



THE SOCIETY OF BUSINESS PRACTITIONERS

SBP Senior Professional Qualifications

Fellowship Award (FSBP)

(Leadership & Strategy) - NQF 7 Equivalent

Modules

1. Investment - Process and Analysis
2. Leadership Studies
3. Corporate Governance
4. Feasibility Study Project
5. Human Resource Development II
6. Strategic Management
7. Operations Chain Management
8. Marketing Policy & Strategy

Syllabus

Module 1

Investment - Process and Analysis

Main Topics of Study:

The Analysis of Share Returns & Yields:

- Profit & Risk Assessment
- Return on Shareholders' Capital
- Understanding the Balance Sheet & Cash Flow Statement
- Basic Ratios Used to Analyse a Company's solvency
- The Concept of 'Gearing'
- Gearing Ratios
- Profitability Ratios
- Technical Analysis of a Share's Performance
- The Use of Charts

Indexes & Their Use:

- The FTSE Index
- Other Indexes
- The Concept of Efficient Market Hypothesis

The Concept of Options:

- Types Including Traded Options
- Options as a Process of Hedging
- Financial Futures (LIFFE)
- Warrants

New Issues:

- Procedures Including 'Offer for Sale' by Fixed Price, or by Tender
- Private Placings
- Costs & Timing of New Issues
- Underwriting
- Allotment Procedures
- Staggering of New Issues
- Rights Issues
- Scrip Issues

The Stock Exchange Dealing System:

- The System Before October 1986 (Big Bang)
- The Need for Change

- The 'New' System - Broker Dealers, Market Makers & Their Respective Roles in the Equity Market
- Computerised Dealing - SEAQ & TOPIC
- The Operation of the Gilts Market - Bank of England
- Inter-Dealer Brokers
- Broker Dealers etc.
- Investment-Process & Analysis

The Settlement Procedure:

- The New 'Account' System
- Contract Note
- Stamp Duty
- Transfer of Securities (Talisman)
- Certificates & Their Future 'Abolition'

Reading List

Main Text:

How to Read the Financial Pages by Michael Brett (Random House Business Books)

Alternative Texts and Further Reading:

Financial Services & Regulations (BPP)

Financial Services - J Eve & I Leeman (OUP)

Module 2

Leadership Studies

Main topics of study:

The Nature of Leadership:

- Definitions of Leadership
- Leadership Effectiveness
- Major Research Approaches
- Conceptualising Leadership
- Comparing Leadership Theories

Nature of Managerial Work:

- Activity Patterns of Managerial Work
- Content of Managerial Work
- Theory of Demands, Constraints, Choices
- Research on Situational Determinants
- The Changing Nature of Managerial Work
- Managerial Discretion
- Descriptive Research
- Application for Managers

Perspectives on Effective Leadership Behaviour:

- Ohio State Leadership Studies
- Michigan Leadership Studies
- Limitations of Survey Research
- Experiments on Task & Relations Behaviour
- Research using Critical Incidents
- High-High Leader
- Leadership Behaviour Taxonomies
- Specific Task Behaviours
- Specific Relations Behaviours
- Evaluating the Behaviour Approach

Participative Leadership, Delegation & Empowerment:

- Nature of Participative Leadership
- Consequences of Participation
- Research on Effects of Participative Leadership
- Normative Decision Model
- Guidelines for Participative Research
- Delegation
- Guidelines for Delegating
- Empowerment

Dyadic Role-Making Theories:

- Leader-Member Exchange Theory
- Leader Attributions about Subordinates
- Follower Attributions & Implicit Theories
- Follower Contributions to Effective Leadership
- Self-Management
- Integrating Leader & Follower Roles

Power & Influence:

- Conceptions of Power & Authority
- Power Types & Sources
- Acquiring & Losing Power
- Consequences of Position & Personal Power
- Types of Influence Behaviour
- Power & Influence Behaviour
- Research on Influence Tactics

Managerial Traits & Skills:

- Nature of Traits & Skills
- Early Research on Leader Traits & Skills
- Major Research Programmes of Research on Leader Traits
- Managerial Traits & Effectiveness
- Managerial Skills & Effectiveness

- Other Relevant Competencies
- Situational Relevance of Skills
- Evaluation of Trait Research
- Application Guidelines

Contingency Theories of Effective Leadership:

- LPC Contingency Model
- Path-Goal Theory of Leadership
- Leadership Substitutes Theory
- The Multiple-Linkage Model
- Cognitive Resources Theory
- Evaluation of Contingency Theories
- Application Guidelines

Charismatic & Transformational Leadership:

- Early Theories
- Attribution Theory of Charismatic Leadership
- Self-concept Theory of Charismatic Leadership
- Other Conceptions of Charisma; Consequences of Charismatic Leadership
- Transformational Leadership
- Research on Theories; Transformational Versus Charismatic Leadership
- Evaluation of Theories
- Guidelines for Transformational Leadership

Leading Change in Organisations:

- Change Processes
- Different Types of Organisational Change
- Influencing Organisational Culture
- Developing a Vision
- Implementing Change
- Increasing Innovation & Learning

Leadership in Teams & Decision Groups:

- Nature of Teams
- Functional Teams
- Cross-Functional Teams
- Self-Managed Work Teams
- Self-Defining Teams
- Virtual Teams
- Procedures for Facilitating Team Learning
- Guidelines for Team Building
- Decision Making in Groups
- Leadership Functions in Meetings
- Guidelines for Leading Meetings

Strategic Leadership:

- Constraints on Executive Discretion
- Attributions about Chief Executives
- Research on Effects of Leadership Succession
- Evolutionary Change & Strategic Leadership
- Political Power & Strategic Leadership
- Executive Tenure & Strategic Leadership
- Executive Teams
- Competing Values in Strategic Leadership
- Monitoring the Environment
- Formulating Strategy

Developing Leadership Skills:

- Leadership Training Programmes
- Designing Effective Training
- Techniques for Leadership Training
- Learning from Experience
- Developmental Activities
- Self-Help Activities
- Facilitating Conditions for Leadership Development
- Systems Perspective on Leadership Development

Ethical Leadership & Diversity:

- Ethical Leadership
- Gender & Leadership
- Leadership in Different Cultures
- Managing Diversity

Reading List

Core Text:

Leadership in Organisations - Gary Yukl (Prentice Hall)

Supplementary Reading:

Not Bosses But Leaders - John Adair (Talbot Adair)

On Becoming a Leader - Warren Bennis (Century)

The Leadership Factor - J Kotter (Free Press)

Leadership - J M Burns (Harper & Row)

Leading Minds - H Gardner (Harper Collins)

Leading Change - J Kotter (Harvard Business School Press)

Making it Happen, Reflections on Leadership - John Harvey-Jones (Fontana)

Super leadership - C Manz & H Sims (Prentice Hall)

Module 3

Corporate Governance

Main topics of study:

What is a Corporation:

- Definitions
- Evolution of the Corporate Structure
- The Purpose of a Corporation
- The Corporation as a Person
- The Corporation as a Complex Adaptive System
- The Corporation as a Moral Person
- The Corporation in Society
- Future Directions
- Corporate Power and Corporate Performance
- Corporate Crime
- Corporations and Government
- Measuring Performance
- Balancing Interests
- Good and Bad Corporations
- Cadbury Paradigm
- Measuring Value Enhancement
- Non-economic Considerations in Corporate Management

Shareholders and Ownership:

- Definitions
- Early Concepts of Ownership
- Early Concepts of the Corporation
- Individual and Corporate Rights
- Reinvention of the Corporation
- Essential Elements of the Corporate Structure
- Separation of Ownership and Control
- Fractionated Ownership
- Framework for Participation
- Ownership and Responsibility
- Prisoners' Dilemma
- Institutional Investors
- Biggest Pool of Money in the World
- Public Pension Funds
- Private Pension Funds
- Shareholder Proxy Proposals
- Board
- Activism
- New Models and New Paradigms
- Ideal Owner

Directors and Monitoring:

- Typical Board
- Board Duties
- Board-Management Relationship
- Information Flow
- CEO-Chairman
- Ex-CEO as Director
- Director Nomination
- Director's Role in Crisis
- Independent Outside Directors
- Director Election
- Takeovers and the Board
- Fiduciary Standard
- The Future

Management Performance:

- Requirements of the CEO
- Challenges
- Executive Compensation
- Stock Options
- Restricted Stock
- Shareholder Concerns
- Future Directions for Executive Compensation
- CEO Employment Contracts
- Employees' Compensation and Ownership
- Employee Stock Ownership Plans

International Governance:

- Global Corporate Governance
- Limits to Convergence
- Global Corporate Governance Forum
- Developed World
- European Union
- Foreign Policy

Reading List

Main Text:

Corporate Governance - Robert AG Monks and Nell Minow, (Blackwell Publishing,)

Alternate Text

Corporate Governance - Kenneth A Kim and John R. Nofsinger (Prentice Hall)

Module 4

Feasibility Study Project

Overview:

Each candidate should undertake a different individual project requiring him/her to perform an in-depth study of a real-life problem. The object is to produce a Feasibility Study suitable for presentation to a Board of Directors or Senior Managers. The project should assess the feasibility of:

EITHER

the introduction of Information Technology System into a new area of the company or organisation

OR

the extension of an existing computerised system to an off-shore branch or office.

Feasibility Studies based on the introduction and installation of packages into a business are not normally of sufficient depth.

Candidates should assess the costs and benefits of the proposed scheme and provide well-reasoned recommendations whether to go ahead with the project, modify it or cancel it.

Once the project has been selected, prior approval must be sought from the Institute to ensure that it conforms to the required depth.

A written report is to be supplied by the candidate and assessed by the Institute. This report should be about 7,000 words excluding references. It must include:

- clear details of the agreed terms of reference of the initial area of study
- details of the existing system and its problems
- details of the study
- realistic cost/benefits
- recommendations

Reading List

Main Text: None. There is no specific text for this module.

Supplementary Reading References:

How To Conduct a Feasibility Study for Information Technologies. – (Diane Publishing Company)

Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce - Erran Carmel & Paul Tjia (Cambridge University Press)

Module 5

Human Resource Development II

Main topics of study:

Learning & Development:

- Definitions
- Quality & Flexibility
- The Learner & Barriers to Learning
- Learning Outcomes
- Processes of Learning

Development:

- Definitions
- Erikson & Levinson Models
- Self Development
- Employee Development
- Management Development
- Types of Learning & the Learning Organisation

Vocation Education & Training:

- Current Policies & Practices
- German, Japanese & French Systems
- Government Involvement
- Competencies

Training & Human Resource Development:

- Definitions
- Creating an HRD Plan
- Training Needs Analysis
- Training Methods

Management Development:

- Definitions
- Role of Management & Organisation Strategy
- Open Systems Approach
- Unified Approach
- Developing Programmes
- Brief International Overview
- Management Competencies

Employment Contracts:

- The Concept of a Contract
- Common Law & Statutory Regulation
- Common Law Duties of Employer & Employee
- Statute Law & the Employment Contract
- The Employment Relationship - Operational Control
- Management & Management Functions
- Labour Process & Management

Collective Bargaining:

- Definitions
- Principles & Theoretical Approaches
- Collective Agreements
- Historical Context
- Changes Since 1980s
- The Flexibility Issue

Remuneration & Reward:

- Theoretical Foundation
- Maslow, Herzberg, Porter & Lawler
- Payment Systems - Objectives & Equity
- Time Systems, Incentive Systems, Payment by Results
- Bonus Schemes & Collective Bonuses
- Performance Related Pay
- Variable Payments
- Employee Benefits

Employee Involvement:

- Involvement & Communication
- Definitions of Employee Involvement
- International Aspects

The Public Sector:

- Markets & the 'New' Management
- Employment Patterns & Forms
- Pay & Employee Involvement
- Flexibility & Performance

International Human Resources Management:

- European, USA & Japan
- Context & Culture

Human Resources Management & Europe:

- European Union
- EU Institutions
- Legislative Process
- Social Charter
- HR & the Single European Market
- HR & Eastern Europe

Human Resources Management & the USA:

- Context & Practice
- Recent Developments – Team-working & the 'Lean' Approach

Human Resources Management & Japan:

- Context & Practice
- Management Techniques - Just in Time, Quality Circles, Kanban

Reading List

Main Text:

Human Resource Management: A Contemporary Perspective - I Beardwell & L Holden (Pitman) Chapters 7-19 inclusive

Alternative Texts and Further Reading:

Employee Resourcing - D Torrington, L Hall, I Haylor, J Myers (Pitman)

Management & Organisational Behaviour - L Mullins (Pitman)

Personnel Management - S Tyson & A York (Heinemann)

Module 6

Strategic Management

Main topics of study:

Nature of Strategic Management:

- Definitions
- Stages of Strategic Management
- Key Terms in Strategic Management
- Strategic Management Model
- Benefits of Strategic Management
- Business Ethics & Strategic Management
- Business & Military Strategy

Strategies in Action:

- Types of Strategies
- Integration Strategies

- Intensive Strategies
- Diversification Strategies
- Defensive Strategies
- Guidelines for Pursuing Strategies
- Mergers & Leveraged Buyouts
- Generic Strategies
- Strategic Management in Governmental Organisations
- Strategic Management in Small Firms

Business Mission:

- Importance of a Clear Mission
- Nature of a Business Mission
- Components of a Mission Statement
- Writing & Evaluating Mission Statements

External Assessment:

- Nature of an External Audit
- Economic Forces
- Social, Cultural, Demographic & Environmental Forces
- Political, Governmental & Legal Forces
- Technological Forces
- Competitive Forces
- Sources of External Information
- Forecasting Tools & Techniques
- Competitive Analysis
- Industry Analysis

Internal Assessment:

- Nature of an Internal Audit
- Relationships Among Functional Areas
- Management
- Marketing
- Finance
- Productions/Operations
- R&D
- Computer Information Systems
- Internal Audit Checks
- Internal Factor Evaluation Matrix

Strategy Analysis & Choice:

- Nature of Strategy Analysis & Choice
- Long Term Objectives
- Comprehensive Strategy Formulation Framework
- Input Stage
- Matching Stage
- Decision Stage

- Cultural Aspects of Strategy Choice
- Politics of Strategy Choice
- Role of Board of Directors

Strategy Implementation, Management Issues:

- Nature of Strategy Implementation
- Annual Objectives
- Policies
- Resource Allocation
- Managing Conflict
- Matching Structure with Strategy
- Restructuring & Reengineering
- Linking Performance & Pay to Strategies
- Managing Resistance to Change
- Managing the Natural Environment
- Creating a Strategy-Supportive Culture
- Production/Operations Concerns when Implementing Strategies
- Human Resource Concerns when Implementing Strategies

Implementing Strategies, Other Issues:

- Nature of Strategy Implementation
- Marketing Issues
- Finance Issues
- R&D Issues
- Computing Information Systems Issues

Strategy Review, Evaluation & Control:

- Nature of Strategy Evaluation
- Strategy-Evaluation Framework
- Published Sources of Strategy-Evaluation Information
- Characteristics of an Effective Evaluation System
- Contingency Planning
- Auditing
- Using Computers to Evaluate Strategies
- Guidelines for Effective Strategic Management

Reading List

Main Text:

Strategic Management - Fred R David (Prentice Hall)

Alternative Texts and Further Reading:

Exploring Corporate Strategy – Gerry Johnson & Kevan Scholes (Prentice Hall)

Marketing Plans: How to Prepare Them, How to Use Them - McDonald MHB
(Butterworth/Heinemann)

Module 7

Operations Chain Management

Main topics of study:

What is Purchasing?

- Definition
- Organisational Buyers
- Purchasing, Profitability & Added Value
- The Evolution of Purchasing
- Purchasing & Change
- The Status of Purchasing

Purchasing Strategy

- Definition
- Levels of Strategy
- The Strategic Planning Process
- Purchasing Strategy
- Environmental Scanning
- Strategy Formulation
- Strategy Implementation
- Strategy Evaluation & Control
- Strategic Options

Purchasing Organisation

- Organisational Design & Structure
 - Approaches to Organisation Structures
 - Centralised Purchasing
 - Purchasing & Its Functional Interfaces
 - The Internal Organisation of Purchasing Departments
 - Purchasing & Supply in Group Undertakings
 - Horizontal Organisations
 - Supply Chain Management
 - Materials Management
 - Logistics Management
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- The Contribution of Purchasing to Supply Chain Management

Purchasing Procedures

- Introduction
- Traditional Purchasing Procedures
- The Inefficiencies of Traditional Procedures
- Legal Aspects of Ordering Procedures
- The 'Battle of the Forms'
- Purchasing Records

- Small Orders
- Purchasing Manuals

Purchasing & IT

- Introduction
- Management Information Systems (MIS)
- Information Technology (IT)
- IT & Competitive Advantage
- Computer Systems
- Computer Operation
- A Typical Computerised Purchasing Application Flowcharts
- Essential Features of a Computerised Supplies System
- Some Computer Applications Relevant to Purchasing
- Some Advantages of Computerised Purchasing
- Telecommunications & Networks
- Electronic Commerce
- Electronic Data Interchange
- Electronic Funds Transfer (EFT)
- Electronic Mail
- Smart Cards
- Bar Coding
- Electronic Catalogues
- Security & Legal Issues
- The Impact of IT on Purchasing & Supply

Human Resources in the Supply Chain

- Introduction
- Human Resource Planning
- Job Analysis
- Recruitment & Selection
- Performance Appraisal
- Training & Development
- Purchasing & Pay
- Motivation, Communication & Commitment
- Communication
- The Management of Change
- Teamwork & Multinational
- Teams
- Management Styles & Leadership
- Strategic Aspects of HRM Applied to Purchasing

Specifying & Assuring the Quality of Suppliers

- Introduction
- What is Quality?
- The Importance of TQM
- The Specification of Quality
- Product & Production Design & Re-Design

- Specifications
- Standardisation
- Value Analysis & Engineering
- The Implementation of Quality
- Quality Control & Assurance
- Quality Systems
- Independent Quality Assurance & Certification
- Tools for Quality & Reliability
- Failure Mode & Effects Analysis (FMEA)
- Quality Circle & Task Teams
- The Cost of Quality
- Purchasing & Quality

Matching Supply with Demand

- Definitions
- Inventory Classifications
- The Aims of Inventory Management
- The Right Quantity
- Demand
- The Economics of Stock Management
- ABC Analysis
- Variety Reduction
- Economic Order Quantities (EOQs)
- The Quantity Discount Model
- Lead Times
- Forecasting Demand
- Fixed Order & Period Review Systems
- Materials Requirements Planning (MRP)
- Distribution Requirement Planning (DRP)
- Just-In-Time Purchasing (JIT)
- Optimised Production Technology (OPT)
- Lot Sizing
- Safety
- Stocks & Service Levels
- Special Inventory Factors

Sourcing

- Sourcing Levels
- Sourcing Information
- Analysis of Market Conditions
- Directives
- Sources of Supply
- Suppliers Assessment & Appraisal
- Supplier Performance Rating
- The Supplier Base
- Make or Buy Strategies & Tactics
- Outsourcing
- Outsourcing Purchasing

- Tiering
- International Sourcing
- Partnership Sourcing
- Forming Successful Partnerships
- Reciprocal Trade
- Counter-trade
- Intra-Company Trading
- Subcontracting
- Local Suppliers
- Small or Large Suppliers
- Sourcing Decisions
- Factors in Deciding Where to Buy

Contrasting Approaches to Supply

- Introduction
- Industrial Products
- Capital Investment Items
- Buying Used Equipment
- Evaluating Capital Investments
- Selecting Suppliers of Capital Items
- Leasing
- The Buyer & Capital Investment Purchases
- Production Materials
- Raw Materials
- Futures Dealings
- Methods of Commodity Dealings
- Component Parts & Assemblies
- Production Materials & Bills of Materials
- Consumables
- Construction Supplies & Bills of Quantities
- Goods for Resale in Wholesaling & Retailing

Storing Supplies

- Storage & Supplies
- Type, Location & Siting of Storage Facilities
- Storage & Materials
- Handling Equipment
- Assessment of Storage Requirements
- Stores Layout
- Identification of Stock Items
- Surplus

Controlling Prices & Costs

- Price
- The Conditions for Perfect Competition

- Imperfect Competition & Monopoly
- UK Competition Legislation
- Price Information
- Pricing Agreements
- Variations to Firm & Cost
- Price Agreements
- Price Analysis
- Price Variation & Adjustment Currency Management
- Incoterms

Support Tools

- Tendering
- Debriefing
- Post-Tender Negotiation (PTN)
- Forecasting Techniques
- Techniques of Investment Appraisal
- Application of Costing Techniques
- Life Cycle Costing
- Target Costing
- Absorption Costing
- Activity-based Costing (ABC) & Management
- Standard Costing
- Budgets & Budgetary Control
- Learning Curves
- Project Management
- Scheduling
- Models & Simulation Approaches

Negotiation

- Introduction
- Definitions
- Approaches to Negotiation
- The Content of Negotiation
- What is an Effective Negotiation?
- Factors in Negotiation
- The Process of Negotiation
- Pre-Negotiation
- The Actual Negotiation
- Post-Negotiation
- Global Negotiation

Purchasing Research, Performance & Ethics

- Purchasing Research
- Purchasing Performance & Control
- The Aims of Performance Measures
- The Prevalence of Purchasing Performance Measures
- Principles of Performance Measures

- Methods of Evaluating Purchasing Performance
- Accounting Approaches
- Comparative Approaches
- The Purchasing Management Audit Approach
- Management by Objectives (MBO)
- Purchasing & Fraud
- Whistle-Blowing
- Purchasing Ethics

Reading List

Main Text:

Purchasing & Supply Chain Management - C K Lysons (Prentice Hall)

Alternative Texts and Further Reading:

Introduction to Chain Supply Management - Handfield & Nichols (Prentice Hall)

Module 8

Marketing Policy & Strategy

Main Topics of Study:

To teach students the theory and practice of integrating individual subject disciplines in identifying and resolving problems associated with real-life business or marketing case-studies.

Objectives:

1. To enable students to identify strengths, weaknesses, opportunities and threats in relation to specific company operations.
2. To help students select relevant solutions to problems they identify.
3. To highlight the complexities of corporate planning and control.
4. To train students on effective report writing related to case-study analysis.
5. To provide an appreciation of the application of theories in the course to practical situations.

Outline Syllabus:

A problem-solving approach is used involving directed reading determined by the lecturers and seminars. The assessment/examination will consist of business planning questions based on a previously circulated case-study. The case will relate to a number of practical problems associated with managerial aspects of all the functions and disciplines covered during the two year course. A number of case-studies must be used during the course in order to highlight to the students the necessary approach for case-study examinations.

Reading List

Main Text:

Learning from Case Studies - G Easton (Prentice Hall)

Alternative Texts and Further Reading:

Exploring Corporate Strategy: Text & Cases - Johnson & Scholes (Prentice Hall)