

ICSA International Qualifying Scheme (IQS): Professional Part 1

STRATEGIC AND OPERATIONS

MANAGEMENT

SYLLABUS

AIM

The aim of the module is to develop knowledge and understanding of key principles and practices in management, to equip the aspiring Chartered Secretary for both the strategic and operational contexts of the professional role.

LEARNING OUTCOME

- At the conclusion of this module, the candidate will be able to:
- Understand and apply strategy theory, models and language to contribute to boardroom decision making.
- Understand and apply operations theory and best practice in contributing to corporate management.
- Understand and apply leadership theory and best practice in the functional role and leadership of teams.

PRE-REQUISITE LEARNING

This module is designed to enable aspiring Chartered Secretaries to: (a) demonstrate required standards of competence for professional practice in a key discipline, and (b) acquire essential knowledge and skills to underpin the relevant components of the Professional Programme. Evidence of assessed knowledge and understanding must be demonstrated through the Institute's examinations, or those of equivalent qualifications which have been approved as meeting the Institute's required curriculum and standards. The module specification is based on the assumption of some relevant prior learning in management.

LEARNING CONTENTS

Strategic Management

The nature of strategy. Strategic choice, analysis and evaluation: the "balanced scorecard" and the strategic balance sheet. Strategic alliances. Analytical techniques: portfolio analysis, competitor analysis, value chain analysis, market migration analysis.

The "Boardroom" strategic role. Mission, ethics and values. Social responsibility. The corporate environment and systems theory. Environmental factors: the impact of law, regulation, the market, and other "PEST" factors. Internal factors.

The distinction between strategy and policy. Planning: short, medium and long term. Targets. Resources. Planning techniques, including scenario planning. Strategy: effective corporate performance; strategic options for direction, change and growth. Policy making and implementation. Supply chain management and logistics. The virtual organisation.

Creative and rational models in strategic management: applications and limitations. The rational cycle: corporate needs, decision making, implementation, monitoring and review, feedback. Measurement of corporate performance; concepts of output and outcome. Contingency management and agile strategies.

Corporate Management

The management of change: growth, stability and contraction. Business process re-engineering. Organisational culture: types and characteristics. The management and mobilization of culture. Organisational development. The management of quality: total quality management and audit approaches. Benchmarking.

Cycle time reduction. Just in Time and Manufacturing Recourse Planning techniques. Knowledge and information management: dissemination and feedback. The Internet and Intranets. Networking, cascading and team briefing. Formal management communications: reports, minutes, directives, standing orders, working manuals, communications technology.

Team Leadership

The concepts of morale, motivation, leadership, authority and responsibility: theoretical models and their application. Emotional intelligence, empowerment, self-directed and cross-functional teams. Project management and team leadership. Techniques in team building. Enhancing the performance of teams and individuals. Performance appraisal and measurement: organisation, team and individual.

RECOMMENDED READING

1. **MAICSA STUDY MANUAL – Strategic and Operations Management**
2. **Handy, C.**, *Understanding Organisations*, Penguin, 4th Edition, 1993
3. **Huczynski, A. and Buchanan, D.**, *Organizational Behaviour: An Introductory Text*, 7th Edition, Financial Times Prentice Hall, 2010
4. **Johnson, Scholes & Whittington**, *Exploring Corporate Strategy*, 8th Edition, Financial Times Prentice Hall, 2010
5. **Mullins, L.**, *Management and Organisational Behaviour*, 9th Edition, Financial Times Prentice Hall, 2010
6. **Naylor, J.**, *Management*, 2nd Edition, Financial Times Prentice Hall, 2004
7. **Slack, N., Stuart, C. & Johnston, R.**, *Operations Management*, 4th Edition, London, Financial Times/Prentice Hall, 2003
8. **Charles Hill and Gareth Jones**, *Strategic Management: An Integrated Approach*, 9th Edition, South-Western College Pub, 2009
9. **David Walters and Mark Rainbird**, *Strategic Operations Management: A Value Chain Approach*, Palgrave Macmillan, 2007
10. **Fred David**, *Strategic Management: Concepts*, 13th Edition, Prentice Hall, 2010
11. **Gregory Dess, Alan Eisner, and G.T. (Tom) Lumpkin**, *Strategic Management: Text and Cases*, 5th Edition, McGraw-Hill/Irwin, 2009
12. **Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson**, *Strategic Management: Concepts and Cases: Competitiveness and Globalization*, 9th Edition, South-Western College Pub, 2010
13. **Steve Brown, Richard Lamming, John Bessant, and Peter Jones**, *Strategic Operations Management*, 2nd Edition, Butterworth-Heinemann, 2005

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FURTHER READINGS

1. **Belbin, R.M.**, *Beyond the Team*, London, Butterworth-Heinemann, 2000
2. **Bunnies, W.**, *On Becoming a Leader*, London: Hutchinson Business Books, 1989
3. **Collison, C. and Parcell, G.**, *Learning to Fly*, Oxford, Capstone Publishing, 2004
4. **Garratt, B.**, *The Fish Rots from the Head – The Crisis in our Boardrooms*, 2nd Edition, London, Harper Collins Business, 2003
5. **Goleman, D.**, *Emotional Intelligence*, 10th Edition, New York, Bantam Books, 2005
6. **Handy, C.**, *Inside Organisations*, London, Penguin Books, 1999
7. **Mintzberg, H.**, *The Rise and Fall of Strategic Planning*, London, Prentice Hall 2000
8. **Pascale, R.**, *Managing on the Edge*, Penguin Books Ltd, 1991
9. **Moore, J.I.**, *Writers on Strategy and Strategic Management*, 2nd Edition, Penguin Books Ltd, 2001
10. **Obeng, E.**, *All Change - The Project Leader's Handbook*, London, Financial Times/Prentice Hall, 1995
11. **Peters, T.J. and Waterman, R.H.**, *In Search of Excellence*, Harper and Row, 1982
12. **Porter, M.E.**, *Competitive Strategy*, New York, Free Press, 1980
13. **Senge, P.M.**, *The Fifth Discipline*, London, Currency 1st Edition, 1994
14. **Stacey, R.D.**, *Strategic Management and Organisational Dynamics*, 4th Edition, London, Financial Times/Pearson Education, 2003
15. **Trompenaars, F. & Hampden-Turner, C.**, *Riding the Waves of Culture*, 2nd Edition, McGraw-Hill, 1997
16. **Williams, H.**, *The Essence of Managing Groups and Teams*, London, Pearson Education (Academic), 1996