



THE SOCIETY OF BUSINESS PRACTITIONERS

SBP Senior Professional Qualifications

Graduateship Award (GSBP)

(Management & Strategy) - NQF 6 Equivalent

Modules

1. Financial Management
2. Operations Management
3. Corporate Policy
4. Organisational Behaviour
5. Human Resource Development I
6. The International Business Environment
7. Management Information Systems
8. International Marketing

Syllabus

Module 1

Financial Management

Main Topics of Study:

The Construction of Financial Statements:

- Company Accounts
- Cash-Flow Statements

Using Accounting Information:

- Accounting Ratios
- Accounting Standards

Management Accounting:

- Marginal Costing
- Budgeting
- Capital Investment Appraisal

Sources of Business Finance:

- Long-term Sources of Finance
- Short-term Sources of Finance

Mergers and Takeovers:

- Reasons for Growth via Horizontal, Vertical, or Conglomerate Integration
- Financing of Growth
- The Construction of Basic Group Accounts

Capital Markets:

- The Function of Stock Exchanges
- Share & Bond Issues
- Rights & Bonus Issues

Reading List

Main Text:

Financial Management: Theory and Practice - E. F. Brigham (South-Western College)

Alternate Text:

Accounting for Non-Accounting Students - J R Dyson (Prentice Hall)
Frank Wood's Business Accounting 2 - Wood & Sangster (Pitman)

Module 2

Operations Management

Main Topics of Study:

Facility Layout:

- What is Layout Planning?
- Types of Layout
- Designing Process Layouts
- Special Cases of Process Layout
- Designing Product Layouts
- Hybrid Layouts

Work System Design:

- Designing a Work System
- Job Design
- Method Analysis
- The Work Environment
- Work Measurement
- Setting Standard Times
- Compensation
- Learning Curves

Independent Demand Inventory Management:

- Types of Inventory
- How Companies Use Their Inventory
- Objectives of Inventory Management
- Relevant Inventory Costs
- Determining Order Quantities
- Mathematical Models for Determining Order Quantities
- Determining Safety Stock Levels
- Periodic Review System
- The Single Period Inventory Model
- ABC Inventory Classification
- Justifying Smaller Order Quantities
- Inventory Record Accuracy

Aggregate Planning:

- The Role of Aggregate Planning
- Types of Aggregate Plans
- Aggregate Planning Options
- Evaluating the Current Situation
- Developing the Aggregate Plan
- Master Production Schedule
- Objectives of MPS

- Developing an MPS
- Rough-Cut Capacity Planning
- Evaluating & Accepting the MPS

Resource Planning:

- Enterprise Resource Planning (ERP)
- The Evolution of ERP
- The Benefits of ERP
- The Cost of ERP Systems
- Material Planning Systems
- An Overview of MRP
- Types of Demand
- Objectives of MRP
- MRP Inputs
- The MRP Explosion Process
- The Role of Capacity Requirements Planning

Scheduling:

- Scheduling Operations
- High-Volume Operations
- Low-Volume Operations
- Scheduling Work
- How to Sequence Jobs
- Measuring Performance
- Comparing Priority Rules
- Sequencing Jobs through Two Workcentres
- Scheduling Bottlenecks
- Theory of Constraints
- Scheduling for Service Organisations Developing a Workforce Schedule

Project Management:

- Project Life Cycle
- Network Planning Techniques
- Estimating the Probability of Completion Dates
- Reducing Project Completion Times
- The Critical Chain Approach

Reading List

Main Text:

“Operations Management: An Integrated Approach” by R. Dan Reid and Nasar R. Sanders, ISBN 0-471-65545-7.

Alternative Texts and Further Reading:

Core Concepts of Operations Management by Mark A. Vonderembse and Gregory P. White, ISBN 0-471-46604-2 (DP Publications).

Module 3

Corporate Policy

Main topics of study:

Corporate Strategy:

- The Characteristics of Strategic Decisions
- Levels of Strategy
- Strategic Analyses
- Strategic Choice
- Strategic Implementation
- A Summary of the Strategic Management Process
- Developing a Strategic Perspective
- Coping with Change
- Strategy in the Public Sector & Not-For-Profit Organisations

Strategic Decision Making in Practice:

- Incremental Strategic Management
- Planning & Strategic Management
- Problem Awareness
- Problem Diagnosis
- The Development of Solutions
- The Selection of a Solution
- Cure & Strategy
- The Recipe & the Cultural Web
- Cultural View of Patterns of Strategic Change
- The Implications for Exploring Corporate Strategy

Analysing the Environment:

- Auditing Environmental Influences On Organisations
- Understanding Simple/ Static Conditions
- Understanding Dynamic Conditions
- Understanding Complex Conditions
- The Nature of the Environment (The use of the Prospective)
- The Threat Of Entry
- The Power of Buyers & Suppliers
- The Threat of Substitutes
- The Extent of Competitive Rivalry
- Life Cycle Models & the Nature of Markets
- Strategic Group Analysis
- Market Structures & Market Power
- SWOT Analysis

Analysing Resources:

- The Value System
- Value Chain Activities
- The Resource Audit
- Resource Utilisation
- Control of Resources
- Financial Analysis
- Historical Analysis
- Comparison with Industry Norms
- The Experience Curve
- Portfolio Analysis
- Skills Analysis
- Flexibility Analysis
- Identification of Key Issues

Expectations, Objectives & Power:

- External Influences
- Nature Of Business
- Organisational Culture
- Conflicts of Expectations
- Identifying Coalitions
- Sources of Power Within Organisations
- Sources of Power for External Stockholders
- Methods of Assessing Power
- Mission
- Corporate Objectives
- Unit Objectives
- The Precision of Objectives
- Social Responsibility

Strategic Options:

- Cost Leadership
- Differentiation
- Focus
- 'Do Nothing'
- Withdrawal
- Consolidation
- Market Penetration
- Product Development
- Market Development
- Diversification
- Related Diversification
- Unrelated Diversification
- Internal Development
- Acquisition
- Joint Development

Strategy Evaluation (Criteria & Approaches):

- Suitability
- Feasibility
- Acceptability
- Strategic Logic
- Strategy & Performance
- Cultural Fit

Strategy Evaluation (Techniques):

- Bases for Comparison
- Scoring Methods
- Decision Trees
- Scenarios
- Profitability Analysis
- Cost/Benefit Analysis
- Financial Ratio Projections
- Sensitivity Analysis
- Decision Matrices
- Simulation Modelling
- Heuristic Models
- Stockholder Reactions
- Funds Flow Analysis
- Break-Even Analysis
- Other Assessments of Feasibility
- Selection Against Objectives
- Referral to a Higher Authority
- Outside Agencies

Planning & Allocating Resources:

- Few Resource Changes
- Allocation Barring Growth
- Allocating Resources in Static or Declining Situations
- Resource Sharing/Overlap
- Central Questions in Resource Planning
- Inbound Logistics
- Operations
- Outbound Logistics
- Marketing & Sales Services
- Key Resources in Implementing Generic Strategies
- Priorities & Key Tasks
- The Plan of Action
- The Recognition & Testing of Key Assumptions
- Financial Planning & Budgeting
- Network Analysis

Reading List

Main Text:

Exploring Corporate strategy - Johnson & Scholes (Prentice Hall)

Alternative Texts:

Readings in Business Policy from Business Week - Glueck (McGraw Hill)

Cases in Strategic Management - Stopford, Channon and Constable (Wiley)

Management Problem Solving - Margerison (McGraw Hill)

Module 4

Organisational Behaviour

Main topics of study:

Communication & Perception:

- Interpersonal Communication
- Perception
- Non-Verbal Communication

Motivation:

- Motives as Goals of Human Behaviour
- Motives as Individual Decision-Making Processes
- Social Process of Motivating Others
- Empowerment

Learning:

- Learning Process
- Behaviourist Approach to Learning
- Cognitive Approach to Learning
- Behaviour Modification Techniques
- Socialisation & Feedback

Personality:

- Definition
- Personality Types & Traits
- Stress & its Management
- Development of the Self
- Nomothetic & Idiographic
- Psychometrics

Group Formation:

- Group Level Analysis of Organisational Behaviour
- Historical Background to Study of Groups
- Concept of a Group
- Formal & Informal Groups
- Homans Theory of Group Formation
- Stages of Group Development

Group Structure & Process:

- Group Structure
- Status Structure
- Power Structure
- Linking Structure
- Role Structure
- Group Structure & Group Process
- Leadership Structure
- Communication Structure

Group Control:

- Group Influences on Individuals' Motivations
- Group Influences on Individuals' Perceptions
- Group Socialisation of Members
- Group Influences on Individuals' Attitudes & Behaviours
- Conformity to & Rebellion Against Authority

Group Effectiveness:

- Effectiveness, Productivity & Satisfaction
- Factors Affecting Group Behaviour
- Making Groups Perform
- Group Cohesion

Organisation Structure:

- Structural Perspective
- Elements of Organisation Structure
- Types of Job
- Line, Staff & Functional Structures
- Formal & Informal Organisations
- Designing Organisation Structure
- Centralisation & Decentralisation

Scientific Management:

- Taylorism
- Gilbreth
- Gantt

- Fordism

Bureaucracy & Roles:

- Organisational Structuring
- Rules
- Roles
- Bureaucracy or Adhocracy

Classical Management Theory:

- Henri Fayol
- Applicability of Theory
- Modern Classical Management Theory

Contingency Approach:

- Contingency & Organisational Structure
- Determinism Versus Strategic Choice
- Technological Determinism
- Environmental Determinism
- Strategic Choice
- Environmental Strategic Choice

Organisational Change:

- The Contemporary Imperative
- Project Management & Participative Management
- Resistance to Change
- Understanding Change
- Business Process Re-Engineering
- Change Agent

Organisation Development:

- Goals & Processes
- Levels & Models of Intervention
- OD Techniques
- OD Applications
- OD Consultant

Corporate Culture:

- Rise of Corporate Culture Concept
- Models of Corporate Culture
- Corporate Culture & Economic Performance
- Changing Cultures
- Corporate Culture & Management Control
- National Cultures

Technology & Change:

- Definitions & Predictions
- Determinism or Choice
- Politics of Technology
- Characteristics of Mass Production
- Socio-Technical Systems Analysis & Design
- Competing Socio-Technical Paradigms
- Advanced Technology & the Changing Nature of Work

Leadership & Management Style:

- Functions of Leaders & Managers
- Leaders as Special People
- Leaders & Followers
- Context
- Culture
- Changing Leadership Style

Managing Conflict:

- Perspectives on Organisational Conflict
- Functional & Dysfunctional Conflict
- Coordination & Conflict

Organisational Power & Politics:

- Organisations – Rational or Political
- Organisational Politics
- Organisational Power
- Power & Influence

Management Control:

- Perspectives on Management Control
- Nature of Management Control Mechanisms
- Strategies & Problems of Management Control
- Psychological Need for Control
- Social Control

Reading List

Main Text:

Organisational Behaviour: An Introductory Text – David Buchanan & Andrej Huczynski (Prentice Hall)

Alternative Text and Further Reading:

Management and Organisational Behaviour – Laurie J Mullins (Prentice Hall)

Module 5

Human Resource Development I

Main topics of study:

Introduction to Human Resource Management:

- The Origins & the Recent Changes & Development in the Employment Field
- The Nature of HRM & the Different Perspectives of It - Existing Personnel Practices, Management
- Disciplines, Resource Based Model
- Evaluation of Models, Frameworks & Theories of HRM

Human Resource Management in Context:

- The Nature of Organisation & Management
- The Historical Context
- Changing Management Attitudes
- Changing Labour Management Techniques
- Perception
- Knowledge & Thinking

Resourcing the Organisation:

- Labour Markets
- Institutional Theories
- Labour Market Theories

Human Resource Planning:

- Definitions & Scope of HR Planning
- Who, What, Why of HR Planning
- Creating an HR Plan & Supply & Demand
- Managing Change & Teamwork

Job Design:

- Taylorism & Braveman
- Human Relations & Multi-Skilling

Recruitment & Selection:

- The Systematic Approach
- Job Descriptions
- Person Specifications
- Short-listing
- Testing & Interviewing
- Key Legislation
- International Perspectives

- Ethical Issues

Reading List

Main Text:

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

Alternative Text 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

The International Business Environment

Main topics of study – Business Environment:

The Nature of Business Activity:

- What is Business Activity?
- Enterprise & the Entrepreneur
- Enterprise & the Factors of Production
- What Entrepreneurs Do

The Environment in which Businesses Operate:

- Business Environment
- Law
- The Economic Environment of Business
- Scarcity & Choice
- Cost & Opportunity Cost

The Objectives of Business:

- Profits & Survival
- Profits & Expansion
- Primary, Secondary & Tertiary Production
- Private Sector Activity
- Public Sector Activity
- The Interdependence of Businesses

Money & Business Activity:

- The Nature of Money
- The Qualities of Money
- Wants & Economies
- Money & Economies

Main topics of study – International Business Environment :

One of the most important functions of management is decision making and in order to perform effectively managers need to be informed.

They must be familiar with, and aware of, all major international political, economic, cultural, religious and financial issues of the day.

Political, economic and financial events in one country can create threats, as well as opportunities for other countries and it is essential that managers are able to relate international events, and their consequences, to their own business environments.

At each examination series, reference will be made to six contemporary issues which have made international news headlines in the four months preceding the examinations. Candidates will be asked to select any three of the issues or topics and comment on them.

Reading List

Main Text:

Business Studies - G Whitehead (Butterworth Heinemann)
The Economist

Additional Sources of Information:

BBC News
CNBC News
CNN News

Module 7

Management Information Systems

Main topics of study:

Computers:

- Hardware, Software & Processing
- Types of Computer
- The Processor

Storage:

- Storage Devices
- Magnetic Disks
- Magnetic Tape
- Optical Storage
- Files, Records, Fields & Characters
- File Organisation
- File Access
- File Access with Magnetic Disks & Magnetic Tape

Input & Output:

- Stages of Input
- VDUs & Keyboards
- Encoding to Disk or Tape
- Document Reading
- Card Reading Devices
- Printed Output
- Computer Output on Microform (COM)
- Choices of Output Medium

Data Communications, Networks & Processing Methods:

- Data Communication
- Data Switching
- Data Communication Equipment
- Computer-to-Computer Links
- Stand-Alone Computers & Multi-User Systems
- Centralised Data Processing
- Distributed Processing & Networks

Software:

- Software Programming Languages
- Machine Code
- Assembly Languages
- High Level Languages
- Programming Aids & Fourth Generation Languages
- Operating System Software & Utilities
- Developments in Operating Systems
- General Purpose Software & Applications Software

General Purpose Packages:

- Spreadsheets
- Spreadsheets in Practice
- Features of Spreadsheets
- Word Processing
- Features of a WP Package
- Desktop Publishing
- Computer Graphics
- Modelling Packages

Applications Software:

- Subsystems by Function
- The Sales & Marketing Function
- The Sales Ledger
- The Production Function
- The Purchase Ledger

- Stock Control
- Payroll
- The Nominal Ledger
- Budgeting

Management Information Systems:

- MIS & Levels of Management
- Presentation of Management Information
- Decision Support Systems
- Executive Information Systems
- Expert Systems
- MIS & Decision Making

Databases:

- Application Specific Files Versus Databases
- Databases for Management Information
- Data Independence & Data Redundancy
- Database Systems
- Database Software Packages

The Electronic Office:

- What is Office Automation?
- Correspondence - Changing Techniques
- Communication
- Public Services
- Document Image Processing
- Office Automation's Effect on Business
- The Computerisation of Business Functions
- The Need for a Strategy for Information Technology
- The Systems Development Life Cycle
- The Feasibility Study
- Systems Investigation
- Systems Analysis
- Methodologies & Techniques for Systems Analysis & Design

Systems Design:

- Outline Design & Detailed Design
- Output Design
- Input Design
- Document Design (Form Design)
- Code Design
- Screen Design & Dialogue Design
- File Design

Implementation:

- Systems Installation & Implementation
- Testing
- File Conversion
- Changeover Options
- Post-Implementation Review
- System Maintenance

Training:

- Methods of Training
- The Human Factors in Systems Development & Implementation

Security & Controls:

- The Need for Security & Controls
- Administrative Controls
- System Development Controls
- Application Controls

Computers & The Law:

- The Data Protection Act 1984
- Definitions of Terms in the Data Protection Act
- The Main Provisions of the Data Protection Act
- The Practical Implications of the Data Protection Act 1984
- Copyright
- The Computer Misuse Act 1990
- Other Legal Matters

Reading List

Main Text:

Business Basics in Information Technology for First Year Degree Students - (BPP Publications)

Alternative Texts and Further Reading:

Basic Computing Principles - West (Blackwell)

Management Information Systems - T Lucy (DP Publications)

Module 8

International Marketing

Main topics of study:

Introduction to International Marketing

- The Strategic Importance of International Marketing

- The International Marketing Environment
- Differences Between International and Domestic Marketing
- International Marketing Strategies

The International Trading Environment

- World Trading Patterns
- Reasons Countries Trade
- Barriers to World Trade
- The Development of World Institutions to Foster International Trade
- The Development of World Trading Groups
- The European Union
- The Free Trade Area of the Americas (FTAA)
- The Asian Pacific Trading Region
- The Chinese Economic Area

Social and Cultural Considerations in International Marketing

- Social and Cultural Factors
- What is Culture?
- Culture and Consumer Behaviour
- Analysing Cultures and the Implications for Customer Behaviour
- Cross-cultural Analysis
- Social and Cultural Influences in Business-to-Business Marketing

International Marketing Research and Opportunity Analysis

- The Role of Marketing Research and Opportunity Analysis
- The Role of International Marketing Research
- Opportunity Identification and Analysis
- International Marketing Segmentation
- Trans-national Segmentation
- Problems of Using Secondary Data
- Primary Research in International Markets
- Research Design
- Survey Methods

International Niche Marketing Strategies for Small and Medium- sized Enterprises (SMEs)

- The SME Sector and its Role Within the Global Economy
- The Nature of International Marketing in SMEs
- The Nature of International Development
- International Strategic Marketing Management in SMEs
- Ansoff Matrix MC Kinsey Framework
- Factors Affecting Choice of International Marketing Strategy
- Management Style and International Fast Growth
- The Future of SME Internationalisation

Global Strategies

- Alternative Views of Globalisation
- Alternative Strategic Responses
- Multi-domestic Strategies
- International Marketing Management for Global Firms
- Organisational Structure for Trans-national Firms

Market Entry Strategies

- The Alternative Market Entry Methods
- Indirect Exporting
- Domestic Purchasing
- Export Houses
- Piggybacking
- Trading Companies
- Direct Exporting
- Agents
- Management Contracts
- Foreign Manufacturing Strategies without Direct Investment
- Contract Manufacture.
- Licensing
- Foreign Manufacturing Strategies with Direct Investments
- Cooperative Strategies
- Joint Ventures & Strategic Alliances

International Product and Service Management

- Products, Services and Service Marketing
- The Components of the International Product Offer
- Factors Affecting International Product Management
- Standardisation
- Adaptation
- Product Policy
- Product Strategies
- Managing Products across Borders
- Product Life Cycle
- Product Portfolio Analysis
- Image, Branding and Positioning
- New Product Development

International Communications

- The Role of Marketing Communications
- The Fundamental Challenges for International Marketing Communications
- International Marketing Communications Strategy
- The Marketing Communications Tools
- Person Selling
- Exhibitions and Trade Fairs
- Advertising

- Sales Promotions
- Sponsorships
- Public Relations

The Management of International Distribution and Logistics

- The Challenges in Managing an International Distribution Strategy
- Selecting Foreign Country Market Intermediaries
- Building Relationships in Foreign Market Channels
- Trends in Retailing in International Markets
- Internet Relating
- Globalisation of Retailing
- The Management of the Physical Distribution of Goods
- Use of Intermediaries
- Transportation

Pricing for International Markets

- Domestic vs International Pricing Decisions
- The Factors Affecting International Pricing Decisions
- Developing Pricing Strategies
- Problems of Pricing and Financing International Transactions
- Problems in Multi-national Pricing
- Problems in Managing Foreign Currency Transactions
- Problems in Minimising the Risk of Non-payment in High Risk Countries
- Administrative Problems Resulting from the Cross Border Transfer of Goods

International Marketing Implementation Through Enabling Technologies

- The Enabling Technologies
- The Internet Websites
- E-markets and E-marketing
- International Marketing Solution Integration
- The Impact on International Marketing Strategy
- Moving to a Customer-led Strategy

Reading List

Main Text:

International Marketing Strategy - Analysis, Development and Implementation (4th edition) – I. Doole and R. Lowe (Thompson)

Alternative Texts and Further Reading:

International Marketing – S. J. Paliwoda and M. J. Thomas (Butterworth Heinemann)