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## ACCA F1 知识课程

Accountant in Business (AB)

商业中的会计师 第十九讲

ACCA Lecturer: Tom Liu





# Personal Effectiveness and Communication

## *Topics*

- 1 Time management
- 2 The role of information technology
- 3 Ineffectiveness at work
- 4 Competence frameworks and personal development
- 5 Conflict
- 6 Communication in the workplace
- 7 Formal communication processes
- ~~8 Informal communication channels~~
- ~~9 Barriers to communication~~
- ~~10 Communication methods~~



# Time management

Time management is the process of allocating time to tasks in the most effective manner.

Effective time management involves attention to:

- Goal or target setting
- Focus
- Action planning
- Urgency
- Prioritising
- Organisation



# Time management

- Goal or target setting
  - Specific
  - Measureable
  - Attainable
  - Realistic
  - Time-bounded
- Organisation

An ABCD method of in-tray management. Resolve to take one of the following approaches.

  1. Act on the item immediately
  2. Bin it, if you are sure it is worthless, irrelevant and unnecessary
  3. Create a definite plan for coming back to the item: get it on your schedule, timetable or 'to do list'
  4. Delegate it to someone else to handle



# Time management

- Prioritisation ( 优先顺序 )
  - The relative consequences of timely or untimely performance
  - Importance
  - Dependency of other people on completion of the task(s)
  - Urgency
  - Defined deadlines, timescales and commitments



# The role of information technology

- The effect of office automation on business
  - Routine processing ( 常规处理大批量的数据 )
  - The paperless office ( 无纸化办公 )
  - Management information ( 有大量的管理信息可用 )
  - Organisation structure ( 公司规模扩大和扁平化 )
  - Customer service ( 电子客服 )
  - Homeworking or remote working ( 家庭化办公 )



# Ineffectiveness at work

- Effects on the organisation
  1. Potential problems are not identified and so no countermeasures can be taken in time to prevent the problem arising
  2. Problems are not dealt with as they arise
  3. Deadlines are not met
  4. Customers are angry and go elsewhere



# Competence frameworks and personal development

- Competence frameworks :  
A competence framework sets out what an employee should **be able to do** and what the employee **ought to know**.
- **Coaching** is an approach whereby a trainee is put under the guidance of an experienced employee who shows the trainee how to perform tasks.
- **Mentoring** is a long-term relationship in which a more experienced person acts as a teacher, counsellor, role model, supporter and encourager to another person with the aim of fostering the individual's personal and career development.
- **Counselling** can be defined as 'a purposeful relationship in which one person helps another to help himself.
- **A personal development plan** is a clear developmental action plan for an individual which incorporates a wide set of developmental opportunities, including formal training.





# Conflict

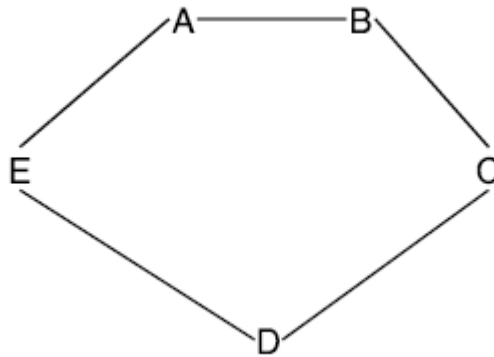
- Managing your own interpersonal conflicts
  1. Communicate
  2. Negotiate
  3. Separate



# Communication in the workplace

- Communication patterns (or networks)

(a) The circle. Each member of the group could communicate with only two others in the group, as shown.





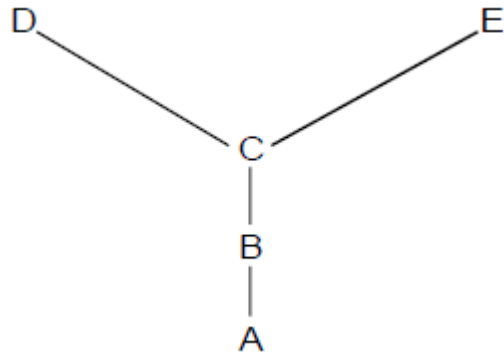
# Communication in the workplace

- Communication patterns (or networks)

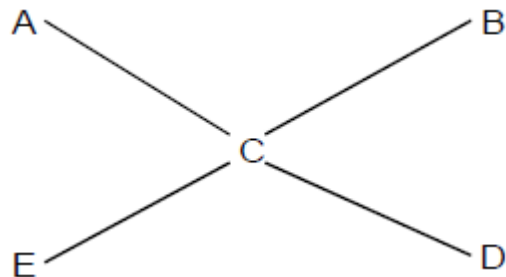
(b) The chain

A — B — C — D — E

(c) The 'Y'



(d) The wheel

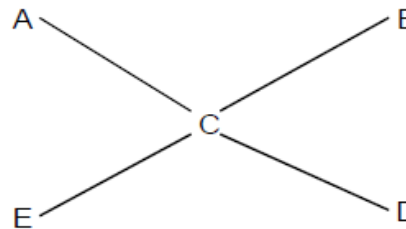
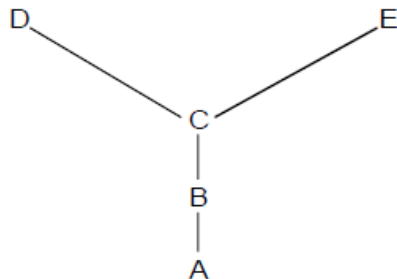
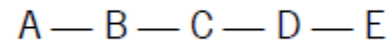
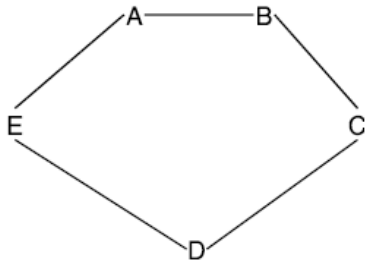




# Communication in the workplace

- Communication patterns (or networks)

	Wheel	Y	Chain	Circle
Speed of problem-solving	Fastest	2nd fastest	3rd fastest	Slowest
Leader	C	C	C (less so than wheel and Y)	None emerged
Job satisfaction	Lowest	3rd highest	2nd highest	Highest(?)





# Communication in the workplace

- Data is the **raw material** for data processing. Data consists of numbers, letters and symbols and relates to facts, events and transactions.
- Information is data that has been processed in such a way as to be **meaningful to the person** who receives it.
- The qualities of good information
  - Accurate
  - Complete
  - Cost-beneficial
  - User targeted
  - Relevant
  - Authoritative ( 来源可靠 )
  - Timely
  - Easy to use



# Formal communication processes

- Effective communication
  1. Directed to appropriate people
  2. Relevant to their needs.
  3. Accurate and complete
  4. Timely.
  5. Flexible ( 沟通方式灵活 )
  6. Effective in conveying meaning ( 能被接收人理解 )
  7. Cost effective

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# Thank You!

