

STRATEGY, GOVERNANCE AND LEADERSHIP

SYLLABUS CHART



Strategy, Governance and Leadership – Paper 14



Management and Information Systems– Paper 4

OVERALL AIM

To equip the learner with skills to evaluate and report on matters of strategy, governance and leadership in organisations

LEARNING OUTCOMES

On completion of this course, the learner should be able to:

	Learning outcomes	K	C	A	An	S	E
1.	Assess the strategies adopted by organisations				✓		
2.	Evaluate the marketing mix						✓
3.	Assess the human resource management function				✓		
4.	Report on strategic options available to organisations					✓	
5.	Report on strategic management practices in organisations					✓	
6.	Analyse contemporary management issues				✓		
7.	Develop strategic plans for organisations			✓			
8.	Evaluate the organisational development process						✓
9.	Evaluate the challenges facing businesses						✓
10.	Evaluate business opportunities						✓
11.	Evaluate business plans						✓
12.	Evaluate the role of information systems in supporting business						✓

LEVEL OF ASSESSMENT

The examination will test the ability of the learner to apply, analyse, synthesise and evaluate strategy, leadership and governance issues in organisations

EXAMINATION STRUCTURE

There will be a three-hour examination comprising sections A and B. Section A will comprise one compulsory question of 50 marks. Section B will comprise three questions of 25 marks each, of which the candidate will be required to attempt any two

DETAILED SYLLABUS

A. STRATEGIC MANAGEMENT

1. Introduction to strategic management
 - (a) Strategic management concept, scope, framework
 - (b) Nature and importance of strategic management
 - (c) The strategic planning framework
2. Strategic management process
 - (a) Evaluation of internal and external organisational environment using various frameworks
 - (b) Assessment of the external environment using frameworks including:
 - (i) The Political, Economic, Social, Technological, Legal and Environmental (PESTLED) Model
 - (ii) The Five Forces Model
 - (c) Assessment of the internal organisational competences using a range of frameworks, including:
 - (i) Resource audit
 - (ii) Functional structure
 - (iii) Strategic gap analysis
 - (iv) The Boston Consulting Group (BCG) growth-share matrix
 - (v) General Electric Grid
 - (vi) Product profitability analysis
 - (vii) Product lifecycle analysis
 - (viii) Value chain analysis
 - (ix) Financial analysis
 - (x) Benchmarking
 - (xi) Break-even analysis
 - (xii) Balanced Score Card

- (xiii) Customer profitability analysis
- (xiv) The Generic Strategies model
- (d) Situational analysis:
 - (i) Evaluation of key success factors to organisational success
 - (ii) Competitive advantage: its sources and sustainability
 - (iii) Strengths, weaknesses, opportunities and threats (SWOT) analysis
 - (iv) Current strategy with focus on positives, negatives and likelihood of success
 - (v) Usefulness of models in gaining competitive advantage: SWOT analysis, Five Forces model, Value chain analysis and Generic strategies
 - (vi) BCG matrix
- 3. Shaping a strategy:
 - (a) Importance of vision and mission; developing a strategic vision and mission
 - (b) Need for objectives; qualities of objectives
 - (c) Importance of strategies in improving organisational performance
 - (d) Need for a corporate strategy, business strategy and functional strategy
 - (e) Evaluation of strategies:
 - (i) Generic strategies (cost leadership, differentiation and focus)
 - (ii) Directional strategies (growth, stability and retrenchment)
 - (iii) Ansoff's product/ market matrix (product development, market development, market penetration and diversification (related or unrelated))
 - (f) Restructuring:
 - (i) Retrenchment and divestiture
 - (ii) Business process re-engineering
 - (iii) Strategic alliances (joint ventures, licensing, franchising)
 - (iv) Corporate restructuring and turnaround
 - (g) Multinational strategies (exportation, licensing, green field development)
 - (h) Diversification; importance of diversification

4. Evaluation and choice of strategies
 - (a) Evaluation of the appropriateness of strategies based on:
 - (i) Suitability
 - (ii) Feasibility
 - (iii) Acceptability
 - (iv) Competitive advantage
 - (b) Strategic analysis
5. Strategy implementation
 - (a) Organisational aspects that affect strategy implementation:
 - (i) Structure
 - (ii) Policies and procedures
 - (iii) Support systems
 - (iv) Budgets
 - (v) Rewards and incentives
 - (vi) Corporate culture
 - (vii) Ethics and values
 - (viii) Best practices
 - (ix) Social responsibility
 - (x) Strategic leadership
 - (b) Failure of strategy implementation and remedies
6. Strategic control
 - (a) Need for strategic control
 - (b) Forms of control
 - (c) The control cycle
 - (d) Performance measurement; appropriate key performance indicators (qualitative and quantitative)
 - (e) Use of benchmarking in strategic control
 - (f) Improvement of strategic control
7. Developing a strategic plan
 - (a) Structure of a strategic plan in:
 - (i) Business organisations
 - (ii) Public sector
 - (iii) Non-governmental organisations (NGO) or project organisations

- (b) Writing a development project proposal/ plan for NGOs/ government
 - (i) Application of the problem tree analysis approach in developing project plans
 - (ii) Project logical framework (goals, objectives, inputs, outputs and outcomes) and its importance in developing project strategic plans/ proposals
 - (iii) Constraining factors in development project planning (time, cost, quality, resources and customer satisfaction)
- (c) Linking strategic plans to operational plans
 - (i) Importance of corporate, business and functional plans
 - (ii) Process of developing strategic budget that is linked to strategic plans, and the major roles played by the accountant in the strategic planning process
 - (iii) Importance of linking strategic plans to business, human resource, financial, operational and marketing plans
 - (iv) Reasons for failure of linking strategic plans to operational plans

B. MARKETING MANAGEMENT

1. Meaning of marketing:
 - (a) Role of marketing for both profit making and non-profit making organisations
 - (b) Stages in evolution of marketing
 - (c) Strategic marketing/ the marketing plan:
 - (i) Assessment of internal and external marketing environment guided by a range of frameworks (PESTLED, Five forces Model, BCG matrix, Life cycle analysis)
 - (ii) Situational assessment
 - (iii) Characteristics of industrial and individual customers
 - (iv) Consumer buying behaviour and its relevance to the marketer
 - (v) Characteristics of goods and services and the marketing implications
2. Marketing strategies:
 - (a) Application of marketing concepts: Market segmentation, market targeting, market positioning
 - (b) Evaluation of marketing strategies: Ansoff's product market matrix

- (c) Strategic choices
- 3. Marketing mix:
Applicability of the elements of a marketing mix:
 - (a) Product:
 - (i) Goods versus services
 - (ii) Product development process
 - (iii) Relevance of the product life cycle
 - (b) Price: Pricing strategies
 - (c) Place: Distribution channels
 - (d) Promotion:
 - (i) Communication model as part of promotion
 - (ii) Elements of the promotional mix
 - (iii) Usefulness of 'push' and 'pull' promotional strategies
 - (e) People: Role of people in marketing goods and services
 - (f) Processes: Role of the process in service marketing
 - (g) Physical evidence: The need to create physical evidence in service marketing
- 4. Ethics in marketing: Practical challenges of ethics in marketing

C. HUMAN RESOURCE MANAGEMENT

- 1. Meaning, scope and functions:
 - (a) Nature of human resource management and its relationship to organisational strategy
 - (b) Human resource management process (planning, recruitment, retention and exit)
 - (c) Human resource and personnel management
 - (i) Human resource management versus personnel management
 - (ii) Role of line managers in the human resource management process
- 2. The human resource planning process; need for human resource planning
- 3. Recruitment and selection:
 - (a) Job description, job specification, job evaluation
 - (b) Sources of recruitment
 - (c) Selection methods

4. Motivation:
Relevance and applicability of motivation theories:
 - (a) Maslow's hierarchy of needs
 - (b) Herzberg's motivation (hygiene theory)
 - (c) Victor Vroom's valence (expectancy) theory
5. Staff development and training:
 - (a) Training and development
 - (b) Role of training in the development of organisation strategy
 - (c) The ideal training process
 - (d) Forms of training (on-the-job versus off-the-job training)
6. Performance appraisal:
 - (a) Need for performance appraisal
 - (b) Forms of performance appraisal
 - (c) Challenges of performance appraisal and ways of resolving them
7. Managing Generation X and Generation Y employees

D. LEADERSHIP

1. Strategic leadership and management
2. Leadership styles:
 - (a) Traditional
 - (b) Contemporary
3. Leadership theories
 - (a) Team leadership
 - (b) Path-goal theory
 - (c) Social
 - (d) Transformational
 - (e) Transactional
 - (f) Servant leadership.
4. Leadership models
 - (a) The Managerial Grid
 - (b) The Bolman and Deal's Four-Frame Model
5. Approaches to leadership

6. Leadership mind set
 - (a) Nurturing leadership ethos
 - (b) The seven principles of thinking like a leader
7. Leadership empowerment programmes
8. Effective delegation and mentorship
9. Emotional intelligence and critical thinking in leadership

E. OPERATIONS MANAGEMENT

1. Role of operations management in organisational strategy (facility location, production management, capacity utilisation)
2. Role of value chain in operations management
3. Production processes:
 - (a) Appropriateness of production types and facility layouts (product focused, batch production, process focused, fixed position layout)
 - (b) Appropriateness of facility layouts (job, mass, and batch process)

F. ORGANISATIONAL DEVELOPMENT AND CHANGE

1. Managing an organisational development process
 - (a) Scope, nature and context of organisational development (OD):
 - (i) Meaning, nature and scope of OD
 - (ii) Models of OD (the Doctor-Patient model and the Action Research model)
 - (iii) Phases of OD process (problem identification, data collection, diagnosis, planning and implementing, OD interventions and evaluation and feedback)
 - (iv) Ethical principles of an OD consulting engagement
 - (b) Organisational diagnosis:
 - (i) Meaning and importance of organisational diagnosis
 - (ii) Steps in organisational diagnosis (structural analysis, process analysis, function analysis and domain analysis)
 - (iii) Facets of organisational diagnosis (process, modeling & methods)
 - (iv) Organisational diagnostic models (Weisbord's Six Box Model and MC Kinsey's 7-S Model)

- (c) Organisational development interventions: overview of levels of OD interventions (individual, group and organisational levels)
organisational level OD interventions:
 - (i) Human process interventions (organisational confrontational meetings, inter-group relations, large-group interventions, and managerial grid development)
 - (ii) Human resource interventions (reward systems)
 - (iii) Techno-structural interventions (structural design, downsizing, reengineering, parallel structures, high-involvement organisations, and total quality management)
 - (iv) Strategic interventions (open systems planning, integrated strategic change, trans-organisational development, mergers and acquisitions, culture change, self-designing organisations and organisational learning)
- 2. Change management
 - (a) Types of strategic change: Evolution, adaptation, reconstruction, revolution
 - (b) The need for change management (changing environment versus resistance to change)
 - (c) Forces of change (internal and/ or external)
 - (d) Approaches to change management (forceful change versus educative change)
 - (e) Frameworks for change management:
 - (i) The champion of change model
 - (ii) Kurt Lewin's Freeze model
 - (iii) Kurt Lewin's force field analysis

G. MANAGING INFORMATION SYSTEMS

1. Strategic importance of information systems
2. Evolution of information systems; Nolan's six states of evolution
3. Importance of information technology to a business; McFarlan's grid
4. Information systems used to support the overall business strategy; the information engineering model
5. Ethical challenges regarding information systems
6. Methods used to match the information strategy in an organisation with its business objectives;

- (a) Earl's planning process
- (b) Ward's model of aligning information systems and business strategies
- (c) McFarlan's strategic grid

H. CONTEMPORARY MANAGEMENT ISSUES

1. Origin, relevance and applicability of contemporary management issues:
 - (a) Total quality management
 - (b) Business process re-engineering
 - (c) Results oriented management
2. Other emerging issues

I. BUSINESS PLANNING

1. Relevance: Meaning, importance, users
2. Essential components:
 - (a) Executive summary
 - (b) Vision, Mission statements, goals, objectives and core values
 - (c) Business description
 - (d) Products/ Services
 - (e) Organisation plan, production plan, financial plan, market analysis and market plan
 - (f) Details of past achievements / successes of members who form the management team
 - (g) SWOT analysis of the company
 - (h) Conclusion
 - (i) Appendices
3. Presentation of a business plan
4. Factors that hinder the development of an effective business plan
5. Case studies

J. GOVERNANCE

1. Concept of corporate governance: Narrow and broad perspectives
2. Link between legal framework and actual governance practices
3. The oversight function of the board of directors
4. Organisational politics
5. Management accountability to the board and shareholders

6. Entity transparency
7. Principle of probity
8. The board and sustainability

K. ETHICAL ISSUES

1. Ethical responsibilities and challenges in business strategies and policies
2. Moral/ ethical issues and challenges
3. Business ethics, virtue ethics, moral duties
4. Normative, Teleological, Deontological theories of ethics
5. Industrial espionage and sabotage

L. RISK MANAGEMENT

1. Meaning of risk and business risk
2. External/ internal risks and their impact on the achievement of:
 - (a) Strategic objectives
 - (b) Operational efficiency and effectiveness
 - (c) Reliable reporting
 - (d) Legal, regulatory and ethical compliance
3. Response to risks
4. Mitigation of risks
5. Risk monitoring and management processes including information and communication systems
6. Inherent and residual risks after mitigation
7. Judgment of inherent and residual risks in relation to shareholder and stakeholder risk appetites

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