

CBN COLLABORATIVE POSTGRADUATE PROGRAMME
DEPARTMENT OF ACCOUNTING, UNIVERSITY OF IBADAN
WORK PLAN
NAME OF LECTURER:
COURSE: ACC 720 CORPORATE POLICY AND STRATEGY

STUDY WEEK	TOPIC SUB-TOPIC	RESULTS LEARNING	TIME Hrs	METHODS	Suggested Videos
1	1.0. 1.0 BASIC CONCEPT OF CORPORATE POLICY & STRATEGIC MANAGEMENT 1.1. Introducing Strategy 1.2. Principles of Policy formulation 1.3. Characteristics of Policy 1.4. Distinction Between Policies, Procedures, Rules & Method 1.5. Strategic Management 1.6. Strategic Implementation Framework 1.7. Benefits of Strategic Management 1.8. Challenges to Strategic Management 1.9. Relationship Between	The student can: ✓ Explain the concepts of business policy, strategic management, and strategy. ✓ What is a policy? ✓ What are the characteristics of a good policy? ✓ Distinguish policies, from procedures, rules and methods? ✓ What is strategic management? ✓ What is the framework for the implementation of a strategy? ✓ What are the benefits and challenges of strategic management? ✓ What is the relationship between corporate policy and strategy? ✓ Analysis of case studies.	3	✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources.	There are many good videos available on the Internet. Some of them are given below: https://www.youtube.com/watch?v=MNn9hgBFBUs https://www.youtube.com/watch?v=bCEeos-at-E

	Corporate Policy & Strategy 1.10. Case study			✓ Lectures, tutorials and field trip/industrial visit (if any),	
2	2.0. STRATEGIC INTENT & FORMULATION 2.1. Hierarchy of Strategic Intent 2.2. Determination of a Firm's Strategic intent 2.3. Strategic dissonance and its implication on strategic Intent 2.4. Business level strategy 2.5. Industry life cycle. 2.6. Case study: Alignment of strategic intent in Nigerian corporations(i.e Power holding company in Nigeria)	✓ Distinguish between vision, mission and goals of a firm's strategic intent. ✓ Elucidate the various forces that impact the determination of a firm's strategic intent. ✓ Describe the concept of strategic dissonance. ✓ Give an example of how a firm has handled strategic dissonance through redefinition of its strategic intent. ✓ Take the case of any organization in your neighbourhood and try and evolve the strategic diamond for them. ✓ What is the focus of business level	3	✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures,	There are many good videos available on the Internet. Some of them are given below: https://www.youtube.com/watch?v=bCEeos-at-E

		<p>strategies?</p> <ul style="list-style-type: none"> ✓ How do business level strategies differ from functional and corporate level strategies? ✓ What are Micheal Porter's generic strategies? How do they differ from each other? ✓ Discuss factors that threaten successful implementation of that strategy? ✓ What are the forces that underlie the industry life cycle? ✓ What are the limitations of the industry life cycle? ✓ Discuss the stages of the industry life cycle, and their strategic implications. 		<p>tutorials and field trip/industrial visit (if any),</p>	
3	<p>3.0. STRATEGIC FUNCTIONS & FUNCTIONAL STRATEGIES</p> <p>3.1. The Human Resource Strategy</p> <p>3.2. The Supply Chain Strategy</p> <p>3.3. The Research &</p>	<ul style="list-style-type: none"> ✓ State and define nine strategic functions using the 9-M model. What functional strategies are associated with each of these nine functions? ✓ What are the criteria for effective functional 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.co</p>

	<p>Development Strategy</p> <p>3.4. The Finance And Accounting Strategy</p> <p>3.5. The Operations Strategy</p> <p>3.6. The Information System Strategy</p> <p>3.7. The Customer Relation Strategy</p> <p>3.8. The Leadership Strategy</p> <p>3.9. Case studies</p>	<p>strategies?</p> <p>✓ Explain, with clear reasoning, the functional strategies appropriate for a firm following a cost leadership strategy using the 9-M model.</p> <p>✓ Explain the functional strategies appropriate for a firm following a differentiation strategy.</p> <p>✓ Distinguish between high-commitment and low-commitment human resource strategies</p> <p>✓ Distinguish between efficient vs responsive supply chain strategies.</p> <p>✓ Distinguish between applied vs basic research and development strategies.</p> <p>✓ Distinguish between formative vs normative finance and accounting strategies.</p>	<p>✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any)</p>	<p>m/watch?v=bCEeos-at-E</p>
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		<ul style="list-style-type: none"> ✓ Distinguish between mass vs flexible operations strategies. ✓ Distinguish between mass vs flexible operations strategies. ✓ Distinguish between dumb vs smart information system strategies. ✓ Distinguish between push vs pull-oriented customer relations strategies. ✓ Distinguish between transactional vs transformational leadership strategies. 			
4	<p>4.0. 4.0 STRATEGIC ANALYSIS OF INTERNAL ORGANIZATIONAL VARIABLES</p> <p>4.1. Analysing the Internal Organization</p> <p>4.2. The Concept of Competitive Advantage</p>	<ul style="list-style-type: none"> ✓ What are the internal organizational variables? ✓ How are the internal organizational variables analysed? ✓ Describe with an example, how a firm has developed and sustained its competitive advantage 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact 	<p>There are numerous videos available on the Internet on SWOT Analysis, Key success factors, and the value chain</p> <p>https://www.youtube.com/watch?v=-HCsRvUtgVU</p> <p>https://www.youtube.com/watch?v=g-</p>

	<p>4.3. SWOT Analysis</p> <p>4.4. Resources, Capabilities and Core Competencies</p> <p>4.5. Resources Based View (RBV) of a Firm</p> <p>4.6. Key Success Factors</p> <p>4.7. The Value Chain.</p> <p>4.8. Case studies: Mismanaging core competencies during international diversification</p>	<p>amongst its competitors.</p> <p>✓ Highlight the application of SWOT analysis in formulating a strategy for a firm.</p> <p>✓ Identify resources, capabilities, and core competencies available for firms.</p> <p>✓ Choose a multi-product, multi-business company and identify for the core competence of that firm.</p> <p>✓ Demonstrate how firm has leveraged its core competence in developing multiple products/services.</p> <p>✓ What are the critical success factors in running corporations?</p> <p>✓ With the help of any industry, describe how the analysis of critical success factors is essential before firms formulate their strategies.</p> <p>✓ Identify the value creating activities in corporate organisations.</p>		<p>sessions will include: Presentations, Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any).</p>	<p>6BiM45Xi0</p> <p>https://www.youtube.com/watch?v=ganlWjfc0I0</p>
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		<ul style="list-style-type: none"> ✓ Draw the value chain for any organization based on case studies examined. 			
5	<p>5.0. 5.0 STRATEGIC ANALYSIS OF EXTERNAL ENVIRONMENTAL FACTORS</p> <p>5.1. Industry Structure – Five Forces Model</p> <p>5.2. PEST Analysis</p> <p>5.3. Understanding Competitors & Complementors</p> <p>5.4. Defining the Scope of the Industry</p> <p>5.5. Dynamics of Competition</p> <p>5.6. Competitive Intelligence</p> <p>5.7. Forecasting</p> <p>5.8. Case studies</p>	<ul style="list-style-type: none"> ✓ What are Porter’s five forces frameworks in evaluating the attractiveness of an industry? ✓ Application of Porter’s five forces framework in evaluating the attractiveness of an industry. ✓ What is PEST Analysis? ✓ Describe the impact of the political factors in determining the attractiveness of an industry. ✓ Describe the impact of the economic factors in determining the attractiveness of an industry. 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. 	<p>. There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=VmghnIDrwgM https://www.youtube.com/watch?v=LJRxqyW4UE https://www.youtube.com/watch?v=ganlWjfc0IO</p>

		<ul style="list-style-type: none"> ✓ Describe the impact of the social factors in determining the attractiveness of an industry ✓ Describe the impact of the technological factors in determining the attractiveness of an industry ✓ Define the Scope of an Industry and applying the concept in achieving corporate success ✓ What are the dynamics of competition in corporations? ✓ Describe the role of complementors in determining the profitability of a firm? ✓ What is competitive intelligence? ✓ What is the role of competitive intelligence 		<ul style="list-style-type: none"> ✓ Lectures, tutorials and field trip/industrial visit (if any). 	
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		<p>in achieving corporate success?</p> <ul style="list-style-type: none"> ✓ What is forecasting? ✓ What is the role of forecasting in achieving corporate success? 			
6	<p>6.0. 6.0 CORPORATE STRATEGIC FORMULATION</p> <p>6.1. Typology of Corporate Strategy</p> <p>6.2. Single Business Firms</p> <p>6.3. Diversification</p> <p>6.4. Portfolio Techniques for Corporate Strategic Planning</p> <p>6.5. Mergers & Acquisition</p> <p>6.6. Joint Ventures, Strategic Alliance, and Inter Organizational Relations.</p> <p>6.7. Creating Value Through Corporate Strategy</p> <p>6.8. Historical Development of Ideas about Corporate Strategy</p>	<ul style="list-style-type: none"> ✓ What is corporate strategy? ✓ What single business firms? ✓ What are the strategies for single business firms? ✓ Discuss the advantages and disadvantages of being a single-business firm. ✓ List industry/economic conditions when a firm would rather not vertically integrate ✓ What is diversification? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=FGPaKu2UFuw</p> <p>https://www.youtube.com/watch?v=UuYIOOxXdc</p> <p>https://www.youtube.com/watch?v=O_Yje4n6n50</p> <p>A. Slide Power Point and Tutorials Note at slide share are available</p>

	<p>6.9. Case studies</p>	<ul style="list-style-type: none"> ✓ How does diversification help achieve corporate policy? ✓ What are the advantages of acquisitions as a means of diversification over other means? ✓ What are Portfolio techniques for corporate strategic planning? ✓ Application of portfolio techniques in corporate strategic planning. ✓ Compare and contrast the various portfolio techniques in their effectiveness of managing the performance of various SBUs ✓ What is merger and acquisition? ✓ How are mergers and 		<p>readings and the use of a wide range internet based resources.</p> <ul style="list-style-type: none"> ✓ Lectures, tutorials and field trip/industrial visit (if any). 	
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		<p>acquisition used in corporate strategic planning?</p> <ul style="list-style-type: none"> ✓ Take an example of a recent merger in Nigeria, and analyse the merger motives, merger process, and the value addition to the merged entity. ✓ What is Joint Venture? ✓ What is Strategic Alliance? ✓ What is Inter Organizational Relations? ✓ How are Joint Ventures, Strategic Alliances, and Inter Organizational Relations used in strategic formulation? ✓ How values are created through corporate 			
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		<p>strategy?</p> <ul style="list-style-type: none"> ✓ Identify which of the value creation motives create sustainable competitive advantage ✓ Provide various ways of adding values with examples. ✓ Analysis of case studies. 			
7	<p>7.0. 7.1 INTERNATIONAL STRATEGIES</p> <p>7.1. Opportunities and Challenges from Globalization</p> <p>7.2. Impact of National Condition on Competitive Advantage</p> <p>7.3. Patterns of Global Expansion and Entry Modes</p> <p>7.4. Strategies in Geographical Expansion</p> <p>7.5. Tapping the mass Market in Emerging Economies</p>	<ul style="list-style-type: none"> ✓ What are the potential advantages of global expansion? ✓ What are the challenges of globalization? ✓ Discuss the various ways that firms expand internationally. ✓ Discuss the advantages and disadvantages of expanding internationally? ✓ What are the primary 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=wnOj3hP4hlE</p> <p>https://www.youtube.com/watch?v=x6EzPbOFFD8</p>

	<p>7.6. Competing with Multinational Firms</p> <p>7.7. Risks in an International Environment</p>	<p>pressures that are important as firms plan their international strategies?</p> <ul style="list-style-type: none"> ✓ Compare the global and multi-domestic strategies. ✓ Applications of the global and multi-domestic strategies incorporate policy. ✓ Discuss the transnational strategy. ✓ Discuss how a firm can implement transnational strategy. ✓ What are the strategies that firms in emerging markets might use when face with international competition? ✓ Discuss risk and control issues of expanding internationally. ✓ Analysis of case 		<p>Quizzes.</p> <ul style="list-style-type: none"> ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and field trip/industrial visit (if any). 	
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		studies.			
	MID-SEMESTER BREAK				
8	8.0. STRATEGIC PLANNING PROCESS, TECHNIQUES AND CHANGE MANAGEMENT 8.1. Strategic Thinking & Strategic Planning 8.2. Planning & Planning System 8.3. Strategic Planning Issues 8.4. Strategic Planning Techniques 8.5. Triggers for Change 8.6. Types of Changes in Organization 8.7. Managing Strategic Change 8.8. Framework for Managing Change 8.9. Case Studies	✓ What is strategic thinking? ✓ What is strategic planning? ✓ What is the difference between strategic thinking and strategic planning? ✓ What are the benefits and limitations of strategic planning for the formulation of strategy? ✓ Discuss the issues involved in strategic planning. ✓ Discuss the techniques involved in strategic planning. ✓ What is a scenario? ✓ What is scenario planning? ✓ List out the steps in scenario planning. ✓ What is strategic change? ✓ Why is it essential for an	3	✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and	There are many good videos available on the Internet. Some of them are given below: https://www.youtube.com/watch?v=Mpqf6w5iBqI https://www.youtube.com/watch?v=o0UXAhzTkHE https://www.youtube.com/watch?v=HQ6348u6o08 https://www.youtube.com/watch?v=wL85IL5Z-zg

		<p>organization to change?</p> <ul style="list-style-type: none"> ✓ What is the difference between evolutionary and revolutionary change? ✓ Discuss the generic model for managing change. ✓ What is disinvestment? ✓ What are the benefits of disinvestments? ✓ What specific challenges does the process of disinvestment provide from the perspective of change management? ✓ Analysis of case studies. 		field trip/industrial visit (if any),	
9	<p>9.0. 9.0 STRATEGIC THINKING FOR INNOVATIVE & CREATIVE IDEAS</p> <p>9.1. Entrepreneurship, and Innovation</p> <p>9.2. Elements of Innovation & Technology Management</p> <p>9.3. Functional & servicing Platforms for Innovation</p> <p>9.4. Modes of Entry for</p>	<p>is</p> <ul style="list-style-type: none"> ✓ What is Entrepreneurship? ✓ What is innovation? ✓ What is technology? ✓ What is entrepreneurial leadership? ✓ Describe the concepts of Entrepreneurship, Innovation, and Technology clearly with 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=3oOJRkDmA w8</p> <p>https://www.youtube.com/watch?v=3oOJRkDmA w8</p> <p>Power point presentations are</p>

	<p>Capturing Value on Technology & Technology Strategy.</p> <p>9.5. Strategic Issues in Managing Technology & Innovation</p> <p>9.6. Strategic Issues in Managing Entrepreneurship Ventures and Small Business</p> <p>9.7. Internetworking & E-Business Strategy</p> <p>9.8. Case studies</p>	<p>the help of examples.</p> <p>✓ Discuss the role of both functional inputs as well as servicing criteria as a platform for new product development.</p> <p>✓ Discuss internal channels for developing innovations.</p> <p>✓ Discuss external modes of entry available to an organization.</p> <p>✓ Distinguish between disruptive and sustaining technologies.</p> <p>✓ Explain with clear examples why distinctions between disruptive and sustaining technologies are strategically important.</p> <p>✓ What are the phases of innovation process?</p> <p>✓ What are the strategic implications of phases of innovation process?</p>		<p>Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any).</p>	<p>available at slide share</p>
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		<ul style="list-style-type: none"> ✓ What role can geography play in strategizing about innovation and technology? ✓ What are the major impediments to innovative efforts? How should a firm address them? ✓ What are the issues and strategies of Managing entrepreneurship ventures and small business? ✓ What is internetworking strategy? ✓ What is internet? ✓ What intranet? ✓ What is Extranet? ✓ Discuss, with examples, five major value propositions of the internetworking strategy. ✓ What are the different types of internetworking 			
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		<p>business models?</p> <ul style="list-style-type: none"> ✓ What are the factors that determine the choice of internetworking business models? Explain with examples. ✓ What are the different levels at which an internetworking business model might operate? ✓ Explain the competitive forces that influence the effectiveness of internetworking strategy. ✓ Clarify the relationship between the value players and the value activities? ✓ Explain the cooperative and macro forces in the effectiveness of internetworking strategy. ✓ Analysis of case studies. 			
10	<p>10.0. 10.0 CORPORATE STRUCTURE & STRATEGIC ORGANIZATIONAL DESIGN</p> <p>10.1. Corporate Structure & Design</p> <p>10.2. Corporate Structure & Its</p>	<ul style="list-style-type: none"> ✓ What is corporate structure and design? ✓ What are the different corporate structures and designs? ✓ Why is it important to 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=fcJ4PoTXY00</p>

	<p>Components</p> <p>10.3. Basic Corporate Configurations.</p> <p>10.4. Relationship Between Strategy & Structure</p> <p>10.5. Special Structures</p>	<p>have organisational design?</p> <ul style="list-style-type: none"> ✓ What are the advantages and disadvantages associated with Functional structure? ✓ What are the advantages and disadvantages of Divisional structure? ✓ What are the advantages and disadvantages of Matrix structure? ✓ Discuss contingency theory. ✓ Discuss what structural forms are best suited for cost leadership. ✓ Discuss what structural forms are best suited for, differentiation. ✓ Explain what structural changes we can expect in an organization as it moves from a single product firm to a diversified organization. ✓ Describe the structures that will be associated 		<p>guided study.</p> <ul style="list-style-type: none"> ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and field trip/industrial visit (if any), 	<p>https://www.youtube.com/watch?v=le-isXzLkfo</p>
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		<p>with the International strategies.</p> <ul style="list-style-type: none"> ✓ Describe the structures that will be associated with the Multi-domestic strategies. ✓ Describe the structures that will be associated with the Global strategies. ✓ Describe the structures that will be associated with the transnational strategies. ✓ Analysis of case studies. 			
11	<p>11.0. 11.0 CORPORATE COMPETITIVE STRATEGY GAMING</p> <p>11.1. Structure of the Market Place</p> <p>11.2. Rules of the Competitive Games</p> <p>11.3. Behaviour of the Players</p> <p>11.4. Case studies</p>	<ul style="list-style-type: none"> ✓ What are competitive games? ✓ What is competitive dynamics? ✓ What is competitive intelligence? ✓ Describe the concept of competitive intelligence clearly with the help of examples. 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: 	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=CHFo7OZUUZI</p> <p>https://www.youtube.com/watch?v=mYF2_FBCvXw</p>

		<ul style="list-style-type: none"> ✓ Discuss the major elements of competitive games. ✓ Explain, with examples, the strategies used for playing competitive games in the market structures of (a) nascent, (b) hyper-competitive, (c) niche, (d) oligopoly, (e) dominant, (f) monopoly, (g) fragmented, and (h) perfectly competitive. ✓ Explain how time frame influences the rules of a competitive game? ✓ Explain how competitive games played by firms vary as a result of the availability or non-availability of the information content? ✓ Explain what role resources, capabilities, and core competencies play in the strategies of the rivals. ✓ Explain major types of competitive strategies 		<p>Presentations, Case Study analysis and Quizzes.</p> <ul style="list-style-type: none"> ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and field trip/industrial visit (if any). 	
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		<p>available to firms with illustrating examples.</p> <p>✓ Analysis of case studies.</p>			
12	<p>12.0. 12.0 CORPORATE LEARNING & KNOWLEDGE STRATEGY</p> <p>12.1. Dynamic Capabilities</p> <p>12.2. Organizational Learning</p> <p>12.3. Knowledge Management & Knowledge Organization</p> <p>12.4. A Model for Knowledge Organization</p> <p>12.5. Case studies</p>	<p>✓ What is Dynamic capabilities</p> <p>✓ What is Organizational learning?</p> <p>✓ What is knowledge management?</p> <p>✓ Explain how knowledge management works in organisations.</p> <p>✓ Explain the model for knowledge in organizations</p> <p>✓ Describe the major steps involved in the implementation of a KM program.</p> <p>✓ Analysis of case studies</p>	3	<p>✓ The students will learn through a combination of face – to - face contact and guided study.</p> <p>✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any).</p>	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=JsZeijLp1A</p>

13	<p>13.0. 13.0 STRATEGIC LEADERSHIP & CORPORATE GOVERNANCE</p> <p>13.1. Dimension of Strategic Leadership</p> <p>13.2. Steps for Strategic Leadership</p> <p>13.3. Corporate Governance Mechanism</p> <p>13.4. Corporate Governance Theories</p> <p>13.5. Corporate Social Responsibility</p> <p>13.6. Case studies</p>	<p>✓ What is strategic leadership?</p> <p>✓ What are the different theories of strategic leadership?</p> <p>✓ Explain theories of leadership and how they affect strategic leadership.</p> <p>✓ What elements of the environment, people, and resources make strategic leadership distinctive in the emerging markets?</p> <p>✓ Identify each of the dimensions of strategic leadership and explain why each of these dimensions is not sufficient by itself.</p> <p>✓ Explain tools that strategic leaders may use for input, process, and outcomes planning.</p> <p>✓ Explain capacities that are necessary for strategic planning.</p> <p>✓ Explain the meaning and</p>	3	<p>✓ The students will learn through a combination of face – to - face contact and guided study.</p> <p>✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any),</p>	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=0yg9n1tqpBU</p> <p>https://www.youtube.com/watch?v=xk8Xy5Po0tQ</p>
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		<p>the purpose of corporate governance.</p> <ul style="list-style-type: none"> ✓ Explain the agency theory and how does it relate to corporate governance. ✓ Explain the major mechanisms of corporate governance. ✓ Discuss the strengths and weaknesses of each of the mechanisms of corporate governance. ✓ Discuss shareholder value theory and stakeholder value theory. Compare and contrast them. ✓ Explain what is Corporate Social Responsibility and the justification for a business to be involved in social good beyond the legal minimum requirement. ✓ Describe the goal of business ethics and the ways a firm can ensure that its employees act ethically. 			
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		✓ Analysis of case studies.			
14	<p>14.0. CORPORATE STRATEGIC EVALUATION, IMPLEMENTATION AND CONTROL</p> <p>14.1. Corporate Evaluation</p> <p>14.2. Criteria for Effective Strategies</p> <p>14.3. Structural Issues & Alternatives</p> <p>14.4. Styles of Corporate Management</p> <p>14.5. Context of Strategic Control</p> <p>14.6. Criteria for Strategic Control</p> <p>14.7. Mechanisms for Strategic Control</p>	<p>✓ What is corporate strategy?</p> <p>✓ How are corporate strategies evaluated?</p> <p>✓ What are the criteria for effective strategies?</p> <p>✓ What are the structural issues on corporate strategies?</p> <p>✓ With clear examples explain the role strategic control plays in the performance and competitive advantage of a firm.</p> <p>✓ Explain how strategic control mediates the relationship between the firm's internal context and the external context.</p> <p>✓ What is the significance of incentive systems in the strategic control systems?</p> <p>✓ What role do the financial, operating, and</p>	3	<p>✓ The students will learn through a combination of face – to - face contact and guided study.</p> <p>✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes.</p> <p>✓ Guided study will include text readings and the use of a wide range internet based resources.</p> <p>✓ Lectures, tutorials and field trip/industrial visit (if any).</p>	<p>There are many good videos available on the Internet. Some of them are given below:</p> <p>https://www.youtube.com/watch?v=NfKLoGZiR4s</p> <p>https://www.youtube.com/watch?v=BXyIC122PIY</p>

		<p>institutional criteria play in strategic control?</p> <ul style="list-style-type: none"> ✓ Explain the major benefits and cost associated with the use of hierarchical superstructure as a mechanism of strategic control. ✓ Explain different ways with examples how information systems help in the strategic control of an organization. ✓ Explain the limitations of the Balanced Scorecard methodology. ✓ Analysis of case studies. 					
	REVISION WEEK						
WEEK STUDY (WEEK 1 TO 14)							
FINAL EXAMINATION							

Lecturer:

PROGRAMME LEADER