

STAGE: PROFESSIONAL 2

Subject Title:

STRATEGY & LEADERSHIP

Examination Duration: 3.5 hours (Open Book)

Aim

The aim of this subject is to development students' ability to contribute effectively to the strategic management of enterprises through the objective analysis of business situations, the critical evaluation of strategic options and the implementation of change programmes.

Strategy & Leadership as an Integral Part of the Syllabus

Strategy & Leadership integrates and expands the knowledge and skills acquired in many of the subjects at the earlier examination stages. This subject provides a framework for future leaders to analyse, develop and implement strategies for entrepreneurial activities in both growing and established entities.

Stage	Subject	Subject	Subject	Subject	Subject	Subject
P2	Strategic Corporate Finance	Strategic Performance Management	Advanced Corporate Reporting	Strategy & Leadership	Audit Practice and Assurance Services	Advanced Taxation
P1		Managerial Finance	Corporate Reporting	Corporate Laws and Governance	Auditing	
F2		Management Accounting	Financial Accounting	Information Systems	Taxation	
F1			Management in Organisations	Economics and Business Planning	Business Law and Professional Ethics	

Strategy & Leadership further integrates and builds on, as appropriate, the capabilities developed in the earlier subjects, as highlighted in the table above.

Learning Outcomes

On successful completion of this subject, students should be able to:

- Display a detailed understanding of strategic development, marketing and market place strategy.
- Integrate and apply effectively theories and concepts from strategic management and related disciplines such as finance, H.R, Marketing, Operations and I.S. to solve business problems in complex and diverse situations.
- Devise, develop and lead appropriate business strategies in support of entrepreneurial activities and existing organisations.
- Evaluate the importance of knowledge management in strategy implementation, and advise on the implementation of appropriate systems, processes and solutions.
- Develop and promote a business case.
- Students should be able to evaluate what is required at an individual, team and organisational level to initiate and lead complex projects successfully.
- Communicate effectively to a variety of audiences.

Syllabus

1: THE STRATEGY PROCESS		CL*
The Concept of Strategy:	2	
Levels of strategy and planning.		
Setting mission, aims, goals & objectives.		
Matching strategy and structure.		
The competitive environment.		
Ethical, political & social considerations.		
Strategic Management and Operational Management.	2	
Perspectives on Strategy:	2	
Deliberate and emergent strategy.		

The Marketing Dimension:	2
Marketing management concepts.	
▪ Analysing marketing opportunities.	
▪ Market segmentation.	
▪ The marketing mix.	
▪ Strategic planning and marketing management.	
▪ Market place models.	

2: THE STRATEGIC POSITION

Environmental Analysis:	3
▪ The macro environment.	
▪ Industry/Sector analysis. – Market analysis.	
▪ Opportunities & threats.	
Assessing Strategic Capability:	3
▪ Critical success factors.	
▪ Assessing resources.	
▪ Identifying core competencies.	
▪ Benchmarking.	
▪ Assessing strengths and weaknesses.	
Measuring Stakeholder Expectations:	3
▪ Corporate governance.	
▪ Stakeholder analysis.	
▪ Identifying stakeholder expectations.	

- Business ethics.

- Cultural considerations.

3: STRATEGIC CHOICES

Corporate Level: 3

- The role of the corporate centre:

- Portfolio manager.

- Corporate core competencies.

- Manager.

- Restructurer.

- Synergy manager.

- Parental developer.

- The Corporate Portfolio.

- The Growth/Share Matrix.

- The Directional Policy Matrix.

- The Relatedness Matrix.

- Corporate Diversification.

Business Level: 3

- Bases of competitive advantage (Price, differentiation, etc.).

- Sustaining competitive advantage.

- Game theory.

- Competition and collaboration.

- Value Innovation.

- Business ecosystems.

- Business case development.

- Supporting the entrepreneur & new venture creation.

Strategy Development: 3

- Directions.

- Methods.

- Success criteria.

4: STRATEGY IMPLEMENTATION

Structure and Processes: 2

Organisation structure.

Planning & control systems (incl. ERP, Balanced Scorecard).

Market mechanisms.

Social/cultural process.

Managing Key Enablers: 2

People:

H.R. Management.

Organisational behaviour.

Leadership:

Culture change.
Knowledge creation.
Theories of Leadership.
Knowledge management.
Leadership Styles.
Power and influence.
Motivation and engagement.

4: STRATEGY IMPLEMENTATION

Information and Technology:

Managing the Change Process. 2

Change management:

Analysing the change situation.

The nature of change.

Changing organisational culture.

Organisational communications.

Project management.

Project objective and scope.

Project teams, sponsors and responsibilities.

Critical path analysis.

Project reporting procedures.

Project evaluation.

Assessment Strategy

EXAMINATION APPROACH

Strategic management is the main focus of the paper. Students are expected to demonstrate a thorough understanding of the processes involved in reviewing competitiveness and evaluating long-term options and the relevant marketing strategies. Individual related business topics are selected for detailed assessment on a planned basis each year, throughout a cycle of examinations (typically three years).

Students are expected to demonstrate strategic thinking and creativity through their ability to analyse business scenarios critically, carry out SWOT analyses and identify/justify innovative strategic options. In addition to understanding business in an Irish context, students should display a global outlook and an awareness of the importance of business ethics and social responsibility in organisations.

A thorough understanding of currently recognised theories and concepts relevant to the above areas and the ability to apply appropriate analytical techniques and business models effectively is essential. Equally important is the capacity for synthesis, demonstrated particularly by integrating areas such as marketing, knowledge management, project management, financial control and organisation behaviour. The ability to communicate clearly and succinctly is an overriding requirement. The marking scheme strongly favours the demonstration of critical analysis, judgment and innovation, rather than the mere identification of concepts and models or descriptive writing about these.

EXAMINATION FORMAT

Assessment is by an open-book examination of 3.5 hours duration. This examination uses a case-study approach to test students' ability to apply critical analysis, demonstrate synthesis and decision-making. It consists of one compulsory question, based on a major case study (worth 50% of the marks for the examination) plus a choice of two out of three optional questions, each worth 25% of the marks for the examination. The optional questions may also refer to material in the major case-study.

In October each year, students will be advised of the business sector within which the organisation upon which the main case-study for each of the following year's examinations will be based. It will be essential for students to undertake their own environmental analysis and research on this sector in preparation for the examinations. The case studies, from 2011 onwards, do not have the same amount of background information as was provided in previous examinations. Given this is an open-book examination students will be allowed to bring their analysis and research with them into the

examination centre for reference, as appropriate, in their answers to the questions.

Marks Allocation	Marks
Section A	
Compulsory Question (Case Study)	50
Section B	
Choice of 2 questions out of 3 (25 marks each)	50
	Total 100

CPA students' eBulletin

AccountancyPlus

MANUALS

Griffith College CPA P2 Strategy & Leadership – Latest edition

USEFUL WEBSITES (AS OF DATE OF PUBLICATION)

www.cpaireland.ie - CPA Ireland.

www.marketingteacher.com - Marketing Teacher.

www.strategy-business.com - Strategy + Business.

www.strategyanalytics.com - Strategy Analytics.

Learning Resources

CORE TEXTS

Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin and Patrick Regnér / Exploring Strategy, 11th Edition / Pearson 2017 / ISBN-10: 129214517X, ISBN-13: 978-1292145174

Richard Daft / Management, 12th Edition / Cengage 2016 / ISBN-13: 978-1285861982

Gregory G Dess, Alan Eisner, G T (Tom) Lumpkin and Gerry McNamara / Strategic Management: Creating Competitive Advantages / McGraw Hill Higher Education 2013 / ISBN-13: 9780077636081

Kotler Philip and Kevin Lane Keller / Marketing Management, 15th Edition / Pearson 2016 / ISBN-13: 978-1292092621

Patrick Gunnigle, Noreen Heraty and Michael J. Morley / Human Resource Management in Ireland, 5th Edition / Institute of Public Administration 2017/ ISBN-13: 978-1-910393-17-8

Laurie J Mullins/ Management and Organisational Behaviour, 11th Edition / Pearson 2016 / ISBN13: 9781292088488, ISBN10: 1292088486

SUPPLEMENTARY TEXTS AND JOURNALS

Kimiz Dalkir / Knowledge Management in Theory and Practice, 3rd Edition / MIT Press 2018 / ISBN-13: 978-0262036870, ISBN-10: 0262036878

Gerry Gallagher / Corporate Strategy for Irish Companies 2nd Edition 2011 / CAI / ISBN-13: 978-1907214653

Harvard Business Review

MIT Sloan Management Review