

Module Outline

Module Title:	Strategic Management and Leadership
QF Level:	HKQF Level 6
QF Credit:	15 credits for Postgraduate Diploma for Certified Banker
Teaching/Training & Learning Activities:	Self-paced learning plus sharing sessions by local top bankers
Pre-requisite:	N/A

Module Objective:

This module aims to provide individuals with the knowledge, tools and techniques to understand and be prepared for strategic planning, implementation and management with relevant leadership skillsets. Samples from international and local banking industries will be incorporated in the content for learners to have a better understanding of strategic management around the globe.

Module Intended Outcome (MIO) & Unit of Competencies (UoCs)

Upon completion of the module, learners should be able to:

MIO1:	Evaluate the different strategic management and organisational concepts and their role within a banking context.	109532L6 109534L6 109539L6
MIO2:	Discuss how strategy is determined and the strategic options available within a banking context.	109485L6 109598L6
MIO3:	Analyse how strategy can be implemented, monitored and evaluated within a banking and finance context.	
MIO4:	Evaluate how disruptive innovation is changing the banking landscape.	
MIO5:	Adopt the good practice of real-life strategic management and planning, in which risk management, compliance and updates from regulator being taken into consideration, demonstrated by top executives in banking	

Assessment Activity

Type of Assessment Activity	MIOs	Weighting (%)
Final Case Study Assessment (for all streams under CB Stage)	MIO 1-5	100

Assessment Format and Pass Mark

Final Case Study Assessment	Weighting	Assessment Methodology and Duration	Pass Mark
Final Case Study Assessment	70%	No less than 3,000 words (6-week take-home assignment)	50%
Oral Assessment	30%	Oral presentation to the assessment panel members (half an hour)	50%

Syllabus

Part A: Knowledge of Strategic Management and Leadership in a global context (in collaboration with London Institute of Banking and Finance)

Chapter 1: The concept and role of strategy	
1.1	Understanding strategy
1.2	Strategy within banking and finance
1.3	The exploring strategy framework
1.4	Levels of strategy
Chapter 2: External drivers for strategic change	
2.1	The external environment I
2.2	The external environment II
2.3	External environment factors impacting on the banking and finance industry
2.4	PESTEL
2.5	Corporate social responsibility and ethical issues
2.6	Forces that shape the competitive environment
Chapter 3: The internal environment	
3.1	Strategic capability
3.2	The value chain
3.3	SWOT
3.4	Corporate governance
3.5	Strategy and stakeholders
3.6	Organisational culture
Chapter 4: Introduction to leadership and management strategies	
4.1	Leadership
4.2	Leadership timeline
4.3	The behavioural (or style) approach
4.4	The contingency (or situational) approach
4.5	Newer approaches
4.6	Contemporary leadership
4.7	The impact of leadership styles on motivation, organisational morale and a team's performance
4.8	Team leadership and team leadership skills
4.9	Virtual teams I, II
4.10	The selection, development and training of managers
4.11	Emotional intelligence
Chapter 5: Identifying strategic options and choices	
5.1	Business-level strategies
5.2	Corporate-level strategy
5.3	Corporate parenting
5.4	Managing a diversified organisation I, II
5.5	Developing international strategies

5.6	Choosing methods to achieve growth strategies
Chapter 6: Evaluation of strategic options and choices	
6.1	Evaluating strategic choices
6.2	Measuring performance and strategy development
6.3	Risks and threats for strategy development
6.4	Innovation
6.5	Alternative perspectives on strategy development
6.6	Who is involved in strategy development?
Chapter 7: Change management	
7.1	Definition of change management
7.2	Types of change
7.3	Forces for organisational change
7.4	Managing change I, II
7.5	The challenges of implementing and managing change
7.6	The impact of change and reactions to change
7.7	Change versus stability – why change can fail
Chapter 8: The challenges of strategy implementation	
8.1	Leading strategy
8.2	Leadership styles for implementing strategy
8.3	Communicating strategy
8.4	Organisational culture
8.5	Evidencing culture
8.6	Types of culture
8.7	Managing organisational culture
Chapter 9: Organisational structures	
9.1	Organisational structure
9.2	Elements of organisational structures
9.3	Common organisational designs
9.4	Choosing the most appropriate structure
9.5	Power and influence in organisations
9.6	Contemporary issues and trends in organisational structure and power
9.7	Newer organisational designs
Chapter 10: Monitoring and evaluating the effectiveness of strategy	
10.1	Control and decision-making
10.2	The process of decision-making
10.3	Factors affecting decision-making
10.4	Internal and external forms of control
10.5	The dangers of planning and control systems I, II
10.6	The impact of control systems on individual and organisational behaviour
10.7	Budgetary control and behaviour
10.8	Monitoring and evaluating strategy

10.9	Benchmarking
Chapter 11: The importance of strategic innovation in financial services	
11.1	The concept of disruptive innovation
11.2	External influences that have changed the banking landscape
11.3	Disruption of the banking value chain
Chapter 12: Becoming a data-driven organisation through digital transformation	
12.1	The role of data in the digital economy
12.2	Defining a data-driven organization
12.3	Impact of being a data-driven organization
12.4	Data management challenges
12.5	Digital transformation
12.6	Effective digital approaches to business transformation
12.7	Digital transformation challenges in banking

Part B: Additional tailored and localised contents offered by HKIB:

Session 1: Sharing by top bankers (such as C-level bankers or Honorary Certified Bankers)	
1.1	Importance of Regulator, Compliance, and Risk Management for Internal Control
1.2	Case study on bank's Strategic Management
1.3	Experience sharing on strategic planning, execution and evaluation
Session 2: Sharing at the Annual Banking Conference	
2.1	CEO Panel - content will be updated annually
2.2	Other panel discussion – content will be updated annually

Essential Readings:

For the whole module:

London Institute of Banking & Finance Study Guide –
Study pack of Strategic Management & Innovation in Banking (SMIB) – Strategic Management and Digital Transformation in Banking (SMDT)

Supplementary readings (to be further updated and reviewed on a regular basis):

1. Chapter 1:
 - a. Agile Business Consortium (2019) Business agility [online]. Available at: <https://www.agilebusiness.org/business-agility> [Accessed: 4 January 2019].
 - b. Choo, J. and Christison, G. (2019) The strategy journey.
 - c. Econsultancy (2018) 2018 Digital trends in financial services [pdf]. Available at:

https://www.images2.adobe.com/content/dam/acom/uk/modal-offers/pdfs/Econsultancy-2018-Digital-Trends-FS_EMEA.pdf [Accessed: 4 January 2019].

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- e. strategy& (2017) Over a third of major UK companies have appointed a digital transformation leader [online]. Available at: <https://www.strategyand.pwc.com/uk/press/uk-companies-appointed-cdo> [Accessed: 4 January 2019].

2. Chapter 2:

- a. Addison, R. (2018) FCA considers regulating crypto currencies. FT Adviser [online]. Available at: <https://www.ftadviser.com/regulation/2018/12/20/fca-considers-regulating-crypto-currencies/> [Accessed: 28 January 2019].
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- d. Milligan, B. (2018) Banks could have to pay out ‘billions’ more in PPI claims. BBC News [online]. Available at: <https://www.bbc.co.uk/news/business-44696362> [Accessed: 15 January 2019].
- e. PwC (2016) Financial services technology 2020 and beyond: embracing disruption [online]. Available at: <https://www.pwc.com/gx/en/financial-services/assets/pdf/technology2020-and-beyond.pdf> [Accessed: 11 January 2019].
- f. Sardá, R. and Pogutz, S. (2019) Corporate sustainability in the 21st century: increasing the resilience of social-ecological systems. Oxon: Routledge.

3. Chapter 3:

- a. Business Dictionary (2019) Organizational knowledge [online]. Available at: <http://www.businessdictionary.com/definition/organizational-knowledge.html> [Accessed: 30 January 2019].
- b. Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regnér, P. (2017) Exploring strategy: text and cases. 11th edn. Harlow: Pearson Education Ltd, Proquest Ebook Central. Available through KnowledgeBank website at: <https://study.libf.ac.uk/refer.php?resource=ebookcentral&id=5186321> [Accessed: 8 January 2018].

4. Chapter 4:

- a. Cherry, K. (2018a) Intrinsic motivation [online]. Available at: <https://www.verywellmind.com/whatis-intrinsic-motivation-2795385> [Accessed: 30 January 2019].
- b. Cherry, K. (2018b) Extrinsic motivation [online]. Available at: <https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384> [Accessed: 30 January 2019].
- c. Edelman (2018) 2018 Edelman trust barometer [pdf]. Available at: https://www.edelman.com/sites/g/files/aatuss191/files/2018-10/Edelman_Trust_Barometer_Financial_Services_2018.pdf [Accessed: 22 January 2019].
- d. Huczynski, A. and Buchanan, D. (2013) Organizational behaviour. ProQuest [online]. Available through KnowledgeBank website at: <https://study.libf.ac.uk/refer.php?resource=myilib&id=5138066> [Accessed: 16 January 2019].
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- f. Peston, R. (2013) How did Flowers bloom at Co-op Bank [blog], 18 November 2013. Available at: <https://www.bbc.co.uk/news/business-24984680> [Accessed: 16 January 2019].
- g. Shipilov, A., Galunic, C. C. J. and Clement, J. (2018) Why great networkers are sometimes bad for creative projects. Harvard Business Review [online]. Available at: <https://hbr.org/2018/04/whygreat-networkers-are-sometimes-bad-for-creative-projects> [Accessed: 22 January 2019].
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- i. Yukl, G. (2013) Leadership in organizations. 8th edn. Upper Saddle River, NJ: Prentice-Hall.

5. Chapter 5:

- a. Cavaglieri, C. and Knight, J. (2013) Why the return of TSB to the high street feels like shotgun divorce. Financial Times [online], 14 September 2013. Available at: <https://www.independent.co.uk/money/spend-save/why-the-return-of-tsb-to-the-high-street-feelslike-shotgun-divorce-8816672.html> [Accessed: 14 February 2019].
- b. Henderson, A., Farrell, L. and Green, A. (2015) Financial services M&A: a competition role for the FCA? Butterworths Journal of International Banking and Financial Law, October 2015, 9(2015), p1–3, [pdf]. Available at: https://www.evershedsutherland.com/documents/sectors/financial_institution_s/JIBFL_30_9_OnlineOnlyA.PDF [Accessed: 27 February 2019].
- c. Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regnér, P. (2017)

Exploring strategy: text and cases. 11th edn. Harlow: Pearson Education Ltd, Proquest Ebook Central. Available through KnowledgeBank website at:

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 - f. Megaw, N. (2019) Starling raises £75m as it plots European expansion. Financial Times [online], 13 February 2019. Available at: <https://www.ft.com/content/3580018c-2f66-11e9-ba00-0251022932c8> [Accessed: 14 February 2019].
6. Chapter 6:
- a. Barclays (2013) Balanced scorecard [pdf]. Available at: <http://www.resources.barclays.com/citizenshipreport/downloads/pdf/balanced-scorecard.pdf> [Accessed: 6 February 2019].
 - b. Doblin (2015) Ten types of innovation [pdf]. Available at: https://www.doblin.com/dist/images/uploads/Doblin_TenTypesBrochure_Web.pdf [Accessed: 6 February 2019].
 - c. Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regnér, P. (2017) Exploring strategy: text and cases. 11th edn. Harlow: Pearson Education, Proquest Ebook Central. Available through KnowledgeBank website at: <https://study.libf.ac.uk/refer.php?resource=ebookcentral&id=5186321> [Accessed: 8 January 2018].
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 - e. Slack, N., Brandon-Jones, A. and Johnston, R. (2013) Essentials of operations management, 7th edn. Harlow: Pearson Education.
7. Chapter 7:
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- h. Simmons&Simmons (2017) One third of financial institutions to acquire a fintech firm in next 18 months [online]. Available at: <http://www.simmons-simmons.com/en/news/2017/april/one-thirdof-financial-institutions-to-acquire-a-fintech-firm-in-next-18-months> [Accessed: 11 March 2019].
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- j. Weinstein, M. (2013) Cultivating culture. Training. May/Jun, 50(3), p16–19, EBSCOhost: Business Source Corporate Plus [online]. Available through KnowledgeBank website at: <https://study.libf.ac.uk/refer.php?resource=EBSCO&id=AN=87655479> [Accessed: 19 March 2019].

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- a. Acker, B. and Trickey, T. (2014) Playing by the rules. FinancialWorld, August–September, p39–40 [online]. Available at: <https://fw.libf.ac.uk/docs/default-source/august---september-2014/playing-by-the-rules-acker-trickey-aug-sep-2014.pdf?sfvrsn=2> [Accessed: 18 March 2019].
- b. BBC (2019) Metro bank shares slump on cash call [online]. Available at: <https://www.bbc.co.uk/news/business-47387630> [Accessed: 9 April 2019].
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10. Chapter 10:

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- b. Collins, J.P. and Jack, E.P. (2014) Unintended consequences [online]. Available at: www.apics.org/industry-content-research/publications/apics-magazine/apics-magazine-landing-page-every-one/2014/10/02/unintended-consequences [Accessed: 19 March 2019].
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