

Professional Diploma In Corporate Administration (PDCA): Part 2

BUSINESS STRATEGIES

SYLLABUS

DESCRIPTION

Overview and objective

This module is drawn up to prepare and provide prospective Chartered Secretaries with the necessary skills and tools to apply business strategies in practice. It will provide a foundation to students for the International Qualifying Scheme (IQS). The aim of the module is to help Chartered Secretaries to develop knowledge and understanding of key principles and practices in business strategies, as well as to enable them to participate more meaningfully in the strategic and operational stages in a business.

Students will be exposed to key concepts, principles and theories in business strategies and will be assessed on their ability to use these concepts, principles, theories and theoretical knowledge in practical situations. Their elaborated approach and assessment of resolving conflicts between theory and practice will also be part of the overall module evaluation.

Pre-requisite learning

The module specification is based on the assumption that students have relevant prior knowledge of the fundamentals of management and business environment. This level must have been demonstrated through the Institute's examinations of the MAICSA Professional Diploma in Corporate Administration, or those of equivalent qualifications, approved as compliant to the Institute's required curriculum and standards.

LEARNING OUTCOME

Upon completion of this module, students should be able to apply the essential knowledge, skills and understanding of business strategies in practice.

Students should be able to:

1. explain and apply the process of strategy formulation
2. discuss and use concepts in contemporary thinking on strategy
3. understand and relate change management to practice
4. apply theories on people issues in managing projects
5. understand the purpose of effective controls in organisations and to apply them to business scenarios

LEARNING CONTENTS

The nature of strategic management

- i. Mission and objectives
- ii. SWOT analysis

Performance measurements

- i. Critical Success Factors (CSF)
- ii. Key Performance Indices (KPIs)
- iii. Six Sigma
- iv. Performance evaluation

Approaches to formulating business strategies

- i. Benefits and flaws of business strategy
- ii. Strategy and small businesses
- iii. Setting strategic objectives
- iv. Contemporary thinking on strategy including promotions and marketing

Change management

- i. Current developments in business environment
- ii. The need for change
- iii. Managing change

People issues and culture in organisations

- i. Principles of organizing and managing projects
- ii. Human factor in projects – qualities, motivation, ethics
- iii. Conflicts and disciplines

Managing organisations

- i. Leadership
- ii. Group work and team building

Effective controls in organizations

- i. Control levels
- ii. Monitoring system
- iii. Time management

RECOMMENDED READING

1. **MAICSA Study Manual – Business Strategies**
2. **Johnson, G., Scholes, K. & Whittington, R.,** *Exploring Corporate Strategy*, 7th Edition, Financial Times Prentice Hall, 2005
3. **Applegate, A., Lynda M., Robert, Austin, and Deborah L Soule,** *Corporate Information Strategy and Management: Text and Cases*, McGraw Hill Higher Education, 8th Edition 2009
4. **Tony Morden, Ashgate,** *Principles of Strategic Management*, Pub Co; 3rd ed. 2007
5. **John Gamble and Jr., Arthur Thompson,** *Essentials of strategic Management: The Quest for Competitive Advantage*, McGraw Hill/Irwin 2nd ed. 2010.
6. **Jeffrey S Harrison and Caron H. St John,** *Foundations in Strategic Management*, South-Western College Pub; 5th ed 2009

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FURTHER READING

1. **Belbin, R.M.**, *Beyond the Team*, London, Butterworth-Heinemann, 2000
2. **Brue, G.**, *Six Sigma for Small Business*, Entrepreneur Press U.S.A., 2006
3. **Carreira, B. and Trudell, B.**, *Lean Six Sigma*, McGrawhill, U.S.A. 2006
4. **Collision, C. and Parcell, G.**, *Learning to Fly*, Oxford, Capstone Publishing, 2004
5. **Garratt, B.**, *The Fish Rots from the Head-The Crisis in our Boardrooms*, 2nd Edition, London, Harper Collins Business, 2003
6. **Handy, C.**, *Inside Organisations*, London, Penguin Books, 1999
7. **Holbeche, Linda**, *Understanding Change Theory, Implementation and Success*, U.S.A., Elsevier Butterworth-Heinemann, 2006
8. **Koch, R.**, *The Financial Times Guide to Strategy*, FT Prentice Hall, U.K., 3rd Edition
9. **Martin, G.**, *Managing People and Organisations in Changing Contexts*, Butterworth-Heinemann, 2006
10. **Mintzberg, H.**, *The Rise and Fall of Strategic Planning*, London, Prentice Hall, 2000
11. **Moore, J.I.**, *Writers on Strategy and Strategic Management*, 2nd Edition, Penguin Books Ltd, 2001
12. **Myers, K.N.**, *Business Continuity Strategies*, 3rd Edition Wiley, 2006
13. **Stacey, R.D.**, *Strategic Management and Organisation Dynamics*, 4th Edition, London, Financial Times/Pearson Education, 2003
14. **Temporal, P.**, *Strategic Positioning*, Oxford University, U.K., 2006
15. **Trompenaars, F. & Hampden-Turner, C.**, *Riding the Waves of Culture*, 2nd Edition, McGraw-Hill, 1997
16. **Warren, K.**, *Competitive Strategy Dynamics*, Wiley, 2003
17. **Williams, H.**, *The Essence of Managing Groups and Teams*, London, Pearson Educational (Academic), 1996.