

INTERNATIONAL PROFESSIONAL  
MANAGERS ASSOCIATION - UK



MANAGEMENT STREAM EXAMINATION SYLLABUS

## EXAMINATION SUBJECT AND SYLLABUS FOR PROFESSIONAL PART 2

This programme is designed to include:  
An extension of the studies undertaken for Professional Part 1, but in greater depth

- A consideration of the mechanisms and strategies to achieve desired management goals and objectives
- A practical understanding of corporate management policy and the management of change as related to the route undertaken (that is General Management, Marketing or Computing)
- A carefully supervised major project in an area of activity relevant to the participant's chosen employment; and

**Entry Qualifications** to this programme are the completion of the International Professional Managers Association Professional Part 1 qualifying examinations or a recognised Master's Degree or equivalent approved by the IPMA Council.

Exemptions may be considered from individuals with significant work experience at senior executive level

***No exemptions will be granted from the Case Studies examination of the Professional Part 2 qualifying examinations***

### EXAMINATION SUBJECTS

1. Business Policy and Strategic Management
2. Corporate Finance and Risk Management
3. Organizational Change & Development
4. Multinational Business Management
5. Marketing Management

## **COURSE CONTENTS**

### **MULTINATIONAL BUSINESS MANAGEMENT**

#### **Course Aims**

- To provide the student with the understanding of the globalisation of business and the reasons for organisations to be engaged in international business
- To understand the different modes of establishing a global presence and the means through which growth and expansion are facilitated.

#### **Learning Outcomes**

At the end of the course the student will have the ability to:

- Define International business
- Explain cultural and behavioral differences that influence business practices
- Describe and study the political and legal landscape surrounding International Business
- Understand the theories of International Trade
- Evaluate Government and International influences on trade
- Describe economic integration and regional trading groups
- Understand the workings of the foreign exchange markets
- Developing a range of strategies for International Business

#### **Course Syllabus**

- The economic framework of international trade, the international political environment, the international legal environment, commodity trade
- The multinational corporation, foreign direct investment

- International operations management, marketing, distribution, financial management, human resources management, understanding culture, management practices and policies in diverse operating environments
- International business development, competitive advantage, international market entry, international regional strategies, assessing international competition

#### **Recommended Text**

**Book Title -:** Managing Across Borders and Cultures (5e)

**Author -:** Helen Deresky

**Publisher -:** Pearson Prentice Hall

**ISBN No -:** 0-13-196858-0

#### **Additional Reading**

**Book Title -:** International Business (7e)

**Author -:** Czinkota et al.

**Publisher -:** Thomson South-Western

**ISBN No -:** 0-324-22532-6

**Book Title -:** Global Business

**Author -:** Mike W. Peng

**Publisher -:** South-Western/Cengage

**ISBN No -:** 13 978-0-324-58594-0

**Book Title -:** Multinational Management: A Strategic Approach (4e)

**Author -:** Cullen & Parboteeah

**Publisher -:** Thomson South-Western

**ISBN No -:** 13 978-0-324-54512-8

### **ORGANIZATIONAL CHANGE AND DEVELOPMENT**

#### **Course Aims**

- To be aware of the social and behavioral dimensions of organisational effectiveness
- To develop the ability to resolve practical management and organisational problems

### **Learning Outcomes**

At the end of the course the student will have the ability to:

- Understand how organisations operate and the factors that can or inhibit its effectiveness
- Evaluate how strategy and organisational culture affect organisational effectiveness
- Evaluate and apply various techniques of overcoming barriers to change
- Understand and apply Leadership theories for effective management

### **Course Syllabus**

- **Foundations of Organisation Development**
  - Concepts of Values, Assumptions, and Beliefs in Organisational Development
  - Analysis of Organisations and their operating environment
  - Concept of organisational effectiveness – measurement of organisational effectiveness
  - Organisational structures, their design and implementation for organisational effectiveness
  - Theories of Effective Leadership
- **Organisational Development Interventions**
  - Overview of OD Interventions
  - Team Interventions
  - Intergroup and Third-Party Peacemaking Interventions
  - Comprehensive OD Interventions
  - Structural Interventions and the Applicability of OD

- Training Experiences
- **Organisational Development Issues**
  - Use of Consultants as change agents
  - Issues in Consultant-Client Relationships
  - Ramifications of use of consultants
  - Power, Politics, and Organization Development
  - Research on Organization Development
  - The Future and Organization Development

### **Recommended Text**

**Book Title** -: Organizational Development & Change (9e)

**Author** -: Cummings & Worley

**Publisher** -: South-Western/Cengage

**ISBN No** -: 13 978-0-324-58053-2

### **BUSINESS POLICY AND STRATEGIC MANAGEMENT**

#### **Course Aims**

- The key objective of strategic management is to enable the organisation to match its skills, attributes and capabilities to the business environment. This critical matching is the key to organisational effectiveness leading to the achievement of organisational objectives
- To provide the student with the requisite skills of strategic analysis, development of strategic options and choices and the understanding of techniques for strategic decision making.

#### **Learning Outcomes**

At the end of the course the student will have the ability to:

- Develop awareness of the need for strategic management
- Understand and apply the tools and techniques for effective strategic analysis
- To develop range of strategic options to achieve competitive advantage
- To develop and implement strategic management decisions

### **Course Syllabus**

- The nature of corporate strategy and its role in different contexts
- Analysis of strategic approaches and developments as practiced by different organisations
- Brief introduction to organisational culture and their impact on strategic issues
- Power structures within organisations, stakeholder expectations, influences of the financial markets
- Business ethical issues and social responsibilities and their impact on strategy
- Corporate mission statements
- Corporate objectives and policies
- Strategic business units and functional areas
- Gap analysis
- The Global dimension to strategic management
- The Business environment
- Political, economic, social and technological issues
- Industry analysis, threat of entry, power of suppliers and buyers. substitutes, extent of competitive rivalry.
- Competitive analysis
- SWOT analysis
- Value chain analysis
- Cost analysis
- Portfolio analysis
- Comparative analysis

- Assessment of the balance of resources
- Skills analysis and core competencies,
- Generic strategies, market based strategic options, alternative strategic development, and customer strategy. Sustainable competitive advantage, value chains, portfolio analysis, Experience curves. Generic strategies. PIMS data. Leaders and followers. New entrant responses. Market equilibrium, Channel strategy. Assessment of existing methods. Distributor relationships. Securing distribution.
- Evaluation methods
- Decision trees
- Scenarios
- Sensitivity analysis
- Financial ratios
- Funds flow
- Break even
- Comparison with objectives
- Joint Ventures
- Acquisitions. Mergers. Alliances
- Planning and allocating resources
- Planning and budgeting process
- Organizational structure
- Structural types
- Central and decentralized control, influence of production process and technology, environmental influences, international issues
- People and systems, rewards, training and development, organisational culture

### **Recommended Text**

**Book Title** -: Strategic Management With Power web

**Author** -: Thompson

**Publisher -:** McGraw Hill  
**ISBN No -:** 0071121315

### **Additional Reading**

**Book Title -:** Exploring Corporate Policy  
**Author -:** Johnson, G.K Scholes  
**Publisher -:** Prentice Hall

**Book Title -:** The Strategy Process  
**Author -:** Mintzberg, H. Quinn, J. & Goshal,  
**Publisher -:** Prentice Hall

## **CORPORATE FINANCE AND RISK MANAGEMENT**

### **Course Aims**

- To introduce the theory and practice of finance
- To evaluate the relevance and applicability of financial theory to practical financial problems and issues

### **Learning Outcomes**

At the end of the course the student will have the ability to:

- Appreciate the importance of corporate finance in organisations today
- Apply financial decision making techniques and theories to resolve financial problems
- Understand and evaluate the different sources of finance
- Develop a financial strategy to increase shareholder and corporate value

## **Course Syllabus**

- Introduction to Financial Management, the role of the financial manager
- Concept and foundations of present value and net present value, opportunity cost, shareholder value, valuation of assets, perpetuities and annuities; compound interest and present values, Valuation of bonds and stocks
- Alternative decision making techniques, payback; average return on book value; internal rate of return; the profitability index or benefit-cost ratio
- Relevant costs, the capital expenditure programme when resources are limited
- Introduction to risk, measuring and calculating portfolio risk, diversification, Portfolio Theory, the relationship between risk and return, measuring betas, the Capital Asset Pricing Model and alternative theories
- Corporate Finance, shares, corporate debt; preferred stock; convertible securities, venture capital, the role of the underwriter; the private placement
- Dividends, dividend irrelevance, taxation and its effect on dividends
- Capital structure, Corporate and personal taxation effects, debt-equity ratio
- Introduction to leasing, valuation of financial leases
- Analyzing financial performance, Financial ratios, financial planning, working capital, links between long and short-term financing decisions, analyzing changes in cash and working capital, cash budgeting, credit management
- The foreign exchange market , currency risks, financing foreign operations; political risk and the interactions of investment and financing decisions

### **Recommended Text**

**Book Title** -: Introduction to Corporate Finance

**Author** -: Megginson & Smart

**Publisher** -: Thomson South-Western

**ISBN No** -: 0-324-37985-4

**Book Title** -: Marketing Management (12e)

**Author** -: Kotler & Keller

**Publisher** -: Pearson/Prentice Hall

**ISBN No** -: 0-13-145757-8

### **Marketing Management-**

#### **Course Aims**

- To develop the student's understanding of marketing management

#### **Course Syllabus**

- **Strategic Marketing Decisions:**  
strategic thinking, strategic windows, strategic options, planning for competitive advantage, developing the marketing plan, Integration of strategic decisions and marketing plans,
- **Organising, implementing and controlling marketing effort:** Organisation and control for marketing, the changing role of the product manager, profitability analysis, improving sales force productivity, quality management, measuring customer satisfaction, strategic controls
- **Sustaining Market Focus:**  
Renewal and shared values, Sustaining competitive advantage, strategies for change
- **Strategic Partnership:**  
inter organisational relationships, types of relationships, global relations
- **International Marketing:**  
the challenges Marketing developments and issues in the Service and Non-Business Sectors

### **Recommended Text**