



The Hospitality Professionals Association
Professional Development

Financial Management Education Programme

Detailed syllabus – Level 1, Level 2 and Level 3

Level 1 – Introduction to Financial Accounting

Unit 1 - Conceptual Framework	Appreciation	Knowledge	Skill
The users of accounts and the objectives of financial statements	✓		
The functions of management accounts and financial accounting		✓	
Statutory accounting principles & fundamental concepts of accounting		✓	
Historical accounting versus information for decision making		✓	
Business structures		✓	
Unit 2 - Data Processing and Double Entry	Appreciation	Knowledge	Skill
Coding and classification			✓
Books of original entry			✓
Journal entries			✓
Double entry bookkeeping to trial balance			✓
Uniform system of accounts			✓
Evaluation of computerised outputs			✓
Information flows in hospitality organisations		✓	
Unit 3 - Preparation of Accounts with Adjustments	Appreciation	Knowledge	Skill
Accruals and prepayments			✓
Bad debts and provisions for doubtful debts			✓
Methods of depreciation			✓
Accounting for stocks, methods of stock valuation			✓
Accounting treatment for VAT			✓
Preparation of VAT returns			✓
Components of gross pay, PAYE and NI			✓
Profit and loss account preparation			✓
Balance sheet preparation			✓
Unit 4 - Internal Audit & Control	Appreciation	Knowledge	Skill
Implementing internal control and audit procedures			✓
Control of cash disbursements and receipts			✓
Payroll controls and staff scheduling			✓
Inventory purchase, storage and control			✓
Controlling food and beverage costs			✓
Completing a bank reconciliation			✓
Fixed asset registers			✓
Information technology			✓

Level 2 – Operational Management Accounting

Unit 5 - Elements of Cost – understanding the nature of cost	Appreciation	Knowledge	Skill
Purpose of cost classifications		✓	
Controlling basic cost			✓
Overhead cost control			✓
Cost estimation			✓
Activity based costing	✓		
Unit 6 – Budgeting, Forecasting and Budgetary Control	Appreciation	Knowledge	Skill
Budgeting in line with organisational objectives		✓	
Preparation of budgeted statements			✓
Budget interpretation and management			✓
Variance analysis			✓
Limiting factors			✓
Flexible budgeting techniques			✓
Mathematical techniques for forecasting demand			✓
Use of spreadsheets			✓
Zero based budgeting		✓	
Computers and budgeting			✓
Unit 7 - Costs for Decision Making in Hospitality	Appreciation	Knowledge	Skill
Relevant costs for decision making			✓
Contribution margin			✓
Break-even analysis			✓
Yield management techniques			✓
Room rate discounting			✓
Cost based pricing			✓
Market based pricing			✓
Integrated pricing for multi products			✓
Unit 8 - Presentation of Information for impact	Appreciation	Knowledge	Skill
Collection and presentation of data			✓
Using graphs and diagrams			✓
Averaging and indexing numbers			✓
Communicating information			✓

Level 3 – Strategic Management Accounting

Unit 9 - Control of Working Capital & Liquidity	Appreciation	Knowledge	Skill
Debtor management			✓
Creditor management			✓
Cash management			✓
Stock management			✓
Working capital cycle			✓
Working capital ratios			✓
Unit 10 – Ratios and the Balanced Scorecard	Appreciation	Knowledge	Skill
Interpretation of performance			✓
Industry specific ratios			✓
Competitor analysis	✓		
Benchmarking	✓		
Unit 11 – Sources of Funds & Capital Expenditure Decision Making	Appreciation	Knowledge	Skill
Capital investment appraisal methods			✓
Sources of funds		✓	
Taxation	✓		
Franchising	✓		
Management contracts	✓		
Unit 12 - Strategic Planning & Forecasting	Appreciation	Knowledge	Skill
Preparation of feasibility studies			✓
Economic and financial environments		✓	
Tools for strategic planning		✓	
Organisational objectives		✓	