

# Management Strategy and Leadership

*Credit Value: 1.0*

## **AIMS**

### **GENERAL AIM**

To provide the student with the ability to apply the principles of strategic management and leadership by critical analysis and evaluation of their working environment.

### **SPECIFIC AIMS**

1. To provide an insight into the organisation and the role of the manager and leader therein.
2. To give an understanding of the role of strategic management within the organisation, incorporating strategic change, strategic analysis and strategic choice.
3. To develop an ability to apply knowledge and understanding of management and leadership by critical analysis, evaluation and synthesis of complex issues.
4. To create a range of skills, techniques and practices in financial services management at a professional level.

## **CONTENT**

### **1. THE ORGANISATION AND THE MANAGER**

- Definition of the organisation
- The role of the manager
- Management v Leadership
- An historical perspective on the study of management

### **2. MANAGING INDIVIDUALS AND TEAMS**

- The role of groups in the organisation
- Motivation
- Communication
- Human resource management
- Organisational culture
- Conflict
- Change management

### **3. LEADERSHIP**

- Definition of leadership
- Theories of leadership

### **4. THEMES IN MANAGEMENT**

- Managing different cultures
- Managing quality
- Social responsibility and ethics
- Enterprise and innovation

### **5. THE STRATEGIC MANAGEMENT PROCESS**

- The nature of strategic thinking
- Strategic management and operational management
- Corporate strategy and business unit strategy
- Development of strategy

### **6. ORGANISATIONAL MISSION AND OBJECTIVES**

- Business definition and organisational mission
- Strategy and organisational culture
- Strategy and organisational structure
- Hierarchy of objectives
- Organisational objectives
- Relationship with operational objectives

### **7. STRATEGIC CHANGE**

- The nature of strategic change
- The management of strategic and cultural change
- The styles of managing strategic change
- Drivers of strategic change

### **8. STRATEGIC ANALYSIS**

- The external environment appraisal
- Market, industry, customer and competitive analysis
- The internal resource and capability appraisal
- SWOT analysis
- Sources of competitive
- Expectations and purposes

## **9. STRATEGIC CHOICE**

- General strategies
- Types of generic strategy alternatives
- Strategy development
- Entrepreneurial approaches to strategy
- Evaluating strategic options