Leading Organisations and People 801

This unit covers the key concepts and skills necessary to be an effective leader of organisations and people. It will examine the current theories and research dealing with effective leadership at the strategic and interpersonal level. Participants complete personal leadership assessments and complete development plans. Topics include: personality factors; situational and transformational behaviour; performance management; coaching; organisational and personal vision. The relationship between leadership, power and politics is examined.

Accounting for Senior Managers 803

This unit introduces the elements of both financial and management accounting with two primary objectives. The first is to ensure all participants are equipped with the skills necessary to read and interpret company financial reports. Topics include the definition and measurement of assets, liabilities, revenue and expenses; the Statement of Financial Position; the Statement of Financial Performance; the Statement of Cash Flows; and the Annual Report. Emphasis will be placed upon the strategic interpretation of the reports.

The second objective is to provide an introduction to the use of cost information for making strategic and operational decisions within an organisation. Topics include the definition of various cost types; the identification of cost behaviour; types of costing systems; and the use of cost information in simple decision models. This unit is targeted to non-financial managers.

Strategic Marketing 802

Marketing management emphasises strategic issues around the need to become a customer-focused organisation. Customer behaviour, segmentation, managing customer satisfaction and the development of policies with respect to product, price, distribution, and advertising and promotion are examined. Marketing in both business-to-business and consumer markets is addressed.

The focus is upon developing customer focused plans and strategies to create customer value in an increasingly competitive global environment. Students will analyse marketing problems from a general manager's perspective and be exposed to marketing plans and implementation programs. There is recognition within the unit that environmental changes, customer needs and shifts in competitor activities all impact upon appropriate strategic choice.

Managing Strategic Change 804

This unit focuses on developing the skills and knowledge that senior managers need to implement effective organisational change from both organisational and behavioural perspectives.

Strategic change is one of the most critical and complex processes that a manager must implement. Change is critical because it is fundamental to the long-term survival and competitiveness of an organisation and it is complex because of the human resource and cultural barriers that must be overcome if the change process is to be successful.

The topics covered include understanding planned versus unplanned organisational change; major theories and models of change management; the competencies required to be an effective change agent; diagnosis and planning for change; building commitment to the change; implementing the change strategy; overcoming resistance to change and evaluating progress.
Strategic Management I 805

The turbulence of today’s competitive environment is created by a multitude of factors, including technological discontinuities, new entrants into the market, changing customers and competitors and new ways of doing business. Not only must senior managers anticipate these events, but also they must make strategic choices from their assessment and interpretation of these events.

This unit will analyse strategy development from both industrial economics and behavioural perspectives. The unit will consider the difference between strategic planning and strategic thinking and show that strategy development and implementation is an inherently creative process within which senior managers have a primary responsibility.

As strategic management is fundamentally concerned with how positioning within an industry changes over time, case studies and tools and techniques will be used to aid understanding within the dynamics of such situations. Game theory will be used to understand the motives and actions of companies within these dynamic situations.

This unit primarily considers strategy at the business unit level.

Managing People for Competitive Advantage 807

Achieving organisational excellence is becoming increasingly challenging due to the forces of globalisation, developments in technology and the need to establish competitive advantage by leveraging human capital in all its forms – intellectual, social and professional.

This unit deals with the alignment of human resource strategy and business strategy. It focuses on how organisational capabilities can be enhanced through human resource strategies, policies and the complementary architecture of human resource systems to achieve competitive advantage.

The focus is on how strategic human resource management can add value to the development and implementation of business strategy by building leadership, shared mind-sets, competence and the capacity for change and innovation.

Financial Management 806

This unit focuses on the two most important strategic choices faced by a financial manager: what assets to invest in (the investment decision) and how the assets should be financed (the financing decision) in order to maximise shareholder value.

The overarching principle will be on the relationship between these strategic decisions and shareholder value. Students will learn how to bring together the various elements of financial decision-making in a coherent, value-enhancing corporate financial strategy.

The unit will introduce students to state-of-the-art tools for analysing investment and financing decisions. In doing so, it will examine the role of the global financial markets in these decisions; alternative methods of valuation and their applications; the estimation of a firm’s cost of capital; the impact of a company’s financial strategy on its cost of capital and value; risk/return tradeoffs; risk management and the link between risk and value; the implications of corporate restructuring strategies such as mergers and acquisitions, asset divestitures and share buybacks on shareholder value.

Strategic Management II 808

The unit will examine strategy primarily at the corporate level. It will examine the global environmental forces that impinge upon corporate strategy. It will examine the relationship between corporate and business level strategy; parenting advantage; core competencies; corporate governance and business ethics including the responsibilities of the Board of Directors.

A particular theme of the unit will be developing a global strategy and understanding how organisations go global such as through acquisition, merger, joint venture and strategic alliances. The different strategic choices will also consider cross-cultural issues. Turnaround management will also be considered.

Senior Management Project 809

The Senior Management Project enables students to undertake a project that may be of strategic significance to an organisation. The research task will be undertaken under the guidance of an assigned supervisor and follows a proposal prepared in collaboration with the supervisor and approved by the Head of the Department. It is then documented in a research report, not exceeding 10,000 words.

Advanced Topics in Senior Management I-810, II-811, III-812

These units provide an advanced course of study in a management discipline or in emerging management practices that would be of particular interest and use to senior managers.