(NBAA)
THE NATIONAL BOARD OF ACCOUNTANTS AND AUDITORS
TANZANIA

THE ACCOUNTANCY PROFESSIONAL SYLLABUS

Executive Director
National Board of Accountants and Auditors (NBAA)
Bibi Titi Mohamed Road
P.O. Box 5128
DAR ES SALAAM
Tel +255 22 2211890/9
Fax: +255 22 2151746
Email: info@nbaa-tz.org

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1.0 INTRODUCTION

This Handbook has been prepared to provide guidance to trainers and candidates preparing for the Boardôs examinations in the Professional Examination Scheme leading to the Certified Public Accountant (CPA) qualification. The handbook should be read in conjunction with the NBAA Examination and Training Bylaws.

The handbook shows the examination structure and subject relationship/progression as one moves from the lower to the final level. Details concerning candidacy registration, exemption requests, examination entry and training requirements are provided to enable a prospective candidate to easily follow the requirements when applying for candidacy registration and/or requesting for exemption.

For candidates transferring from the phased out syllabus to the new syllabus, a detailed conversion scheme has been provided to guide the candidate on what papers he/she would be eligible to attempt. The handbook further prescribes the syllabus to be followed in preparation for the examinations. Under each subject area the following items are indicated:

Contact Hours: It is the expected duration that a candidate should spent in direct contact with a tutor or lecturer to sufficiently cover the subject matter.

Subject Descriptions: This provides an overview of the subject matter on what this subject entails to cover.

Aims and Objectives: These broadly show the aims and objectives of the subject matter.
Pre-requisite subject: this shows the lower subject which determines the understanding of the corresponding higher level subject
Learning Outcomes: These are the expected outputs in the course of learning showing the knowledge and skills that are expected to be imparted to candidates on completion of the course.

Teaching and Learning Strategies: These are the expected inputs in the course of learning

Contents: These show descriptions of areas to be covered in the subject matter.

Time Allocation: It provides guidance on the number of hours to be spent in covering a topic in the subject area.

References: This provides the recommended reading material to be used in the course of learning where main reading is the study guide that has been prepared carefully to cover the whole syllabus contact for each subject area.

2.0 ABOUT NBAA

The National Board of Accountants and Auditors (NBAA) was established in 1972 by authority of the Auditors and Accountants (Registration) Act No.33 as amended by Act No. 2 of 1995, to among other things, promote and provide opportunities and facilities for the study of, and training in accountancy, auditing and allied subjects. In executing such responsibilities, the Board conducts accountancy examinations twice in a year.

3.0 THE EXAMINATIONS

The Board administers a two tier examination scheme in the following categories

(i) Accounting Technician examination scheme
(ii) Professional examination scheme

These examinations are conducted semi-annually during the months of May and November each year.

The Accounting Technician examination scheme consists of two levels covering the following subjects:

ACCOUNTING TECHNICIAN LEVEL I

Code	***Subject Name***
T.01	*Bookkeeping and Accounts*
T.02	*Elements of Business Mathematics and Statistics*
T.03	*Introduction to Information and Communication Technology*
T.04	*Business Communication Skills*

ACCOUNTING TECHNICIAN LEVEL II

T.05	*Principles of Accounting and Auditing*
T.06	*Principles of Cost Accounting and Procurement*
T.07	*Elements of Commercial Knowledge and Taxation*
T.08	*Accounting for Public Sector and Cooperatives*

The Professional Examination Scheme consists of three levels as follows

Code	***Subject Name***
	FOUNDATION Level (Knowledge and Skills Level)
A1	*Quantitative Techniques*
A2	*Business and Management*
A3	*Accounting*
A4	*Business Information*
A5	*Business Law*
	INTERMEDIATE LEVEL (Skills and Analysis Level)
B1	*Financial Management*
B2	*Financial Accounting*
B3	*Auditing Principles and Practice*
B4	*Public Finance and Taxation I*
B5	*Performance Management*
B6	*Management, Governance and Ethics*

FINAL LEVEL (Professional Analysis, Application and Evaluation Level)

C1 *Corporate Reporting*
C2 *Auditing and Assurance Services*
C3 *Business and Corporate Finance*
C4 *Public Finance and Taxation II*

All the subjects above are assessed using paper based examinations of three hours duration.

4.0 MINIMUM ENTRY REQUIREMENTS FOR PROFESSIONAL EXAMINATIONS

A prospective candidate seeking to register for the Professional Examinations must show evidence of being a holder of any one of the following qualifications.

4.1 Foundation Level – Knowledge and Skills Level

EITHER: NBAAôs Accounting Technician Certificate (ATEC)

OR

A two-year Diploma in Accounting/Accounting and Finance (NTA level 6)

OR

A degree from a recognized University/institution of higher learning (non-accounting) where in such a case the exemptions to be granted shall be considered on subject to subject basis depending on candidateôs specialty.

4.2 Intermediate Level - Skills and Analysis

EITHER NBAAôs Foundation Level Statement of Success Letter as per the conversion scheme indicated from page 17

OR A bachelor degree majoring in Accounting/Accounting and Finance from a recognized University/Institution of Higher Learning.

4.3 Final Level – Professional Analysis, Application and Evaluation)

NBAA Intermediate Level Statement of Success letter as per conversion scheme indicated from page 17

4.4 Qualifications Obtained Outside Tanzania:

Holders of qualifications obtained outside the country who wish to pursue the accountancy profession in Tanzania are required to submit together with their application request, transcripts and detailed syllabus of the programme undertaken for consideration. In whatever case, the institution must be an accredited institution by an approved regulatory body in the country where it has been obtained.

The applicants shall further be required to get a confirmation of such recognition from either Tanzania Commission for Universities (TCU) or National Council for Technical Education (NACTE) as the case may be.

5.0 RECOGNITION OF QUALIFICATIONS FOR PURPOSES OF EXEMPTION

A qualification shall be eligible for an exemption only if that exemption is claimed within five years after being obtained. Any qualification obtained within or outside the country which is lodged after the stated period shall not be considered for exemption from parts of the Boardôs examinations. Such a qualification will have to start at the first level of the professional examination i.e. Foundation level.

6.0 CANDIDACY REGISTRATION AND EXAMINATION ENTRY

Prospective candidates wishing to register with the Board are required to observe the following registration procedures:

6.1 PROCEDURES FOR CANDIDACY REGISTRATION

(a) The NBAA examination calendar provides for two examination diets in a year. The examinations are normally held during the months of May and November.

(b) Prospective candidates wishing to write an examination at the May sitting must have sought candidacy registration with the Board by **31st January** while candidacy registration for the November sitting must have been completed by **31st July**. Application for candidacy registration must be on the prescribed form (Form CR) available on the Boardôs website (www.nbaa-tz.org)

(c) The duly completed application form attached with all prescribed attachments, listed under para (d) below, should be submitted to the Executive Directorôs office so as to reach the office on or before the last date January or July as the case may be. An application for candidacy registration received after the closing date shall be liable for penalty fee as indicated in the Candidacy Registration form.

(d) The duly filled Candidacy Registration should be submitted with the following attachments:

(i) Three recently taken identical passport size photographs (coloured) of the applicant (showing a full face with two ears of the applicant) and signed by the applicant at the back.

(ii) Photocopies of all certificates relevant to the application, authenticated by a Magistrate, Notary Public or by the Executive Director of the Board.

(iii) Photocopies of academic and professional certificates duly certified by Magistrate, Notary Public or by the Executive Director of the Board.

(iv) Applicable Registration and/or Exemption and Subscription Fee.

(v) A duly filled Identity Request Form, the form which comes along with the candidacy registration form when downloading the form.

(e) As evidence of registration as a candidate, the Board shall issue an ñIdentity Cardò to every registered candidate. The Identity Card bears the candidateôs registration number (CR. No.), the number which will be the permanent examination reference number for purposes of all communication with the NBAA.

The identify card shall be required for admission requirements to the examination hall. It is important, therefore, for a candidate to preserve it securely and produce it when needed during the examinations.

(d) No change of names by the prospective candidate shall allowed at the time of registration. Prospective candidates shall use the names appearing on the certificates which qualified the prospective candidate for admission

6.2 EXAMINATION ENTRY PROCEDURES

(a) Applications to write the examinations must be made on the prescribed form which is downloadable from the Boardôs website. An applicant must, prior to application to examination entry, must be a registered candidate i.e. has already filled and submitted to the Board the Candidacy Registration form.

(b) Applications for May examinations are acceptable up to the **15th of March**, and applications for November examinations are acceptable up to the **15th of September**.

(c) A candidate shall be admitted to sit for the Boardôs examinations at any one of its levels subject to the regulations applicable to that examination, provided that:

(i) The candidate possesses the qualifications prescribed as the minimum necessary to sit that particular level of examination.

(ii) The application is made on the prescribed form, the form which is downloadable from the Boardôs website.

The duly filled form is returned on or before the prescribed closing date and is accompanied by appropriate examination entry fees.

Late applications are liable for penalty fee as indicated in the examination entry form

(iii) The candidate has met the minimum training requirements provided by approved Tuition Provider, and the examination entry form has been endorsed by the tuition provider certifying that the candidate is ready to sit for the examinations.

(d) The candidate must indicate in the examination entry form, an examination centre preferred to take the examinations. The Centres currently approved by the Board are indicated at the back of an entry form. Examinations are conducted in as many centres in the country as the Board may determine from time to time.

(e) Change of examination centre shall be allowed if lodged in writing at least one month before the date the examination is to commence. Late requests for change of center shall not be entertained.

(f) The candidate once accepted to take the examinations shall later receive an Examination Admission letter, containing the examination time table specifying the centre at which the candidate shall write the examination. Detailed instructions to examination candidates shall be enclosed and should be read carefully. The Admission Docket shall be posted to the candidate at least two weeks before the date of the examination. Candidates residing in Dar es Salaam shall be informed when to come and collect their letters of admission in person at the Boardôs offices.

(g) An examination candidate will be allowed to enter in the examination room on production of an examination admission letter and NBAA Identity Card.

6.3 ORDER OF TAKING EXAMINATIONS AND EXAMINATIONS COMPLETION PERIOD

A registered candidate is required to observe this requirement while applying to sit for any level of the Boardôs examinations to take advantage of the options available.

Professional Examinations:

6.3.1 Foundation Level (Knowledge and Skills)

A candidate is at liberty to choose the number of papers to attempt in this level and shall be allowed to retain a pass obtained in any subject attempted on scoring a pass grade.

A candidate applying to sit for the Foundation level examinations shall be required to pass all the papers in that level before being allowed to move to the next level.

6.3.2 Duration of retaining passed papers:

A candidate shall be given a maximum of three years to complete the passed papers in that level, failure of which the passes of the previously passed papers shall be withdrawn and a candidate shall have to re-sit all the papers in that level.

6.3.3 Maximum Time Limit to Complete the Foundation Level

A candidate shall be given a maximum of six years to complete the Foundation level before being automatically deregistered.

6.3.4 Intermediate Level (Skills and Analysis)

A candidate is at liberty to choose the number of papers to attempt in this level and shall be allowed to retain a pass obtained in any subject attempted on scoring a pass grade.

A candidate applying to sit for the Intermediate level examinations shall be required to pass all the papers in that level before being allowed to move to the next level.

6.3.5 Duration of retaining passed papers:

A candidate shall be given a maximum of three years to complete the passed papers in that level, failure of which the passes of the previously passed papers shall be withdrawn and a candidate shall have to re-sit all the papers in that level.

6.3.6 Maximum Time Limit to Complete the Intermediate Level

A candidate shall be given a maximum of six years to complete the Intermediate level before being automatically deregistered.

6.3.7 Final Level (Professional Analysis, Application and Evaluation)

A candidate applying to sit for the Final level examinations shall be required to pass all the papers in that level to qualify as a CPA (T).

A candidate is at liberty to choose the number of papers to attempt in this level and shall be allowed to retain a pass obtained in any subject attempted on scoring a pass grade.

6.3.8 Duration of retaining passed papers:

A candidate shall be given a maximum of three years to complete the papers in that level, failure of which the passes of the previously passed papers shall be withdrawn and a candidate shall have to re-sit all the papers in that level.

6.3.9 Maximum Time Limit to Complete the Final Level

A candidate shall be given a maximum of six years to complete the Final level before being automatically deregistered.

6.4 EXAMINATION POSTPONEMENT

6.4.1 Postponement within Acceptable dates

A candidate wishing to withdraw from an examination, may do so in writing and is required to lodge the application to reach the Board on or before 31st March ï for the May examinations and 30th September for the November examination. In such cases, full fee shall be carried forward to the immediate next examination session. A candidate shall, however, be required to fill a fresh examination entry form and submit it before the normal closing date of receiving the application to examination entry.

6.4.2 Postponement after the acceptable dates

Application to postpone the examinations received after the acceptable dates i.e. after 31st March for May examinations and 30th September shall not be entertained. In such situations, a candidate shall be required to pay afresh all the applicable fees.

6.4.3 Postponement due to Ill-health (medically unfit)

6.4.3.1 A candidate falling sick during the examination week may lodge an application to postpone from an examination in writing. The application should be supported by a valid medical report from the registered practitioner to substantiate the claim.

6.4.3.2 Treatment sheets, prescriptions, sick sheets for purposes of validating a postponement claim shall not be considered for this purpose.

6.4.3.3 A candidate whose application for postponement has been accepted by the Board, shall be required to fill a fresh examination entry form applying for the examination the next coming session and lodge it on or before the closing date of receiving the applications.

Half of the fees paid may be carried forward to the next examination session upon application.

6.5 REQUESTS FOR EXEMPTION

(a) Applicants seeking exemptions in parts of the Boardôs examinations shall indicate such requests in the Candidacy Registration and Exemption form by filling an appropriate section of the form.

(b) Applications for exemptions should to be finalized before one sits for the subject(s) in an examination level in which exemption is sought and the application for exemption should be lodged at least **two months before the**

closing date of the examination session to allow sufficient time for the application to be verified and assessed.

(c) An applicant shall be required to submit detailed syllabus and transcripts for the programme(s) undertaken showing the subject content details for the subject(s) in which exemption is sought for assessment.

In cases where the institutional program has already been assessed by the Board and exemption to the program granted (this applies to the accounting programmes offered by the institutions of higher learning within the country) then the syllabus need not be attached.

(d) An application for exemption shall not be considered if an applicant has already attempted any subject in that level.

(e) The Board shall consider an applicantôs request for exemption upon being satisfied that the coverage of the subject(s) being requested for exemption adequately covers at least 80% of the NBAA syllabus.

(f) In all instances, it is important to show proof that the University or institution awarding that qualification is an accredited institution. Such a proof can be obtained from Tanzania Commission for Universities (TCU) or National Council for Technical Education (NACTE) as the case may be.

(g) The application for exemption shall have to be finalized before attempting an examination level for which exemption is sought.

(h) The exemption sought by an applicant shall be considered on a subject to subject basis upon receipt of adequate evidence of the content of the subjects in which exemption is sought.

(i) No exemption shall be granted at the Intermediate (Skills and Analysis Level) and at the Final Levels (Professional Analysis, Application and Evaluation Level) of the Boardôs examinations.

(j) NBAAôs candidates transferring from the phased out examination scheme to the new examination scheme shall enjoy exemptions on the previously passed papers as shall be spelt out in the conversion scheme.

7.0 FEES

An applicant wishing to register and sit for the Boardôs examinations shall be required to pay appropriate fees upon submission of the candidacy registration and/or examination entry form.

7.1 Major Types of Fees

There are four major types of fees payable by the applicant to the Board:

(i) The first type of fee is a ***Candidacy Registration Fee*** which is payable upon submission of a duly completed Candidacy Registration Form. As evidence of registration, a student shall be given a Candidacy Registration Number (CR. No.) and an identity card bearing that number.

(ii) The second type of fee is a ***Student's Annual Subscription Fee (SASF)*** which is payable, by those applicants who are registering with the Board for the first time, upon registration, and thereafter every January of each year. For those who have already registered themselves as candidates, the fee is payable every year in the month of January. This fee shall to be paid annually by every candidate as long as he/she is registered as a candidate with the Board and wishes to remain in the register of candidates. The fee ceases to be payable when one completes the CPA programme in full or ceases to be registered as a candidate with the Board.

(iii) The third type of fee is an **Exemption Fee.** This fee shall be payable by those applicants who by virtue of their prior learning, seek exemptions on parts of the Boardôs examinations. This fee shall be submitted along with the application for candidacy registration or once the amount payable has been determined.

(iv) The fourth type of fee is the ***Examination Fee.*** This fee shall be payable upon submission of duly filled Examination Entry Form applying for an examination in an examination level.

7.2 Other types of fees that may be payable depending on the candidate's status may include:

(i) Penalty Fee

A candidate who submits an application for candidacy registration and/or examination entry after the closing date of receiving such applications shall be liable for a penalty fee charge which shall be paid along with other applicable fees.

(ii) Transcript fee

Transcript fee shall be charged to a candidate who lodges a request for preparation of transcript. A candidate who applies for a transcript shall also be required to submit two colored identical pass port size photographs.

(iii) Loss/renewal of ID fee

A candidate who has lost his/her identity or wants to renew the ID card upon expiry shall be charged such a fee. The candidate shall be required to submit two colored identical pass port size photographs and must fill an ID request form.

(iv) Search fee

A candidate who requests for an information which requires for searching of such information shall be required to pay for search fee. Such information may include previous performance records, receipts for payments done to the Board etc.

(v) Duplicate certificate fee

A candidate who request for a copy of his/her certificate shall be required to pay the required fee and submit a police report on loss of such document and copy of public announcement notification.

(vi) Appeal fee and late lodgment of appeal fee

A candidate who wishes to appeal against examination results or any penalty imposed shall be required to pay for the service accompanied with a lodgment of appeal form. Similarly, a candidate who lodges an appeal after the stipulated period shall be charged late lodgment of appeal fee.

(vii) Form fee

Candidate who submits an application for candidacy/examination shall be required to pay fee for the respective form

The rates for the above fees shall be determined by the Governing Board from time to time.

7.3 Mode of Payment of the fees:

Payments of fees/charges shall be made through NBAA Account as shall be determined by the Board and indicated in the relevant form(s).

The original-pay-in slip shall have to be submitted to the Board for receipting. The slip has to be attached together with the relevant form(s) supporting that payment.

8.0 TRAINING OPPORTUNITIES

Although the Board does not directly involve itself in training of candidates preparing to sit for its examinations, it collaborates with training institutions both public and private to ensure that quality training is offered to candidates preparing for the examinations.

Training opportunities is available on either part-time or full time basis as detailed hereunder:

8.1 Part-time Courses:

Candidates aspiring to sit for the Boardôs examinations must undertake rigorous training offered by the registered tuition providers before sitting for the examinations. The tuition providers conduct training in different modes depending on the varied choices of the learners. The training can be either done during the evening and/or on weekends or on day time where candidates in employment may request for full day release from their employers

The part-time courses have proved to be useful as they provide platforms to exchange knowledge, ask questions and solve problems in group work.

8.2 Full time Courses:

Full-time courses provide structured training schemes resulting into award of certificates, diplomas/higher diplomas or degrees on successful completion of the programme. The institutions which run such programmes follow an approved syllabi which is recognized by the Board and which may result into exemptions on parts of the Boardôs examinations.

All in all upon completion of such programmes aspiring candidates must seek registration with the Board as candidates and attend review classes offered by the registered tuition providers before sitting for the examinations.

8.3 Study Aids:

The Board in an endeavour to assist candidates preparing for its examination provides the following:

8.3.1 A specialized reference library:

The Board maintained a specialized library which is stocked with relevant reading materials. The library is at the Mhasibu House Complex. All registered candidates who are up-to-date with their subscriptions are allowed to use the library throughout the year without additional cost. The learning materials stocked at the library provide additional readings to candidates over and above what is in the specialized learning materials developed specifically for each subject areas examined by the Board.

8.3.2 Learning Materials:

The Board has developed specialized learning materials for each subject area which are designed in a manner that candidates can easily grasp and acquire the appropriate knowledge in the area to be examined. The readily available end of chapter questions also help the candidate to build a solid foundation in answering examination questions.

8.3.3 Other facilities and learning resources provided by the Board include:

- Questions and Suggested Solutions of previous examinations
- Detailed Examinersô and Performance Report
- StudentsôNewsletter
- A bookshop which sells most of the required reading materials

9.0 DECLARATION OF RESULTS

Results of the examination shall be communicated to every candidate as soon as possible, once the results have been approved and declared by the Governing Board.

Candidates shall be informed of their examination results through individual letters dispatched to each candidate but the general results shall be displayed on the NBAA Public Notice Board and on the website.

The result letters to each candidate shall show the performance in each paper by using the following codes:

A	=	Distinction	=	80 ï 100%
B	=	Credit	=	60 ï 79%
C	=	Pass	=	40 ï 59%
F	=	Fail	=	0 ï 39%
X	=	Did not attempt (Absent)		
E	=	Exempted		
Q	=	Disqualified		

Candidates shall not be informed of the numerical grades scored in any paper.

10.0 Minimum Pass Mark:

The Board shall determine the minimum pass mark to its examinations. The current pass mark for the Professional examinations is be 40%.

11.0 NBAA AWARDS

The Certified Public Accountant (CPA) Certificate

A candidate who has successfully completed the Final level examinations shall be awarded a Certificate of Completion of the Certified Public Accountant [CPA(T)].

A candidate who has successfully completed a module in a stage, shall be issued with a statement of certificate for that module.

12.0 TRANSITIONAL ARRANGEMENTS

12.1 Candidates transferring from phased out syllabus to the new syllabus

The Board has in place a system of accommodating candidates transferring from old/phase out syllabus to the new syllabus. A Conversion Scheme has been prepared to take account of candidates who have completed a level/module or those who have been referred in one or two subjects in the phased out syllabus (May 2008 ï May 2014 syllabus) transferring to the new syllabus.

The following categories of candidatesô examination status have been considered in the Conversion Scheme

12.1.1 Candidates who passed a level/module

Candidates who had passed a level/module, now transferring to the new syllabus shall be required to sit for the new subjects that have not been covered in the phased out syllabus.

12.1.2 Candidates with Referral Status:

Candidates who had referral status, now transferring to new syllabus shall be considered on paper to paper basis for all the papers that had not been covered under the new syllabus.

The candidates, however shall be required to observe the progression rule.

12.1.3 Candidates whose referral status was revoked/withdrawn under the phased out examination

Candidate with that status now transferring to the new syllabus shall be considered on all the papers that had been revoked plus the all other papers that had not been covered under the new syllabus.

12.1.4 Candidates who had fail status

Candidates who had failed a level/module now transferring to the new syllabus, shall be considered on the basis of current examination status he/she holds.

12.2 Institutional Qualifications considered for exemption from parts of the Board's examinations

In recognition of prior learning, the Board accredits institutional programmes offered by the accountancy training institutions in the country and grants exemption to those institutions which meet the minimum exemption requirements as follows:

12.2.1 Three years' degree in Accounting specialty/NTA level 8/Advanced Diploma in Accounting

Graduates of Bachelor of Accounting/Bachelor of Accounting and Finance/ Bachelor of Business Administration ï Accounting Option or NTA Level 8 accounting program from recognized institutions that had been accredited by the Board shall start at the Intermediate Level (Skills and Analysis Level)

12.2.2 Two year Diploma in Accounting/NTA level 6 Accounting Programs

Holders of Diploma in Accounting/Diploma in Business Administration ï Accounting option/NTA Level 6 ï Accounting programs from the recognized institutions that had been accredited by the Board shall start at Foundation Level (Knowledge and Skills Level)

12.2.3 Holders of Certificate in Accounting/NTA level 4 with accounting specialty

Holders of Certificate in Accounting/NTA level 4 specializing in Accounting from recognized institutions that had been accredited by the Board shall start at ATEC II examinations.

12.2.4 Holders of Non Accounting Qualifications from accredited institutions

12.2.4.1 Non-Accounting Degrees

Holders of non-accounting degree qualifications from the accredited institutions shall be considered for exemption on subject to subject basis depending of the area of specialty of the qualification obtained; for example a holder of a degree in Business law from an accredited institution shall be considered for exemption in the Foundation Level on that paper only, while a holder of degree in Statistics shall be considered for exemption on that paper at the Foundation level.

No exemption shall be considered at the Intermediate or Final Level of the Boardôs examinations.

12.2.4.2 Holders of non-accounting diplomas/certificates

Holders of non-accounting diplomas/certificates shall be considered for exemption on the area of specialty at the ATEC II/I level.

12.2.4.3 Holders of Postgraduate Qualifications

Holders of post graduate qualifications shall not be considered for exemption apart from the undergraduate qualification obtained which shall be considered for exemption on area of specialty.

The table below sets forth the conversion scheme to be applied in determining new entry point to candidates who sat under the current examination scheme and syllabus.

13. Conversion Scheme:

The conversion scheme shows how candidates under the existing syllabus will be transferred to the new examination scheme and syllabus.

The conversion scheme aims at ensuring that candidates under the current examination scheme are fairly placed in the new syllabus by considering the papers that have already been passed so that they can get an exemption (a credit) on them.

Such consideration has only been made to those candidates who have either gained a pass in a level/module or have been referred in one or two paper(s) as the case may be.

Candidates who have not earned a referral status or passed i.e. failed candidates in a level/module will have to sit for the corresponding papers under the new examination scheme.

13.1 Accounting Technician Examinations

13.1.1. Accounting Technician Level I

Candidates who have successful completed ATEC I of the existing syllabus shall be required to sit for T03: Introduction to Information and Communication Technology in ATEC I. This is a new subject introduced in this level.

13.1.2 Accounting Technician Level II

Candidates who have successful completed ATEC II shall proceed to Foundation Level examinations.

13.1.3 Referred Candidates in ATEC I or ATEC II

Candidates who have been referred in one or two papers in the Accounting Technician Level I or Level II of the existing syllabus shall be required to sit for the corresponding/new papers in either level as detailed in the Conversion Scheme Table below.

13.2 Professional Level Examinations

13.2.1 Foundation Stage Module A

Candidates who have successful completed Module A of the existing syllabus shall be required to sit for papers:

A1 Quantitative Techniques,

A2 Business and Management and

A4 Business Information in the Foundation Level

13.2.2 Foundation Stage Module B

Candidates who have successful completed Module B of the existing syllabus shall be required to sit for papers:

A1 Quantitative Techniques and

A2 Business and Management in the Foundation level examinations.

13.2.3 Referred Candidates in Foundation Stage

Candidates who have been referred in one or two papers in the Foundation Stage examinations of the existing syllabus shall be required to sit for the corresponding/new papers in either level as detailed in the Conversion Scheme Table below.

13.2.4 Intermediate Stage Module C

Candidates who have successful completed Intermediate Stage -Module C of the existing syllabus shall be required to sit for paper(s):

A2 Business and Management in the Foundation Level and
B1 Financial Management, B4 Public Finance & Taxation I and B5 Performance Management in the Intermediate Level.

13.2.5 Intermediate Stage Module D Examinations:

Candidates who have successful completed the Intermediate Stage Module D of the existing syllabus shall be required to sit for papers:
B4 Public Finance & Taxation I and
B5 Performance Management papers of the Intermediate Level.

13.2.6 Referred Candidates in the Intermediate Stage examinations

Candidates who have been referred in one paper in the Intermediate Stage examinations of the existing syllabus shall be required to sit for the corresponding/new paper in either level as detailed in the Conversion Scheme Table below.

13.2.7 Final Stage Module E examinations

Candidates who have successful completed Final Level - Module E examinations shall be required to sit for paper(s):
B5 Performance Management in the Intermediate level and
C1 Corporate Reporting and C2 Audit and Assurance in the Final level.

13.2.8 Final Stage Module E & F

Candidates who have successfully completed Modules E and F of the existing syllabus shall be eligible for the Certificate of Completion of the CPA (T) programme.

13.2.9 Referred Candidates in the Final Stage Examinations

Candidates who have been referred in one paper in the Final Stage examinations of the existing syllabus shall be required to sit for the corresponding/new paper in either level as detailed in the Conversion Scheme Table below

13.3 Transitional Arrangements:

During the transition period, candidates shall be allowed to sit for papers across the levels as long as:

(i) the paper(s) in the lower level are also taken at the same sitting

(ii) the maximum papers taken does not exceed five

(iii) the progression rule allows the candidate to sit for those papers.

CONVERSION SCHEME TABLE

1. **Accounting Technician Examination Scheme:**

1.1 **Accounting Technician Level I**

Subjects in the Current Examination Scheme		**Corresponding subjects in the revised examination scheme**		**Referred subject current examination scheme**	**Subject(s) to be attempted under the new scheme**	**Subjects to be exempted under the new scheme**	**Remarks**
Code	**Subject Name**	**Code**	**Subject Name**	**Code – old scheme**	**Code - revised scheme**		
T.01	Book-keeping and Accounts	T01	Book keeping and Accounts	**T.01**	**T.01 & T03**	T.02, & T.04	(i) Candidates who have successfully completed ATEC I shall be required to sit for ATEC I ï Paper T.03 and all four papers in ATEC II. (ii) Candidate who has been referred T.03 shall be required to sit for T03 in the revised scheme plus all papers in ATEC II
T.02	Elements of Business Mathematics and Statistics	T02	Elements of Business Mathematics & Statistics	**T.02**	**T.02 & T03**	T.01, & T.04	
T.03	Introduction to Commercial Knowledge, Management Practices and Ethics		----------	**T.03**	**T.03**	T.01, T.02, T.04	
--	--------	T03	Introduction to Information and Communication Technology	**---**	----	-----	
T.04	Business Communication Skills	T04	Business Communication Skills	**T.04**	**T.04 & T03**	T.01, T.02	

1.2 Accounting Technician Level II

Subjects in the Current Examination Scheme		Corresponding subjects in the revised examination scheme		Referred subject current examination scheme	Subject(s) to be Attempted under the new scheme	Subjects to be exempted under the new scheme	Remarks
Code	**Subject Name**	**Code**	**Subject Name**	**Code**	**Code**	**Code**	
T.05	Principles of Accounting and Auditing	T05	Principles of Accounting & Auditing	**T.05**	T.05	T.06, T.07 & T.08	Candidates who have successfully completed ATEC II shall be required to sit for the Foundation level examinations.
T.06	Elements of Costing, Procurement and Supply Management	T06	Principles of Cost Accounting	**T.06**	T.06	T.05, T.07, T.08	
T.07	Principles of Economics and Taxation	---	----------	**T07**	T07	T05, T06 & T08	
------	----------	T07	Elements of Commercial Knowledge and Taxation	**---**	-----	-------	
T.08	Introduction to Information and Communication Technology	--	-----	**T.08**	T.03 in ATEC I	T.05, T.06 & T07	
T.09	Public Sector Accounting and Cooperatives	T08	Accounting for Public Sector and Cooperatives	**T.09**	T.08	T.05, T.06 & T.07	

1.3 Professional Examination Scheme:

1.3.1 Foundation (Knowledge and Skills Level)

Subjects in the Current Examination Scheme (Foundation Stage Module A)		**Corresponding subjects in the revised examination scheme**		**Referred subject under the current examination scheme**	**Subject(s) to be Attempted under the new scheme**	**Subjects to be exempted under the new scheme**	**Remarks**
Code	**Subject Name**	**Code**	**Subject Name**	**Code – old scheme**	**Code - revised scheme**	**Code – revised scheme**	
P.01	Financial Accounting	A3	Accounting	**P.01**	A3, A1, A2, & A4	ATEC I & II and A5 in the Foundation Level	Candidates who have successfully completed Module A shall be required to sit for Papers A1, A2 and A4 in the Foundation Level
P.02	Economics	--	-------	**P02**	A1, A2, & A4	ATEC I & II and A3 & A5 in Foundation Level	
P.03	Business Law	A5	Business Law	**P03**	A5, A1, A2, A4	ATEC I & II and A3 in the Foundation level	
P.04	Business Maths and Statistics	---	--------	**P04**	A1, A2, A4	ATEC I & II and A3, A5 in the Foundation Level	
----	----------	A1	Quantitative Techniques	**---**	---	---	
-----	----------	A2	Business and Management	**----**	------	-------	
---	--------	A4	Business Information	**----**	-----	-----	

1.3.2 Intermediate (Skills and Analysis in Context Level)

Subjects in the Current Examination Scheme (Foundation Stage Module B)		Corresponding subjects in the revised examination scheme		Referred subject under the current examination scheme	Subject(s) to be Attempted under the new scheme	Subjects to be exempted under the new scheme	Remarks
Code	**Subject Name**	**Code**	**Subject Name**	**Code – old scheme**	**Code - revised scheme**	**Code – revised scheme**	
P.05	Auditing Theory and Practice	B3	Auditing Principles and Practice	**P.05**	B3, B1, B2, B4, B5 in the Intermediate Level plus A1 & A2 in the Foundation Level	A3 A4 and A5 in Foundation Level plus B6 in the Intermediate Level	Candidates who have successfully completed Module B shall be required to sit for Papers A1, and A2 in the Foundation Level.
P.06	Cost Accounting	A4	Business Information	**P.06**	B1, B2, B4, B5 in the Intermediate Level plus A1 & A2 and A4 in the Foundation Level.	A3 andA5 in the Foundation Level plus B3 & B6 in the Intermediate Level	
P.07	Business Information Management	-----	Partial A4	**P.07**	A4, A1 & A2 in Foundation Level plus B1, B2, B4, B5 in the Intermediate Level.	A3 and A5 in the Foundation Level plus B3 & B6 in the Intermediate Level	
P.08	Business Ethics and Corporate Governance	B6	Management, Governance and Ethics	**P.08**	A1 & A2 in the Foundation Level plus B6, B1, B2, B4, B5 in the Intermediate Level.	A3, A4 & A5 in the Foundation Level and B3 in the Intermediate Level	

P09	Financial Reporting I	B2	Financial Accounting	**P09`**	A2 in the Foundation Level plus B2,B1, B4, & B5 in the Intermediate Level	A1, A3, A4 and A5 in the Foundation Level plus B3, B6 in the Intermediate Level.	Candidates who have successfully completed module C shall be required to sit for paper A2 in the Foundation Level plus papers B1, B4, and B5 in the Intermediate level.
P10	Research, Consultancy and Reporting	----	------	**P10**	A2 in the Foundation Level plus B1, B4, B5 in the Intermediate level	A1, A3, A4 and A5 in the Foundation Level plus B2, B3, B6	
P11	Quantitative Techniques for Decision Making	---	A1 Quantitative Techniques in the Foundation Level	**P11**	A1 and A2 in Foundation Level plus B1, B4, B5 in the Intermediate level	A3, A4, and A5 in the Foundation Level plus B2, B3, B6	
		B1	Financial Management	**---**	---	----	
		B4	Public Finance		--	---	
		B5	Performance Management	----	--	----	

Subjects in the Current Examination Scheme (Intermediate Stage Module C)		**Corresponding subjects in the revised examination scheme**		**Referred subject under the current examination scheme**	**Subject(s) to be Attempted under the new scheme**	**Subjects to be exempted under the new scheme**	**Remarks**
Code	**Subject Name**	**Code**	**Subject Name**	**Code – old scheme**	**Code - revised scheme**	**Code - revised scheme**	
P.12	Management Principles and Practices		A2 Business and Management - It is in the Foundation level	**P.12**	A2 in Foundation level plus B4 & B5	A1, A3, A4 and A5 in the Foundation level plus B1, B2, B3 and B6 in the Intermediate Level	Candidates who have successfully completed Module D shall be required to sit for Paper B4 & B5 in the Intermediate level
P.13	Corporate Finance	B1	Financial Management	**P.13**	B1, B4 & B5	A1, A2, A3 A4 and A5 in the Foundation Level plus B2, B3 and B6 in the Intermediate Level	
P.14	Entrepreneurship	--	-----	**P.14**	B4 & B5	A1, A2, A3 A4 and A5 in the Foundation Level plusB1, B2, B3 and B6 in the Intermediate Level	

1.3.3 Final Level (Professional Analysis, Application and Evaluation Level)

Subjects in the Current Examination scheme		**Corresponding subjects in the revised examination scheme**		**Referred subject under the current examination scheme**	**Subject(s) to be Attempted under the new scheme**	**Subjects to be exempted under the new scheme**	**Remarks**
Code	**Subject Name**	**Code**	**Subject Name**	**Code – old scheme**	**Code - revised scheme**	**Code - revised scheme**	
P.15	Financial Reporting II	C1	Corporate Reporting	**P.15**	B5 in the Intermediate level and C1, C2 in the Final Level	C3 and C4 in the Final Level	Candidates who have successfully completed Module E shall be required to sit for Paper B5 in the Intermediate Level and Papers C1 and C2 in the Final Level.
P.16	International Finance	C3	Business and Corporate Finance	**P.16**	B5 in the Intermediate Level and C3 and C1 & C2 in the Final Level	C4 in the Final Level	
P.17	Public Finance and Taxation	C4	Tax Law and Practice	**P.17**	B5 in Intermediate Level and C4 and C1 and C2 in the Final Level	C3 in the Final Level	
P.18	Auditing and Assurance Services	C2	Audit and Assurance	**P.18**	C2 and C1 in the Final Level	C3 and C4 in the Final Level	
P.19	Management Accounting and Control	B5	Performance Management in the Intermediate Level	**P.19**	B5 in the Intermediate Level and C1 in the Final Stage	C2, C3, C4 in the Final Level	
P.20	Contemporary Issues in Accounting			**P.20**	C1 in the Final Level	C2, C3, C4 in the Final Level	

14.0 INSTITUTIONAL EXEMPTIONS:

The Institutions enjoying exemptions from parts of the Boardôs examinations will continue enjoying exemptions but are expected to modify their syllabus to be compliant with the exemption granted.

The exemptions currently being granted to these institutions should continue for a period of two years the time when it is expected that the institutions will have worked on their syllabus to be in line with the Boardôs revised syllabus.

The exemptions in a nutshell will be as follows:

14.1 Three years' accounting programmes:

Holders of three-yearsô degree with accounting specialty obtained from recognized institutions i.e. institutions that have been accredited by Tanzania Commission of Universities (TCU) or National Council for Technical Education (NACTE), shall exempted from ATEC I & II, and Foundation Level examinations, and be eligible to sit for the Intermediate level examinations.

14.2 Two-years' accounting programmes

Holders of two-yearsô accounting qualification obtained from accredited institutions of higher learning in the country shall can be exempted from ATEC I & II and be eligible to start at the Foundation Level examinations.

14.3 One-year Certificate in accounting programmes:

Holders of a one year accounting qualification obtained from recognized institutions of higher learning in the country to be exempted from ATEC I and be eligible to sit for ATEC II level examinations.

14.4 Incomplete Accounting Programmes:

A person who has not been able to complete a programme from an institution of higher learning shall not be considered for exemption on the basis of the uncompleted programme in the Boardôs examinations.

14.5 Non-Accounting Programmes:

Other non accounting programmes of not less than three years duration should be considered for exemption on subject to subject basis depending on their specialty. Eg. Specialty in Taxation should be given exemption only on Taxation, specialty in Law should be given exemption in Law paper at the foundation/intermediate level.

14.6 Exemption at the Final Level:

The Board should not grant exemption at the final level of its examinations. Only those who are transferring from the existing syllabus to the revised syllabus are the ones who will be considered as per the conversion scheme.

14.7 Post graduate qualifications:

Post graduate qualifications should not be considered for exemption. It is the undergraduate degree that shall determine what exemptions that are to be granted to the candidate.

14.8 Validity of honoring the qualifications for exemption purposes:

Validity of recognizing a qualification obtained from the Institutions of higher learning shall be three years.

Any application for exemption lodged after the expiry of three years shall be considered to start one level below the eligible exemption.

14.7 Qualifications obtained from Accountancy Professional Bodies recognized by IFAC

Partially Completed Accounting Qualification Obtained from an IFAC member Body

Holders of an accounting qualification obtained from a recognized accountancy professional body, i.e. a member of the International Federation of Accountants (IFAC), shall be considered for exemption on subject to subject basis. Exemption shall, however, not be granted at the final stage if the holder of such a qualification has not completed the examination requirement of the examining body.

(b) Fully completed Accounting Qualification obtained from an IFAC Member Body

Holders of an accounting qualification obtained from a recognized professional body shall be required to sit for the papers as spelt out in the Membership Bylaws

14.8 Transitional Arrangements:

Considering that the revised syllabus will be tested for the first time in November 2014, i.e. within the next four examination sessions, the Governing Board at its 155th meeting held 28th June 2012 when approving the examination results of the May 2012 examination session, decided to waive the referral rule starting with the November 2012 examinations in order to allow all those candidates who are referred or re-referred sufficient time to clear their referred paper before the revised syllabus comes into effect.

15.0 TRANSITIONAL ARRANGEMENTS FOR ACCOUNTING PROGRAMMES OFFERED BY THE ACCOUNTANCY TRAINING INSTITUTIONS:

The institutional programmes enjoying exemptions from parts of the Boardôs examinations shall continue enjoying exemptions, during the transition period, but are expected to modify their syllabi to be compliant with the exemption granted.

The exemptions currently being enjoyed by the institutional programmes shall continue to be granted for the two years from the time when the new syllabus came into effect, the time which would allow the institutions to modify their syllabi to be in line with the Boardôs current syllabus.

The exemptions in a nutshell shall be as follows:-

15.1 Three years' degree of accounting programmes:

Holders of three-yearô accounting degree qualification obtained from the institutions already accredited by the Board shall be granted exemptions up to the Foundation Level of the professional syllabus and holders of such qualification be eligible to start at the Intermediate Level.

15.2 Two-years' accounting programmes

Holders of two-yearô accounting qualification obtained from the institutions already accredited by the Board shall be exempted from ATEC I & II and be eligible to start at the Foundation level.

15.3 One-year accounting programmes:

Holders of a one year accounting qualification obtained from institutions already accredited by the Board shall be exempted from ATEC I examinations, and be eligible to start at the Accounting Technician Level II.

15.4 Qualifications obtained from Accountancy Professional Bodies recognized by IFAC

(a) Partially Completed Accounting Qualification Obtained from a recognized Professional Body

Holders of an accounting qualification obtained from member bodies of IFAC (Accountancy Professional Bodies) shall be considered for exemption on subject to subject basis at the Foundation Level and no exemption shall be granted at the Intermediate and Final Level if the holder of such a qualification has not completed the examination requirement of the examining body.

(b) Full completed Accounting Qualification obtained from a Recognized Professional Body

Holders of an accounting qualification obtained from a recognized professional body shall be considered for exemption in all the papers in the Boardôs examination scheme and syllabus, but if such a holder wants to practice, he/she will be required to sit for three local papers ï Business Law and Public Finance and Taxation I and Public Finance and Taxation II papers.

(c) Accounting Qualification Obtained from Member States in the East African Community

A Holder of an accounting qualification who is a citizen of Member States in the East African Community shall enjoy the same status of exemption granted to a holder of accounting qualification obtained from the institutions accredited by Board as long as that institution is recognized by the professional body of that country were the qualification was obtained.

Similarly a holder of an accounting qualification and a citizen of Member States in the East African Community who has acquired a professional accounting qualification shall enjoy the same status as enshrined in the Mutual Recognition Agreement signed by the member states.

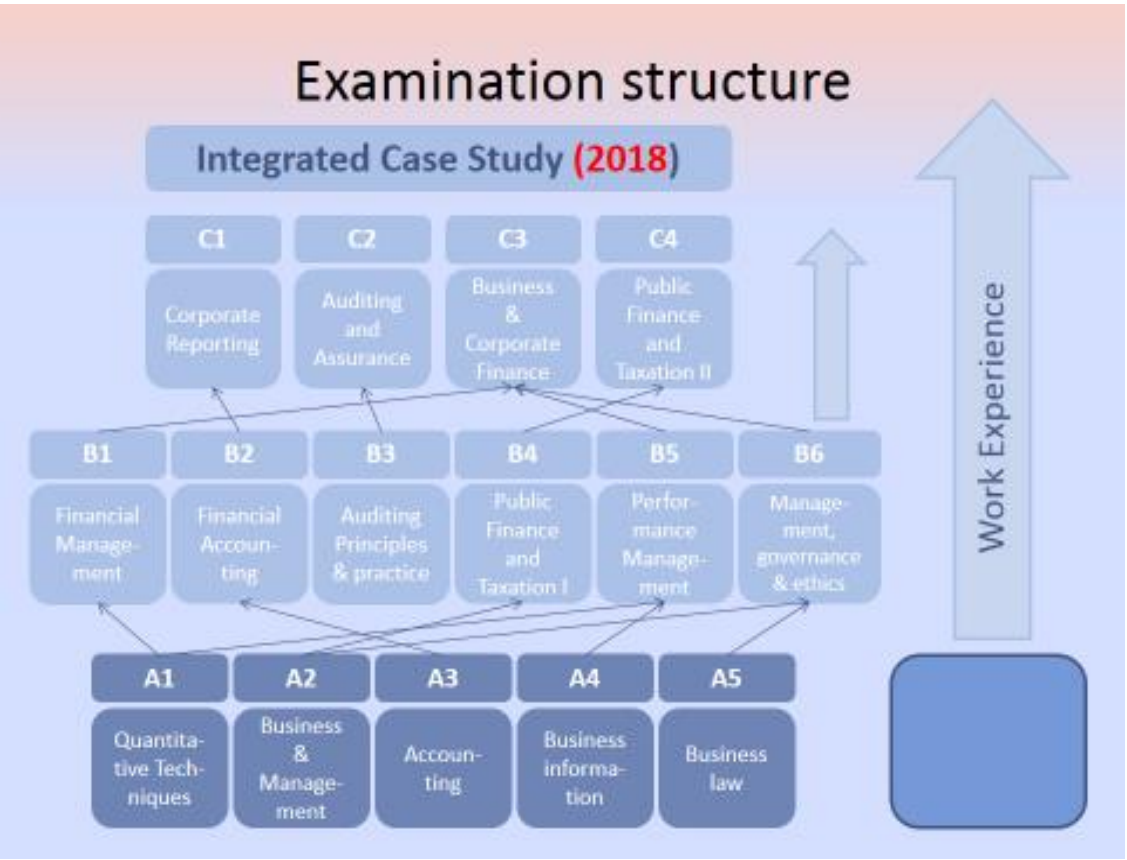
15.5 The Five-year Exemption Limit

All the qualifications seeking exemptions from the Boardôs examinations shall only be considered for exemption if they are presented within five years after being acquired. A lesser exemption ï a level lower than what would have been granted would be given to holders who request for exemption after the five-year exemption limit has expired.

15.6 Referred Candidates:

Considering that the revised syllabus shall be tested for the first time in November 2014, the Governing Board at its 155 meeting held on 28th June 2012 when approving the examination results of the May 2012 also came up with a decision to waive the referral rule starting with the November 2012 Examinations in order to allow all those candidates who are referred or re-referred sufficient time to clear their referred paper before the revised syllabus comes into effect.

16.0 The Examination Structure of the Professional Syllabus showing subject relationship is as indicated hereunder:



Subject Code and Name: **A1- Quantitative Techniques**

1.0 Level: Foundation

2.0 Pre-Requisite Subject: None

3.0 Contact Hours: 120 hours

4.0 Subject Description: the subject provides knowledge and skills of mathematical and quantitative techniques tools that are used in business decision making processes.

5.0 Principal Learning Outcome: Apply knowledge and skills of mathematical and quantitative techniques, concepts and tools in the day to day accounting and business functions and decision making.

6.0 Indicative Content and Supporting Learning Outcomes

6.1 Calculus and Theory of the Firm

6.1.1 Calculus and its uses in business, differentiation and integration, determination and identification of stating points and optimization.

Learners will be able to:

- List the uses of calculus in business.
- Differentiate a standard form, product of two functions, quotient and function of a function.
- Determine and identify starting points.
- Integrate a standard form function.
- Apply calculus in theory of the firm.
- Apply the concept of calculus and theory of the firm in accounting and business situations.

6.2 Linear Regression and Correlation Analysis

6.2.1 Scatter Diagram, Least Square Line, product moment correlation coefficient, rank correlation coefficient, coefficient of determination and interpretation.

Learners will be able to:

- Fit a linear relationship for any two related variables.
- Estimate unknown values of dependent variable for given independent variables.
- Calculate correlation coefficient both product moment and rank.
- Calculate coefficient of determination.
- Interpret slope y intercept correlation coefficient and coefficient of determination.
- Conduct test for shape, and coefficient of correlation.
- Apply the concept of linear regression and coefficient analysis in accounting and business situations.

6.3 Time Series and Forecasting

6.3.1 Time Series, Trend, Seasonal Variations, Cyclical Variations and Random variations. Extradition of trend using moving average method forecasting

Learners will be able to:

- Define time series and its characteristics.
- Calculate trend using moving average method.
- Calculate seasonal variations.
- Forecasting future values.
- Apply the concept of time series and forecasting in accounting and business situations.

6.4 Probability

6.4.1 Basic Rules of Probability, mutually exclusive events, independent events, conditional probability, expected values, tree diagrams, Binomial distribution, Poisson distribution and normal distribution

Learners will be able to:

- Calculate probability of events using binomial, Poisson and normal distribution.
- Apply probability concept in accounting and business situations.

6.5 Random Variable, Probability Distribution and Elements of Decision Analysis

- Random Variables, their probability distributions, their expected values and variances.
- Elements of decision analysis, (decisions under uncertainty, decisions under risk, expected values of perfect information, drawing of decisions trees, decision making using decision trees.
- The concept of sample means and central limit theorem.
- Sampling distributions of the sample mean, sample proportion.

Learners will be able to:

- Determine the expected value of a random variable.
- Make decision under uncertainly and under risk.
- Determine expected values of perfect information.
- Construct a decision tree.
- Apply a decision tree in deciding.
- Define central limit theorem and use it in the concept of sample means.
- Explain the appropriate sampling distributions of the sample means and sample proportions.
- Apply the concept of decision analysis in accounting and business situation.

6.6 Estimation

6.6.1 Point Estimation for (Mean, Proportion and Standard Deviation)

6.6.2 Interval Estimation (Confidence Interval) for mean, proportion, difference of means, difference of proportion and paired observations.

Learners will be able to:

- Determine point estimations for mean, proportion and standard deviation.
- Construct interval estimations (confidence intervals) for mean, proportion, differences of two populations and paired observations.
- Apply the concept of estimation in accounting and business situation.

6.7 Hypothesis Testing

6.7.1 Tests of Small and Large tests of mean, proportion, differences of two means, differences of two proportions and paired observations.

Learners will be able to:

- State the steps of conducting a test for mean, proportion, differences of two means, differences of two proportion and paired observations.
- Describe the errors of decisions type I and II errors.
- Conduct test for mean, proportion, differences of two means, differences of two proportions and paired observations.
- Conduct a variance ratio test ANOVA.
- Conduct non-parametric tests ï Chi-Square for goodness and for independence.
- Conduct rank and product moment correlation coefficient, slope and Y-intercept tests.
- Apply tests of hypothesis in accounting and business situations.

6.8 Linear Programming

6.8.1 Formulation and Solving a Linear Programming problem

Learners will be able to:

- Formulate a Linear Programming problem.
- Solve a linear programming problem both by graph and simplex.
- Obtain shadow/dual values.
- Conduct sensitive analysis.
- Interpret the final simplex table.
- Formulate a dual model from a paired model.

6.8.2 Shadow Values

Learners will be able to:

- Determine shadow values.
- Interpret shadow/dual values.
- Apply the concept of linear programming in accounting and business situations.

6.9 Transportation and Assignment Models

6.9.1 Transport Problem and its Solutions

Learners will be able to:

- Formulate a transportation problem.
- Solve a transportation problem using North West Corner method, Minimum Cost Method; Vogel Approximation Method and simplex.
- Use stepping stone approach for testing.

6.9.2 Assignment Problem

Learners will be able to:

- Solve an assignment problem by allocation that will produce optimal solutions.
- Apply the concept of transportation and assignment problem in accounting and business situations.

6.10 Network Analysis and Project Scheduling

6.10.1 Activity, Node, CPM and PERT Construction of Network

Learners will be able to:

- Draw a network diagram for both using CPM and PERT.
- Interpret the Network diagram.

6.10.2 Project cost, critical paths durations in uncertain activities time, variances, critical path activities, duration times; crashing of activity

Learners will be able to:

- Determine the duration times of uncertain activities.
- Determine the duration of a project.
- Identify the critical path activity.
- Determine the cost of the project.
- Crash activities.

6.11 Inventory Planning and Control

6.11.1 Basic Inventory, decision and assumptions, costs associated with stocking of goods, EOQ

Learners will be able to:

- Identify the costs involved in inventory model and determine EOQ for a simple inventory model.

6.11.2 EOQ for production models, lot size, planned shortages and quantity discount models

Learners will be able to:

- Determine EOQ for production models, lot size, planned shortage and quantity discount models.

6.12 Queuing Models

6.12.1 Components of a queue system, arrivals, services in M/M/1 queue

Learners will be able to:

- Identify the components of a queue system.
- Determine the characteristics values of a queue system.
- Determine the cost of a queue.

6.12.2 M/M/2 Model

Learners will be able to:

- Identify the components of a queue system with more than one service point.
- Determine the characteristics and cost of a queue system with more than one service point.
- Apply the concept of queue system in accounting and business.

6.13 Simulation

7.13.1 Principles of simulation, situation of a simulation model, advantages and disadvantages of simulation, application of simulation models.

7.13.2 Prime plus of Simulation, Construction of a model, advantages and disadvantages of simulation

Learners will be able to:

- Describe the meaning of simulation.
- Explain the uses of simulation.
- Define the advantages and disadvantages of simulation.
- Construct a simulation model

7.13.3 Application of Simulation Models

Learners will be able to:

- Apply simulation in accounting and business situations

7.0 Learning Context

- Lectures
- Tutorial/seminars
- Group work
- Assignments

8.0 Learning Materials

- Waters, Donald (2008), Quantitative Methods for Business 4th Edition Financial Times/Prentice Hall.
- Mik, Wisniewski (2006), Quantitative Methods for Decision Making 4th Edition Prentice Hall.
- Baradyana, Joseph and Ame, Ahmed M.(2005), Quantitative Techniques for Business Decision. Mkuki na Nyota Publisher Ltd.
- Stair, Relph, Henna Michael and Render Barry (2006), Quantitative Analysis for management 9th Edition, Prentice Hall.
- Lucey T. (2002), Quantitative Techniques 6th Edition Book power.

1.0 Subject Code and Name: A2 - Business and Management
2.0 Level: Foundation
3.0 Pre-requisite subject: None
4.0 Contact Hours: 120 hours
5.0 Subject Description: The subject provides basic understanding of the purpose and objectives of businesses and issues of business environment, ethics, governance, corporate social responsibility and sustainability. The subject also acquaints learners with key areas of functional management and organizational behavior.

6.0 Principal Learning Outcomes: Apply concepts and principles of business and management in business environment.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Business Purpose and Objectives

Learners will be able to:

- Describe needs of different stakeholders in a business: owners, shareholders, customers, employees, management, suppliers, creditors and government.
- Identify objectives of organizations: survival, profitability, market penetration, market share, sales maximization, revenue maximization, technical excellence, level of service.
- Distinguish between profit and not for profit business in terms of ownership and objectives.

7.2 Entity Type and Choices

Learners will be able to:

- Describe advantages and disadvantages of different forms of legal structure: Sole Trader, Partnership, Private limited companies, Public limited companies.
- Describe the difference between the private sector and the public sector in terms of ownership and objectives.
- Describe other forms of business entities: alliances, franchise, cooperatives, and non-governmental entities.

7.3 Business and Organisational Structures and Choices

Learners will be able to:

- Identify and describe various types of business structures: centralised, decentralised, matrix and mixed structures.
- Identify and describe networks and virtual arrangements in organizations.
- Select appropriate structural arrangement to match a business needs

7.4 The Business Environment

Learners will be able to:

- Identify and explain different types of environmental factors affecting a business.
- Explain how firms can use PEST (political, economic, social and technological influences) analysis as part of a business strategy.
- Describe the effect on businesses of changes in external factors: interest rates, exchange rates, inflation, unemployment, government legislation, technology.
- Identify and describe other influences on business activity: cultural, moral, ethical and environmental.

7.5 Business Planning

Learners will be able to:

- Identify and describe the meaning and relationships of strategic vision, mission, values and objectives.
- Describe the relationship between strategic, business and operational plans.
- Describe the steps in strategic plan development.
- Examine the elements of a business plan.
- Formulate vision and mission statements in a given business scenario.

7.6 Business Functions, Activities and Processes

Learners will be able to:

- Describe and distinguish relationships between business functions, activities and processes and their support for achieving business objectives.
- Explain the relationship between entity and functional strategies.

7.7 Basics of Business Finance and Financial Markets

Learners will be able to:

- Identify and describe various sources of finance for a business.
- Explain relative benefits and limitations of each type of finance.
- Explain basics of financial engineering.

- Describe financial markets and their role in business.

- Select appropriate source of finance to match a business need.

7.8 Management, Individual and Organizational Behaviour

Learners will be able to:

- Examine the concept of organizational behaviour and its interface with management.

- Identify the individualôs contribution to the organization and the factors affecting behaviour.

- Distinguish between formal and informal groups and examine the process of group development and its impact on individual behaviour.

- Explain the nature of team spirit and the characteristics associated with effective and ineffective teams.

- Examine the nature of leadership and the exercise of power and authority.

- Outline principal motivation theories of Taylor, Mayo, Maslow and Herzberg.
- Describe and explain the benefits of motivation in practice: job enlargement, job enrichment, empowerment, team working.

7.9 Basic Concepts of Competitive Advantage

Learners will be able to:

- Define the concept of competitive advantage and explain its importance.

- Identify and explain competitor analysis in a business.

- Identify and explain methods of examining the strength of competitive forces.

- Assess competitive position of rival organizations in a given scenario.

7.10 Basic Models for Business Analysis

Learners will be able to:

- Identify and describe various models for business analysis: PEST analysis, Porterôs five forces analysis, Competitor analysis, SWOT analysis, STEER analysis.

- Identify and describe marketing mix elements (the 4 Ps), product life cycles, and Boston Consulting Group Matrix.

- Apply SWOT and PEST Analyses in given business entities.

- Assess a given productôs life cycle in respect of the 4 Pôs of marketing.

7.11 Basics of Governance, Sustainability, Corporate Social Responsibility and Ethics

Learners will be able to:

- Examine the role of accountability of management to a board and shareholders
- Identify and explain the advantages and disadvantages of corporate social responsibility to a firm.
- Identify and explain the fundamental principles of ethics, objectivity, and professional competence and due care, professional behaviour and confidentiality.
- Identify and assess in the context of a given scenario how business ethics and business success may be linked.
- Assess in a given scenario issues of transparency and integrity for an entity.

7.12 The Role of Professional Accountants in Business and Society

Learners will be able to:

- Identify and explain in context the meaning of public interest.
- State and explain in context the code of ethics and conduct in public services.
- Explain how fundamental principles of ethics can apply in accounting services.

8.0 Learning Context:

- Lectures
- Classroom discussions
- Group works
- Individual assignments
- Tutorials
- Role play

9.0 Learning materials

- Bangs, D. (2002), The Business Planning Guide, 9th Edition, Kaplan Publishing
- Koontz, H. and Weihrich, H. (2005), Essentials of Management, 6th Edition, Tata McGraw ï Hill, India.
- Boartright, J.R. (2007), Ethics and the Conduct of Business, 5th Edition, Prentice Hall.
- Mullins, L.J., (2007), Management and Organizational Behaviour, 8th Edition, Prentice Hall.
- Monks, R. and Minow, N. (2011), Corporate Governance, 5th Edition, Wil

1.0 Subject Code and Name: A3 - Accounting

2.0 Level: Foundation

3.0 Prerequisite Subject: None

4.0 Contact Hours: 120

5.0 Subject Description: This is an introductory subject providing a sound understanding of techniques of double entry accounting. It also involves application of the double entry principles in recording transactions, adjusting balances and preparing non complex financial statements. It lays down a foundation for further accounting subjects.

6.0 Principal learning outcomes

Apply knowledge and skills in recording financial transactions and preparing financial statements for an entity including not for profit entity in accordance with the IFRSs, and IPSASs.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Introduction to Accounting

Learners will be able to:

- Define Accounting.
- Identify the users and financial information they need about an entity.
- Differentiate financial accounting from management accounting.
- Identify sources of data and information for compiling financial records.
- Explain the accounting cycle and accounting equation.
- Describe Assets, Liabilities, Capital, Income, Expenses and Equity.
- Identify types of business entity; sole trader, partnership, companies, etc.
- Explain the concepts, conventions and principles underlying accounting profession.

7.2 Recording Business Transactions

Learners will be able to:

- Describe business transactions
- Record the effects of transactions in the accounting equation.
- Post transactions in the ledgers.

7.3 Preparation of a Trial balance at the end of an accounting period

Learners will be able to:

- Describe a trial balance.
- State the purposes and uses of compiling the trial balance.
- Prepare the list of balances from ledgers at the end of an accounting period.
- Prepare a Trial balance.

7.4 Adjustments to account balances and financial statements

7.4.1 Correcting accounting Errors

Learners will be able to:

- Identify errors and discrepancies that require correction.
- State the procedures for correcting errors.
- Correct accounting errors using suspense accounts and control accounts.
- State the effects of errors in financial statements.

7.4.2 Preparation of year-end adjustments

Learners will be able to:

- Adjust account balances for accruals and prepayments.
- Adjust for an allowance for bad and doubtful debts.
- Adjust for depreciation of non-current assets.

7.4.3 Prepare the adjusted trial balance using worksheet

Learners will be able to:

- Explain the importance of adjusting trial balance at the year end.
- Prepare trial balance incorporating necessary year end adjustment.

7.5 Introduction to financial statements

Learners will be able to:

- State the objective and qualities of financial statements.
- State and explain the purpose, nature and relationships between the main financial statement components.
- Show how information on the main financial statements may be useful to different categories of users
- State and explain the basis and purpose of the accruals, cash and break-up bases of accounting.
- Identify the elements financial statements.
- Demonstrate understanding of the framework for financial statements as per IFRSs

7.6 Preparation of financial statements in accordance with International Financial Reporting Standards

Learners will be able to:

- Demonstrate understanding of IAS 1 and IAS 7.
- Prepare financial statements for sole proprietor, company and partnership, namely.

  - Statement of income
  - Statement of financial position
  - Statement of cash flows

7.7 Preparation of financial statements for not for profit entities

Learners will be able to:

- Differentiate not-for-profit entities from other entities
- Describe the books of account prepared for not-for-profit entities
- Prepare receipt and payment accounts
- Prepare financial statements for not-for-profit entities

7.8 Preparation of Accounts from incomplete records

Learners will be able to:

- Describe the incomplete records and identify the reasons for incomplete records.
- Compute profit from comparison of net assets.
- Describe steps involved in identifying the missing information for:

- Sales

- Purchases

- Stocks lost or destroyed

- Use control accounts to identify missing information.
- Compute profits using margins and mark-ups.
- Complete a double entry from single entry transactions.
- Prepare financial statements from incomplete records.

8.0 Learning Context:

- Interactive Lectures
- Case Studies
- Discussion
- Assignments

9.0 References:

- IASB, (2012), International Financial Reporting Standard Handbook, International Accounting Standard 1 and 7.
- Larson, Wild Chiappetta, (2004), Fundamental Accounting Principles, (Vol.2, 17th Ed.), McGraw-Hill.
- Maheshwari, S.N. Maheshwari, S.K. (2005), Financial Accounting (4th Ed.). VIKAS.
- Maheshwari, S.N. Maheshwari, S.K. (2009), Advanced Accountancy, (10^{th} Ed.). VIKAS.
- Price, Haddock, Brock, (2003), College Accounting, (10th Ed.), McGraw-Hill.
- Weetman, Pauline, (2006), Financial and Management Accounting, Pearson Education, FT Prentice Hall, Harlow
- Wood, Frank, Alan Sangster, (2005), Business Accounting 1, FT Prentice Hall, Harlow
- Wood, Frank, Alan Sangster, (2005), Business Accounting 2, FT Prentice Hall, Harlow

1.0 Subject Code and Name : A4 - Business Information

2.0 Level: Foundation

3.0 Pre-requite subject: None

4.0 Contact Hours: 120 hours

5.0 Subject Description:

The subject equips students with knowledge and understanding of cost analysis to enable them in production of accurate and useful information to support management in decision-making including costing and management accounting. The subject also takes an integrated approach by developing an awareness of information technology and systems support.

6.0 Principal Learning Outcome:

Apply knowledge and understanding of cost analysis and awareness of information technology to produce accurate and useful information to support management in decision-making and its application in performance management.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Costing

Learners will be able to: -

- Classify costs for different purposes including identifying fixed and variable, product and period, direct and indirect and costs by nature, function and purpose
- Identify and calculate the costs of products, services and projects including process costs
- Identify and calculate unit costs and the effect of different costing methods on reported financial results using marginal and absorption costing approaches
- Select and explain the most appropriate costing approach for a given product or service for reporting and decision-making purposes
- Describe standard Costing and basic, ideal, attainable and current standards
- Evaluate the objectives of standard costing and, illustrate its use and how it is set for direct materials, labour and overheads.

7.2 Forecasting and budgeting

Learners will be able to: -

- Compile forecasts for management information purposes
- Compile budgets and extracts from budgets using information provided
- Select and justify the choice of the most appropriate methods of budgeting for planning and controlling including motivational considerations, including:

- Bottom-up and top-down approaches
- Marginal and absorption approaches
- Activity based costing

- Zero-based and incremental approaches
- Beyond budgeting approaches
    - Compile and identify and explain the business consequences of a cash budget identifying flows, balances and limits
    - Calculate and explain the working capital and cash cycles of a business

7.3 Decision-making

Learners will be able to: -

- Calculate, explain and comment upon the contribution, break-even point and margin of safety for a product or service
- Calculate, explain and comment upon the accounting rate of return, payback period, net present value and internal rate of return for an investment proposal
- Calculate, explain and comment upon the best allocation of scarce resources to a product or service based on contribution per unit of limiting factor

7.4 Performance measurement and management

Learners will be able to: -

- State and explain the key characteristics of an effective performance management system
- Identify and explain appropriate performance measures of a financial and non-financial nature that support achievement of entity objectives
- Calculate, explain and comment upon both price and volume effects of variances from standards or budgets and other variations from key performance measures and their implications for management
- State how control systems can be used to support effective performance management
- Calculate and explain the differences between reported income using marginal costing and absorption costing approaches

7.5 Information, information technology and information systems

Learners will be able to: -

- Explain and distinguish the nature of data, information and knowledge
- Identify and explain the main information technologies that support modern information systems
- Identify and explain the main information systems used by entities including business process systems, transactions processing systems, management information systems, decision-support systems and executive information systems
- Identify and explain the main risks to the reliability of data and information and how these may be managed and controlled operationally and through management of systems and technology including development of new systems

8.0 Learning Context: Lectures, Classroom discussions, Group works, Individual Assignments, Case Studies**.**

9.0 References

9.1 Main references

- Saxena, V.K. and Saxena, C.D., 2004, *Advanced Cost and Management Accounting*, 17th Edition: Sultan Chand and Sons
- Horngren, Charles T. Datar, Srikant M., Foster, George, (2006), *Cost Accounting – A Managerial Emphasis*, 12th Edition: Pearson
- Lima, Jeremiah, 2004, *Cost Accounting, Students' Manual:* NBAA.
- Colin, Drury, 2004, *Management and Cost Accounting*, 6th Edition: Thomson Learning
- Gary, Cokins, 2004, *Activity Based Cost Management: Making it Work*: TATA McGraw Hill

9.2 Supplementary references

- Saleemi, N.A., 2005, *Cost Accounting Simplified*, 4th Edition: Saleemi Publications.
- Lucey, T., 2002, *Costing*, 6th Edition: Bookpower
- Khan, M.Y.,Jain, P.K., 2000, *Cost Accounting*: TATA McGraw Hill

Subject Code and Name: A5-Business Law

2.0 Level: Foundation

3.0 Pre-requisite subject: None

4.0 Contact Hours: 120

5.0 Subject Descriptions: This subject provides sound foundation in law to equip learners with knowledge and understanding of the legal environment in which businesses operate.

6.0 Principal Learning Outcome

Apply theories, practices and laws governing business in providing accounting services and protecting business against unnecessary litigations.

10.0 Indicative Contents and Supporting Learning Outcomes

7.1 The Sources of Law and the Legal System

Learners will be able to:

- Identify and explain the Tanzania legal system.
- Identify, state and explain the sources of business law in Tanzania.
- Classify the laws of Tanzania.
- Distinguish civil law, criminal law, case law and statute.

7.2 Company law and insolvency

7.2.1 Companies and Other forms of business Organizations

Learners will be able to:

- Identify the forms of business organisations recognised by law in Tanzania
- Identify, state and explain the nature of and differences between a legal partnership and a company

7.2.2 Formation of Companies and Partnerships in Tanzania

Learners will be able to:

- State and explain the way in which a company or partnership may be formed including the creation of effective memorandum and articles of association and agreements in partnership.

7.2.3 The concept of corporate legal personality and its consequences

Learners will be able to:

- State and explain the consequences of incorporation including practical considerations of record keeping and filing.

7.2.4 The Capital of the Company and its Management

Learners will be able to:

- State and explain the procedures for the issue of shares.
  - Identify and explain the ways in which the capital of a company is maintained and protected including laws relating to distribution of profits.

- Identify and state the requirements for share transfer and disclosure of ownership.

7.2.5 The Management of the Company and Director's Corporate Offences

Learners will be able to:

- State and explain the duties of directors including fiduciary and other duties.
- Explain how Directors may be appointed, re-appointed, removed or in any other way cease office.
- Identify and state the powers of directors.

- Identify and state how meetings of shareholders can be requisitioned and how voting operates.
- Identify and state the consequences of a breach of duty by a director.

7.2.6 Membership of the Company and the Shareholder's Rights and Duties

Learners will be able to:

- Explain how a person can become a member of the company.
- Identify the rights of shareholders to challenge the management of a company.
- Identify and explain how shareholders can influence the composition of the Board of Directors and strategy or decisions of a company.

7.2.7 The Company's Accounts and Audit

Learners will be able to:

- Identify and state the duties, powers and responsibilities of a company auditor
- State the basic steps to appoint and remove an auditor and how the auditor may resign

7.2.8 Registration of Charges

Learners will be able to:

- Identify and explain the types of charges that can be effected by a company.
- Identify and explain the nature of and difference between fixed and floating charges.

7.2.9 Insolvency, Receivership and Liquidations

Learners will be able to:

- Identify and state the differences among the types of insolvency, liquidation and receivership including the rights of creditors and the shareholders.
- State the procedures for winding up of a company.
- Identify and explain the consequences of insolvency.
- State the functions of a receiver manager, administrator and trustee in bankruptcy.

7.2.10 Criminal law for businesses and professional accountants

7.3 Introduction to Ethics and Ethical Codes for Accountants

Learners will be able to:

- Identify, contrast and explain laws, ethics and ethical codes for accountants.
- State when a breach of code can become a criminal offence.

7.4 Theft, Fraud and Forgery

Learners will be able to:

- Explain the meaning of theft, fraud and forgery.
- State the basic elements of theft, fraud and forgery.
- Identify and state the basic laws relating to theft, fraud and forgery.
- Distinguish between fraud and forgery.

7.5 Bribery and allied offences

Learners will be able to:

- Identify and state the basic laws relating to bribery

7.6 Money Laundering

Learners will be able to:

- Identify and state the basic laws relating to money laundering.
- Identify and state stages of money laundering, state sources and techniques of money laundering.
- Explain the duties of an accountant in anti-money laundering legislation.

7.7 Civil law for businesses and professional accountants

Formation of a Contract

Learners will be able to:

- Explain what a contract is and how it differs from an agreement.
- State the essentials of a valid contract.
- Identify and explain how a contract may be made and how it can be enforced.
- Differentiate between a term, a condition and warrant of a contract.
- State the consequences of a breach of contract.
- State the ways in which a contract can be terminated.

7.8 The Nature and Characteristics of Agency

Learners will be able to:

- Explain the concept of agency.
- State and explain the nature of an agency relationship.
- Identify situations where agency exists.
- Identify and explain the nature and authority of agents.
- Identify and explain the duties and rights of agents.
- Identify and explain negligent actions or omissions and their consequences.

7.9 Negotiable Instruments

Learners will be able to:

- Identify and state the basic laws relating to negotiable instruments.
- Identify and state the types of bills of exchange, state the types of negotiation.
- Explain the meaning and characteristics of negotiable instruments.
- Explain the meaning of endorsement, bearer bills, inchoate instrument and holder in due course.
- State the effects of forgery on a bill of exchange.

7.10 Torts and Product Liability

Learners will be able to:

- Identify the principles and meaning of torts.
- State the types of torts as recognised by law.
- State the law relating to data protection and Product liability.
- Explain the meaning of professional negligence and its consequences.
- Explain the duty of care in relation to professional negligence.
- Explain the meaning and consequences of vicarious liability.
- Identify and explain defences for tortuous liability.

7.11 Employment Law

7.11.1 Formation of the Contract of Employment in Tanzania

Learners will be able to:

- State the core labour standards in Tanzania and the objectives of Employment Law.
- State how a contract of employment may be made at common law in Tanzania.
- Identify and state the distinction between contract for service and the contract of service.
- Identify and explain the rights and duties of employees and employers in Tanzania.
- Identify situations in which the contract of employment may be terminated in Tanzania and the consequences of unfair dismissal and other claims.

7.11.2 Labour Dispute Resolutions

Learners will be able to:

- Explain the procedure for settling disputes at the work place.
- Identify institutions responsible for labour dispute resolutions in Tanzania and how they function
- State the meaning and circumstances in which organisation rights can be exercised in Tanzania.
- Identify, explain and state the procedure for engaging lawful strike in Tanzania.
- Explain the distinction between a protest action and a strike.

7.12 Introduction to Public Procurement

Learners will be able to:

- State and explain the following: types of procurement, procurement methods, tendering process, and tender documents
- State the consequences of non-compliance to the Public Procurement Act.

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Group works
- Case studies
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning Materials

9.1. Statutes

- Anti-Money Laundering Act, Cap.197 [R.E.2002]
- Bank of Tanzania Act, Cap.348 [R.E.2002]
- Banking and Financial Institutions, Cap. 342 [R.E.2002]
- Bills of Exchange Act, Cap. 215 [R.E. 2002]
- Law of Contract Act Cap 345 [R.E. 2002]
- Companies Act Cap 212 [R.E. 2002]
- Employment and Labour Relations Act,2004
- Labour Institutions Act, 2004
- The Public Procurement Act,2004

9.2. Books

- MacIntyre, E.(2008), Business Law, 4th ed., London: Longman.
- Treitel, G.H., (2004), An Outline of the Law of Contract, 6th ed., London: Oxford University Press,
- Keenan, D. and Riches, S.(2007), Business Law, 8th ed., Harlow: Pearson Education Limited.
- Cranston, R.,(2002), Principles of Banking Law, 2nd ed., London: Oxford University Press.
- Ellinger, E.P et al, (2009), Ellingerôs Modern Banking Law, 4th ed., London: Oxford University Press.
- Hapgood, M. (2006), Pagetôs Law of Banking, 13th ed., London: Butterworthôs Law.
- Muller, W. et al (2006), (eds), Anti-Money Laundering: International Law and Practice, ed., (London: Butterworthôs Law.

1.0 Subject Code and Name: B1 Financial Management

2.0 Level: Intermediate Level

3.0 Pre-requisite subject: Business and Management ï A2

4.0 Contact Hours: 120

5.0 Subject Description

The subject provides basic knowledge and skills in financial management by introducing learners the corporate financial decision environment, principles of valuation, investment analysis, financing decision (cost of capital, capital structure decisions), Dividend decisions, financial planning, working capital management, and forecasting and business valuation.

6.0 Principal Learning Outcome:

Apply financial management knowledge and skills in valuing various assets as well as businesses, in evaluating investment opportunities, in forecasting and planning financial needs of a firm, in deciding on the level of debt financing to use relative to equity capital, in determining the level of working capital to carry in a business and in deciding on the share of the earnings after tax between retained earnings and shareholders.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Introduction To Corporate Financial Decision Environment

Learners will be able to:-

- Define financial management, its scope and role(s) in corporate management
- Define the financial manager and the roles he/she plays in corporate decisions
- Identify the roles that financial markets and institutions play in facilitating investment, financing and corporate development
- Identify and evaluate based on a given scenario the impact of external factors and financial market issues upon business and financial strategy
- Identify the goals of the firm and explain which goal is the most important goal of any firm and why
- Evaluate and explain the relationship between business objectives and financial management objectives and the process of developing a strategy
- Evaluate and explain the roles, motivations and interests of different stakeholders in financing decisions
- Discuss how agency theory can be used to analyze the relationship between various stakeholders in a corporation and how the resulting agency problems may be overcome

7.2 Principles of Valuation

7.2.1 Time value of money

Learners will be able to:-

- Define the time value of money concept, its two main perspectives and explain the role it plays in financial management
- Apply the time value of money concept to determine future and present values of different cash flow patterns

- Apply the time value concept to evaluate different cash flow options and plan for various activities such as sinking funds, deferred annuity, retirement plan and capital recovery plans
- Apply the time value of money to value real securities like, ordinary shares, preferred shares and debentures.

7.2.2 Risk and return analysis

Learners will be able to:

- Define and measure return and expected returns
- Define and measure risk
- Describe the relationship between risk and return
- Use market information to compute rate of return, variances and standard deviation of returns
- Define and measure risk and expected return in a portfolio context
- Analyse the power of diversification in achieving superior return for a given level of risk or minimum risk for a given level of expected return.
- Determine optimal portfolio weights

7.3 Investment Decisions

7.3.1 Investment appraisal (capital budgeting)

Learners will be able to:-

- Discuss the nature of long-term investments and their roles in corporate development
- Explain the investment process and the framework for evaluating investment projects
- Identify, assess and explain appropriate investment appraisal techniques based on a given business, its objectives and circumstances
- Identify assess and explain appropriate discount factors or rates used to undertake an investment appraisal based on a given business scenario, data and information.
- Apply such appraisal techniques (discounted and non discounted cash flow) and discount factors or rates to appraise various investment project scenarios
- Identify, assess and explain appropriate data that may be used in cash flow calculations based on given business scenario data and information.
- Estimating cash flows for investment appraisal
- Perform investment appraisal under inflationary condition
- Compare various appraisal techniques

7.3.2 Complex investment appraisal

Learners will be able to:-

- Identify, assess and explain other factors that may need to be considered beyond basic investment appraisal analysis including assessment of risk, subjective factors, intangible factors, and limitations in data and information which may affect the advice given
- Incorporate risk and inflation into the investment appraisal using various techniques/models
- Perform investment appraisal (calculating optimal investment plan) under capital restrictions and limitations
- Perform investment appraisal under asset replacement and abandonment conditions.

- Draft a straight forward investment plan with commentary based on a business scenario that requires an investment appraisal to be undertaken or where information is given
- Identify, evaluate and explain the impact of non-financial factors such as economic, social and environmental issues on making an appropriate investment decisions.

7.3.3 Investments in securities and portfolio theory

Learners will be able to:

- Discuss the portfolio investment and management process, indifference curves and investors, preferences, investment policies and strategies;
- Identify the objectives and constraints of individual investors;
- Discuss the theory of portfolio allocation ï asset allocation across risky and risk- free assets
- Discuss the principle of diversification ï the Markowitz portfolio theory,
- Determine the minimum variance portfolio and efficient frontier
- Describe the capital market line and the separation theory.

7.3.4 The security market line (SML) and the Capital Asset Pricing Model (CAPM)

Learners will be able to:

- Differentiate between SML and CAPM; and between CAPM and Asset pricing Theory (APT)
- Derive the CAPM observing its assumptions and limitations
- Compute the beta factor and alpha values
- Compute the geared and ungeared betas
- Compare the CAPM and the Arbitrage Pricing theory (APT)
- Assess performance of a portfolio using the risk adjusted benchmarks ï The Treynor, Jensen and Sharpe Measures.

7.4 Financing Decisions

7.4.1 Cost of capital

Learners will be able to:

- Define cost of capital
- Identify and assess appropriate options for financing an entity based on a given business scenario and environment
- Calculate and evaluate giving suitable advice on the costs of different financing methods used by a company both before and after tax
- Compute the companyôs overall cost of capital and that of a project and identify the situations in which each is used as a valuation and decision tool
- Discuss the roles of market and book values in computing cost of capital
- Discuss the determinants of the level of cost of capital
- Outline the different uses of cost of capital in finance

7.4.2 Financial gearing and Capital structure

Learners will be able to:

- Define financial gearing and capital structure
- Identify the relationship between financial gearing and operating gearing and between business risk and financial risk
- State the basic capital structure theories (the traditional theories, the net operating theory, the Modigliani and Miller theories, bankruptcy and agency costs, personal taxes)
- Discuss critically whether or not a company by adopting a particular capital structure can influence its value or its cost of capital
- Identify and explain the effect if capital gearing on investors perception of financial risk and return
- Define and measure operational gearing, and financial gearing
- Determine the implications of debt financing on the return to shareholders under various financing alternatives using both EBIT-EPS and ROI-ROE analyses
- Discuss the issues that must be kept in mind when determining optimal/target capital structure of a firm

7.5 Dividend policy

Learners will be able to:

- Describe the alternative dividend policies that companies can adopt and their significance
- Discuss the various arguments put forward by different schools about dividend policy ï dividend irrelevance, dividend relevance, mid-roaders schools as well as the role of market imperfections in the debate
    - Compute and interpret share price under the models representing each school of thought
    - Examine the factors which determine a companyôs dividend policy, with some reflections on the evidence in Tanzanian market and beyond
    - Discuss the alternatives to cash dividends such as share repurchases, and script dividend showing the advantages and disadvantages of each alternative

7.6 Working capital management

Learners will be able to:

- Demonstrate understanding of the principles underlying effective management of working capital
- Describe the different working capital policies and the impact of each on the profitability and liquidity position of the business
- Identify the determinants of the working capital policy of businesses
- Estimate the working capital requirements of a firm
- Decide on the level of inventory and when to order
- Determine credit policy variables and their impact on the wealth of the shareholders as well as managing collections
- Determine the optimal cash balance and its effects on the profitability-liquidity position of the firm (Baumolôs and Miller-Orr Models)

7.7 Financial Planning And Forecasting

7.7.1 Financial planning

Learners will be able to:

- Define the nature and scope of financial planning
- Identify the relationship between short term and long term financial planning
- Outline planning requirements for financial control
- Identify the information needs of short term planning
- Apply techniques for short term planning
- Evaluate and explain the implications of given terms in a loan or financing agreement including covenants, warranties and guarantees.

7.7.2 Financial forecasting

Learners will be able to:

- Identify and calculate based on a given scenario using given data and information the future and external financing requirements of an entity making reasoned assumptions and using suitable forecasting techniques
- Link external financing and company growth

7.7.3 Financial analysis and interpretation

Learners will be able to:

- Identify annual reports, financial statements and their components
- Outline the factors that influence the contents of financial statements
- Identify and apply various tools for financial statement analysis to determine the financial performance and position of a company
- Identify and apply other analysis techniques such as Du Pont system, time series and trend analysis and multiple discriminant analysis
- Compute and interpret various stock market ratios

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Guest speaker
- Group works
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

- Arnold, G. (2008). *Corporate financial management*. 4th edition. Harlow: FT Prentice Hall.
- Bodie, Z., Kane, A. and Marcus, A.J. (2002). *Investments*. 5th edition. Boston: McGraw Hill.
- Brealey, R. A., Myers, S. C. & Marcus, A.J. (2006) *Fundamentals of corporate finance*. 6th edition. Boston: McGraw-Hill, Irwin.

- Gitman, L. J. (2009) *Principles of managerial finance*. 12th edition. Addison-Wesley/Prentice Hall
- Levy, H. and Post, T. (2005). Investments. Harlow: FT Prentice Hall
- Pandey, I. M. (2006) *Financial management*. 9th edition. New Delhi: Vikas Publishing House Pvt Ltd.
- Ross, S. A., Westerfield, R. W. and Jordan, B. D. (2006) *Fundamentals of Corporate Finance*. 7th edition. Boston: McGraw-Hill - Irwin.
- Ross, S.A., Westerfield, R.W. and Jaffe, J. (2010). *Corporate finance.* 9th edition. New York: McGraw Hill ï Higher Education.
- Srivastava, R. and Misra, A. (2010). *Financial management*. 6th impression. New Delhi: Oxford University Press.
- Watson, D. and Head, A. (2010). *Corporate finance: Principles and practice*. 5th edition. Harlow: FT Prentice Hall ï Pearson Education Ltd.

Tools

Scientific calculators, financial tables, computer spreadsheets etc.

1.0 Subject Code and Name: B2. Financial Accounting

2.0 Level: Intermediate

3.0 Pre-requisite subject: Quantitative Techniques ï A1

4.0 Contact Hours: 120

5.0 Subject Description

This financial accounting subject is a continuation from the Accounting subject in Level 1- Foundation, and assumes candidates have prior knowledge of the subject. It deals with the understanding of the Accounting concepts and applying them in preparing financial statements as well as analyzing them for users.

6.0 Principal learning outcomes

Apply knowledge and skills in preparation of financial statements for a separate entity and a group in accordance with the IFRSs and IPSAS and analyze financial statements to examine the sustainability of the business entity.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Introduction to Financial Accounting

Learners will be able to:

- Explain broad branches of accounting
- Describe how accounting has developed through time
- Explain the regulatory framework of accounting in Tanzania
- Explain the importance of a regulatory framework for accounting and reporting
- Explain the role of financial accountant in facing criticisms and challenges currently facing the accounting profession

7.2 Accounting and reporting concepts, frameworks and practices

Learners will be able to:

- Explain the accounting reporting concepts, framework and practices
- Describe the role of IASB and NBAA in regulating accounting profession
- Identify and present the financial effects of accounting for events and transactions under the IASB Conceptual Framework
- Explain the general purpose financial statements according to IASB.
- Explain the meaning of true and fair or fairly presented in relation to financial reporting.
- Describe the accrual, cash, going concern and breakup basis concept in presentation of financial statement

7.3 Accounting concepts and financial statements

Learners will be able to:

- Describe the accounting concepts and theories governing presentation of financial statements
- Explain the objectives and limitations of financial statements using appropriate examples or using a given scenario
- Explain and present the qualitative characteristics of financial statement information and disclosures
- Describe various types of financial statements according to the concepts used.
- Present and explain the differences between financial statements prepared using accruals and cash bases
- Identify, present and explain to professional accountants or general users the different bases of measurement or of capital and capital maintenance that may be used under accrual-based accounting

7.4 Preparing single entity and single company financial statements

Learners will be able to:

- Identify and state the circumstances in which public or private sector entities are required to prepare and present statutory financial statements
- Identify and state the laws, regulations accounting standards and other requirements that govern the production of financial statements by such entities
- Assess the circumstances in which the use of IFRS for companies and IPSAS for public sector entities may be required.
- Draft and compile financial statements, or extracts from them, of an entity in accordance with its chosen policies and in accordance with IFRS
- Draft and compile financial statements, or extracts from them, of an entity in accordance with its chosen policies and in accordance with IPSAS

7.5 Preparing consolidated financial statements

Learners will be able to:

- Identify and state the circumstances in which entities are required to prepare and present statutory consolidated financial statements
  - Define a Group companies
  - Analyse business undertaking to identify the group
  - Describe requirements for consolidated and separate financial statements.
  - Describe group structure and percentage of ownership
  - Describe group accounts
  - Analyse internal transaction requiring elimination on consolidation
- Identify and state the laws, regulations accounting standards and other requirements that govern the production of consolidated financial statements by entities
- Identify from data provided a subsidiary or associate in accordance with the international financial reporting framework

- Evaluate and calculate the figures to be included in consolidated financial statements in respect of an acquisition, continuing ownership or disposal of a subsidiary but not including part disposals and disposal of an associate
    - Distinguish controlling from non-controlling interest
    - Calculate goodwill on acquisition
    - Describe forms of consideration in acquisition and disposal
    - Calculate unrealised profit from related transactions

- Draft, compile and present the consolidated financial statements or their extracts in accordance with selected accounting policies and the requirements of IFRS
- Explain the accounting treatment for associate companies
- Identify and explain the problems of non-controlling interest in consolidating financial statements
- Solve the problems of accounting for multinational groups

7.6 Financial statements analysis and evaluation

Learners will be able to:

- Explain financial statements analysis and its objectives
- Identify techniques for financial statements analysis and evaluation
- Describe the focus of financial statement analysis
- Analyse various methods for business valuation
- Calculate basic financial ratios and assess the financial results and position of a single entity
- Evaluate, judge and advise on the appropriateness of chosen accounting policies with regard to compliance with IFRS
- Explain the limitation of using ratio analysis

8 Learning Context:

- Classroom Discussion
- Assignments
- Case Studies**.**

9 References

9.2 Main References

- Dermine, Jean, Bissada, Jousef F, 2002, Asset and Liability Management ï a guide to value creation and risk control, Prentice Hall
- Elliot B, Elliot J (2008), Financial Accounting and Reporting, (12th Edition) Prentice Hall
- Glautier, M.W.E, and B Underdown, Accounting Theory and Practice (7th Edition) Prentice Hall

1.0 Subject Code and Name: B3 - Auditing Principles and Practice

2.0 Level: Intermediate Level

3.0 Prerequisite subject: None

4.0 Contact Hours: 120

5.0 Subject Description:
The subject equips the learner with hands-on skills of undertaking audit assignments as per the International Standards on Auditing (ISA), linking between audit procedures/evidence and audit objectives/conclusion/report. It starts with introducing the nature and purpose of auditing [both internal and external].

6.0 Principal Learning Outcome:
Apply auditing principles and standards in executing external audit assignments [carrying out audit procedures] and coming up with appropriate reports, as well as implementing entityôs internal control policies in carrying out internal audits.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Objectives, process and need for external audit and assurance

Learners will be able to:

- Define and explain the concepts of audit and assurance
- State and explain the reasons for and the benefits gained from the different types of audit and assurance assignments including those relating to financial statements, internal controls, corporate social responsibility and sustainability reports
- State and explain the parties and their roles, duties and rights in an assurance engagement including the members of the assurance team
- Identify and explain using suitable comparisons the different levels of assurance that may be obtained from assignments
- Identify and explain the meaning of expectation gaps in the context of audit and assurance assignments and their implications for the profession, including fraud, going concern, internal control and risk issues
- State and explain the basic steps or components of an assurance process
  - The approach, obtaining assignments and nomination
  - Accepting an engagement
  - Appointment
  - Scope of work
  - Risk and risk assessment
  -Different approaches to audit
  - Planning
  - Performance
  - Evidence and obtaining evidence
  - Testing and other work
  - Evaluating results

- Concluding and considering an appropriate report
- Reporting
- Records and working papers

- State and explain the meaning of public interest and the need for professional scepticism in carrying out assurance engagements
- State and explain the meaning of materiality
- Describe audit risk and audit risk model
- State and explain the meaning of reasonable assurance
- State and explain the meaning of an opinion and an assurance report

7.2 The nature and use of internal controls

Learners will be able to:

- State and explain the nature of internal financial controls and internal controls
- State and explain the meaning of effective internal financial controls and internal controls
- Identify and explain the business, reporting and compliance objectives supported by internal controls
- State and explain the different types of internal control with emphasis on internal financial controls
- State and explain the main components of internal control including, the control environment, risk assessment, control activities, information and communication and monitoring activities
- Identify and evaluate internal controls in a scenario stating how the controls support particular aspects of reliable financial reporting and support the prevention and detection of fraud and error
- Relate the results of internal control assessment to the design of subsequent audit procedures
- Identify and evaluate internal control weaknesses in a given scenario explaining how these may be rectified
- Identify and explain how accounting systems and related internal controls may be identified, recorded and analysed
- Identify, state and explain the limitations of internal controls

7.3 The Nature of Audit Evidence and the Selection of Sufficient Appropriate Evidence

Learners will be able to:

- State and explain why it is important to maintain and keep working papers and other documentation
- State, identify and explain the different sources and quality of evidence and the methods of obtaining evidence including documenting and assessing systems and controls, tests of controls, substantive tests and analytical procedures
- State and identify the differences in quality and reliability of different sources of audit evidence and the efficiency and effectiveness of different methods of obtaining evidence
- Explain the sampling of documents and transactions to be used in gathering audit evidence.

- Identify state and explain appropriate procedures to gather evidence including all of the above sources and procedures based upon a given scenario.
- Evaluate audit evidence suitability to address audit assertions for different elements of financial statements.
- Identify and evaluate based on a given scenario including information regarding evidence obtained whether that evidence is sufficient to provide an appropriate basis for a given opinion or report
- Identify the circumstances where written representations may be required stating how reliable such evidence may be
- Identify and evaluate the circumstances where matters need to be raised with a senior assurance team member and how this should be communicated and documented

7.4 Professional ethics, public interest, fundamental objectives, threats and safeguards to independence

Learners will be able to:

- Explain the importance of professional ethics
- Explain the differences between rules based and principles based approaches to professional ethics
- Identify and explain in context the meaning of public interest
- Identify and explain ethical issues based on the IFAC code
- Select suitable actions to deal with ethical dilemmas
- Identify and explain in context the fundamental ethical principles
- Identify and explain in context the ethical threats and safeguards
- Identify and explain in context ethical conflicts as an employee and as a practising accountant

7.5 Basics of assurance reports, identifying and explaining the content and the different types and when they may be used

Learners will be able to**:**

- Make conclusions from evidence accumulated in an audit
- Develop an appropriate audit opinion given the circumstances of an audit
- Draft audit reports based on opinions reached

7.6 Public Sector External Auditing

Learners will be able to:

- Identify the role of Controller and Auditor General (CAG)
- Explain the legal environment in which the CAG and auditees function
- Explain specific considerations for public sector auditing
- Explain the role of INTOSAI

7.6 Internal Audit of Entities

Leaners will be able to:-

- Identify the International Professional Practice Framework (IPPF)
- Explain different types of IPPF
- Explain the roles of IPPF

- Identify the role of Internal Auditor General
- Explain the legal environment in which Internal Auditor General and audit function
- Explain the role of the Internal Audit General

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Tutorials
- Group works
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

Technical knowledge requirements - International Standards on Auditing

- ISA 200 Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with International Standards on Auditing
- ISA 300 Planning an Audit of Financial Statements
- ISA 315 Identifying and Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment
- ISA 320 Materiality in Planning and Performing an Audit
- ISA 450 Evaluation of Misstatements Identified during the Audit
- ISA 500 Audit Evidence
- ISA 505 External Confirmations
- ISA 520 Analytical Procedures
- ISA 530 Audit Sampling
- ISA 540 Auditing Accounting Estimates, Including Fair Value Accounting Estimates and Related Disclosures
- ISA 580 Written Representations
- ISA 700 The Auditorôs Report on Financial Statements
- International Professional Practice Framework issued by the Institute of Internal Auditors ï IIA (2011)
- The Public Finance Act 2001 (R.E 2004)
- The Public Audit Act 2008
- Busara E., Financial Analysis, Auditing & Governance, WAPO Press, Dar es Salaam, 2012.

1. 0 Subject Code and Name: B4: Public Finance and Taxation I

2.0 Level: Intermediate Level

3.0 Pre-requisite subject: None

4.0 Subject Contact Hours: 120

5.0 Subject Description: The subject builds learnersô knowledge and skills in public finance and enabling them to effectively comply with tax laws and principles, both in the public sector and in the private sector.

6.0 Principle Learning Outcome:

Apply knowledge of public finance, tax laws and principles in the computation of tax liabilities, preparation and filing of tax returns; and in administering compliance with the tax laws; both in the public sector and in the private sector.

7.0 Subject content and Competencies

7.1 Public Finance

7.1.1 Introduction to Public Finance

Learners will be able to:

- Define Public Finance
- Explain the functions of government
- Differentiate between public goods and private goods

7.1.2 Public Expenditure

Learners will be able to:

- Identify the structure and composition of government expenditure
- Describe public sector expenditure management tools (budget, parliamentary process, and accounting and audit)

7.1.2 Government Revenue

Learners will be able to:

- Examine the nature and types of non-tax government revenue
- Analyse the nature and the objectives of taxation
- Explain the principles of taxation
- Explain the concepts of economic efficiency and equity of taxation
- Explain the incidence of taxation

7.2 Taxation

7.2.1 Tax Law, Administration and Practice (General issues)

Learners will be able to:

- Analyse the Role of the Tanzania Revenue Authority
- Examine the Tax Appeals Machinery in Tanzania
- Distinguish between tax avoidance and tax evasion
- Explain the tax administration provisions relating to Tax Consultants in the Income Tax Act, 2004.

7.2.2 Income Tax Law

7.2.2.1 Introduction to income Taxation

Learners will be able to:

- Define the concepts underlying income taxation in Tanzania (income, year of income, person)
- Explain the concept of total income
- Explain presumptive income taxation and its application in Tanzania

7.2.2.2 Determination of Total Income

Learners will be able to:

- Establish Income from Employment
- Establish Income from Business
- Establish Income from Investment
- Explain the rules relating to realization of assets and liabilities
- Determine the incomings and cost of assets and liabilities

7.2.2.3 Return of Income and Statement of Estimated Tax Payable by Instalments

Learners will be able to:

- Identify Persons Liable to file return of income (ROI)
- Establish Due Date for Filing ROI
- Explain Statement of Estimated Tax Payable by Installments
- Explain Consequences for non filing
- Describe the concept and application of Single Installments Payer
- Explain Returns from Withholding Agents
- Describe the application of Returns to Skills and Development Levy (SDL)

7.2.2.4 Types of Assessments

Learners will be able to:

- Explain the Concept and types of Assessment (Self Assessment, Jeopardy Assessment, Adjusted Assessment)
- Apply the principles of Assessment on Interest and Penalties

7.2.2.5 Inclusions, Exclusions and Deductions in calculating Taxable income

Learners will be able to:

- Identify items included in calculation of chargeable income from business, employment and investment
- Identify items excluded in calculation of chargeable income from business, employment and investment
- Describe the general principle of deductions
- Identify the Allowable Deductions
- Identify the Non-Allowable Deductions
- Calculate depreciation allowances
- Apply the rules of inclusions, exclusions and deductions in calculating taxable income of persons

7.2.2.6 Procedures for Payment of Tax

Learners will be able to:

- Describe tax payment procedures for:
    - Taxes payable by installment [estimated taxes]
    - Tax payable on assessment
    - Tax payable by withholding agents
- State Due dates for payment of tax
- Calculate the penalty for not maintaining documents/records.
- Calculate penalty for not filing a statement of estimated tax and return of income.
- Calculate Interest for Late Payment of Tax
- Calculate Interest for Under Estimating Tax
- Describe Procedures to Recover Unpaid Tax

7.2.2.7 Offences

Learners will be able to:

- Describe offences as provided for in income tax law

7.2.3 VAT and Other Indirect Taxes

7.2.3.1 An Overview of the VAT System

Learners will be able to:

- Explain the nature and characteristics of Value Added Tax (VAT).
- Provide Historical Background of VAT
- Describe the Scope and coverage of VAT
- Apply the Registration & deregistration rules
- Describe the Tanzanian VAT System
- Describe returns, notices and other records under VAT

7.2.3.2 VAT Payments and Repayments

Learners will be able to:

- Apply the provisions of VAT Act and Regulations in computation of input tax, output tax and VAT liabilities.
- Classify VAT Repayment Claims
- Describe the Refund procedures to Diplomats and other relieved persons

7.2.3.3 **Consideration and supplies**

Learners will be able to:

- Explain the concept of Consideration for supply
- Describe ñSupply made within the scope of VATò
- Distinguish between composite and multiple supplies

7.2.3.4 **Partial Exemption Methods**

Learners will be able to:

- Explain the concept of Partial Exemption
- Compare and contrast the methods of Apportionment of Input Tax

7.2.3.5 Describe Administrative Provisions under VAT Law

Learners will be able to:

- Mention the statutory records to be maintained by VAT registered traders.
- Apply the filing and payment procedures
- Describe the consequences of not meeting the filing and payment requirements
- Describe the ñEFDò system, its benefits and the possible revenue risks involved

7.2.3.6 Offences

Learners will be able to:

- Describe the offences and penalties under the VAT Act 1997

7.2.3.7 Other indirect Taxes

Learners will be able to:

- Describe the nature of Excise Taxes,
- Identify the type and rates for Motor vehicle taxes

7.2.4 Customs and Excise duty

Learners will be able to:

- Describe source of Customs Law
- Explain customs entry and clearance procedures for imports
- Explain the customs entry and clearance procedures for exports
- Differentiate between prohibitions and restrictions

- Apply Customs Valuation methods
- Calculate Duties and Taxes collected through customs
- Explain Customs procedures for prevention of smuggling
- Determine offences in customs operations
- Explain techniques for enforcement of customs laws
- Describe recovery measures used to collect unpaid duties

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Group works
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

- The United Republic of Tanzania (1997), VAT Act 1997, Government Printers, Dar-es-salaam
- The United Republic of Tanzania (2004), Income Tax Act 2004, Government Printers, Dar-es-salaam
- East African Community (2004), Customs Management Act 2004, Government Printers, Dar-es-salaam
- Mpongoliana R.G.(2005) The Theory and Practice of Taxation in Tanzania, NBAA, DSM
- Nightingale K.(2002), Taxation Theory and Practice, Pearson Education Limited, Edingburgh, Chapters 1 and 6
- Musgrave A. and Musgrave P. (1989), Public Finance in Theory and Practice 5th ed,McGraw-Hill, New York, Chapters 1, 2,4,8,9,12,13,14 and 16
- Stiglitz J. E. (2000), Economics of the Public Sector 3rd ed, W.W. Norton & company Inc., New York, Chapters 1,6,10,17 and 18
- Whittenburg Altus Buller. (2004) Income Tax Fundamentals (22nd Edition). South Western College USA, Chapter 1 to 3
- Dewulf, Luc et. al (2005), Customs Modernization Handbook, World Bank Publication.
- Keen, Michael (2003), Changing Customs: Challenges and Strategic for Reform of Customs Administrations. International Monetary Fund
- Tilly, Baker (2002) dealing with Customs & Excise: Administration, Appeals, Disputes and Investigation, Tolley Publishing.

1.0 Subject Code and Name: **B5- Performance Management**

2.0 Level: Intermediate level

3.0 Prerequisite Subject: Business Information ï A4

4.0 Contact Hours: 120

5.0 Subject Descriptions

The subject equips the students with knowledge and understanding to provide information and decision support to management in operational and strategic contexts. Students will be expected to be capable of analyzing financial and non-financial data and information to support management decisions

6.0 Principal Learning Outcome

Apply knowledge and skills of financial and non financial data analysis in providing information and decision support to management for decision-making, performance evaluation, and control.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Cost Accounting Techniques

7.1.1 Income effects of alternative cost accumulation systems

Learners will be able to:

- Illustrate the overhead allocation and apportionment.
- Describe the nature of marginal costing and absorption costing.
- Distinguish between marginal costing and absorption costing.
- Prepare profits statements based on marginal (variable) costing and absorption costing system.
- Explain the difference and reconcile the profits between marginal and absorption costing.
- Explain the arguments for and against marginal and absorption costing.

7.1.2 Activity based costing

Learners will be able to:

- Identify appropriate cost drivers under ABC.
- Calculate costs per driver and per ABC.
- Compare ABC and traditional methods of overhead absorption based on production units, labour hours or machine.

7.1.3 Target costing

Learners will be able to:

- Derive a target cost in manufacturing and service industries.
- Explain the difficulties of using target costing in service industries.
- Suggest how a target cost gap might be closed.

7.1.4 Back flush costing

Learners will be able to:

- Explain what back flush costing is.
- Explain the features of back flush costing.
- Explain the application of back flush costing.

7.1.5 Throughput Accounting

Learners will be able to:

- Calculate and interpret a throughput accounting ratio (TPAR).
- Suggest how a TPAR could be improved.
- Apply throughput accounting to a multi-product decision-making problem.

7.1.6 Life-cycle costing

Learners will be able to:

- Identify the costs involved at different stages of the life-cycle.
- Derive a life cycle cost in manufacturing and service industries.
- Identify the benefits of life cycle costing

7.2 Decisions-Making Techniques

7.2.1 Cost Volume Profit Analysis

Learners will be able to:

- Evaluate the nature of cost-volume-profit (CVP) analysis.
- Evaluate the assumptions of CVP analysis.
- Calculate the contribution margin ratio (P/V) in single and multi-product situations and demonstrate an understanding of its use.
- Compute the breakeven point.
- Calculate the level of sales needed to achieve a desired target profit.
- Compute the margin of safety and explain its significance.
- Prepare and interpret cost-volume-profit (CVP) graphs.
- Compute the degree of operating leverage at a particular level of sales and explain how the degree of operating leverage can be used to predict changes in net operating income.
- Compute the breakeven point for a multiple product company.
- Describe the differences between the accountantôs and economistôs model of CVP analysis.
- Discuss the limitations of CVP analysis for planning and decision making.

7.2.2 Measuring of relevant costs

Learners will be able to:

- Explain the meaning of relevant costs and revenue.
- Differentiate relevant costs and irrelevant costs.
- Evaluate the importance of qualitative factors in decision making.
- Identify the characteristics of relevant information.
- Identify and calculate relevant costs for a specific situations from given data.

7.2.3 Information for decision making

Learners will be able to:

- Identify limiting factors in a scarce resource situation and select appropriate techniques
- Determine the optimal production plan where an organization is restricted by a single limiting factor
- Formulate and solve multiple scarce resource problem both graphically and using simultaneous equations as appropriate.
- Evaluate the issues surrounding a make vs. buy and outsourcing
- Calculate and compare make costs with buy in costs.
- Prepare an analysis showing whether a special order should be accepted.
- Apply relevant costing principles in situations involving shut down and extra shifts.

7.2.4 Decision making under environment of uncertainty and risk

Learners will be able to:

- Evaluate risk with probability distributions.
- Evaluate the impact of uncertainty and risk on decision models.
- Apply the techniques of maximax, maximin, and minimax regret to decision-making problems including the production of profit tables.
- Analyze risk and uncertainty by calculating expected values and standard deviations together with probability tables.
- Calculate the expected values and ascertain the value of information.
- Prepare decision trees and use it to solve a multi-stage decision problem.

7.2.5 Pricing Decision

Learners will be able to:

- Evaluate the factors that influence the pricing of a product or service.
- Illustrate the pricing policy, pricing objectives, and pricing strategies.
- Evaluate the different cost-plus pricing methods for deriving selling prices.
- Calculate the selling price using cost-plus pricing methods.
- Evaluate the limitations of cost-plus pricing.
- Illustrate the role that target costing plays in the pricing decision.
- Illustrate the price elasticity of demand.
- Formulate the demand function.
- Evaluate how the optimum output and selling price is determined using economic theory.
- Calculate the optimum selling price and output for an organization using calculus.

7.3 Budgetary Planning and Control

7.3.1 Objective

Learners will be able to:

- Illustrate how corporate and divisional objectives may differ and can be reconciled.
- Identify and resolve conflicting objectives and explain its implications.

7.3.2 Budgetary Control System

Learners will be able to:

- Evaluate the nature of budgetary control system.
- Illustrate the functions of budgetary control system.
- Evaluate the objectives of a budgetary control system.
- Illustrate how budgetary control systems fit within the performance hierarchy.
- Select and explain appropriate budgetary systems for an organization, including top-down, bottom-up, rolling, zero-base, activity-base, incremental and feed-forward control.
- Evaluate the information used in budget systems and the sources of the information needed.
- Illustrate how budget systems can deal with uncertainty environment.

7.3.3 Types of Budget

Learners will be able to:

- Identify the usefulness and problems with different types (functional, master, flexible, zero-base, activity-based and incremental)
- Prepare functional budgets, master budgets.
- Evaluate the difficulties of changing the type of budget used.

7.3.4 Behavioral Aspects of budgeting

Learners will be able to:

- Identify the factors which influence behavior.
- Evaluate the issues surrounding setting the difficulty level for a budget.
- Evaluate the benefits and difficulties of participation of employees in the negotiation of budgets.

7.4 Variances Analysis

7.4.1 Introduction to basic variances and operating statements

Learners will be able to:

- Calculate and identify the cause of basic variances including:
  - Sales price and volume.
  - Materials total, price and usage.
  - Labour total, rate and efficiency.
  - Variable overhead total, expenditure and efficiency.
  - Fixed overhead total, expenditure and, where appropriate, volume, capacity and efficiency.

- Produce full operating statements in both a marginal cost and full absorption costing environment, reconciling actual profit to budgeted profit.
- Calculate the effect of idle time and waste on variances including where idle time has been budgeted for.
- Calculate, using a simple situation, ABC-based variances.
- Illustrate the different methods available for deciding whether or not to investigate a variance cause.

7.4.2 Advanced Variances

- **Material mix and yield variances**

Learners will be able to:
- Calculate, identify the cause of, and explain material mix and yield variances.
- Explain the wider issues involved in changing material mix such as cost, quality and performance measurement issues.
- Identify and explain the relationship of the material price variance with the material mix and yield variances.

- **Sales mix and Quantity variances**
  Learners will be able to:
  - Calculate, identify the cause of, and explain sales mix and quantity variances.
  - Identify and explain the relationship of the sales volume variances with the sales mix and quantity variances.

- **Planning and operational variances**
  Learners will be able to:
  - Calculate a revised budget.
  - Identify and explain those factors that could and could not be allowed to revise an original budget.
  - Calculate planning and operational variances for sales.
  - Evaluate the dysfunctional nature of some variances in the modern environment of JIT and TQM.
  - Assess the effect that variances have on staff motivation and action.

7.5 Performance Measurement and Control

7.5.1 The scope of performance measurement

Learners will be able to:
- Select and calculate suitable financial performance measures for a given business from given data and information provided.
- Evaluate the results based on business objectives and advise on management action.
- Explain and assess the use of balanced scorecard methods including evaluation of performance from given data and information

- Explain and evaluate the use of value for money (VFM) techniques in performance management
- Select and explain stakeholder based measures of performance that may be used to evaluate social or environmental performance of a business.

7.5.2 Divisional Performance and transfer pricing

Learners will be able to:

- Describe and illustrate the basis for setting a transfer price variable cost, full cost, market based approach, negotiated approach and the principles behind allowing for intermediate markets.
- Illustrate how transfer prices can distort the performance assessment of divisions and decisions made.
- Describe the meaning of, and calculate, Return on Investment (ROI), Residual Income (RI), Economic Value Added (EVA) and Shareholder Value Added (SVA) and assess their benefits and shortcomings.
- Describe the nature of, and calculate the productivity measures.

7.5.3 Performance management systems

Learners will be able to:

- Evaluate and advise management on suitable information technology and information systems support that may enable them to operate effective operational and strategic performance management systems
- Evaluate and advise management on suitable approaches that may be used to management people issues and change when implementing performance management systems

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Tutorials
- Group works
  Case studies
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

- Drury, C., (2000), *Management and Cost Accounting*, 6th edition: Thomson Learning
- Shah, P., (2009), *Management Accounting*, Oxford University press.
- Horngren, Charles T. Datar, Srikant M., Foster, George, (2006), *Cost Accounting – A Managerial Emphasis*, 12th Edition: Pearson
- Saxena, V.K. and Saxena, C.D., 2004, *Advanced Cost and Management Accounting*, 17th Edition: Sultan Chand and Sons Lucey, T., 2003, *Management Accounting*, 6th Edition: Bookpower

1.0 Subject Code and Name: B6- Management, Governance and Ethics

2.0 Level: Intermediate

3.0 Pre-requisite subject: Business and Management – A2

4.0 Contact Hours: 120 hours

5.0 Subject Description

The subject provides understanding of the purpose and objectives of businesses, governance and ethical issues of business. The subject also equips learners with key approaches of handling management functions, governance and ethical situations in organizational setting.

6.0 Principal Learning Outcomes

Apply principles of strategic management, good governance and business ethics management and administrative functions of an organization.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Business Purpose and Objectives

7.1.1 Strategic Management

7.1.1.1 Strategic analysis

Learners will be able to:

- Analyse a business and its strategy given its purpose, mission, vision and objectives from a shareholder and stakeholder perspective
- Analyse the opportunities and threats arising from events or potential events in the environment of a business at a global, national, market, product and competitive level
- Analyse the current position of a business in terms of its competitive strategy, plans and current markets, drawing conclusions and giving straightforward advice on the chosen plans
- Analyse the current position of a business with a chosen strategy in the context of its environment based on an assessment of its resources, processes, people, IT, products core capabilities and competences, giving straightforward advice
- Draft an overall analysis drawing conclusions, giving advice based on given financial and non-financial data and information from a variety of sources in a given scenario

7.1.1.2 Strategic choice

Learners will be able to:

- Analyse the appropriate choices of strategy that a company may adopt with explanation based on a given scenario
- Identify from an analysis undertaken of choices of strategy, with explanation, the impact on commercial, ethical, corporate responsibility and sustainability objectives
- Evaluate appropriate strategies based on a given scenario that support a businessôs objectives taking into account constraints, conflicts and other issues
- Draft conclusions based on market and product analyses that support a business strategy concerning the pricing, positioning, placing and product decisions in a strategic marketing plan

7.1.1.3 Strategic implementation

- Analyse the alternative appropriate functional strategies that may be appropriate to deliver a chosen strategy set out in a given scenario
- Analyse the alternative appropriate organisational structures and related activities that may be appropriate to deliver a chosen strategy set out in a given scenario
- Analyse a chosen business strategy in a given scenario so that an evaluation may be undertaken leading to the drafting of a simple business plan

7.1.1.4 Strategic Evaluation

- Evaluate a given business plan from a shareholder or stakeholder perspective drawing conclusions and judgements as to whether it can meet the businessôs objectives in the context of its environment
- Evaluate and explain how information technology and information systems can support the effective implementation of a business strategy including issues of competitive advantage
- Evaluate and explain the potential issues of change arising from a chosen or given business strategic implementation plan

7.1.1.5 Risk and risk management

- Explain the meaning of risk and business risk including risks arising externally or internally and relating to achievement of;
  - Strategic objectives
  - Operational efficiency and effectiveness
  - Reliable reporting, and
  - Legal, regulatory and ethical compliance

- Identify and assess risks in a given scenario and their impact upon objectives
- Identify and explain appropriate responses to risks identified in a given scenario
- Identify and explain appropriate high level procedures to mitigate risks in a given scenario
- Identify and explain appropriate mechanisms to monitor risk and risk management processes including information and communication systems
- Evaluate both inherent and residual risks after mitigation and judge them in relation to shareholder and stakeholder risk appetites in a given scenario

7.2 Governance

Learners will be able to:

- Define the concept of corporate governance taking into account the narrow and the broad perspectives
- Identify and based on a given scenario show the link between legal framework and the actual governance practices or lack of it
- Identify and based on a given scenario assess the role and responsibilities of an effective board
- Identify and based on a given scenario state the differences between the boards of directors of private companies and those of public sector companies or state owned enterprises
- Assess the effect of politics and corruption in various forms on the governance of

companies both in the private sector and the public sector

- Identify and based on a given scenario assess the issues of accountability of management to a board, private and institutional shareholders
- Assess the issues of accountability of boards of directors to minority and large shareholders
- Identify and based on a given scenario evaluate the issues of transparency for an entity
- Explain the importance of probity as a principle of governance assessing issues and their implications in a given scenario
- Assess the extent to which a board is focusing on sustainable long-term success in a given scenario

7.3 Ethics

Learners will be able to:

- Explain and illustrate using information in a given scenario the meaning of business ethics
- Identify and explain the role of codes of ethics in private and public companies or state owned companies
- Identify and explain the ethical dilemmas faced by accountants in the private and public sectors
- Identify and explain in the context of a given scenario how business ethics and moral duties may be linked
- Identify and explain in the context of a given scenario how business ethics and business success may be linked
- Identify and assess in a given scenario issues of ethics and corporate social responsibility
- Identify and assess in a given scenario issue of professional ethics and corporate governance

8.0 Learning Context:

- Lectures
- Classroom discussions
- Group works
- Individual assignments
- Tutorials
- Role play

9.0 Learning materials

- Monks, R. and Minow, N. (2011), Corporate Governance, 5th Edition, Wiley
- Brian Cole, (2009), Corporate Governance, 6th Edition, Information and Training Ltd: London**.**
- Malin, C. (2010), Corporate Governance, 3rd Edition, Oxford University Press, USA
- Tricker, B. (2009), Corporate Governance: Principles, Policies and Practices, Oxford University Press, USA
- Boartright, J.R. (2007), Ethics and the Conduct of Business, 5th Edition, Prentice Hall.

1.0 Subject Code and Name: C1- Corporate Reporting

2.0 Level: Final Level

3.0 Pre-requisite subject: Accounting ï A3 and Financial Accounting-B2

4.0 Contact Hours: 120

5.0 Subject Description: The subject extends the learnersô knowledge by enhancing their expertise in reporting various corporate matters and evaluating the implications of the alternative corporate reports and disclosures.

6.0 Principal Learning Outcome:
Apply Financial Reporting Standards and Corporate law in preparing, analyzing, and evaluating corporate reports by entities, both in the private and public sector.

7 .0 Indicative Content and Supporting Learning Outcomes

7.1 The reporting framework, generally accepted practice and current issues
Learners will be able to:

- Explain the legal framework for financial reporting ï Companies Act and other industry-specific laws
- Explain the regulatory role played by NBAA
- Explain the scope of NBAA standards and IASB standards in the country
- Evaluate and document applicability of international standards in the local environment
- Identify and explain current issues arising in the development of generally accepted accounting practice at a local and international level
- Identify and evaluate the ethical and professional considerations when undertaking work, giving advice on financial accounting and reporting including common dilemmas that may be faced based on business and reporting scenarios
- Design alternative reporting when departure from international standard is inevitable and communicate the departure in the notes
- Identify and apply the different disclosure requirements for different types of entities such as Public Sector Vs Private sector, Listed entities Vs unlisted entities

7.2 Selecting, assessing and presenting suitable accounting policies
Learners will be able to:

- Draft and advise upon suitable accounting policies based on a business scenario under local and international requirements for public and private sector entities including single and consolidated financial statements
- Explain and justify changes in accounting policies and the treatment of the same as per the IFRSs, distinguishing them from changes in estimate and correction of prior period errors.
- Evaluate and advise upon how alternative choices of revenue recognition, asset and liability recognition and measurement can affect the understanding of the performance, position and prospects of an entity whether in the private or public sector or when presenting consolidated or single entity financial statements

7.3 Preparing and reporting information for financial statements and notes

Learners will be able to:

- Prepare and present financial statements and extracts from the financial statements of a single entity undertaking a variety of transactions on the basis of chosen accounting policies and in accordance with IFRSs and local regulations.
- Identify from a given scenario a subsidiary, associate or joint venture according to IFRSs.
- Calculate from given data and information the amounts to be included in a groupôs consolidated financial statements arising from existing, new or discontinuing activities or interests (excluding any part disposal) in subsidiaries, associates or joint ventures in accordance with IFRSs and local regulations.
- Prepare and present financial statements and extracts from the financial statements of a group that presents consolidated financial statements taking into account a variety of transactions on the basis of chosen accounting policies and in accordance with IFRSs and local regulations.
- Prepare appropriate interim reports from a given scenario
- Explain reporting timelines based on corporate and other laws as well as financial statements issues affected e.g. the IAS 10 requirements.
- Identify and explain the extent of distributable profits of an entity based on companies act
- Identify and explain with examples the additional information that may be included in annual reports beyond financial statements in accordance with international best practice and other requirements including management reports, risk information, governance reports, value added reports, Corporate Social Responsibility reports, financial summaries, key performance indicators and highlights
- Prepare notes/disclosures that meet the disclosure requirements of the IFRSs and local standards, including disclosures under IAS 33 and other specific standards.
- Explain the differences in application of mainstream IFRSs and IFRS for SMEs in as far as preparing and presenting financial statements is concerned.
- Prepare and comment upon a Directors report as per the TFRS 1.
- Explain Creative accounting, its objectives, ethical implications and the extent to which this can be practised in line with IFRSs.

7.4 Interpretation and evaluation of financial information and disclosures

Learners will be able to:

- Explain and communicate to a chosen user group the application of IFRSs and local requirements for a private or public sector entity
- Identify and assess the choice of accounting treatments that may be adopted based on a given scenario explaining how they may affect a usersô understanding of a business
- Identify and assess chosen policies and treatments for a given entity or entities comparing the fairness of presentation and compliance with international and local practice for a private or public sector entity

7.5 Financial and business analysis

Learners will be able to:

- Identify and calculate suitable performance, position and prospect measures using key indicators, financial statement ratios, stock market ratios, comparisons, trend analyses and other representations of relationships that support a meaningful financial and business analysis of a private or public sector entity
- Identify and comment upon limitations of analysis
- Draw conclusions and report on the analysis undertaken from a business perspective

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Tutorials
- Group works
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

Technical knowledge required – Accounting Standards

- Preface to IFRS
- Conceptual Framework for Financial Reporting
- IAS1 Presentation of Financial Statements
- IAS2 Inventories
- IAS7 Statement of Cash Flows
- IAS8 Accounting Policies, Changes in Accounting Estimates and Errors
- IAS10 Events after the Reporting Period
- IAS11 Construction Contracts
- IAS12 Income Taxes
- IAS16 Property, Plant and Equipment
- IAS17 Leases
- IAS18 Revenue
- IAS19 Employee Benefits
- IAS20 Accounting for Government Grants and Disclosure of Government Assistance
- IAS21 The Effects of Changes in Foreign Exchange Rates
- IAS23 Borrowing Costs
- IAS24 Related Party Disclosures
- IAS26 Accounting and Reporting by Retirement Benefit Plans
- IAS27 Consolidated and Separate Financial Statements
- IAS28 Investments in Associates
- IAS29 Financial Reporting in Hyperinflationary Economies
- IAS31 Interests in Joint Ventures
- IAS32 Financial Instruments: Presentation
- IAS33 Earnings per Share
- IAS34 Interim Financial Reporting

- IAS36 Impairment of Assets
- IAS37 Provisions, Contingent Liabilities and Contingent Assets
- IAS38 Intangible Assets
- IAS39 Financial Instruments: Recognition and Measurement
- IAS40 Investment Property
- IAS41 Agriculture
- IFRS1 First-Time Adoption of IFRS
- IFRS2 Share-based Payment
- IFRS3 Business Combinations
- IFRS4 Insurance Contracts
- IFRS5 Non-current Assets Held for Sale and Discontinued Operations
- IFRS6 Exploration for and Evaluation of Mineral Resources
- IFRS7 Financial Instruments: Disclosures
- IFRS8 Operating Segments
- IFRS9 Financial Instruments
- IFRS for SMEs
- IPSASs International Public Accounting Standards
- IFRS International Financial Reporting Standards

1.0 Subject Code and Name: C2 - Auditing and Assurance

2.0 Level: Final Level

3.0 Pre-requisite subject: Auditing Principles and Practices ï B3

4.0 Contact Hours: 120

5.0 Subject Description:
The subject extends the learnersô knowledge by enhancing their expertise in evaluating audit evidence, reporting in complex audit situations as well as managing and executing assurance engagements.

6.0 Principal Learning Outcome:
Apply Auditing and assurance Standards and relevant laws in undertaking and managing auditing and assurance engagements in complex auditing and reporting situations.

7.0 Indicative Contents and Supporting Learning Outcomes

7.1 Legal, regulatory and ethical issues

Learners should be able to:

- Assess and advise on technical, professional and ethical issues that may arise during assurance engagements including evaluation and communication with any party to the engagement
- Identify and select measures and safeguards to deal with ethical threats in relation to an engagement.
- Identify and make judgements upon when it may be appropriate to refer a matter to a more senior colleague or for third party advice or consultation
- Identify and explain the nature and purpose of laws, regulations standards and codes in the context of assurance engagements
- Explain, evaluate and communicate the process and issues in the standard setting process at national and international level
- Evaluate and communicate the interaction between national laws and regulations and the requirements of an assurance engagement
- Evaluate and communicate the differences between different jurisdictions and how the deal with audit issues including national approaches, international approaches and approaches such as the US Sarbanes-Oxley and related requirements for audit
- Identify, evaluate and explain how audits may fail to meet expectations of users
- Identify, evaluate and explain the extent of legal liability including criminal and civil law liability including professional negligence issues and how they can be mitigated

7.2 Accepting engagements and managing assignments

Learners will be able to:

- Analyse and evaluate the issues during the process of obtaining audit work
- Identify and explain the legal, professional and ethical issues during the acceptance of assurance or audit assignments
- Analyse and evaluate the potential issues that determine the nature, scope and extent

of an assurance or audit engagement

- Evaluate and apply appropriate procedures and personnel for management of an assurance or audit engagement
- Evaluate and apply appropriate quality control measures that may be used by a firm and during the course of an assurance or audit engagement
- Analyse and evaluate the extent to which assurance and audit functions within an entity can be used or relied upon
- Evaluate and apply appropriate monitoring and review procedures to effectively manage an audit or assurance engagement
- Identify and explain the purposes and how external monitoring of audit and assurance engagements might operate to ensure firm or engagement quality
- Analyse and evaluate the considerations for an auditor of risk issues identified prior to accepting an engagement
- Analyse and evaluate how engagement terms can be agreed and recorded by an auditor including those agreed with a client and those imposed by laws or regulations

7.3 Planning and undertaking work

Learners will be able to:

- Analyse, evaluate and explain based on a business scenario the areas of a business that may be important to understand to develop an effective strategy or plan
- Analyse and evaluate the techniques available to obtain and effective understanding
- Analyse and evaluate the situations when third party expertise may be required
- Evaluate and communicate the elements of audit risk including inherent risk, control risk and detection risk and their relationship to audit planning of procedures
- Identify and evaluate the components of risk for any assurance engagement
- Evaluate and explain how business process effectiveness may affect an assignment
- Identify and evaluate the risks arising in a business scenario from accounting manipulation, error, fraud or other irregularities
- Identify and evaluate the risks arising in a business scenario from business and financial issues
- Evaluate and apply judgments and measures of materiality in carrying out an audit or assurance engagement
- Evaluate and apply analytical procedures that may be used to plan an audit or assurance engagement
- Analyse and evaluate how risk and materiality judgments affect the planning of an assurance or audit engagement, including the nature, timing and extent of work
- Develop a proposed audit plan with justifications of judgements made based on a business scenario for an audit or assurance engagement including considerations relating to:
  - Materiality decisions
  - Internal control assessments including IT controls
  - Reliance on internal audit, specialists and the work of other auditors
  - Use of client generated data, information and reports
  - Tests of control, substantive procedures including analytical procedures
  - Visits to locations, branches and departments
- Identify and explain appropriate procedures for assurance engagements for corporate social responsibility and sustainability reports

- Identify and explain the differences between assurance engagements and audit engagements for profit and not-for profit entities include those in the public sector
- Specify and explain in accordance with appropriate local legislation and international auditing and assurance standards the steps and procedures for audit and assurance work in the private and public sector.
- Develop and coordinate audit plans for group audits, joint audits, value for money audits as well as public sector audits, special engagements, investigations.
- Identify the needs to use experts, management representations and third parties in an engagement.

7.4 Assessment of risks, internal controls, internal financial controls

Learners will be able to:

- Identify and assess based on a given business and a given scenario the business, reporting and compliance risks in the context of an assurance or audit engagement in the public or private sector
- Communicate advice or a report based on the assessment above
- Evaluate the implementation of a previously suggested control measure and its effectiveness.

7.5 Evaluation of accounting treatments

Learners will be able to:

- Analyse and evaluate, drawing conclusions on the appropriateness of stated accounting treatments in the context of a given business and a given scenario in the public or private sector in an audit assignment based on corporate and other relevant law and generally accepted accounting practice
- Propose alternative accounting treatment in accordance with financial reporting standards where the applied treatment is inappropriate

7.6 Drawing conclusions and reporting

Learners will be able to:

- Analyse, evaluate and propose how issues identified during the course of an assignment may be raised and dealt with in communication with management, directors and those charged with governance including action taken when such issues cannot be agreed
- Identify, apply and explain procedures that may be used and considerations relating to the identification of subsequent events that may require adjustment or disclosure
- Identify, apply and explain procedures that may be used and considerations relating to the identification of risk issues that may require disclosure
- Evaluate and apply quantitative and qualitative judgments based on the results of tests and evidence obtained
- Draw conclusions and advise on the capability to report on an assurance engagement or audit engagement including reporting findings, giving an external audit opinion or dealing with other issues that may require to be included in an audit report
- Draft extracts of a suitable assurance report or management report based on a given scenario and entity

- Draft extracts of a suitable audit report or management report based on a given scenario and entity and in accordance with local law and international standards of accounting and audit
- Evaluate and apply suitable judgements on when it may be appropriate to refer to a specialist in preparing and opinion or report
- Evaluate and apply suitable judgements on when it may be appropriate to withdraw from, withdraw an opinion on or take other such appropriate action on an audit or assurance engagement
- Identify and explain the issues that may be relevant and the nature of report that may be given relating to risk management, internal controls and governance

7.7 Internal Audit in the Public Sector

- Identify and apply International Professional Framework (IPPF) both mandatory and strongly recommended guidance
- Apply the standards and code of ethics
- Apply practice guides and practice advisories
- Evaluate and analyze position papers
- Identify and explain the role of the Internal Auditor General

7.8 External Audit in the Public Sector

- Identify and evaluate the role of the Controller and Auditor General
- Differentiate external audits in the public and private sectors
- Evaluate and explain specific functions of the Controller and Auditor General in the public sector

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Group works
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

Technical knowledge requirements - International Standards on Auditing

- ISA 200 Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with International Standards on Auditing
- ISA 210 Agreeing the Terms of Audit Engagements
- ISA 220 Quality Control for an Audit of Financial Statements
- ISA 230 Audit Documentation
- ISA 240 The Auditorôs Responsibilities Relating to Fraud in an Audit of Financial Statements
- ISA 250 A Consideration of Laws and Regulations in an Audit of Financial Statements
- ISA 250 The Auditorôs Right and Duty to Report to Regulators in the Financial Sector
- ISA 260 Communication with Those Charged with Governance

- ISA 265 Communicating Deficiencies in Internal Control to Those Charged with Governance and Management
- ISA 300 Planning an Audit of Financial Statements
- ISA 315 Identifying and Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment
- ISA 320 Materiality in Planning and Performing an Audit
- ISA 330 The Auditorôs Responses to Assessed Risks
- ISA 402 Audit Considerations Relating to an Entity Using a Service Organisation
- ISA 450 Evaluation of Misstatements Identified during the Audit
- ISA 500 Audit Evidence
- ISA 501 Audit Evidence - Specific Considerations for Selected Items
- ISA 505 External Confirmations
- ISA 510 Initial Audit Engagements - Opening Balances
- ISA 520 Analytical Procedures
- ISA 530 Audit Sampling
- ISA 540 Auditing Accounting Estimates, Including Fair Value Accounting Estimates and Related Disclosures
- ISA 550 Related Parties
- ISA 560 Subsequent Events
- ISA 570 Going Concern
- ISA 580 Written Representations
- ISA 600 Special Considerations ï Audits of Group Financial Statements (including the Work of Component Auditors)
- ISA 610 Using the Work of Internal Auditors
- ISA 620 Using the Work of an Auditorôs Expert
- ISA 700 The Auditorôs Report on Financial Statements
- ISA 705 Modifications to the Opinion in the Independent Auditorôs Report
- ISA 706 Emphasis of Matter Paragraphs and Other Matter Paragraphs in the Independent Auditorôs Report
- ISA 710 Comparative Information ï Corresponding Figures and Comparative Financial Statements
- ISA 720 The Auditorôs Responsibility Relating to Other Information in Documents Containing Audited Financial Statements
- ISA 720 The Auditorôs Statutory Reporting Responsibility in Relation to Directorsô Reports
- ISA 800 Special Considerations ï Audits of Financial Statements prepared in Accordance with Special Purpose Frameworks
- ISA 805 Special Considerations ï Audits of Single Financial Statements and Specific Elements, Accounts or items of a Financial Statement
- ISA 810 Engagements to Report on Summary Financial Statements

International Auditing Practice Statements (IAPSs)

- IAPS 1000 Inter-bank Confirmation Procedures
- IAPS 1004 The Relationship Between Banking Supervisors and Banksô External Auditors
- IAPS 1006 Audits of the Financial Statements of Banks

- IAPS 1010 The Consideration of Environmental Matters in the Audit of Financial
- Statements
- IAPS 1012 Auditing Derivative Financial Instruments
- IAPS 1013 Electronic Commerce: Effect on the Audit of Financial Statements

International Standards on Review Engagements (ISREs)

- ISRE 2400 Engagements to Review Financial Statements
- ISRE 2410 Review of Interim Financial Information Performed by the Independent Auditor of the Entity

International Standards on Assurance Engagements (ISAEs)

- ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information
- ISAE 3400 The Examination of Prospective Financial Information
- ISAE 3402 Assurance Reports on Controls at a Service Organisation

International Standards on Related Services (ISRSs)

- ISRS 4400 Engagements to Perform Agreed-upon Procedures Regarding Financial Information
- ISRS 4410 Engagements to Compile Financial Statements
- IFAC Statements
- ISQC1 Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services
- IFAC Code of Ethics for Professional Accountants
- International Professional Practices Framework
- Mandatory Guidance (International Standards, Code of Ethics)
- Strongly Recommended Guidance (Position Papers, Practice Advisories, Practice Guides)
- The Public Finance Act 2001 (R.E 2004)
- The Public Audit Act 2008
- Busara E., Financial Analysis, Auditing & Governance, WAPO Press, Dar es Salaam, 2012.

1.0 Subject Code and Name: C3-Business and Corporate Finance

2.0 Level: Professional Level

3.0 Pre-requisite subject: Financial Management – B1

4.0 Contact Hours: 120 hours

5.0 Subject Description

The subject provides knowledge and skills in business and corporate finance theories, concepts, and analytical frameworks, and their uses in evaluating and assessing business strategies, in evaluating business and finance options and in managing risk exposures.

6.0 Principal Learning Outcome:

Apply business and financial theories, concepts and analytical frameworks, in evaluating and assessing business strategy, business and financing options as well as financial engineering products and provide advice based on such assessments.

7.0 Indicative Content and Supporting Learning Outcomes

7.1 Business strategy

7.1.1 Strategic analysis

Learners will be able to:

Evaluate and apply making assessments and giving advice based on business scenarios using:

- PEST analysis
- Five forces analysis
- Boston consulting group model
- Competitor analysis
- Resource analysis
- Value chain analysis
- SWOT analysis
- Practical gap analysis
- Porterôs competitive advantage
- Benchmarking approaches
- Ansoffôs matrix
- Balanced scorecard approaches
- Strategic risk analysis

7.1.2 Strategic choice

Learners will be able to:

Evaluate and apply making assessments of options and giving advice based on business scenarios using:

- Extended strategic analysis
- Financial and operational data analysis
- Stakeholder analysis
- Corporate social responsibility and sustainability choices
- Formulation of strategic plans

7.1.3 Strategic implementation

Learners will be able to:

Evaluate and assess strategic implementation options giving advice based on business scenarios using:

- Business plans
- Resource plans
- Organisational plans
- Information and technology plans
- Change management plans
- Project management tools to support implementation

7.2 Business analysis

Learners will be able to:

Evaluate and assess the value of businesses and shareholder value giving advice based on business scenarios using:

- Dividend yield based valuation techniques
- Price earnings ratio based valuation techniques
- Discounted cash flow based valuation techniques
- Asset based and net asset based measures of value
- Options based techniques
- Value based management
- Shareholder value analysis
- Short and long term growth rates and terminal values
- Economic profit methods
- Cash flow return on investment
- Total shareholder return
- Market value added

7.3 Financial analysis

This topic imparts knowledge and skills required to evaluate and assess the cost of capital of a firm, perform portfolio analysis and evaluate bonds based on business scenarios.

7.3.1 Cost of capital techniques

Learners will be able to:

- Compute the cost of equity, debt, preference shares, bank finance, convertibles and public sector discount rates of businesses and projects
- Determine the weighted average cost of capital for businesses and projects and the international cost of capital

7.3.2 Portfolio theory

- Determine efficient portfolios, efficient frontiers and feasible portfolios
- Describe the concepts of risk aversion, capital allocation line and indifference curves
- Determine optimal portfolios and efficient frontiers
- Derive asset pricing models ï the capital assets pricing model (CAPM) and arbitrage pricing theory (APT)

7.3.3 Bond analysis

- Evaluate prices of bonds using net present values
- Develop an understanding of yields, yields to maturity, duration and price volatility, term interest rates, corporate borrowing and default risk
- Perform bond refund analysis

7.4 Financing

This topic imparts knowledge and skills to evaluate and assess financing options for a business giving advice based on business scenarios including short term sources of financing, issues of new capital, gearing and capital structure, dividend policy and working capital management

7.4.1 Short, medium and long term alternatives

Learners will be able to:

- Describe compare and contrast short term sources of finance ï overdraft, trade credit, factoring, bills of exchange, and acceptance credit.
- Describe, compare and contrast forms of medium term sources of finance ï term loan, hire purchase, and leasing

7.4.2 Issues of new capital

Learners will be able to:

- Differentiate the various features of corporate securities ï equity, debt and hybrid securities (both initial public offerings and seasoned equity offerings)
- Identify the advantages and disadvantages of each type of security as a method of raising the capital required by the corporation
- Describe the processes involved in issuance of corporate securities and discuss the choice and roles of investment advisers in the processes.
- Estimate the cost of new issues
- Estimate the value of hybrid securities (convertible debentures and warrants)
- Analyse the effects of issuing each of such securities on the share price and discuss the available empirical evidence

7.4.3 Gearing and capital structure

Learners will be able to:

- Define and measure operational gearing
- Define and measure financial gearing
- Determine the implications of debt financing on the return to shareholders under various financing alternatives using both EBIT-EPS and ROI-ROE analyses
- Discuss the issues that must be kept in mind when determining optimal/target capital structure of a firm

7.4.4 Dividend policy

Learners will be able to:

- Describe the alternative dividend policies that companies can operate and their significance
- Discuss the various arguments put forward by different schools of thought about dividend policy ï dividend irrelevance, dividend relevance, mid-roaders schools as well as the role of market imperfections in the debate

- Compute and interpret share price under the models representing each school of thought
- Examine the factors which determine a companyôs dividend policy, with some reflections on the evidence in Tanzanian market and beyond
- Discuss the alternatives to cash dividends such as bonus shares, share repurchases, and script dividend showing the advantages and disadvantages of each alternative

7.4.5 Working capital management

Learners will be able to:

- Demonstrate understanding of the principles underlying effective management of working capital
- Describe the different working capital policies and the impact of each on the profitability and liquidity position of the business
- Identify the determinants of the working capital policy of businesses
- Estimate the working capital requirements of a firm
- Decide on the level of inventory and when to order
- Determine credit policy variables and their impact on the wealth of the shareholders as well as managing collections
- Determine the optimal cash balance and its effects on the profitability-liquidity position of the firm (Baumolôs and Miller-Orr Models)

7.5 Financial engineering and planning

This topic will introduce learners to financial engineering and derivative products with the aim of giving them knowledge and skills to evaluate and assess financial and planning options for a business giving advice based on business scenarios including the use of futures, options, swaps and to determine their values.

7.5.1 Futures, options and swaps

Learners will be able to:

- Identify the various features of interest rate futures, interest rate options, interest rate forward contracts and interest rate swaps
- Determine the prices of interest rate futures, interest rate options, interest rate forward contracts and interest rate swaps
- Advise on hedging strategies using interest rate futures, interest rate options, interest rate forward contracts and interest rate swaps

7.5.2 Foreign exchange planning

Learners will be able to:

- Evaluate and assess financial and planning options for a business giving advice based on business scenarios using exchange rate determinants and risks
- Evaluate and assess financial and planning options for a business giving advice based on business scenarios using forward contracts
- Evaluate and assess financial and planning options for a business giving advice based on business scenarios using money market cover
- Evaluate and assess financial and planning options for a business giving advice based on business scenarios using currency options
- Evaluate and assess financial and planning options for a business giving advice based on business scenarios using Currency swaps

7.5.3 Option values

Learners will be able to:

- Define time and intrinsic value of an option contract
- Identify the boundary conditions of options and explain their implications for the determination of option values
- Apply the Black-Scholes option pricing, Binomial option pricing and real option models to determine the value of an option contract
- Discuss the factor that influence the price/value of option contracts
- Describe the relationship between call and put prices (call-put parity) and its implications
- Develop hedging strategies based on options

7.6 Managing risk

- Identify and explain the financial risks of a business based on a given scenario, data and information
- Explain how financial instruments such as hedging and derivative products may be used to manage risks and the nature of such products
- Identify and explain the alternative approaches to managing interest rate exposure based on a given scenario, data and information evaluating the costs of basic hedging arrangements
- Identify and explain the alternative approaches to managing currency rate exposure based on a given scenario, data and information evaluating the costs of basic hedging arrangements

8.0 Learning Context:

- Lecturing
- Class room discussions
- Group works
- Individual assignments
- Surfing/browsing various online journal databases

9.0 Learning materials

- Arnold, G. (2008). Corporate financial management. 4th edition. Harlow: FT Prentice Hall.
- Campbell, D. Edgar, D. and Stonehouse, G. (2011). Business strategy: An introduction. 3rd edition. London: Palgrave Macmillan
- Grant, R. M. (2007), Contemporary strategy analysis. 6edtion. Oxford: John Willey & Sons
- Henry, A. (2008), Understanding strategic management. New York: Oxford University Press.
- Kolb, R.W. and Overdhall, J. A. (2007), Futures, options and swaps. 5th edition. Oxford: Blackwell Publishing.
- Porter, M.E. (2004), Competitive strategy: techniques for analyzing industries and competitors. New York; London: Free PressRoss, S.A., Westerfield, R.W. and Jaffe, J. (2010), Corporate finance. 9th edition. New York: McGraw Hill ï Higher Education.

- Srivastava, R. and Misra, A. (2010), Financial Management. 6th impression. New Delhi: Oxford University Press.
- Watson, D. and Head, A. (2010), Corporate Finance: Principles and practice. 5th edition. Harlow: FT Prentice Hall ï Pearson Education Ltd.
- Zanini, A.B. (2011), Strategic analysis: Processes and tools. New York: Routledge.

1.0 Subject Code and name: C4 Public Finance and Taxation II

2.0 Level: Final Level

3.0 Pre-requisite subject: Public Finance and Taxation I

4.0 Contact Hours: 120

5.0 Subject Descriptions

Public Finance and Taxation II deepens and broadens studentôs capabilities in the areas of public finance and taxation, enabling them to manage Public Finance and Taxation Affairs both in the public sector and in the private sector. Graduating students are especially expected to take an active role in policy analysis affairs, influencing compliance with taxes and administering tax laws.

6.0 Principal Learning Outcome

Apply knowledge of public finance, tax laws and principles in the performance of tax Public Finance policy analysis and evaluation, managing the tax affairs of entities, and administering compliance with the tax laws; both in the public sector and in the private sector.

7.0 Subject content and competences

7.1 Public Finance

7.1.1 Introduction to Public Finance and the role of the Public Sector

Learners will be able to:

- Explain the nature of public finance
- Explain nature of the public sector and different levels of government
- Discuss the rationale for government intervention in the economy
- Discuss the economic functions of the government (allocation function, distribution function and stabilization function)

7.1.2 Public Sector and the National Economic Accounts

Learners will be able to:

- Describe the role of the public sector in the circular flow of income and expenditure
- Analyse the national income accounts
- Identify the role of the government in GNP and NI

7.1.3 Public Expenditure Policy

Learners will be able to:

- Describe the institutions and instruments involved in implementation of expenditure policy (executive, parliament, audit)
- Analyze the classification of government expenditure
- Identify the principles of assigning expenditure across different levels of government
- Examine factors affecting size and growth public expenditure

- Apply the decision rules in project evaluation under different budget scenarios (budget size fixed, budget size variable, lumpy projects)

7.1.4 Government Budget

Learners will be able to:

- Compare and contrast the different budget policies(balanced, deficit, surplus budgeting)
- Discuss the approaches to financing of government budget deficit

7.2 Taxation (Theory and Policy)

7.2.1 Theoretical concepts of taxation

Learners will be able to:

- Explain the nature and essence of taxation
- Identify the factors distinguishing a tax from other sources of government revenue
- Discuss the approaches to classification of taxes
- Evaluate the requirements of ña goodò tax system
- Explain ñoptimal taxationò theory

7.2.2 Theories of tax distribution

Learners will be able to:

- Explain the Benefits theory
- Explain the Sacrifices theory
- Explain the Ability to pay theory

7.2.3 Approaches to Tax Equity

Learners will be able to:

- Assess the application of the Benefit Principle
- Assess application of the ability to pay principle (horizontal equity and vertical equity)

7.2.4 Tax and Expenditure Incidence: concepts and Principles

Learners will be able to:

- Explain nature of Tax Burden
- Differentiate the concepts of Incidence (Statutory incidence, Economic incidence, Tax shifting; and absolute/differential incidence)
- Differentiate between specific taxes and ad valorem taxes
- Apply principles of incidence in competitive markets
- Apply principles of incidence in environment without perfect competition

7.2.5 Taxation and economic efficiency

Learners will be able to:

- Explain Effect of taxes borne by consumers
- Explain Effects of taxes borne by producers
- Explain Effect of taxation of savings
- Explain Effect of taxes on labour

7.2.6 Tax Policy concepts

Learners will be able to:

- Describe the nature of Tax Policy
- Identify Objectives of Tax Policy
- Describe the relationship between Tax Policy, Tax Law and Tax Administration
- Explain the relationship between Tax policy, Tax Revenue, and Tax Reform

7.3 Tax Law and Practice

7.3.1 General Principles

Learners will be able to:

- Describe the sources of Tax Law in Tanzania
- Identify the General Rules of Interpretation of Tax Law (for statute and decided cases)
- Describe application of Regulations, Rules, Orders and Practice Notes
- Explain the relationship between Taxation and governance
- Identify the limits of taxing powers
- Describe the relationship between Taxation and democracy

7.3.2 History of Taxation

Learners will be able to:

- Outline the General History of Taxation
- Explain the History of taxation in Tanzania

  - Pre-colonial, colonial,
  - Post-independence system after the Arusha Declaration,
  - Taxation after liberalization to the present day

7.3.3 Income Taxation

7.3.3.1 Basic Provisions of the Income Tax Act (An over view)

Learners will be able to:

- Determine residential status of taxpayers
- Calculate total income
- Calculate employment income
- Calculate business income
- Calculate investment income
- Prepare tax returns and statement of estimated tax

7.3.3.2 Taxation of Non Residents, Investment and Holding Companies

Learners will be able to:

- Describe the concept of Permanent Establishments
- Calculate Tax Liability in relation to Permanent Establishments
- Describe the concept of Related Parties as applied in income taxation
- Discuss the approaches to provision of Foreign Tax Relief

7.3.3.3 Taxation of Multinational Corporations

Learners will be able to:

- Explain the concept of Multinational Corporation
- Differentiate between Tax Avoidance and Tax Planning
- Identify the instruments used by Multinational corporations in Tax Planning
- Explain the transfer pricing problem
- Discuss the standards and methods used in setting transfer prices that are acceptable for taxation purposes

7.3.3.4 Double Taxation Treaties

Learners will be able to:

- Explain the nature and history of Double Taxation Treaties
- Describe the functions of Double Taxation Treaties

7.3.3.5 Taxation of Specialized Industries

Learners will be able to:

- Calculate tax liability for Insurance businesses (Payment received from Insurance Company, Insurance monies received by death of expert adviser, Accident Insurance Recovery)
- Calculate tax liability for banks
- Calculate tax liability for mining companies
- Calculate tax liability for pension funds (proceeds and deductions)

7.4 Settlement of Tax Disputes

Learners will be able to:

- Explain Handling of Tax objections in Tanzania
- Elucidate Tax Revenue Appeals system in Tanzania
- Compare and contrast the work of Tax Appeals Board and that of Appeals Tribunal

7.4 Recent Reforms in the Tanzanian Taxation System

Learners will be able to:

- Discuss tax reforms made within 12 months

8.0 Learning Context:

- Lecturing
- Classroom discussions
- Guest speaker
- Group works
- Case studies
- Individual assignments
- Surfing/browsing (Web based materials)

9.0 Learning materials

- Musgrave A. and Musgrave P. (1989), Public Finance in Theory and Practice 5th ed,McGraw-Hill, New York, Chapters 1, 2,4,8,9,12,13,14 and 16
- Stiglitz J. E. (2000), Economics of the Public Sector 3rd ed, W.W. Norton & company Inc., New York, Chapters 1,6,10,17 and 18
- Nightingale K.(2002), Taxation Theory and Practice, Pearson Education Limited, Edinburgh, Chapters 1 and 6
- Ongwamuhana K.(2011), Tax compliance in Tanzania: Analysis of law and Policy Affecting Taxpayer Compliance, Mkuki Na Nyota Publishers, Dare-es-salaam, Chapter
- Luoga F.D. A (2000), A Source book of Income Tax Law in Tanzania, Dup(1996) ltd, Dar-es-salaam, Chapters 1 and 2
- The United Republic of Tanzania (1997), VAT Act 1997, Government Printers, Dar-es-salaam
- The United Republic of Tanzania (2004), Income Tax Act 2004, Government Printers, Dar-es-salaam
- East African Community (2004), Customs Management Act 2004, Government Printers, Dar-es-salaam

1.0 Syllabus weightings

1.1 Foundation

1.1.1	**Quantitative techniques**		
	1.1.1.1	**Calculus and the theory of the firm**	**15%**
	1.1.1.2	**Linear regression and correlation analysis**	**10%**
	1.1.1.3	**Time series and forecasting**	**10%**
	1.1.1.4	**Probability**	**10%**
	1.1.1.5	**Random variable, probability distribution and elements of decision analysis**	**10%**
	1.1.1.6	**Estimation**	**5%**
	1.1.1.7	**Hypothesis testing**	**10%**
	1.1.1.8	**Linear programming**	**15%**
	1.1.1.9	**Inventory planning and control**	**10%**
	1.1.1.10	**Simulation**	**5%**
1.1.2	**Business and management**		
	1.1.2.1	**Business purpose and objectives**	**5%**
	1.1.2.2	**Entity type and choices**	**5%**
	1.1.2.3	**Business and organisational structures and choices**	**5%**
	1.1.2.4	**The business environment**	**10%**
	1.1.2.5	**Business planning**	**10%**
	1.1.2.6	**Business functions, activities and processes**	**10%**
	1.1.2.7	**Basics of business finance and financial markets**	**10%**
	1.1.2.8	**Management, individual and organisational behaviour**	**10%**

1.1.2.9	Basic concepts of competitive advantage	10%
1.1.2.10	Basic models for business analysis	10%
1.1.2.11	Basics governance, sustainability, corporate social responsibility and ethics	10%
1.1.2.12	The role of professional accountants in business and society	5%
1.1.3	Accounting	
1.1.3.1	Introduction to accounting included below	
1.1.3.2	Recording business transactions	25%
1.1.3.3	Preparation of trial balance included below	
1.1.3.4	Adjustments to account balances and financial statements	25%
1.1.3.5	Introduction to financial statements	5%
1.1.3.6	Preparation of financial statements in accordance with IFRS	35%
1.1.3.7	Preparation of financial statements for not for profit entities	5%
1.1.3.8	Preparation of accounts from incomplete records	5%
1.1.4	Business information	
1.1.4.1	Costing	20%
1.1.4.2	Forecasting and budgeting	20%
1.1.4.3	Decision-making	25%
1.1.4.4	Performance measurement and management	25%
1.1.4.5	Information, information technology and information systems	10%
1.1.5	Business law	
15.1.5.1	Sources of law and legal system (share with 3 below)	5%
15.1.5.2	Company law and insolvency	40%
15.1.5.3	Introduction to ethics and ethical codes (share with 1 above)	-
15.1.5.4	Theft, fraud and forgery (share with 5 below)	10%
15.1.5.5	Bribery and allied offences (share with 4 above)	-
15.1.5.6	Money laundering (share with 4 above)	-
15.1.5.7	Civil law for professional accountants	10%
15.1.5.8	Nature and characteristics of agency	10%
15.1.5.9	Negotiable instruments	5%
15.1.5.10	Torts and liability	10%
15.1.5.11	Employment law	5%
15.1.5.12	Introduction to public procurement	5%

1.2 Intermediate

1.2.1	Financial management	
1.2.1.1	Introduction to the corporate financial decision-making environment included below	
1.2.1.2	Principles of valuation	20%
1.2.1.3	Investment decisions	25%
1.2.1.4	Financing decisions	25%
1.2.1.5	Dividend policy	10%
1.2.1.6	Working capital management	10%
1.2.1.7	Financial planning and forecasting	10%
1.2.2	Financial accounting	
1.2.2.1	Introduction to financial accounting included below	
1.2.2.2	Accounting and reporting concepts, frameworks and practices	5%
1.2.2.3	Accounting concepts and financial statements	5%
1.2.2.4	Preparing single entity and single company financial statements	45%
1.2.2.5	Preparing consolidated financial statements	35%
1.2.2.6	Financial statement analysis and evaluation	10%

1.2.3	**Auditing principles and practice**		
	1.2.3.1	**Objectives process and need for external audit and assurance**	**20%**
	1.2.3.2	**The nature and use of internal controls**	**15%**
	1.2.3.3	**The nature of audit evidence and the selection of appropriate evidence**	**30%**
	1.2.3.4	**Professional ethics, public interest, fundamental objectives, threats and safeguards**	**20%**
	1.2.3.5	**Basics of assurance reports, identifying and explaining the content and the different types and when they may be used**	**5%**
	1.2.3.6	**Public sector auditing**	**10%**
1.2.4	**Public finance and taxation I**		
	1.2.4.1	**Public Finance**	**10%**
		Public expenditure	**10%**
		Government revenue	
	1.2.4.2	**Taxation**	
		Tax law	**10%**
		Income tax	**40%**
		VAT and direct	**20%**
		Customs and excise duty	**10%**
1.2.5	**Performance management**		
	1.2.5.1	**Cost accounting techniques**	**25%**
	1.2.5.2	**Decision-making techniques**	**25%**
	1.2.5.3	**Budgetary planning and control**	**15%**
	1.2.5.4	**Variance analysis**	**10%**
	1.2.5.5	**Performance measurement and control**	**25%**
1.2.6	**Management, governance and ethics**		
	1.2.6.1	**Management**	**50%**
	1.2.6.2	**Governance**	**25%**
	1.2.6.3	**Ethics**	**25%**

1.3 Final

1.3.1 Corporate reporting

1.3.1.1	**The reporting framework, GAAP and current issues**	**5%**
1.3.1.2	**Selecting, assessing and presenting suitable accounting policies**	**20%**
1.3.1.3	**Preparing and reporting information for financial statements and notes**	**25%**
1.3.1.4	**Interpretation and evaluation of financial information and disclosures**	**25%**
1.3.1.5	**Financial and business analysis**	**25%**

1.3.2 Auditing and assurance

1.3.2.1	**Legal, regulatory and ethical issues**	**20%**
1.3.2.2	**Accepting engagements and managing assignments**	**10%**
1.3.2.3	**Planning and undertaking work**	**25%**
1.3.2.4	**Assessment of risks, internal control and internal financial control**	**20%**
1.3.2.5	**Evaluation of accounting treatments**	**10%**
1.3.2.6	**Drawing conclusions and reporting**	**15%**

1.3.3 Business and corporate finance

1.3.3.1	**Business strategy**	**30%**
1.3.3.2	**Business analysis**	**15%**
1.3.3.3	**Financial analysis**	**15%**
1.3.3.4	**Financing**	**20%**
1.3.3.5	**Financial engineering and planning**	**15%**
1.3.3.6	**Managing risk**	**5%**

1.3.4 Public finance and taxation II

1.3.4.1	**Public finance**	**30%**
1.3.4.2	**Taxation theory and policy**	**20%**
1.3.4.3	**Tax law and practice**	**50%**

Paper formats

1.4 Foundation Level

1.4.1 A1 - Quantitative techniques
2 conventional questions of 20 marks each
30 multiple choice questions of 2 marks each

1.4.2 A 2 - Business and management
2 conventional questions of 20 marks each
30 multiple choice questions of 2 marks each

1.4.3 A3 - Accounting
3 conventional question of 20 marks
20 multiple choice questions of 2 marks each

1.4.4 A4 - Business information
3 conventional question of 20 marks
20 multiple choice questions of 2 marks each

1.4.5 A 5 - Business law
5 conventional questions of 20 marks each
Students choose 5 from 7

1.5 Intermediate Level

1.5.1 B1 - Financial management
1.5.2 B2 - Financial accounting
1.5.3 B3 - Auditing principles and practice
1.5.4 B4 - Public finance and taxation I
1.5.5 B5 - Performance management
1.5.6 B6 - Management, governance and ethics
ALL papers 5 conventional questions of 20 marks each.
One question will be compulsory in section A.
ALL papers give a choice of 4 from 6 in section B.

1.6 Final Level

1.6.1 C1 - Corporate reporting
1.6.2 C2 - Auditing and assurance
1.6.3 C3 - Business and corporate finance
1.6.4 C4 - Public finance and taxation II
ALL papers to consist of a section A comprising 1 compulsory conventional question of 40 marks covering a range of syllabus content followed by in section B a choice of 3 questions of 20 marks each chosen from 5 questions. In the case of Corporate Reporting the compulsory question will be a consolidated financial statements question.

The NBAA Professional Qualified Accountant

A rounded business professional capable of contributing real value in business management and who is a professional accountant with the core values that enable him to act in the public interest as well as the interest of his employer or client and possessing the competences that include sound knowledge and the higher value technical skills expected of a finance professional.

Nature of questions at the three levels

- Å At the lowest level questions in an examination will provide straightforward and structured data and information.
- Å At the next level questions will have straightforward but more complex data and information set in a more practical context. There will be no objective testing questions.
- Å At the professional level there will be scenarios that are more professionally challenging asking for development of professional advice.