

ACCA BT Section A Mind Map

Organisational Environment:

PESTEL

Political, Economic,
Social, Technological,
Ecological, Legal

Porter's 5 forces:

Customers, Suppliers, New Entrants,
Substitutes, Competitors

Mendelow Matrix

Analyses stakeholders in levels of interest and power, four items identified:
1.Minimal effort, 2.Keep satisfied, 3.Keep informed, 4.Keep players

Stakeholders

Refers to any person or institution in any way affected by organisation
3 types of stakeholders: Internal, connected, external

Organisation

A social arrangement which pursues collective goals,
which controls its own performance, and which has a
boundary separating it from its environment.

Types of organization

1. Commercial
2. Not-for-profit
3. Public sector
4. Non-governmental organisations
5. Cooperatives

SWOT Analysis:

Analysing an organisation's
Strengths, Weaknesses,
Opportunities and Threats

Strengths and weaknesses are
internal; while opportunities and
threats are external

Porter's value chain:

Primary activities
Vs
Secondary activities

ACCA BT Section B Mind Map

Culture

Basic concept – Culture web (Symbols & Titles, Power Relations, Organisation Structure, Control Systems, Rituals & Routines, Myths & Stories)

Theories:

- **Charles Handy's classification**
- **Schein three levels of cultures**
- **Hofstede national cultures**

Corporate Governance

Corporate Governance refers to how companies are directed and controlled.

Main Principles:

- **Leadership**
 - **Effectiveness**
 - **Accountability**
 - **Remuneration**
 - **Relations with shareholders**
- Ethics → Regulations → Law**

Organisation

Structure

Organisational Structure

- **Entrepreneurial,**
- **Functional,**
- **Divisional, or**
- **Matrix.**

Mintzberg's Structure

- **Strategic apex**
- **Middle line**
- **Operating core**
- **Support staff**
- **Technostructure**

Centralisation Vs Decentralisation

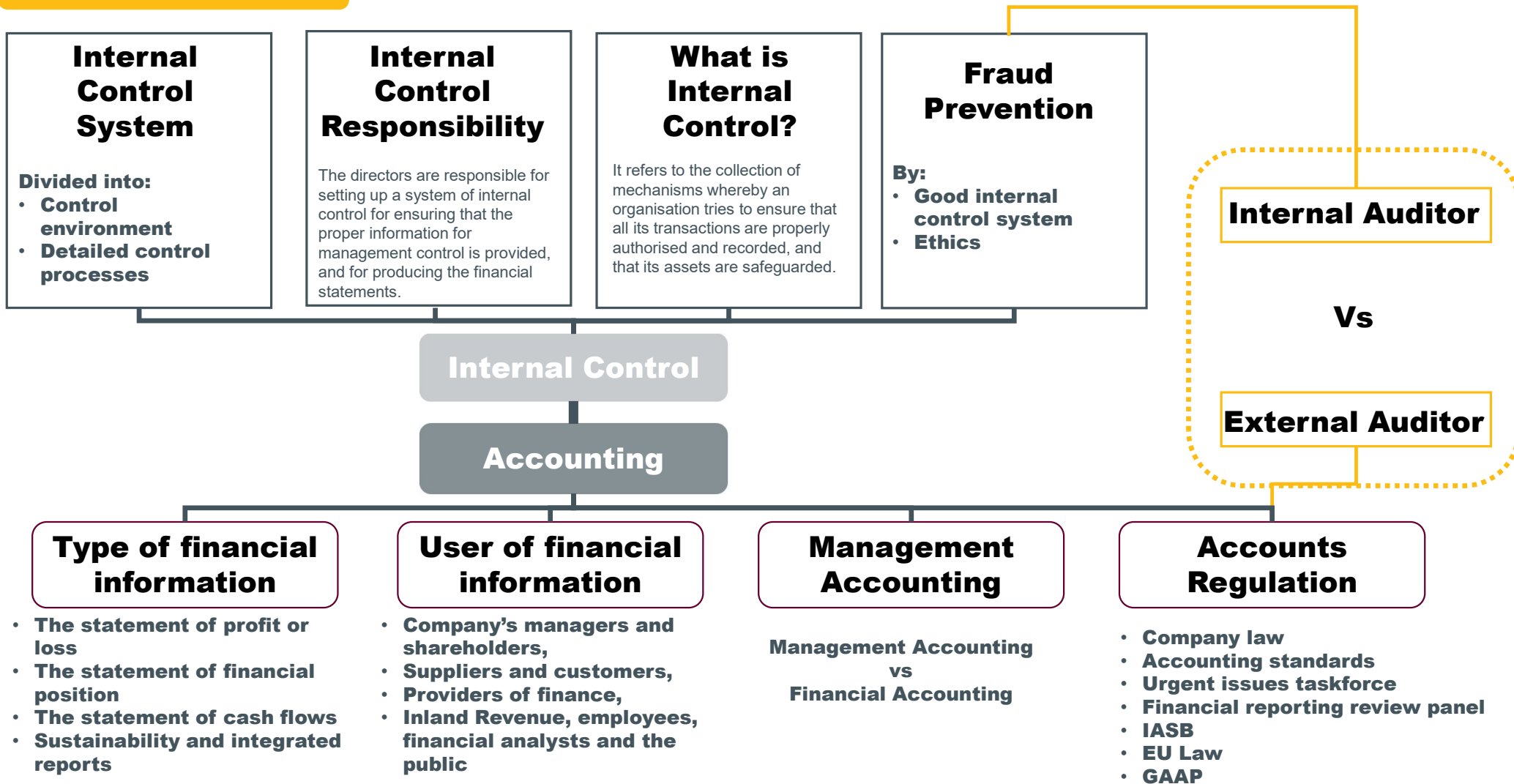
Decentralisation Advantage –

- **Balanced workload to top management**
- **Decision making speed faster**
- **Favour to area of expertise**
- **Better motivation**
- **Training and assessment**

Disadvantage –

- **Dysfunctional decision making**

ACCA BT Section C Mind Map



ACCA BT Section D Mind Map

Management

- **Getting things done through other people**
- **A social arrangement with a controlled performance of collective goals**

Nature of management theories:

Classical theory – Fayol 5 functions; Scientific theory – Taylor; Human relations school – Mayo; Functions of a manager – Drucker 3 functions; Managerial functions – Mintzberg

Leadership models:

Ashridge – 4 types of leadership style (Tells, Sells, Consults, Joins)
Blake and Mouton's managerial grid (Concern for people vs Concern for task)

Approaches to leadership:

Adair – action-centred leadership
Bennis – distinction between manager and leader
Heifetz – adaptive leadership
Fiedler – leadership style vs situational favourableness
Kotter – transformational vs transactional leadership

Groups

Group definition by Handy: Any collection of people who perceive themselves to be a group.

Formal vs Informal

Tuckman – Stages of team development:

- **Forming**
- **Storming**
- **Norming**
- **Perform**
- **Dorming**

Motivation

Content theory vs Process theory

Maslow's Hierarchy of Needs

(Physiological needs, safety needs, Social needs, Esteem needs, Self-actualisation)

Herzberg two-factor theory

(hygiene factor vs motivation factor)

Vroom Expectancy theory

(Motivating force = Valence x Expectancy)

McGregor – Theory X and Theory Y

Recruitment & Selection

Process of recruitment –

1. Job analysis, job description and person specification
2. Advertising
3. Selection method
4. Development and training

Selection method:

- Interviews
- Selection tests
- References
- Work sampling
- Group selection

Learning

2 approaches to learning theory: Behaviourist approach vs Cognitive approach

Learning theories:

- Honey and Mumford – Different learning styles (theorists, reflectors, activists, and pragmatists)
- Kolb – Experiential learning

Performance & Appraisal

Purpose of performance appraisal:

- Improve organisational performance
- Develop individuals

Three elements in appraisal interview

- Reward
- Performance
- Potential

Ways of conducting interview

- Tell and sell
- Tell and listen
- Problem solving

ACCA BT Section E Mind Map

Personal Development

SMARTER

- **Specific,**
- **Measurable,**
- **Agreed,**
- **Realistic,**
- **Time-bound,**
- **Evaluate,**
- **Review**



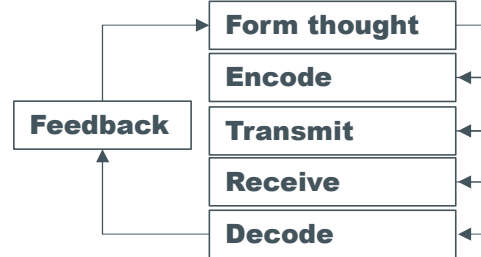
Communication

Time Management

Prioritisation

Coaching, Mentoring, Counselling

Way of communication



Leavitt

Patterns of communication (Y shape, wheel shape, circle shape, chain shape)

Within Organisation

- Vertical
- Horizontal
- Diagonal

Barrier to Communicaiton

- Inappropriate language
- Different status
- Emotion
- Wrong medium
- Information overload

ACCA BT Section F Mind Map

Organisational Value

Organisational values which promote ethical behaviour:

- Openness
- Trust
- Honesty
- Respect
- Empowerment
- Accountability

IFAC

Fundamental Principles

IFAC code of ethics fundamental principles requires accountants to identify, evaluate, and address the threats to compliance, applying safeguards to eliminate the threats or to reduce them to an acceptable level.

Purpose

IFAC develops international standards on ethics, auditing and assurance, education and public sector accounting standards.

Code of ethics

ACCA shares the same code of ethics as IFAC

IFAC Code of Ethics
(i) Integrity
(ii) Objectivity
(iii) Professional competence
(iv) Confidentiality
(v) Professional behaviour