

CHARTERED INSTITUTE OF CERTIFIED
SECRETARIES AND REPORTERS OF NIGERIA



MEMBERSHIP QUALIFYING FOUNDATION,
INTERMEDIATE AND PROFESSIONAL EXAMINATIONS

REGULATIONS AND SYLLABUSES

NEW EDITION

ACKNOWLEDGEMENT

This is to acknowledge the pioneering efforts of those who worked day and night to make Chartered Institute of Certified Secretaries and Reporters of Nigeria a reality. In particular we deeply appreciate the indelible efforts, commitments and dedication of members and the pioneer Advisory Council under the Chairmanship of Alhaji Aliko M. Mohammed, OFR Dan Iyan Misua of Kaduna. The Advisory Council came at the teething period of the Institute (June 1986 – December 1996) and laid a solid foundation for immediate and future development. It was during that period in 1994/95 that the Institute began to conduct single subjects and commercial examinations which was discontinued in 1996 to fashion out a more responsive examination curriculum that would suit modern needs of the profession.

The inauguration of the Governing Board in April – June 1997 ushered in a pragmatic and enduring standardization in which generations shall leverage on as one of the most responsible, reliable and well emancipated professional bodies for those careerists that were relegated over the centuries. The Governing Board worked hard to structure the syllabus into foundation, intermediate and professional examinations module. The new structure ensured the standardization of the Institute's examinations to guarantee self-reliant, qualitative members with degree level at the final of Foundation, Intermediate and Professional Examination Part I, while post-graduate level is attained on completion of PE II/Final with three years' work experience.

Many successful candidates of the Institute's examination and certified members have proven to be the best amongst equal in office technology and general management responsibilities leading some to the zenith of leadership positions as Chief Executives in companies, special advisers and commissioners in the public sector. We encourage CICSR certificate holders to persist and pass through the professional qualifying examination and become chartered certified members. The training schools associated with the Institute and numerous certified Associate Members, distinguished Members and prestigious Professional Fellows, and other educational outlets are available to help younger generations attain their goals of professional self-realization

Significantly, we are deeply grateful to our Founder/first Registrar-General, Mr. Samuel O.A. Ozomah FCSR, who began the process of formation in 1981 which he vigorously pursued with passion and financial zeal. He was actively supported by Yomi Adewunmi, Amas Okezie, Hyacinth Anyanwu, Joseph Oguma, Daniel Odesina, Louis Ekpah, Matthew. S. Odusanya, Elder Andrew Onofiek Ufot, mni, Prof. Samson Ukpabi, and other countless number of associates through thick and thin to bring the Institute to its present status. We thank immensely the National Executive Committee, the Federal Government, and members of Staff for their painstaking inputs in the preparation of the Institute's previous syllabuses which formed the basis for continuous development.

The current revised syllabus has been prepared to satisfy the requirements of the CHARTERED STATUS granted the Institute by Parliamentary Act No 16 of 2015 (National Assembly)

1. to determine and review, from time to time the qualifications for membership of the Institute,
2. to ensure professional ethics, high standard and sound knowledge by members of the Institute; and
3. to promote and regulate those standards with a view to ensuring professional excellence and harmony in the practice and discipline of the Chartered Certified Secretaries and Official Verbatim Reporters as well as those involved in administrative professions within the ambits of Office Technology and Management services.

Thank you for making secretarial and official verbatim reporting practice relevant, grow and metamorphose into office technology and management in the comity of recognized professions.

SOA Ozomah, FCSR
Registrar/CEO
Chartered Institute of Certified Secretaries and Reporters
www.cicsrng.org
Email: icsr204@yahoo.com, icsr205@gmail.com, icsrexams@yahoo.com

ACKNOWLEDGEMENT

THE INSTITUTE

- The Aims and Objectives of the Institute
- The Training and Education Committee

CICSR Qualifications

Type of Examinations

Examination Regulations

Registration of Students

Entry Requirements

The Institute's Examinations Structure

Syllabuses

Examination Standard

Examination Centres

Examination Timetable

Examination Fees

Dates of Examination

Deferment of Examination

Late entries/Transfer of Fees

Notification of Results

Issuance of Certificates

Information on Exemption/Exemption Fees

References

Preparation for the Institute's Examination

Duration of Study Program

Services to Student Members

Correspondence

Withdrawal of Registration

Cancellation of Previous Results

Full and Part-time Courses

Detailed Syllabuses

THE INSTITUTE

The Chartered Institute of Certified Secretaries and Reporters is the accredited and recognized professional body regulating standards and ensuring harmony and excellence in the training, education and practice of the art and science of secretarial and official verbatim reporting which have metamorphosed into administrative and office technology management practice in the public and private sectors of the economy.

The Institute provides facilities and conducts examinations for those involved or wishing to qualify as Certified Secretaries and Official Verbatim Reporters with professional skills in corporate secretarial practice, general management, administrations and office technology management.

Aims and Objectives of the Institute

- To promote education in the profession of secretaryship and verbatim reporting, encourage advancement, disseminate knowledge and information in the education and practical training of secretaries, research into an exchange of information and opinions, on all issues affecting secretarial and official verbatim reporting practice.
- To provide a professional organization for the registration of qualified secretaries and reporters as well as those desiring to practice the profession and by means of examination and other methods of assessment, to test the skills and knowledge of persons in the profession for membership registration.
- In furtherance of these objectives, the Institute, subject to its Memorandum and Articles of Association and other Bye-Laws inclusive of Governing Board Regulations, has the power to:
 - lay down professional standard for its members' qualification and practice.

- conduct its own professional examinations.
- register and cause to be recognized, all qualified, past and present secretaries and verbatim reporters whether or not in practice provided they have been registered by being entered in the Register of members without cease and issued with a certificate signed by the President or Chairman and countersigned by the Secretary on behalf of the Governing Board of the Institute.

Functions of the Institute

The National Assembly Act to establish The Chartered Institute of Certified Secretaries and Reporters of Nigeria for the regulation, registration and discipline of Certified, Secretaries and Verbatim Reporters provide for a Governing Board charged with the responsibility among other things, for formulation of policies for the Institute and for related purposes; assigned the following functions to the Institute;

- a. determine and review, from time to time the qualifications for membership of the Institute.
- b. ensure professional ethics, high standard and sound knowledge by members of the Institute.
- c. secure in accordance with the provisions of the Act, the maintenance of a Register for its members, and create a career path for the promotion and actualization of professional office technology managers.
- d. carry out such other functions as the board may, from time to time prescribe.

Training and Education Committee

The control of the Institute's examinations is vested on the Governing Board.

- (a) The Governing Board may exercise its functions through delegated responsibility to its Training and Education Committee.
 - To advise the Governing Board on all aspects relating to efficient conduct of the foundation, intermediate and professional examinations of the Institute.
 - To review from time to time, as need arises, the syllabuses, programs and regulations of the Institute examinations with a view to maintaining acceptable standard.
 - Lay down standards of practice as are in the public interest in Nigeria.
 - To conduct examinations
 - Award Certificates which would indicate the level of attainment equivalent to those obtainable in other countries of the world with international recognition.

- (b) Members of the Examinations Committee
 These consist of a Chairman and several educationists, examiners, assessors including nominated representatives of educational institutions, the public service and the organized private sectors.

CICSR Qualifications

The essential aim of many candidates sitting for examinations is to obtain qualifications which will suit them for employment and also provide them the desired professional recognition. It must be emphasized that all professional bodies set their own requirements for membership registration. The CICSR examinations and qualifications are tailored to meet the needs for efficient productive skilled workers in the public and private sectors and also satisfy the entry requirements for registration in other professional bodies and the awards of higher institutions of learning like the Polytechnics Higher National Diploma and the Universities First and Postgraduate degrees.

Most candidates when they qualify at Foundation I & II levels will not necessarily have had sufficient practical experience to hold the highest appointment. But they will hold immediate secretarial and or office technology and administrative professionals post undertaking some of, or assisting with the performance of functions outlined for first degree graduates and HND holders. The Institute has further continued the training process which lead to certified Associate membership (ACSR) through the professional examinations (PE I & II), at which level the candidate, given that sufficient practical experience has been acquired, can hold any secretarial administrative and corporate secretarial appointment to the level of departmental head and secretary to Board in an organization clerk/secretary to committee in the parliament. A Certified Associate membership of the Institute can lead to the zenith of becoming the most effective chief executive.

The Chartered Professional Graduate members and certified Associate members by examination have professional and academic competence equivalent to First degree and Masters degree levels, in relation to Office Technology and Management.

Examination Modules

A. Foundation I and II Examinations

These levels of examinations are designed to evaluate the Business, Technical, Secretarial and Language skills likely to be required by a candidate holding or potentially capable of holding a senior appointment in Secretarial or Information-based

aspects of Management. Both parts I and II of the Foundation examinations consists of seven subjects at each level of examination. The successful candidates of foundation I & II can be eligible for Graduate membership registration.

B. Intermediate Examinations

These examinations are designed to evaluate the business, technical, office technology and management (secretarial) skills at first degree and Higher Diploma levels required by a candidate capable of holding a middle - level management position and senior appointment in secretarial or information-based aspects of management. Intermediate examination consists of five subjects. The successful candidates in Intermediate level would be eligible for Graduate membership registration.

C. Professional Examination (PE I & II)

This consists of a two-part program covering ten subjects at Post-Graduate programs examination level. The professional examinations can only be taken by professional Graduate members wishing to qualify for Associateship grade. They must complete parts I and II of the scheme before being elected Associate member (ACSR) of the Institute. Associate grade is the highest professional qualification attainable by examination.

Note: Distinguished Member and Prestigious Fellowship Awards are conferred on persons who are being honoured for exemplary leadership, contribution to the institute's development and humanity in general.

Examination Regulations

The following general regulations apply to all examinations conducted by the Institute and must be strictly adhered to by all registered students of the Institute.

- i. The Foundation examination must be taken differently with appropriate entry requirements. No candidate will be allowed to write the two parts of the Foundation examination at the same time. Students should qualify on one part before proceeding to another.
- ii. Candidates who qualify to write the professional examinations will do so in correct sequence. A candidate will successfully complete PE I before proceeding to write any subject of PE II.
- iii. No two parts of the examinations may be attempted together.
- iv. To pass a part of the examination, candidates must satisfy the examiners in all the subjects of that part taken at a sitting. Where a candidate is exempted or where referrals are made, all the remaining subjects within that part must be successfully completed at the next sitting.
- v. A candidate who passes all the subjects of a part will be credited with those passes.
- vi. Application to enter an examination must be on the prescribed form. An entry which has not been fully and properly completed may be rejected.
- vii. Candidates are advised to comply with the examination entry closing dates. The closing date is the date by which all entries must have been received at the National Secretariat of the Institute and NOT the date an entry was posted by the candidate.
- viii. Any candidate who seeks exemption from any subject of part I and II of the foundation and professional examinations must obtain and fill an application form for exemption.
- ix. No candidate will be allowed to change entry after the closing date for examination entries.
- x. Candidates are not permitted to retain any statute, ordinance, textbook or any other printed or manuscript paper or notes during the examination except such working materials as may be required by the examiner.
- xi. No candidate is allowed to communicate with, receive assistance from, or attempt to copy from the script of any other candidate, nor a candidate consult or attempt to use, sms, any books, papers or notes during the examination. A breach of any part of these regulations will be considered serious by the Examination Committee of the Governing Board and may result in the disqualification or total cancellation in respect of the current examination and possible termination of the student's registration and exclusion from future examinations of the Institute.

xii. When fundamental changes occur in the standard and format of question papers these will be notified to the candidates in advance. The Governing Board of the Institute reserves the right to vary the format or individual examination papers without notice, i.e. the number of questions to be answered, the choice of questions, etc.

xiii. The Governing Board of the Institute reserves the right to alter any part of the examination scheme, including subjects, syllabuses, regulations and exemptions, at any time. All fees charged and subscriptions are also subject to amendment at the discretion of the Governing Board. Notice of such changes will be given through the Institute's publications.

Registration of Students

Regulations

1. The examinations will be attempted only by registered students and graded members of the Institute. To become a registered student or graded member, an applicant must comply with the laid down membership regulations set out below.
2. Application for registration must be made on the prescribed form which may be obtained from the Institute on payment of an appropriate fee
3. Every applicant for registration must provide evidence acceptable to the Institute that he/she
 - (a) is not less than 18 years of age;
 - (b) has obtained the prescribed educational certificates with a minimum of 5 credit passes at GCE, SSCE, NABTEB NECO, English and Mathematics inclusive,
 - (c) is at the time of application, employed in a company or society or institution or in the public service, or intends to take full-time or part-time course of study in the African School of Management Technology, an accredited training centre run by certified members, a University, Polytechnic or College of Education student in preparation of the Institute's professional examinations;
 - (d) understands and accepts that success in all parts of the prescribed examination will not entitle him/her to full membership unless or until he/she has the necessary qualifying experience indicated in the Membership Handbook.
4. Every applicant for registration must be recommended by a member of the Institute or by a person of professional standing as a fit and proper person for admission to the examination of the Institute.
5. All fees due on registration must be paid at the time of application.
6. The decision of the Governing Board of the Institute on all applications shall be final
7. Registration as a student confers no right of membership or voting right. Successful applicants may describe themselves as registered students of CICSR but not as full members and no designated letters of the Institute can be applied by registered students.
8. Students' registration are subject to annual renewal by payment of prescribed fee.
9. Registered students of the Institute are expected to complete their examination to the level within a period not exceeding six years initially, where unavoidable circumstances warrant extension of study may be granted by the Board
10. All applicants are strongly advised to submit a formal application for registration at earliest possible time. Applicants wishing to register for the Institute's examination are to follow the dates indicated below. Any applicant who is in doubt as to his/her eligibility for registration should contact the National Secretariat prior to enrolling for a course of study of the Institutes' examination.

Entry Requirements

Any applicant for registration will be required to submit acceptable evidence of an approved educational qualification in one of the following certificates or as may be approved by the Governing Board of the Institute.

1. A degree from any recognized University in Nigeria or Overseas.
2. Holders of CICSR intermediate and advanced single-subjects certificates (before 1995).
3. The final examinations certificates of a recognized professional body.
4. A Higher National Diploma (HND) from approved Polytechnics.
5. The General Certificate of Education or SSCE/WASC/GCE/NECO in five subjects at credit level pass in English Language or general business communication language and Mathematics at ordinary and or advanced levels.

6. Five subjects at Royal Society of Arts (RSA) or London Chamber of Commerce Examination Board (LCCI) or Pitman Examinations Institute (PEI) in intermediate and advanced papers.
7. Holders of Ordinary National Diploma from approved Polytechnics
8. Holders of National Business and Technical Examinations Board (NABTEB) and Federal Training Centre (FCT) CSII (Commercial Examinations) certificates at intermediate and or advanced level.
9. Holders of certificate and Diploma of African School of Management Technology (ASMT)

THE INSTITUTES'S EXAMINATIONS STRUCTURE

Foundation Module 1

		CODE
1.	English Language	F1/001
2.	Business Mathematics	F1/002
3.	Introduction to Public Relations	F1/003
4.	Economics	F1/004
5.	Shorthand (100- 120wpm)	F1/005
6.	Introduction to Typesetting (50 – 60wpm)	F1/006
7.	Bilingual Secretarial Practice I	F1/007

Foundation Module II

1.	Financial Accounting I	F2/001
2.	Business Communication	F2/002
3.	Secretarial Practice	F2/003
4.	Advance Speed Writing Transcript 140 wpm and above	F2/004
5.	Business Statistics	F2/005
6.	Computer and Information Management	F2/006
7.	Bilingual Secretarial Practice II	

Intermediate Examination

1.	Data Processing and Application Programs	IE/001
2.	Office Technology and Administration	IE/002
3.	Bi-Lingual Secretarial Practice III	IE/003
4.	Office Information Management Technology	IE/004
5.	Financial Accounting II	IE/005

Professional Examination (PE I)

1.	Information Communication Technology	PE1/001
2.	Organizational Behaviour and Methods	PE1/002
3.	Corporate Secretarial Practice	PE1/003
4.	Quantitative Techniques	PE1/004
5.	Entrepreneurship Development	PE1/005
6.	Business Communication Skills	PE1/006

Professional Examination (PEII-FINAL)

1.	Parliamentary and Judicial Procedures	PE2/001
2.	Strategic Management	PE2/002
3.	Management & Public Sector Accounting	PE2/003
4.	Business Law and Company Law	PE2/004
5.	Corporate Governance Regulation	PE2/005
6.	Problems and Cases (Practical Solutions to Industry Problems) -	PE2/006

Syllabuses

Detailed syllabuses for each of the foundation, intermediate and professional examinations are set out in subsequent pages. In each syllabus, candidates will be expected to gain an understanding of the subjects as well as tactful application of knowledge in the examination. Candidates will be required to keep abreast with changes in the law affecting those subjects which they are studying.

Examination Standard

The Institute's examinations are set and conducted with the aim of maintaining high standard of knowledge and excellence in practice. The Governing Board and members of the Examination Committee are persons of high reputation determined to sustain enviable professional image and integrity for holders of the Institute's credentials.

The foundation examinations have been assessed to meet the requirements for the award of ordinary national diploma/advanced single-subject examination level at Foundation I and HND/ first degree of some institutions of higher learning at Foundation II and PE I.

A person who successfully completes the Institute's professional examination Parts I and II would have attained post-degree academic level in the professional examinations.

Examination Centres

The Institute's examination will normally be held in major towns throughout the federation and other approved overseas centres. List of approved centres can be obtained from the Institute or as published in the national dailies for the examinations. In case of overseas centres candidates will be responsible for the payment of the centre charges.

Examination Timetable

Individual notification of the date, time and place of the examination will be sent to reach the candidate at least seven days before the examination commences.

Examination Fees

Candidates shall be charged appropriate fees for each level of the examination. Details of fees are always contained in the examination invitation letters and entry forms or available at the National Secretariat of the Institute. In exceptional circumstances candidates may be charged administrative or coordinators fee for overseas and other centres not originally scheduled.

Date of Examination

The Institute's examinations are held in the months of April and September each year.

Deferment of Examination

Deferment of any examination will not be entertained except on medical grounds. Such cases should be supported with a medical certificate and a letter from the candidate's manager or Head of Department and the notices should reach the Institute not later than two weeks before the examination. In such situation, examination fees already paid would be carried forward once only, net of administrative charges.

Late Entries/Transfer of Fees

Late entries received after the closing date will attract penalty fee of ₦5000.00 while that of transferring of fee attracts 25% of the amount payable for the examination.

Notification of Results

Candidates will be notified of their examination results by post or through E-mail or internet. Such results may also be published in the Institute's website, journal or newsletter or daily newspapers. The Institute will not enter into any correspondence with any candidate on results, as the Institute's decision is final.

Issuance of Certificate

Candidates must pass all the prescribed subjects in one part before proceeding to the next part. Candidates who fail in one subject shall be referred in that subject. On the successful completion of all parts of the examination process, and on satisfying the final professional requirements (i.e. PE11-FINAL) the candidate will be awarded the professional Associate membership certificate and subsequently become a certified Associate member of the Institute, with license to practice the profession.

Information on Exemptions/Fees

- (a). Foundation modules of the Institute's examination are the starting point for holders of WAEC/NECO/GCE O'level and Ordinary National Diploma (OND), NCE and CSIII results.
- (b). BA/BSc and HND holders, with a minimum of pass or 2nd Class (Lower or Lower Credit) in the Social Sciences, Management, Humanities, Law and other business related courses and or having two years' experience from other disciplines would begin from PEI.
- (c). Holders of higher degrees e.g. MA/MSc/MBA/M.Phil./Ph.D. in relevant discipline shall submit their transcripts and be exempted or examined in core subjects at PE I & II.
- (d). Candidates who hold recognized certificates of other Institutes with relevant basic requirements at O'level with a degree/HND in relevant discipline shall begin from PEI upon submission of relevant transcript from such Institute.
- (e). Holders of higher degrees not relevant to the Institute's subjects shall begin from Foundation 2.

Exemptions are not permitted in respect of incomplete qualifications. Application for exemption must be made on the prescribed exemption form obtainable from the National Secretariat. Candidates should make request prior to writing the Institute's examination.

References

Where a candidate fails one subject at the main examination, he shall be allowed to retake that paper at the next examination. If he fails again the candidate shall repeat the examination in all the parts. A candidate, who has a reference and fails to present himself in the next examination without sufficient justification made known to the Institute at the time of examination, shall repeat all the subjects. Candidates would be required to pass all subjects in one level before proceeding to the next stage.

Preparation for the Institute's Examinations

Candidates are expected to prepare themselves for the institute's examinations by attending lectures at the accredited professional centres. In addition to the lectures, various recommended texts are provided in this booklet for each subject. The texts are relevant too. Furthermore, all students who have successfully completed their PEII-Final examination in anticipation to becoming a certified Associate member of the Institute must attend the Mandatory Induction organized yearly in various zones of the Federation.

Students are encouraged to attend the Institute's National Conference, International Secretaries/ Reporters Week, International Regional Summit and such other forum, etc.

Duration of Study Program

It is expected that a serious minded student will be able to complete the Institute examination within two to four years.

Services to Student Members

The following services and facilities can be enjoyed by student members.

- Use of the Institutes Library and information services
- Attendance at Chapter meetings and conferences
- Receipt of the Institutes Journals and Newsletters
- Subscription to the Institute's Memo for Distance Learning and Home Study Packs.
- Guidance and Counseling Services

Correspondence

Student members should always endeavour to quote their registration numbers in all correspondence to the Institute.

Withdrawal of Registration

The Institute shall withdraw the registration of any student on the following grounds:

1. if he/she resigns by giving a written notice to the Institute
2. if he/she is imprisoned for any criminal offence;
3. if he/she is medically certified a lunatic or of unsound mind;
4. if he/she neglects for 24 months from due date, payment of his/her annual subscription
5. if he/she was discovered to have given false information to facilitate his registration
6. if he/she was caught cheating in the Institutes examination

Cancellation of Previous Results

The result of any student who failed to sit for the next examination three (3) years after he might have passed the previous stages would be regarded as no longer valid. He/she has to start the program afresh by reapplying for a new admission.

Full and Part Time Courses

Full and part-time courses leading to the Institute's examination are offered at many Polytechnics and Colleges published yearly. The information can be obtained from the Institute.

DETAILED SYLLABUSES FOR FOUNDATION I EXAMINATION

<p>English Language F1/001</p> <p>Overall Objectives The examination is designed to test, bearing in mind, the need for effective communication skills:</p> <p>(a) Accuracy and resourcefulness in writing (b) Awareness and understanding of meaning (c) A critical understanding of the various forms and uses of English language (d) Words building and memory in applying communication conceptions</p> <p>Syllabuses Contents</p> <p>1. (a) Reading with understanding a range of fairly difficult materials (b) Writing appropriately, showing a broad vocabulary, a range of ideas, and a clear command of language.</p> <p>2. Demonstrate understanding of a passage of fairly difficult prose by:</p> <ul style="list-style-type: none"> - Answering questions of vocabulary - Summarizing - Answering questions on explicit and implicit meaning in intentions. <p>3. Write continuous prose which is well-structured and relevant to chosen topic.</p> <p>4. Demonstrate imagination and the ability to generate ideas in writing</p> <p>5. Follow simple instructions by responding in appropriate tone and style using correct English.</p> <p>6. Show a lively interest, a wide range of thoughts and ideas and an informed awareness of the contemporary world</p>	<p>Business Mathematics F1/002</p> <p>Overall Objectives This examination is designed to test the candidates' ability to solve quickly and accurately mathematical problems focusing particularly on business life.</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1. Compound interest and its application to business problems: present value 2. Commission: agency and sales 3. (a) Stocks and shares (at a premium and at a discount). Yield, company debentures (b) Unit trust investment 4. Bankruptcy and company liquidation 5. Insurance (excluding life assurance) 6. Index numbers 7. Use of formulae. Substitution of numbers in given formulae 8. Foreign currencies – exchange and conversion 9. Weighted average, median and mode <p>Reading Texts</p> <ol style="list-style-type: none"> 1. Adamu, S.O and Johnson, T.T – Statistics for Beginners (Evans Nigeria) 2. Clare Moris – Business Mathematics Approaches in business studies (Pitman) 3. Francis, A – Business Mathematics and Statistics 4. Omotosho, Yode - College and Statistics, University NPS, Ibadan 5. Sogunro Abdul Rasheed, Adewuyi – Business Mathematics 6. Donald H. Sanders – Statistics, A Fresh Approach – (McGraw Hill)
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<p>Introduction to Public Relations FI/003</p> <p>Overall Objectives To test candidates' knowledge and understanding of the concept and the techniques involved in public relations</p> <p>Syllabus Contents</p> <p>The Nature of Public Relations</p> <ul style="list-style-type: none"> - Range of public relation - Definition - Difference in PR: Advertising and propaganda <p>Purpose and philosophy of public relations The publics - (internal and external) Image; uses of public relations Code of Ethics Planning in Public Relations</p>	<p>Economics FI/004</p> <p>Overall Objectives To examine the candidates' knowledge and understanding of economic problems and possible solutions, together with a comprehension of the necessary tools for economic analysis and relevant social and technological environments within which economic policies are applied.</p> <p>Syllabus Contents</p> <p>Economics and Economic Systems</p> <ul style="list-style-type: none"> - What is economics? - Economics as a Science - Macroeconomics and microeconomics - Economic problems: scarcity, choice, scale of preferences and opportunity cost - Economic system
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<p>Evaluation of public relations programs The media and public relations Budgeting in public relations Setting up Public Relations Department Essential qualities of Public Relations Practitioners Chartered Institute of Public Relations of Nigeria and similar bodies such as IPR , FAPRA etc.</p> <p>Public Relations Education and Training Service Ancillary Services</p> <ul style="list-style-type: none"> - Use of photograph in PR - Briefing of photographers - Captioning of photographs <p>Reading Texts</p> <ol style="list-style-type: none"> 1 Sam Black :Introduction to Public Relations (Molino Press) 2 Sam Black & Marin Sharpe: Practical Public Relations (Prentice Hall 1983) 3 Kanu Offonru: Public Relations in Nigeria 4 Wilfred P:Howard: The practice of Public Relations (Heinemann 1980) 5 Frank Jerkins; public Relation (MacDonald :Evans 1980) 6 Frank Jefains: Public Relations Made Simple (Heinemann 1982) 7 Paul Winner: Effective PR Management 8 John N Crisford :Public Relations 9 Nelson Etukudo :Issues and Problem of Mass Communication 	<p>Allocation of Resources</p> <ul style="list-style-type: none"> - Operation of price mechanism - Allocation of real resources in the real world <p>Demand and Supply Analysis</p> <ul style="list-style-type: none"> - Demand - change in demand and shift in demand - Determinant of demand - Supply - change in supply and shift in supply - Determinant in supply - Market equilibrium and price formation <p>Elasticity</p> <ul style="list-style-type: none"> - Elasticity of demand - price income and cross-elasticity of demand - Determinant of elasticity of demand - Elasticity of supply - Total revenue and price elasticity of demand <p>Theory of Production and Cost Analysis</p> <ul style="list-style-type: none"> - Production function in the short run - Law of diminishing return - Stages of production <p>Cost Analysis</p> <ul style="list-style-type: none"> - Nature of cost - Theory of cost - Cost Behaviour in short run <p>Market Structure Analysis and its Failure</p> <ul style="list-style-type: none"> - Market structure - Equilibrium analysis perfect competition, monopoly, Monopolistic competition and oligopoly - National Income Accounting and circular flow of Income - Public Finance -Taxation and government spending - Labour Market - characteristics and process - Inflation Causes, Types and effects and control - Economics Growth and Development - Introduction to financial system <p>Reading Texts</p> <ol style="list-style-type: none"> 1 Hanson , JL (1977) Introduction to Economics, London (Macmillan) 2 Harrey ,J (2000)- Mastering Economics ,London (Macmillan) 3 David ,C.C. (1994) Economic for Professional Examinations, London (McGraw_Hill Book Companies) 4 Adebayo, A (1998) -Economic –A simplified Approach vols 1&2, Lagos (African International Publications Ltd) 5 Made Simple Economics (London) 6 Lipsey, Richard G&R Chrystal, Alec (1995) An Introduction to Positive Economics; London ELBS with Oxford University Press 7 Umo J.U. (1996)-Economic: An African Perspective, Ikeja, Lagos (John West Publications Ltd) 8 Adekanye Femi (1986); The Elements of Banking in Nigeria, 3rd Edition, Lagos – F&A Publications Ltd. 9. Derek Loble: Success in Economics-John Murray,
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	London 10 Ricketts M (1987) The Economics of Business Enterprises: New Approaches to the Firm Sussex: Wheatsheat Books
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<p>Shorthand (100-120WPM) F1/005</p> <p>Overall Objectives This examination is designed to test candidates' ability to write and transcribe dictated passages of business and technical nature in Shorthand as well as read printed shorthand characters. It will consist of three passages which will vary from one series of the examination to another.</p> <ol style="list-style-type: none"> 1. Passage one will require the candidate to demonstrate his/her skill in reading and transcribing ordinary printed shorthand passage of about 1.5 syllabic intensity, into longhand. Candidates are to begin the examination with this passage. 2. A warm up passage aimed at familiarizing the candidates with the Reader's voice and reading will be dictated for one and a quarter minutes. Candidates are not to transcribe the warm up passage but MUST submit their shorthand notes of the passage. 3. Two passage will be dictated at (100-120wpm) for duration of three minutes and two and a half minutes respectively. Candidates are expected to transcribe the two passages from their shorthand notes with a minimum of 80% accuracy. Both the shorthand notes and transcriptions must be submitted. Candidates should pay attention to their shorthand outlines. 4. The Shorthand notes may be written with pen or pencil but all transcriptions MUST be written with pen or typewritten. 5. Candidates are to provide their Shorthand notebooks or any other paper of their choice but the shorthand notes MUST be fastened to the transcription booklet which will be supplied. <p>Suggested text books</p> <ol style="list-style-type: none"> 1. 700 Common Words 2. Students Review 3. The Expert Shorthand Writer by Emily D. Smith 4. New Review of Pitman Shorthand by Bryan Coombs 5. Exercises on Contractions of Pitman's Shorthand by A. W. Shepherd 6. Things Fall Apart by Chinua Achebe, Adapted for Pitman New Era by G U F Ejiogu 7. ICSR Memo on Distance Learning and Home Study Packs 8. Pitman's Shorthand Instructor – New Era 	<p>Introduction to Typesetting F1/006</p> <p>Overall Objectives This course is designed to test students' methods of keying correspondence, reports, and tables using the touch method. In addition to production work on the computer, students are required to assemble a portfolio of work completed and complete assigned projects</p> <p>Areas to Cover:</p> <ul style="list-style-type: none"> • Alphabet keys • Punctuation spacing • Numbers & Symbols • Basic formatting • Academic reports • Correspondence (memos, personal & business letters) • Tables • Business Reports • Advanced tables • Modified block correspondence with special features • Academic reports with tables • Minutes • Agendas
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**Bi-Lingual Secretarial Studies
FRENCH LANGUAGE SYLLABUS**

F1/007

Introduction

The syllabus is designed to provide a method of evaluation of learner's ability to make use of the French language as a tool for work and communication by the end of teaching and learning process.

Aims and Objectives

- i. This syllabus is to highlight the grounds candidates are supposed to cover in the study of French language to meet the career needs of the candidate's according to the national curriculum.
- ii. It aims to formally evaluate the level of the learner's acquisition of French language and their knowledge of the French speaking world.
- iii. It seeks to assist the teacher in his/her presentation of the subject in the simplest possible manner, in order to sustain the interest of the learners, who in some cases will be coming in contact with French for the first time.
- iv. It aims at testing candidates' skill in French language.

Structure of the Examination

There will be (2) two papers: Paper 1 and 2.

Paper I

- i. Identity – Identite`
- ii. Immediate Environment – Environment imme`diat

Format for Paper I Shall Be

- i. Identity/Identite` – 5 questions
 - ii. Immediate environment/ Environment Imme`diat – 15 questions
- Total = 20 questions.**

Paper II

This paper will contain questions based on the following teaching themes.

Activite`s humaines – 5 questions

Solution – 5 questions

Se pre`senter – 5 questions

Corps me`dical – 5 questions

Demander poliment et exprimer les sentiments – 5 questions

Sport – 5 questions sport

Activites`s quotidiennes – 10 questions

Total = 40 questions.

NB:

Paper knowledge of French usage of genders, numbers, pronouns, adjectives, adverbs, preposition, verbs and spelling in connection with the detailed syllabus is tested in both papers.

DETAILED SYLLABUS

S/NO.	TOPICS	CONTENT
I.	Identite`	<ol style="list-style-type: none"> a. Traits physiques b. Parler des caracteristiques personnelles c. Parler des caracter`res des gens d. Exprimer les attitudes (jugements et appreciation) e. Les professions et les qualite`s des gens

		<ul style="list-style-type: none"> f. Decrire les qualite's admirable g. Parler des gens que l'on admire beaucoup.
II.	Environnement Imme'diat	<ul style="list-style-type: none"> a. Le temps et la vie rurale b. Decrire la vie rurale c. La ville et le village d. De'crire les caracteristiques de la vie urbaine e. Parler des ressemblances et differences. f. Les fetes dans la communaute' g. Identifier les e'trangers.
III.	Activite's Humaines	<ul style="list-style-type: none"> a. Parler de ce que l'on fait pour se distraire b. Parler des voyages c. Narration. <ul style="list-style-type: none"> i. Raconter ce qui s'est passe' ii. Emploi des expressions qui aident a situer les e've'nements d. Te'le'phoner e. Correspondance.
IV.	La Salutation	<ul style="list-style-type: none"> a. Bonjour b. Bonsoir c. Bon app'e'tit d. Au revoir e. A bientot etc
V	Se Pre'senter	<ul style="list-style-type: none"> a. Je m'appelle b. Je suis..... c. Je viens de..... d. Je suis ne'..... etc
VI.	Corps Me'dical	<ul style="list-style-type: none"> a. La sante' b. Discuter les causes c. Parler des populations affecte's d. L'importance de l'hygiene e. Parler des professionnels de la sante'.
VII.	Demander poliment et exprimer les sentiments.	<ul style="list-style-type: none"> a. Demander quelque chose a quelqu'un b. Demander et donner l'heure c. Demander et expliquer ce que l'on fait a certaines heures de la journee d. Dire les dates/situer un e've'nement par rapport a un autre, etc
VIII	Sports	<ul style="list-style-type: none"> a. Sports b. Nommer les sports principaux c. Demander poliment d. Exprimer les sentiments.

DETAILED SYLLABUSES FOR FOUNDATION II EXAMINATION

<p>Financial Accounting I F2/001</p> <p>Overall Objectives This level aims at examining candidates' knowledge and skill in theory of accounting and its application to the syllabus</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1 Accounting Theory <ul style="list-style-type: none"> - Purpose of accounting, accounting evolution and equation 2 Accounting Records and procedures <ul style="list-style-type: none"> - Double entry, trial balance, control accounts, etc. 3 Practical application of accounting Theory <ul style="list-style-type: none"> - Concepts and conventions, valuation, depreciation and measurement 4 Financial reporting <ul style="list-style-type: none"> - Interpretation and analysis of accounts, balance sheets, source funds statements and accounting ratio. 5. Constitutional characteristics <ul style="list-style-type: none"> - Accounting features of partnerships and limited companies 6. Specialized applications <ul style="list-style-type: none"> - Branches, departments, contracts, consignments, joint ventures - Bills of exchange, royalties, containers, hire purchase and similar transactions <p>Reading Texts</p> <ol style="list-style-type: none"> 1. Anao, AR An introduction to Financial Accounting – (Longman) 2. Dodge, R. Foundation of Business Accounting 3. Elliot, B and Elliot J. Financial Accounting and Reporting – (Prentice Hall) 4. Wood, F. Business Accounting, vols I & II (Pit Man) 5. Asaolu, Ayodele Modern, Modern Book-keeping and Accounts (Gbabeks Pub Ltd) Ibadan 6. Welsch, G.A. and Short, D.G Fundamentals of Financial Accounting – (Irwin, London) 	<p>Business Communication F2/002</p> <p>Overall Objectives To examine candidates' competence in the use of those aspects of the English Language (both oral and written) that will ensure effective communication within and outside the organization.</p> <p>On completion of this course, candidates should be able to</p> <ol style="list-style-type: none"> (a) read and understand texts on technical concepts relating to the profession; (b) answer questions on comprehension and summary passages relevant to the profession; (c) write, within a specific length, a good summary of a given passage or a part thereof; (d) know grammatical rules and mechanics that relate to good use of language such as word classes, phrases, clauses, sentences, concord, punctuation marks, spellings, etc.; (e) know different types of essays as well as correspondence and how to write them; (f) understand the structure and uses of the communication systems, models and networks within and outside the organization; (g) apply the relevant language skills to the communicative activities in an organization; (h) interpret technical and non-technical information objectively. <p>Suggested Textbooks</p> <ol style="list-style-type: none"> 1. ATSWA Study Pack on Communication Skills 2. Ajayi, A and Idakwo, V (2006): Communication in English, Ilaro: Marvel Books. 3. Erasmus-Kritzinger, L. E., Bowler, A and Goliath D. (2001): Effective Communication, Western Cape: Afritech 4. Little, Peter: Communication in Business, London: Longman 5. Eyre, E. C. (1979): Effective Communication Made Simple, London: W. H. Allen
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<p>Secretarial Practice F2/003</p> <p>Overall Objectives To test the candidate's ability as a top office technologist working without supervision. It is also to test his knowledge of his organization and control of subordinates. To test candidate's skills on organizational procedures, processes and behavioural patterns of attaining goals.</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1. The secretary as Office Technology Manager 	<p>Advance Speed Writing Transcript 140 WMP and above F2/004</p> <p>Overall Objectives: This examination is designed to test candidate's ability to write and transcribe dictated passages of business and extreme technical nature in Shorthand as well as read printed shorthand characters. It will consist of three passages which will vary from one series of the examination to another.</p> <ol style="list-style-type: none"> 1. Passage one will require the candidate to demonstrate his/her skill in reading and transcribing ordinary printed shorthand
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<ul style="list-style-type: none"> - Training, qualifications, personal qualities and business attributes 2. The duties of the office technology manager 3. Correspondence <ul style="list-style-type: none"> - All aspects of correspondences, and forms used in offices 4. Communication <ul style="list-style-type: none"> - Covering all types of communications and its barriers 5. Filling and developments <ul style="list-style-type: none"> - Advantages and disadvantages. 6. Law and Practice of meetings 7. Sources of Information <ul style="list-style-type: none"> The use of reference books and other materials 8. Personnel management procedures 9. Human Relations <ul style="list-style-type: none"> - Relation with people in organization - Morale and job satisfaction - Motivation and frustrations 10. Office Machines and Equipment <ul style="list-style-type: none"> - The need to acquire or hire - Replacement and maintenance - Inventory, security - Electronic Computers 11. Office Management <ul style="list-style-type: none"> - Nature and functions of office management - General management activities <p>Reading Texts</p> <ol style="list-style-type: none"> 1. Evelyn Austin (1974) – Senior Secretarial Duties and Office Organization – (Macdonald & Evans) – London 2. Bea Holmes & Jan Whitehead – The Practical Secretary – (McGraw – Hill Company) UK 3. Gomez, F.A; The Making of a Perfect Secretary, (Lagos) 4. Joanna Gaukroger, (1986) – Case Study Assignments in Secretarial Procedures 5. Harding, Office Organization and Secretarial Procedures – (Pitman, London). 	<p>passage of about 1.5 syllabic intensity, into longhand. Candidates are to begin the examination with this passage.</p> <ol style="list-style-type: none"> 2. A warm up passage aimed at familiarizing the candidates with the Reader’s reading and voice will be dictated for one and a quarter minutes. Candidates are not to transcribe the warm up passage but MUST submit their shorthand notes of the passage. 3. Two passages will be dictated at 140 and 160 wpm each for a duration of 3 minutes. Candidates are expected to transcribe the two passages of the speed entered for, from their shorthand notes with a minimum of 80% accuracy. Both the shorthand notes and the transcriptions must be submitted. 4. The Shorthand notes may be written with pen or pencil but all transcriptions MUST be written with or typewritten. 5. Candidates are to provide their shorthand notebooks or any other paper of their choice but the shorthand notes MUST be fastened to the transcription booklet which will be supplied. <p>Suggested textbooks</p> <ol style="list-style-type: none"> 1. 700 Common Words 2. Students Review 3. The Expert Shorthand Writer by Emily D. Smith 4. New Review of Pitman Shorthand by Bryan Coombs 5. Exercise on Contractions of Pitman’s Shorthand by A.W. Shepherd 6. Things Fall Apart by Chinua Achebe, Adapted for Pitman New Era by G U F Ejiogu 7. CICS R Memo on Distance Learning and Home Study Packs 8. Pitman’s Shorthand Instructor – New Era
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<p>Business Statistics F2/005</p> <p>Overall objectives The aim of the examination is to test the candidate’s ability on statistical formula and to solve quickly and accurately mathematical problems focusing particularly on business situations.</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1 Probability <ul style="list-style-type: none"> - Conditional probability - Measurement – condition and mutually exclusive, independent and conditional events - Mathematical expectation - Permutations and combinations - Probability distributions 2 Estimation and significance testing <ul style="list-style-type: none"> - Confidence interval – meaning, confidence 	<p>Computer and Information Management F2/006</p> <p>Overall Objectives To test candidate’s practical knowledge and understanding of the role of information technology as applied in modern organizations</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1 Nature of Information <ul style="list-style-type: none"> - Data and information - Bit, byte, data representation, ASCII, EBCDIC - Role of Information in the accounting environment - General characteristics of good information 2 Types of Computers <ul style="list-style-type: none"> - Special reference to microcomputers 3 Information Processing <ul style="list-style-type: none"> - Methods: manual, electromechanical, electronics - Types: batch, on-line, distributed, centralized,
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<p>interval for mean and proportion</p> <ul style="list-style-type: none"> - Meaning of hypothesis - Type I and Type II errors; level of significance - Test concerning means and proportions including small samples - Symmetry and skewness of distributions, - The normal distributional use of table of the Normal distribution - Simple estimation <p>3 The Chi-square statistics</p> <ul style="list-style-type: none"> - Control charts and statistical quality control - Correlation - Correlation Coefficient - Linear regression, least squares - Importance of computers in modern statistics <p>4 Emphasis on adequacy and reliability of data</p> <ul style="list-style-type: none"> - Precautions on the use of statistics - Precautions on the interpretation results of statistical calculations and texts <p>Reading Texts</p> <p>1 Adamu SO. and Johnson T.L. - Statistics for Beginners (Evans Nigeria)</p> <p>2 Clare Morris – Quantitative Approaches in Business Studies (Pitman)</p> <p>3 Sogunro, Abdulrashid, Adewusi – Business Mathematics.</p> <p>4 Francis, A. - Business Mathematics and Statistics (ELBS – DP Publications)</p> <p>5 Omotosho, Yode – College and Statistics (University NPS, Ibadan)</p> <p>6 Donald H. Sanders – Statistics, A Fresh Approach (McGraw Hill)</p> <p>7 Shaun’s Outline Series - Mathematics and Statistics (McGraw Hill)</p>	<p>decentralized</p> <p>4 Hardware</p> <ul style="list-style-type: none"> - Input devices for batch (using magnetic tape and on-line) - Output devices for microcomputers - Storage devices: Hard disk and flash drives. - Central processing unit (CPU) structure and functions <p>5 Data Transmission</p> <ul style="list-style-type: none"> - Networking: Local Area Network (LAN) Wide Area Network (WAN), remote job entry (RJE) - Terminal equipment: modems, multiplexors - Protocols, QSI-7 layer model <p>6 Software</p> <ul style="list-style-type: none"> - General file structure - High level, low level and machine languages (eg BASIC, Assembly) - System software – operating systems (OS), DOS, Translator utility programs, window NT - Integrated software: OS for multi-users environment <p>7 Application Software</p> <ul style="list-style-type: none"> - Using and acquiring application packages - Generalized software, database, spreadsheets, word processing packages, use of office management packages - Principles of programming in relation to business problems - Program flow-charting, structured pseudo codes, decision tables <p>8 Security</p> <ul style="list-style-type: none"> - Hardware security - Software Security - Workplace Security - Data vet programs and validations - Security and Control - Virus safeguards, passwords backup procedures, feed backs, standards health implications - Security and confidentiality of data - Provisions of Data Protection Act <p>9 Computer Services</p> <ul style="list-style-type: none"> - Role of microcomputers in office management environment - Role of users department, - Information centre, - Computer bureau <p>10 Systems Development</p> <ul style="list-style-type: none"> - Systems development circle, linking systems development to systems - Planning, feasibility studies, systems investigation and specifications, systems design, implementation, maintenance and review - Staff training <p>11 Recent Development in Integrated Office</p> <ul style="list-style-type: none"> - The electronic office automation - Recent advances in information technology and its effect on office management technologist - Internet: web sites, information and protection – purpose, design and applications <p>Reading Texts</p> <p>1 Adewunmi, Wole and Akinlade, T. - Data Processing and</p>
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	Management Information Systems, (McMillan/Chartered Institute of Bankers 2 French, C. S - Computer Studies - (D.P. Publication) 3 Kayode, A.J. - Business Information Systems, AJK 4 Stern and Stern - Principles of Data Processing 5 Folorunsho, I.O. - A Practical Approach to Computing - (Macmillan Nigeria Pub. Ltd)
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Bi-Lingual Secretarial Studies II
French Language Syllabus

F2/007

Introduction

The syllabus is designed to provide a method of evaluation of learner's ability to make use of the French language as a tool for work and communication by the end of teaching and learning process.

Aims and Objectives

- v. This syllabus is to highlight the grounds candidates are supposed to cover in the study of French language to meet the career needs of the candidate's according to the national curriculum.
- vi. It aims to formally evaluate the level of the learner's acquisition of French language and their knowledge of the French speaking world.
- vii. It seeks to assist the teacher in his/her presentation of the subject in the simplest possible manner, in order to sustain the interest of the learners, who in some cases will be coming in contact with French for the first time.
- viii. It aims at testing candidates' skill in French language.

Structure of the Examination

There will be (2) two papers: Paper 1 and 2.

Paper I

- iii. Identity – Identite`
- iv. Immediate Environment – Environment imme`diat

Format for Paper I Shall Be

- iii. Identity/Identite` – 5 questions
 - iv. Immediate environment/ Environment Imme`diat – 15 questions
- Total = 20 questions.**

Paper II

This paper will contain questions based on the following teaching themes.

- Activite`s humaines – 5 questions
 - Solution – 5 questions
 - Se pre`senter – 5 questions
 - Corps me`dical – 5 questions
 - Demander poliment et exprimer les sentiments – 5 questions
 - Sport – 5 questions sport
 - Activites`s quotidiennes – 10 questions
- Total = 40 questions.**

NB:

Paper knowledge of French usage of genders, numbers, pronouns, adjectives, adverbs, preposition, verbs and spelling in connection with the detailed syllabus is tested in both papers.

DETAILED SYLLABUS

S/NO.	TOPICS	CONTENT
I.	Identite`	<ul style="list-style-type: none"> h. Traits physiques i. Parler des caracteristiques personnelles j. Parler des caracter`res des gens k. Exprimer les attitudes (jugements et appreciation) l. Les professions et les qualite`s des gens m. De`cire les qualite`s admirable n. Parler des gens que l`on admire beaucoup.
II.	Environnement Imme`diat	<ul style="list-style-type: none"> h. Le temps et la rie rurale i. Decrire la vie rurale j. La ville et le village k. De`gager les caracteristiques de la vie urbaine l. Parler des ressemblances et differences. m. Les fetes dans la communaute` n. Identifie` les e`trangers.
III.	Activite`s Humaies	<ul style="list-style-type: none"> f. Parler de le quell`on fait pour se distraire g. Parler des voyages h. Nakrition. <ul style="list-style-type: none"> iii. Raconter ce quis`est pusse` iv. Emploi des expressions quiaident a` situer les e`ve`nements i. Te`le`phoner j. Correspondence.
IV.	La Salutation	<ul style="list-style-type: none"> f. Bonjour g. Bonsoir h. Bon appe`tit i. Au revoir j. A bieuto`t etc
V	Se Pre`senter	<ul style="list-style-type: none"> e. Je m`app`elle f. Je suis..... g. Je viens de..... h. Je suis ne`..... etc
VI.	Corps Me`dical	<ul style="list-style-type: none"> f. La sant`e g. Discuter les causes h. Parler des populations affecte`s i. L`im portance de l`hygiene j. Parler des profession nels de la sant`e.
VII.	Demander poliment et exprimer les sentiments.	<ul style="list-style-type: none"> e. Demander quelgue chose a` quelqu`un f. Demander et donner l`here g. Demander et expliquer ce que l`on fait a` certaines heures de la journ`e h. Dire les dates/situer un e`ven`ement par rapport a` un autre, etc
VIII	Sports	<ul style="list-style-type: none"> e. Sports f. Nommer les sports principaux g. Demander poliment h. Expriner les sentiments.

DETAILED SYLLABUSES FOR INTERMEDIATE EXAMINATION

<p>Data Processing and Application Programs IE/001</p> <p>Overall Objectives</p> <p>This course is designed to enable students to understand the impact of information and communication technologies in the workplace; to identify the computer main components; to work efficiently on any windows environment using word processing packages and to apply key health and safety principles in the office.</p> <ol style="list-style-type: none"> Introduction <ul style="list-style-type: none"> Brief discussion on the evolution of computers. A comparison of computer technology with other earlier technologies. The impact of computer on everyday living, The main components and functions of a computer. Define and explain the term “ICT”. The impact of “ICT” in the modern working environment. The Main Principles of Computer Operating Systems <ul style="list-style-type: none"> Describe how to access a computer system through Windows Operating System. <ul style="list-style-type: none"> Show how to use: Program manager; Open/close a window; Scroll bars and menu bars; Exploring main menu contents; Minimizing, Maximizing and Closing windows etc. Apply Health And Safety Principles When Operating Computers At Work <ul style="list-style-type: none"> Importance of safety in the office. Importance of a healthy work place. Procedure for maintaining security of electronic equipment and information. Identify potential health hazards when working with computer in the office. Identify environmental factors affecting health when working with the computers: temperature, noise, illumination, ventilation etc. Introduction To An Office Computer Package (Ms Word) <ul style="list-style-type: none"> Define the concept of software package Identify and explain briefly the uses of the various packages that make up 	<p>Office Technology and Administration IE/002</p> <p>Overall Objectives</p> <p>To test the candidates’ familiarity on the functions of an information management technologist (secretarial duties) in relation to office organization and administrative management technology and ability to solve problems in that environment.</p> <ol style="list-style-type: none"> Description of the Office yesterday (In terms of layout, furniture, filing, machine storage, etc.) The Modern Office <ul style="list-style-type: none"> Definition Functions Importance Changes in the Modern Office In the areas of: (Communication, Administration and Supervision, Records Management, Customer care and Computer aided designs for documents etc.) The Organizational Structure in the Modern Office <ul style="list-style-type: none"> With special note of the position of the office manager Description of the Office today <ul style="list-style-type: none"> Terms of layout, furniture, filing, machines, storage, etc. Types of Office Layout (Open and Closed office) <ul style="list-style-type: none"> Advantages and disadvantages of the open and closed office The Office Environment <ul style="list-style-type: none"> Characteristics of a conducive learning environment, Cleanliness, Good work space, Lighting, Acoustics, Ventilation, First Aid, Machines, Furniture, and Convenience. The Office Manager <ul style="list-style-type: none"> Positive attitudes expected of today’s office managers. Skills required by today’s office managers. Various Machines and Equipment in the Modern Office <ul style="list-style-type: none"> The computer and it’s peripheral devices, printer, photocopier, fax, telephones, shredders, laminating machines etc.
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<p>MS OFFICE.</p> <ul style="list-style-type: none"> • Introduction to the MS WORD environment. Explain the functions of the different icons on the menu bar in MS WORD. • Introduction to keyboarding techniques using MS WORD. • Teach basic typing skills using MS WORD, • Enter and edit text; create a file and a folder; Manipulate information (open, copy, save, store and delete files). • Prepare tables using MS WORD. 	<p>10 Definition of Management</p> <ul style="list-style-type: none"> • Functions of management: Planning, Organizing, Controlling, Co-ordinating, etc. <p>11 Management Theories and their importance in the day to day Office Management.</p> <ul style="list-style-type: none"> • Frederick, Taylor, Henry Fayol, McGregor, Victor Vroom. <p>Define staff placement, induction and training.</p> <p>13</p> <ul style="list-style-type: none"> • Definition and Importance of job analysis, Job description and Job Specification • Staff Training/ development. Job environment, <p>14</p> <p>Motivation</p> <ul style="list-style-type: none"> • Importance of motivation • Theories of motivation Abraham Maslow, Herzberg etc. • Various ways of motivating employees in the office • Salaries/wages incentives and benefits Job scent <p>15 Records</p> <ul style="list-style-type: none"> • Types of staff records • Importance of staff records <p>Communication</p> <p>16</p> <ul style="list-style-type: none"> • The purpose and importance of communication in the office. • Various means of communication in the office (telephone, internet, bulletin, cutters, Memo, circular, radio, television, etc.) • Difference between oral and written communication. • Barriers to effective communication (noise, poor coding and decoding, poor listening, distraction etc.) <p>Leadership</p> <p>17</p> <ul style="list-style-type: none"> • Definition • Various Leadership Styles (Autocratic, Democratic, Participation and laissez-faire Leadership styles). • Essential leadership qualities the office manager requires. (Initiative, Emotional maturity, Intelligence, Cheerfulness, Objectivity, etc.) <p>Office Ergonomics</p> <p>17</p> <ul style="list-style-type: none"> • Basically talks about safety in the modern office, the role of the office manager in ensuring safety in the office. <p>18 Inventory</p> <ul style="list-style-type: none"> • Purpose of inventory • Procedure for taking inventory of
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	machine and equipment

Bi-Lingual Secretarial Practice III

IE/003

Overall objectives

The aim of the examination is to test the candidate's ability in functioning English Language (which shall be paper I) and French (which shall be paper II) with effective use of parts of speech, figurative language, concise writing and general comprehension of critical literally materials as will be found in business organizations

Syllabus Contents

1. Speech Writing.
 - Speech within an organization
 - Speech for the general public
 - Speech for professional bodies
2. Ethical and Legal Language.
3. Appropriate Industry Language.
4. Most operational parts of speech
 - Nouns
 - Verbs
 - Adjectives
5. Concise writing
6. Standard abbreviations
7. Addressing People and their titles
8. Basic rules of grammar
 - Spelling
 - Punctuation marks
 - Parts of sentence
 - Types of sentences
 - Creating paragraphs

Reading Texts:

1. Elbow Peter (1998): *Writing With Power*. New York: Oxford University Press. 2nd Edition.
2. Elizabeth B. P. Pryse (1987): *English without Tears*. London: Longman International Education.
3. <http://www.kuro5hin.org/story/2004/12/29/15258/287>

<p>Office Information Management and Technology E/004</p> <p>Overall Objectives</p> <p>This course is designed to enable students develop advanced skills in word processing; develop the ability to process data effectively using the different Microsoft Office packages. Edit and produce mail able documents using MS WORD and MS EXCEL. Do calculations; create charts and graphs using MS EXCEL. Prepare presentations using MS POWERPOINT, Organize records using MS ACCESS and to have a basic knowledge of data base management.</p> <ol style="list-style-type: none"> 1. Introduction <ul style="list-style-type: none"> • Definition of Data Processing. • Differentiate between data and information. • Characteristics of a valuable information • Introduce and explain briefly the uses of the various office application packages that make up MS OFFICE. 2. Data organization and management (advanced word Processing) <ul style="list-style-type: none"> • What is data organization • What is data management • Methods of managing files, directories and folders. <ul style="list-style-type: none"> - organizing files and folders. - create, name and rename directories, sub-directories and folders. 	<p>Financial Accounting II IE/005</p> <p>Part 1: Accounting Framework</p> <ul style="list-style-type: none"> - Terminology, Concept, Convention - User of financial account, statement and requirement - Nature, Principle and Scope of Financial accounting and its limitation. - Accounting profession and the role of accountants. - Ethics and independence of accounting profession - Roles of IAS, IFRS and IGAAP <p>Part 2: Book Keeping/ Records</p> <ul style="list-style-type: none"> - Principles and Procedure - Original entry, double entry, supporting records, Bank accounts and Reconciliation Statement, Cash account, Control account, trial balance and adjustry journal entries. - Allocation of expenditure and Income between Capital and revenue, treatment of reserves, provisions accrued expenditure and payment in advance - Accounting treatment of Non-Current Asset – Plant, Property and Intangibles. - Current assets - Contingencies - Inventories and changes in Foreign exchange rate
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<ul style="list-style-type: none"> - delete files, directories and folders. - move and copy files and folders. - import data; images and charts. <p>3. Developing good speed and accuracy data processing</p> <ul style="list-style-type: none"> • Explain the need for good speed in data entry and processing. • Practice speed development and accuracy, applying the principle of touch typing. • Enter accurate text and numeric data in a specified format. • Check spelling; proofread data for accuracy of content, consistency of layout and style. • Editing and printing of processed data. <p>4. Produce mailable documents.</p> <ul style="list-style-type: none"> • Memos • Letters. • Proposals • Reports etc. <p>5. Using Spreadsheet Application (MS EXCEL)</p> <ul style="list-style-type: none"> • The importance of spread sheet and the modern office. • Introduction to the spread sheet environment. • The use of calculations using spread sheet • Use MS EXCEL to create charts and graphs. <p>6. Using MS PowerPoint Presentation Application</p> <ul style="list-style-type: none"> • Importance of MS POWERPOINT in the modern office. • Introduction to the MS PowerPoint environment. • How to prepare presentations using MS PowerPoint. <p>7. Using MS Access Application</p> <ul style="list-style-type: none"> • Importance of MS ACCESS in the modern office. • Introduction to MS ACCESS environment. • Using MS ACCESS to effectively organize records in the office. <p>8. Introduction to Data Base Management</p> <ul style="list-style-type: none"> • What is a data base? • Types of data bases. • The roles/functions of databases. • Basic data base commands used for organizing; retrieving and storing information. • Fundamental Principles of Relational and Object-Oriented data base design. • Creating of backups and database recovery strategies. 	<ul style="list-style-type: none"> - Revenue recognition <p>Part 3: Preparation & Interpretation of Financial Statement for Different Forms of Business Entity</p> <ul style="list-style-type: none"> - Limited Companies - Unlimited Companies such as Sole trader - Partnership - Public Companies - Clubs or Societies - Branch Account - Analyses and Interpretation
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DETAILED SYLLABUSES FOR PROFESSIONAL EXAMINATION (PE I)

<p>Information Communication Technology PE/001</p> <p>Overall Objectives</p> <p>Part I: Information Communication Technology</p> <ol style="list-style-type: none"> 1. Evolution of information communication technology 2. Information communication technology as a managerial tool 3. The effect of using Information Communication Technology 4. The recent development in Information Communication Technology 5. The impact of information communication technology on everyday living <p>Part 2: Information Technology and Management</p> <ol style="list-style-type: none"> 1. History of computer technology 2. Information and data storage <ul style="list-style-type: none"> ➤ Storage devices and media devices 3. The study of data processing and management <ul style="list-style-type: none"> ➤ Data downloading, uploading and attachments ➤ Data conversion and communication, retrieval, manipulation, and transmission 4. Information communication Technology and modern office applications 5. Discovering the benefit of Information Communication Technology <p>Part 3: Information and Computer Networking</p> <ol style="list-style-type: none"> 1. Computer networks <ul style="list-style-type: none"> ➤ Types of network, LAN, WAN, MAN AND WIRELESS ➤ Networking topologies (Star, Bus, Ring, Mesh, infrared) 2. Introduction to Internet and websites terminology <ul style="list-style-type: none"> ➤ Email, telephone and browsing ➤ Information - search engines, World Wide Web (WWW), URL etc. 3. Network Security/IT Security <ul style="list-style-type: none"> ➤ Hardware security, Software Security, Workplace Security 4. Importance of the internet in business practice: E-commerce and E-business 5. The use of office automation in the 21st century 	<p>Organizational Behaviour and Methods PE/002</p> <p>Overall Objectives</p> <p>To test the candidates' knowledge and skills of OB which individuals, groups and structure can make in the successful development and maneuvering in the running of an organization. The role in which power, leadership and HR process can make in the setting and achievement of set goals and objectives will also be tested.</p> <p>Synopsis</p> <p>Organization behaviour in modern entity</p> <p>The role of individuals, groups and structure in organizational effectiveness</p> <p>Ability, learning and organization success</p> <p>Issues involve in employees motivation and job satisfactions</p> <p>Personality and transitional analysis in managerial effectiveness</p> <p>Perception and individual decision making</p> <p>Concept of group dynamics</p> <p>Communication and inter-personal relation</p> <p>Contemporary issues in leadership</p> <p>Power and politics in and organization</p> <p>The role of silent organization in an organization</p> <p>Conflict and negotiation process</p> <p>Factors that influence the development of organization structure</p> <p>Influence of work design and technology on modern organization</p> <p>Power of organization culture in running of business entity</p> <p>The interface between Organization behaviour, Behavioural science and Psychology</p> <p>Issues involve in organizational change</p> <p>HR policies and practices</p> <p>Application of lean in development of sound organization structure</p> <p>The role of job analysis and job description in organization development</p> <p>Development of operating manual and operating instructions.</p> <p>Reading Texts</p> <ol style="list-style-type: none"> 1 Mills & Standinford: Office Administration (Low Price Edition) Latest Edition 2 Apple by: Modern Business Administration (Pitman, London) Latest Edition 3 Allan Davies: A First Course in Business Organization - (George Allen & Unwin-London) 4 Journals of the Institute of Administrative Management, London.
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Corporate Secretarial Practice	PE1/003	Quantitative Techniques	PE1/004
<p>1. A modern Company Secretary is a skilled office manager, company and public Administrator per excellence. He/she will be skillful in issues regarding legal status of the business and office environment.</p> <p>2. Candidates of this subject are advised to equip themselves with adequate knowledge of office management and administration, general principles of law, Companies and Allied Matters Act 1990 (as amended).</p> <p>3. This will be a 3-hour examination. Examiners may, at their discretion set questions on essay, case studies, objectives or any other mode of testing skills and abilities of candidates for high quality professional best practice performance.</p> <p>Syllabus</p> <p>Part 1 – Office Administration</p> <ol style="list-style-type: none"> 1. Nature of Office Administration and Management Function 2. Office Organization 3. Staff Management <p>Part 2 - Principles of Law</p> <ol style="list-style-type: none"> 4. The Nature and Sources of Law 5. Legal Persons and Legal Relations 6. The Laws of Contract, Trusts, Property, Securities and Succession <p>Part 3 – Companies and Allied Matters Act 1990 (as amended)</p> <ol style="list-style-type: none"> 7. The Nature of Limited Companies 8. Types of Registered Companies 9. Incorporation of Companies and incidental matters. 10. Acts by or on behalf of the company 11. Membership of the Company 12. Share Capital 13. Shares 14. Debentures 15. Meetings and Proceedings of Companies 16. Directors and Secretaries of the Company 17. Protection of Minority against illegal and oppressive conduct 18. Financial Statements and Audits 19. Annual Returns 20. Dividends and Profits 21. Receivers and Managers 22. Mergers and Acquisition 23. Dealings in companies Security 24. Winding up of Companies 25. Arrangements and Compromises 26. Miscellaneous and Incidental matters to companies Administration. <p>Note: Candidates of Corporate Secretarial Practice examination are advised to get acquainted with updates on Office Technology and Management innovations, changes in</p>		<p>Overall Objectives</p> <p>Assessment of the candidate’s ability on the application of analytical and numerical skills that would help him to make an informed decision in the overall benefits of the organization, operating environment and the economy will be done.</p> <p>SYNOPSIS</p> <p>Concept of statistics as a scientific management tools</p> <p>The role of statistical data and information in decision making</p> <p>Collection and presentation of data</p> <p>Measurement of central tendency and dispersion</p> <p>Estimation and test of significance</p> <p>Probability theories</p> <p>Regression and correlation</p> <p>Linear programming (algebraic, simplex methods and transport assignment)</p> <p>Profitability measurement and index</p> <p>Productivity measurements</p> <p>Investment appraisals methods</p> <p>Ratio computation and analysis</p> <p>Activity based costing methods</p> <p>Demand forecasting models</p> <p>Inventory control mode</p>	

principles of law and most importantly changes and amendments to the Companies and Allied Matters Acts in Nigeria.

<p>Entrepreneurship Development PE1/005</p> <p>Overall Objectives</p> <p>Part 1: Introduction to Entrepreneurship</p> <ol style="list-style-type: none"> 1. Definitions – entrepreneur, entrepreneurship, intrapreneur and intrapreneurship. 2. Purposes and benefits of entrepreneurship 3. Entrepreneurship theories 4. Types of entrepreneurs 5. Characteristics of entrepreneurs <p>Part 2: The Entrepreneurship Process</p> <ol style="list-style-type: none"> 1. Discovering needs and business opportunities in the environment 2. Developing ideas for creating novel products/services with value 3. Analyzing the market – customers and competitors 4. Preparing the feasibility study and business plan 5. Mobilizing needed resources – finance, equipment and materials, personnel, etc. 6. Starting the business venture – issues to consider include knowledge and experience in the chosen line of business, availability of needed resources, relevant skills, location, etc. <p>Part 3: Entrepreneurship Growth</p> <ol style="list-style-type: none"> 1. Nurturing the business to fruition 2. Business expansion 3. Business failure – symptoms, causes and preventive measures 4. Entrepreneurship skills – management skills covering planning, decision making, finance management, human resource management, business management (sales, purchases, inventory, customer, environment, change, etc.) and risk management skills among others 5. Communication skills covering listening, written, oral and telephone skills among others. 6. Interpersonal skills covering empathy, body language, leadership and motivation among others. 7. Personal characteristics for success – optimism/drive, agility, originality, confidence, visionary, discipline, patience, resilience, courage, flexibility, creativity, innovative, initiative and quick learner among others. 	<p>Business Communication Skills PE1/006</p> <p>Overall Objectives</p> <p>To provide the candidate with an understanding of the importance of communication and to develop his ability to communicate in business situation.</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1. Fundamentals and Principles of communication 2. Word of mouth communication 3. Written communication 4. The People <ul style="list-style-type: none"> - Selection and training of staff - Equipment and techniques - Postal communications - Express and courier services - Post room equipment 5. Telecommunication <ul style="list-style-type: none"> - Essential Terminology - Equipment and their capabilities - Integrated Systems 6. Planning and implementation <ul style="list-style-type: none"> - Identification of needs - Sources of equipment - Time scales - Financial consideration - Professional assistance 7. Administration and management <ul style="list-style-type: none"> - Maintenance of Equipment - Monitoring utilization - Monitoring costs - Directories - Supervision of operating staff <p>Reading Texts</p> <ol style="list-style-type: none"> 1. Francis Bergin - Practical Communication (The English Language Society) 2. Soola, Oludayo – Modern Business Communication (Kraft Books Ltd, Ibadan) 3. Peter Little, Communication in Business (Longman) 4. James, S., Oke I., and Soola O. - Introduction to Communication for Business and Organizations – (Spectrum Book Ltd) 5. W. Ferrier O Mayor - English for Business (Pitman)
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DETAILED SYLLABUSES FOR PROFESSIONAL EXAMINATION (PE II - FINAL)

Parliamentary and Judicial Procedure	PE2/001	Strategic Management	PE2/002
<p>Overall Objectives To prepare candidates with the working knowledge and rules in the parliament and the skill to efficiently record and reproduce parliamentary, judicial and panel proceedings in acceptable standards.</p> <p>Syllabus Contents</p> <ol style="list-style-type: none"> 1. The need for a Government 2. The arms of Government 3. Constitution as supreme law of the land 4. Origin or the creation of parliaments <ul style="list-style-type: none"> - Nature and Roles of the legislature, tribunals, Courts of law, Investigative panels 5. The Official/Verbatim Reporter <ul style="list-style-type: none"> - The skill required to perform her functions - The tools of the official reporters - The skills for self-development of style manual 6. Organizational hierarchy in the legislature 7. Personnel functions and management 8. Parliamentary rules and regulations 9. Orders of business in the two chambers of parliament 10. Economics and peoples' geography. 11. Powers of Parliament and its relationships with executive, the judiciary and the Public. 12. The work of Standing and Ad Hoc Committees, panels in the parliament. 13. Parliamentary and Judicial Ethics and Privileges 14. Reproducing verbatim report of proceeding in the parliament, the judiciary and Tribunals 15. Preparation of votes and Proceedings. 16. Preparation of verbatim reports in bounded volumes 17. The Hansard; the Law Report bounded versions and style manual's 18. Organization Structure in the Judiciary 19. Organization Structure in the legislature 20. Office management and Supervisory duties <p>Reading Texts</p> <ol style="list-style-type: none"> 1. Odusanya, M S - Parliamentary and Judicial Procedures (Matsun Publications), Lagos 2. Journal of British Parliament 3. How Laws are Made – National Assembly 4. O. H. Philips – Constitutional and Administrative Law (Sweet & Maxwell), London 5. A. H. Birch – British System of Government, (George Allen C. Unwin), London). 		<p>Overall Objectives To test the candidate's ability in the assessment of resources, internal and external operating environments and of formulating and implementing major strategic policies, goals and initiatives</p> <p>Synopsis Overview of strategic management in the organization</p> <p>Environmental scanning and evaluation Developing vision, missions and objectives Setting of corporate goals and KPIs Strategies for attaining set goals and objectives Making necessary tradeoffs on what not to do Aligning company's activities with one another Strategic thinking Corporate restructuring and transformation Developing and implementing Strategic excellence</p> <p>Value chain development to deliver valuable products and services Reengineering process Creativity Vs. analytical approach Joint ventures, mergers and acquisitions Strategic investment decisions E-strategic management concept</p>	

6. (M&E Series), London	Stacey, Public Administration -
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<p>Management & Public Sector Accounting PE2/003</p> <p>Overall Objectives</p> <p>Part 1: Legal Frame work, Theory and Practice of Government Accounting</p> <ul style="list-style-type: none"> - Constitutional, Legislative and regulatory provision on financial matters. - Bases of Accounting; Books, uses and limitations. - Reconciliation of Accounts. - Fund theory. - Pension scheme Accounting and reforms Act. - Treasury Accounting. <p>Part 2: Financial Management and Reporting in the Public Sector</p> <ul style="list-style-type: none"> - Financial Control of government funds - Auditing practices in the public sector - Warrant; Virement Procedure. - Vote Book and Budgeting control - Financial Control Institution - Cash flow Statements & Value- Added Statement - Published Reports - Interpretation of Financial Statements - Accounting for Ministries - Trial balance and Transcript - Salaries/Wages and Variation Control <p>Part 3: Accounting in government Parastatals, Institutions and Corporation</p> <ul style="list-style-type: none"> - Receipt and payment account - Income and Expenditure account - Statement of affairs/Balance sheet. - School Parastatals - Planning and Budgeting - Government Accounting processes - Government Contract: Principle of Procurement, Approving authority and limit, Role of Procurement Planning committee Payment procedure and Due process. - Public Finance; Economic Environment Revenue Sources Debt management Strategies, Fiscal Policy & Tax administration. - Theory and Practice of grants in relation to State and Local government - Project appraisal in Public Sector. - Rolling plans, prospective plans and PPBS. - IPSAS – International Public Sector Accounting Standard 	<p>Business Law and Company Law PE2/004</p> <p>Overall Objectives</p> <p>This course is designed specifically to provide the students with the basic knowledge and skills on Business Law and Laws relating to Government establishments/public meetings. It will also foster the development of their abilities to apply these potentials as situations dictate.</p> <p>The examination should be of 3-hour duration, which has to be strictly essay-type of questions.</p> <p>Part 1: The Nature and Meaning of Law</p> <ul style="list-style-type: none"> - Types/Classification of Law - History and Sources of Nigeria Commercial Law <p>Part 2: The Legal System/Nigerian Judiciary</p> <ul style="list-style-type: none"> - Organization of the Courts - The Personnel of the Courts - Meaning and Types of Governments <p>Part 3: Definition and Scope of the Law of Meetings</p> <ul style="list-style-type: none"> - Classification of Meetings - Public Meetings and Illegal Assemblies - Constitution and Conduct of Meetings - Offences, Penalties and Remedies in Public/Private Laws <p>Part 4: Nature and Formation of a Contract</p> <ul style="list-style-type: none"> - Essential Requirements of a Contract - Meaning and Classification/Creation of Agency - Principal and Agents Relationship - Terms and Rescission of Contract/Agency - Law of Torts; Types, Rights, Obligations and Liabilities <p>Part 5: The Procedures of Local Government Authorities/Councils</p> <ul style="list-style-type: none"> - The Constitution of States and National Assemblies - The Parliamentary/Presidential Systems of Government; Policies and Regulations - The Conduct of Proceedings for 3-tier/Arms of Government - The Law Enforcement Agencies, Roles and Responsibilities - Legal and Ethical Issues on Parliamentary Reporting - Composition of Nigerian Constitution
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Corporate Governance and Regulations

PE2/005

Overall Objective:

Candidates will be required to discuss in details statutory rules and the principles or provisions of governance codes, and apply them to specific situations or case studies. Candidates will also be expected to understand the role of the company secretary in providing support and advice regarding the application of best governance practice. Although the syllabus presents governance issues mainly from the perspective of companies, candidates may be required to apply similar principles to non-corporate entities, such as those in the public and voluntary sectors

General Principles of Corporate Governance

The nature of corporate governance and purpose of good corporate governance

- Separation of ownership and control
- Agency theory and corporate governance
- Stakeholder theory and corporate governance

Key issues in Corporate Governance

- Leadership and effectiveness of the board; accountability; risk management and internal control;

Remuneration of Directors and Senior Executives; relations with shareholders and other stakeholders sustainability

Principles of Good Corporate Governance

- OECD Principles of Corporate Governance

Framework of Corporate Governance

- Legal framework
- Rules-based and principles-based approaches
- Codes of corporate governance and their application: UK Corporate Governance Code
- Concept of 'comply or explain'

Governance and ethics

Potential consequences of poor corporate governance

The Board of Directors and Leadership

Role of the board

Division of responsibilities on the board

Matters reserved for the board

Role and responsibilities of the board chairman

Role and responsibilities of the Chief Executive Officer

Role and responsibilities of non-executive directors

Independence and non-executive directors

Role of the Senior Independent Director

Statutory duties of directors

Rules on dealing in shares by directors: insider dealing; Model Code

Liability of directors: directors' and officers' liability insurance

Unitary and two-tier boards

Effectiveness of the Board of Directors

Role of the company secretary in governance

Size, structure and composition of the board: board balance

Board committees

Appointments to the board: role of the Nomination Committee; succession and board refreshment

Induction and development of directors

Information and support for board members

Performance evaluation of the board, its committees and individual directors

Re-election of board members

Governance and Accountability

Financial and business reporting and corporate governance

The need for accountability and transparency

The need for reliable financial reporting: true and fair view, going concern statement

Responsibility for the financial statements and discovery of fraud

Role of the external auditors

Auditor independence; threats to auditor independence; auditors and non-audit work

The Audit Committee: roles, responsibilities, composition; FRC Guidance

Reporting on non-financial issues: narrative reporting; strategic report

Remuneration of Directors and Senior Executives

Principles of remuneration structure: elements of remuneration

Remuneration policy

Elements of a remuneration package and the design of performance-related remuneration

- Candidates will not be required to discuss performance targets in detail, but need to be aware of short-term incentives (e.g. cash bonuses) and longer term bonuses (share grants, share options).
- Difficulties in designing a suitable remuneration structure

Role of the Remuneration Committee

Compensation for loss of office

Disclosures of directors' remuneration

- Candidates will be expected to show an awareness of issues relating to the disclosure of directors' remuneration in the annual report and accounts, but not the detail (e.g. not the detail of the directors' remuneration report)

Shareholder approval of incentive schemes and voting rights with regard to remuneration

The recommendations or guidelines of institutional investor groups on matters relating to directors' remuneration

Relations with Shareholders

The equitable treatment of shareholders; protection for minority shareholders

Rights and powers of shareholders

Dialogue and communications with institutional shareholders (companies) or major stakeholders

Role of institutional investor organizations (or major stakeholders)

- In the UK, the role of the ABI and NAPF and the relevance for corporate governance
- UK Stewardship Code

Constructive use of the annual general meeting

Shareholder activism

Candidates will be required to have an awareness of the benefits of electronic communications between companies and their shareholders, but will not be required to know the detailed law and regulations on electronic communications.

Risk Management and Internal Control

The nature of risks facing companies and other organizations: categories of risk

- The difference between 'business risk' and 'governance risk' (internal control risk)
- Internal control risks: financial, operational and compliance risks
- Elements in an internal control system: FRC guidance

Risk and return; identifying, monitoring and reporting key risk areas; risk appetite and risk tolerance; responsibility of the board of directors

Responsibilities for risk management and internal control: board of directors, executive management, audit committee, internal and external auditors

- Risk Committees of the board
- Risk management committees
- Role of internal audit within an internal control system

Disaster recovery plans

Whistle-blowing policy and procedures

CICSR best practice on whistle-blowing procedures

Reviewing and reporting on the effectiveness of the risk management and internal control systems

Corporate Social Responsibility and Sustainability

The nature of sustainability

The nature of corporate responsibility and corporate citizenship

Corporate responsibility and stakeholders

- Internal and external stakeholders

Elements of corporate social responsibility: employees, the environment, human rights, communities and social welfare, social investment, ethical conduct

Reputation risk: placing a value on reputation

Formulating and implementing a policy for corporate social responsibility

Reporting to stakeholders on sustainability and corporate social responsibility issues

- Voluntary social and environmental reporting
- Sustainability reporting: triple bottom line; GRI Guidelines
- Integrated reporting

Other Governance Issues

International aspects of corporate governance

Governance problems for large global groups of companies

Corporate governance: unquoted companies and small quoted companies

Governance in the public sector

Governance in the not-for-profit sector