for decision making.<sup>[k]</sup>
- d) Identify and evaluate relevant cash flows for individual investment decisions.<sup>[s]</sup>
- e) Explain the concept of net present value and how it can be used for project appraisal.<sup>[k]</sup>
- f) Calculate net present value and interpret the results.<sup>[s]</sup>

(Note: NPV calculations will not include adjustments for inflation, tax or working capital)

- g) Outline the concept of internal rate of return and how it can be used for project appraisal.<sup>[k]</sup>
- h) Calculate internal rate of return and interpret the results.<sup>[s]</sup>
- i) Discuss the relative merits of NPV and IRR, including mutually exclusive projects and multiple yields.<sup>[k]</sup>
- j) Explain the superiority of DCF methods over payback and accounting rate of return.<sup>[k]</sup>

## **F CREDIT MANAGEMENT**

### **1. Legal issues**

- a) Explain the key elements of a basic contract (offer, acceptance, remedies for breach of contract etc) .<sup>[k]</sup>

- b) Briefly outline specific terms and conditions that may be included in contracts with credit customers (eg length of credit period, amount of interest on late payments, retention of title).<sup>[s]</sup>
- c) Outline the basic legal procedures for the collection of debts.<sup>[k]</sup>
- d) Identify the main data protection issues that should be considered when dealing with accounts receivables records.<sup>[k]</sup>
- e) Explain bankruptcy and insolvency.<sup>[k]</sup>

## 2. Credit granting

- a) Explain the importance of credit management, including the level of trade credit, the role of the credit control function and the activities of the credit control function.<sup>[k]</sup>
- b) Explain the need to establish a credit policy and outline the steps involved, including setting maximum credit amounts and periods and total credit levels.<sup>[s]</sup>
- c) Explain the key categories that should be considered when assessing the credit-worthiness of a customer.<sup>[k]</sup>
- d) Outline the various internal sources of information that may be used in assessing the credit-worthiness of a customer.<sup>[s]</sup>
- e) Outline the various external sources of information that may be used in assessing the credit-worthiness of a customer.<sup>[s]</sup>
- f) Define and explain credit scoring.<sup>[k]</sup>
- g) Identify possible reasons for rejecting an application for credit or extending credit.<sup>[s]</sup>
- h) Describe how the financial statements of a customer can be used to assess the credit-worthiness of a customer.<sup>[s]</sup>
- i) Identify and apply the common ratios that may be used to analyse the financial statements of a customer in order to assess their credit-worthiness.<sup>[s]</sup>

- j) Evaluate the usefulness and limitations of ratio analysis in assessing credit-worthiness.<sup>[s]</sup>

## 3. Monitoring accounts receivables

- a) Identify the main contents of accounts receivables records.<sup>[s]</sup>
- b) Describe the main internal sources that may be used to monitor accounts receivables (including aged trade receivables analysis, average periods of credit, incidence of bad debts).<sup>[s]</sup>

Note - you may be required to prepare an aged accounts receivables analysis

- c) Describe the main external sources that may be used to monitor accounts receivables (including credit rating agencies, industry sources, financial reports, press coverage, official publications, bank or supplier reference,)<sup>[s]</sup>

## 4. Debt collection

- a) Identify the main methods used to identify potential problems with credit customers meeting their payment obligations.<sup>[k]</sup>
- b) Describe ways in which credit customers could be encouraged to pay promptly including effects of offering discounts<sup>[s]</sup>
- c) Describe the main techniques and methods that may be used to assist in the collection of overdue debts.<sup>[s]</sup>
- d) Identify debt recovery methods appropriate to individual customers.<sup>[s]</sup>
- e) Explain procedures for writing off debts (double entry recording is excluded).<sup>[k]</sup>
- f) Describe how factoring works and the main types of service provided by factors.<sup>[s]</sup>
- g) Define invoice discounting and outline how this form of factoring works.<sup>[s]</sup>
- h) Calculate the cost of factoring arrangements, invoice discounting and changes in credit policy.<sup>[s]</sup>