

# Diploma in Corporate Administration & Compliance

## Business Management and Strategy

<b>Course Title</b>	Business Management and Strategy
<b>Course Code</b>	BUS101
<b>Type of Course</b>	Core/Required
<b>Level of Course</b>	Undergraduate, Second Cycle
<b>Year of Study</b>	First
<b>Semester</b>	First
<b>Credits (ECTS)</b>	6
<b>Prerequisites or co-requisites</b>	No
<b>Recommended optional program components</b>	None
<b>Language of Instruction</b>	English
<b>Mode of Delivery</b>	Face to Face

# General Information

## Description

This course is designed to provide you with a thorough understanding of how businesses operate within their internal and external environments. Throughout the semester, you will explore the structures, objectives, and roles of various types of organisations, from multinational corporations to not-for-profits, and how they contribute to economic and social development.

We will begin by examining the fundamental concepts of business organisations, their structures, and their cultures, understanding how these elements shape decision-making and performance. You will gain insight into the interdependence of departments within organisations and the importance of aligning strategic goals with operational execution.

The course will guide you through the complex ecosystems in which businesses operate, including the dynamic roles of stakeholders, economic trends, political systems, and technological advancements. You will learn to critically analyse how external factors, such as government policies, demographic shifts, and environmental challenges, influence business strategies and outcomes.

To enhance your analytical skills, we will introduce you to powerful tools such as SWOT Analysis, Porter's Five Forces, and Value Chain Analysis, which you will apply to real-world scenarios and case studies. You will also study the impact of innovation, digital transformation, and emerging technologies on businesses, exploring how companies adapt to change and leverage opportunities to remain competitive.

The course also addresses the critical areas of financial functions, regulatory compliance, and ethical considerations, helping you understand the frameworks that ensure transparency, accountability, and sustainability in business operations. By examining case studies such as Enron's collapse, you will learn the importance of governance and risk management in safeguarding organisational success.

Finally, we will focus on the strategic foundations of businesses, exploring how organisations craft vision and mission statements, navigate the business lifecycle, and develop strategies to achieve long-term goals. You will complete this course with a comprehensive understanding of the interconnected forces shaping businesses and the skills to critically evaluate and contribute to organisational success.

## Course objectives

This course is designed to provide you with the skills and knowledge to think critically and strategically about the workings of business organisations and their environments. By the end of the semester, you will have developed the ability to analyse and evaluate the structure, operations, and strategies of organisations, as well as the external forces that influence their success.

A central objective of the course is to help you cultivate analytical and problem-solving skills. You will learn how to approach complex business scenarios with confidence, using tools such as SWOT Analysis and Porter's Five Forces to assess opportunities and challenges. These tools will enable you to break down organisational complexities and make data-informed decisions.

You will also develop a deeper understanding of the relationships between organisations and their stakeholders. This includes examining how businesses balance competing interests, navigate ethical dilemmas, and maintain accountability in a rapidly evolving economic and technological landscape. By the end of the course, you will be equipped to evaluate stakeholder dynamics and understand the broader implications of business decisions.

Another key goal of this course is to prepare you to adapt to and embrace change in business environments. Whether it is technological transformation, shifts in consumer behaviour, or regulatory changes, you will gain the skills to analyse trends and innovate within uncertain contexts. The course aims to instil a mindset of adaptability and forward-thinking essential for modern business professionals.

In addition to strategic and analytical skills, the course will enhance your ability to think about businesses holistically. You will understand how organisations align their vision, mission, and strategy with their goals and the needs of their environment. This integrated perspective will prepare you to approach business challenges from multiple angles, whether operational, strategic, or ethical.

Ultimately, the course aspires to develop your capacity to evaluate businesses critically, apply theoretical knowledge to real-world scenarios, and contribute meaningfully to decision-making processes. These skills and insights will not only enhance your academic journey but also prepare you for professional success in the diverse and dynamic field of business.

## Learning Outcomes

On successful completion of the course, you will be able to:

1. Explain the structure, purpose, and objectives of different types of business organizations, including their legal, financial, and operational characteristics.
2. Analyze the role of stakeholders, the business environment, and external factors, such as political, economic, and social conditions, in shaping business decisions and strategies.
3. Evaluate the impact of organizational culture and structure on business performance and decision-making processes.
4. Apply analytical tools such as SWOT Analysis, Porter's Five Forces, and Mendelow's Matrix to assess business positioning, stakeholder influence, and industry competitiveness.
5. Assess the role of technology, data, and innovation in driving digital transformation, operational efficiency, and competitive advantage in businesses.
6. Identify and explain key financial functions, regulatory frameworks, and compliance requirements, including their importance in ethical business practices and mitigating financial risks.
7. Describe the stages of the business life cycle and develop strategic plans by aligning vision, mission, and goals with organizational objectives and market conditions.

## Course Readings & Learning Activities

### Required Readings

- Lecture notes, assignments, cases, and other useful information will be posted on the CLASSE.
- William, G, Nickels, James, M, McHugh and Susan, M, McHugh, *Understanding Business*, McGraw-Hill Education, latest edition
- Ronald J. Ebert and Ricky W. Griffin, *Business Essentials*, Pearson, latest edition
- Thomas S. Bateman and Scott A. Snell, *Management: Leading & Collaborating in a Competitive World*, McGraw-Hill Education, latest edition
- Fred R. David and Forest R. David, *Strategic Management: Concepts and Cases*, Pearson, latest edition
- Margaret Robertson, *Sustainability Principles and Practice*, Routledge, latest edition
- Many case studies can be found in the textbooks.

### Optional Readings

- Louis Boone/David Kurtz, *Contemporary Business*, Latest Edition
- Nickels, McHugh, McHugh, *Understanding Business*, McGraw Hill, Latest Edition

## Planned Learning Activities and Teaching Methods

- **Case Study Method:** Uses real-world accounting scenarios to teach you how to apply accounting principles and concepts.
- **Simulation and Role-Playing:** You will simulate real-world accounting situations or role-play as accountants, clients, or auditors.
- **Computer-Assisted Learning:** Utilizing accounting software and tools in teaching to simulate real-life accounting processes.
- **Collaborative Learning:** You will work in groups on accounting projects or case studies, encouraging peer-to-peer learning.
- **Problem-Based Learning (PBL):** You will be presented with an accounting problem to solve, requiring them to research and apply various accounting principles.
- **Flipped Classroom:** You will learn basic concepts and theories through pre-class assignments and videos. Class time is dedicated to practical application, problem-solving, and discussions.
- **Guest Lectures and Industry Interaction:** Inviting accounting professionals and experts to speak or interact with you.
- **Interactive Lectures with Real-Time Feedback:** Using technology such as clickers or educational apps to allow you to answer questions or solve problems during lectures and receive immediate feedback.

## Course Notes

Copies of lecture slides and other class information will be available through your CLASSE365 account.

# Course Detailed Syllabus

Students should read the assigned chapter(s) BEFORE the associated lecture date.

Topics	
Section I: The Business Organization, Its Structure and Culture	
<p><b>Learning Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Define and explain the purpose, objectives, and types of business organizations.</li> <li>2. Compare the features, structures, and sectors of operation of different business organizations.</li> <li>3. Identify and evaluate the advantages and disadvantages of various organizational structures and types.</li> <li>4. Analyze the factors shaping organizational culture and assess its impact on business success.</li> <li>5. Understand and apply key principles of corporate governance, including the role of committees and accountability mechanisms.</li> </ol>	
<p><b>Lectures 1</b></p>	<p><b>Definition and purpose of business organizations</b></p> <ul style="list-style-type: none"> <li>• Definition of a business organization and reasons for its formation such as profit generation, innovation, and social impact</li> <li>• Key objectives of businesses: profit, growth, sustainability, innovation, social responsibility, and stakeholder satisfaction</li> <li>• Balancing conflicting objectives (e.g., profit vs. sustainability)</li> <li>• The role of businesses in society, including wealth creation and job opportunities</li> <li>• Case Study: Examine Tesla's dual focus on innovation and sustainability as a business model</li> </ul> <p><b>Common features of business organizations</b></p> <ul style="list-style-type: none"> <li>• Resources required for business operations: capital, labor, raw materials</li> </ul>

	<ul style="list-style-type: none"> <li>• Objectives including profit, growth, and sustainability</li> <li>• Legal structure and operational risk</li> </ul> <p><b>Differences between business organizations</b></p> <ul style="list-style-type: none"> <li>• Organizational forms: <ul style="list-style-type: none"> <li>✓ Commercial organizations: Example, Apple—focused on innovation and profitability</li> <li>✓ Not-for-profit organizations: Example, Oxfam—addressing global poverty</li> <li>✓ Public sector organizations: Example, GESY (Cyprus’ General Healthcare System)—providing healthcare services</li> <li>✓ NGOs: Example, Greenpeace—advocating environmental protection</li> <li>✓ Cooperatives: Example, Mondragon—a worker-owned cooperative emphasizing equitable wealth distribution</li> </ul> </li> <li>• Comparison of organizational forms: Highlight differences in objectives, funding, and governance</li> </ul> <p><b>Sectors of operation</b></p> <ul style="list-style-type: none"> <li>• Primary sector: Agriculture, mining. Example: John Deere (agricultural equipment)</li> <li>• Secondary sector: Manufacturing. Example: Toyota (automobile manufacturing)</li> <li>• Tertiary sector: Services. Example: Amazon (e-commerce and cloud computing)</li> <li>• Emerging Sectors: <ul style="list-style-type: none"> <li>✓ Technology (e.g., Google), renewable energy (e.g., Vestas Wind Systems)</li> </ul> </li> </ul> <p><b>Types of business organizations and their characteristics</b></p> <ul style="list-style-type: none"> <li>• Overview of business types</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ Sole traders</li> <li>✓ Partnerships</li> <li>✓ Limited Liability Partnerships (LLPs)</li> <li>✓ Companies (Private and Public Limited)</li> <li>✓ Business alliances and groups</li> <li>• Comparison of business types <ul style="list-style-type: none"> <li>✓ Legal and financial characteristics</li> <li>✓ Levels of liability and risk</li> <li>✓ Taxation implications</li> <li>✓ Management and decision-making processes</li> </ul> </li> <li>• Advantages and disadvantages of each type <ul style="list-style-type: none"> <li>✓ Flexibility vs. complexity: Sole traders vs. corporations</li> <li>✓ Ownership and control: Partnerships vs. public companies</li> <li>✓ Scalability and capital acquisition: SMEs vs. large enterprises</li> </ul> </li> <li>• Case Studies: Analyze the growth of Amazon as a public limited company</li> </ul> <p><b>Business and wealth building</b></p> <ul style="list-style-type: none"> <li>• Role of entrepreneurs: Creating wealth through innovation and risk-taking</li> <li>• Examples of wealth-building: Steve Jobs (Apple), Elon Musk (Tesla and SpaceX)</li> <li>• The role of behavioral economics in entrepreneurial decision-making</li> </ul>
<p><b>Lectures 2</b></p>	<p><b>Introduction to Organizational Structures</b></p> <ul style="list-style-type: none"> <li>• Definition of organizational structures: <ul style="list-style-type: none"> <li>✓ Formal organizations: Defined roles, responsibilities, and hierarchies</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>✓ Informal organizations: Social networks, relationships, and unwritten rules</li><li>• Key differences<ul style="list-style-type: none"><li>✓ Authority vs. influence</li><li>✓ Rules vs. norms</li><li>✓ Visibility vs. subtlety</li></ul></li><li><b>Types of Organizational Structures</b></li><li>• Overview of various organizational structures<ul style="list-style-type: none"><li>✓ Entrepreneurial</li><li>✓ Functional</li><li>✓ Matrix</li><li>✓ Divisional (geographical, by product, or by customer type)</li><li>✓ Boundaryless (virtual, hollow or modular)</li></ul></li><li>• Advantages and disadvantages of Organizational Structures<ul style="list-style-type: none"><li>✓ Communication flow and decision-making</li><li>✓ Efficiency and specialization</li><li>✓ Flexibility and adaptability</li><li>✓ Risk of silos and coordination challenges</li></ul></li><li>• Case studies:<ul style="list-style-type: none"><li>✓ Functional structure: Procter &amp; Gamble</li><li>✓ Matrix structure: General Electric</li></ul></li><li><b>Basic organizational structure concepts</b></li><li>• Separation of ownership and management - how ownership and day-to-day management differ in large corporations</li></ul>
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- Span of control - The number of subordinates reporting to a manager and its impact on decision-making
- Tall vs. Flat structures - Advantages and disadvantages of hierarchical (tall) versus decentralized (flat) organizational models

### **Centralization and Decentralization**

- Centralized decision-making: Power and control reside with top management
- Decentralized decision-making: Decision-making is distributed to lower levels of the organization
- Apple's centralized approach vs. Google's decentralized model

### **Overview of Business Departments**

- The purpose of departmentalization in organizations
- Interdependence of departments
- Overview of the main departments in a business organisation:
  - ✓ Research and development
  - ✓ Purchasing
  - ✓ Production
  - ✓ Service operations
  - ✓ Marketing
  - ✓ Administration
  - ✓ Finance
- Cross-functional teams in agile organizations

	<p><b>Strategic, Tactical, and Operational Levels (Anthony's Hierarchy)</b></p> <ul style="list-style-type: none"> <li>• Strategic Level: Long-term decision-making focused on growth and market positioning</li> <li>• Tactical Level: Mid-level management translating strategy into actionable plans</li> <li>• Operational Level: Day-to-day operations and process optimization</li> </ul>
<p><b>Lectures 3</b></p>	<p><b>Organizational culture</b></p> <ul style="list-style-type: none"> <li>• Definition of organizational culture: The shared values, beliefs, and practices within an organization</li> <li>• Importance of culture: How culture influences employee behavior, decision-making, and business success</li> </ul> <p><b>Factors shaping organizational culture</b></p> <ul style="list-style-type: none"> <li>• Internal factors: Leadership style, organizational mission, and employee behavior</li> <li>• External factors: Market conditions, competition, and social/cultural norms</li> </ul> <p><b>Cultural models</b></p> <ul style="list-style-type: none"> <li>• Schein's model: Three levels of culture - artifacts (visible structures), espoused values (stated principles), and basic assumptions (unconscious beliefs)</li> <li>• Handy's four types of organizational culture: <ul style="list-style-type: none"> <li>○ Power Culture: Centralized power in a few individuals</li> <li>○ Role Culture: Defined job roles and hierarchy</li> <li>○ Task Culture: Project-based, team-oriented</li> <li>○ Person Culture: Individuals are prioritized over the organization</li> </ul> </li> <li>• Hofstede's Cultural Dimensions: National culture and its influence on organizations (e.g., power distance, individualism vs. collectivism)</li> <li>• Case Study: Compare Google's task culture to traditional hierarchical cultures</li> </ul>

### **Corporate Governance**

- Definition of corporate governance
- Business committees:
  - ✓ Audit Committee: Ensures integrity of financial reporting
  - ✓ Remuneration Committee: Determines executive compensation
  - ✓ Nomination Committee: Oversees board member appointments
- The agency theory in governance
- Separation of executive and non-executive roles: Ensuring oversight and accountability
- Public oversight and transparency: How regulatory bodies and shareholders monitor corporate governance
- Trends in governance:
  - ✓ ESG considerations
  - ✓ Diverse boards
  - ✓ Technological advancements (e.g., blockchain for transparency).

## **Section II: Business Ecosystem**

### **Learning Objectives:**

1. Identify the effects of political systems and government policies on business operations.
2. Explain the sources of legal authority, including the roles of national, regional, and supra-national bodies, in regulating businesses.
3. Describe the key macroeconomic factors, such as inflation and unemployment, and their impact on businesses, households, and individuals.
4. Compare different market structures (perfect competition, monopoly, oligopoly) and their effects on pricing and output.

5. Analyze the impact of social and demographic trends on business strategies and outcomes.
6. Evaluate how businesses can operate sustainably to minimize environmental impact and benefit stakeholders.
7. Apply tools like SWOT analysis and Porter's Five Forces to assess a business's competitive environment and identify sources of competitive advantage.

**Lectures 4**
**Understanding stakeholders**

- Explanation of stakeholders (individuals or groups with an interest in the business)
- Categories of stakeholders:
  - ✓ Internal stakeholders (employees, owners, managers)
  - ✓ Connected stakeholders (customers, suppliers, shareholders)
  - ✓ External stakeholders (government, society, regulators)
- Main stakeholder groups and their objectives
  - ✓ Employees: job security, growth
  - ✓ Shareholders: return on investment
  - ✓ Customers: quality products, value for money
- Interaction and conflicts between stakeholders
  - ✓ How different stakeholder objectives may conflict
  - ✓ Case Study: A labor strike in a manufacturing company due to wage disputes versus shareholder expectations for cost minimization
- Mendelow's Matrix: Stakeholder power and interest
  - ✓ Use of Mendelow's Matrix to evaluate the power and interest of different stakeholders
    - High power, high interest: Investors
    - Low power, low interest: Minor customers

	<p><b>Overview of the business environment</b></p> <ul style="list-style-type: none"> <li>• Economic: Interest rates, inflation, global trade</li> <li>• Political: Government policies, trade regulations</li> <li>• Social: Consumer preferences, demographic changes</li> <li>• Technological: AI, blockchain, automation</li> <li>• Practical examples of how companies adapt to environmental changes (e.g., Netflix adapting to streaming services, Tesla adapting to the electric vehicle market)</li> </ul>
<p><b>Lecture 5</b></p>	<p><b>Political systems and their impact on business</b></p> <ul style="list-style-type: none"> <li>• Overview of political systems: <ul style="list-style-type: none"> <li>✓ Democracy, socialism, and autocracy influence business freedoms and constraints</li> <li>✓ Case study: The impact of democratic trade policies on global tech companies versus autocratic regulations restricting market entry</li> </ul> </li> <li>• Companies operating in politically unstable regions may face higher risks but also opportunities in emerging markets</li> </ul> <p><b>Sources of legal authority and their influence on business</b></p> <ul style="list-style-type: none"> <li>• Supranational Bodies: International organizations like the EU regulate cross-border business activities</li> <li>• National Governments: Laws impact compliance, environmental standards, and industry regulations</li> <li>• Example: GDPR's role in shaping global data protection practices</li> </ul>
<p><b>Lecture 6</b></p>	<p><b>Government policy and its objectives</b></p> <ul style="list-style-type: none"> <li>• Types of government economic policy</li> </ul>

	<ul style="list-style-type: none"><li>✓ Fiscal policy: taxation and government spending.</li><li>✓ Monetary policy: interest rate control and money supply.</li><li>✓ Trade and industrial policies for economic welfare.</li></ul> <ul style="list-style-type: none"><li>• The objectives of fiscal and monetary policies (e.g., controlling inflation, reducing unemployment, and stimulating growth)</li><li>• The impact of macroeconomic policies on business operations and consumer behavior</li></ul> <p><b>Determinants of business activity in the economy</b></p> <ul style="list-style-type: none"><li>• Key economic indicators that influence business activities (Interest rates, inflation, global trade)</li><li>• Effects of business cycle variations on businesses, households, and individuals.</li></ul> <p><b>The effects of economic conditions on businesses and households</b></p> <ul style="list-style-type: none"><li>• Impact of inflation, unemployment, and economic growth on businesses (e.g., cost of goods, demand for products) and households (e.g., purchasing power, savings).</li><li>• Real-world examples of companies affected by economic conditions (e.g., Tesla during economic downturns).</li></ul> <p><b>The role of government economic policies</b></p> <ul style="list-style-type: none"><li>• Governments influence economic welfare through fiscal and monetary tools.</li><li>• Case study: The impact of stimulus packages during economic recessions on various industries (e.g., construction, retail).</li></ul> <p><b>Social and Demographic Policies</b></p> <ul style="list-style-type: none"><li>• Medium- and long-term trends</li></ul>
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	<ul style="list-style-type: none"> <li>✓ Population growth, aging demographics, and urbanization.</li> <li>✓ Changes in consumer preferences and workforce dynamics.</li> <li>• Government responses to demographic changes <ul style="list-style-type: none"> <li>✓ Policies for healthcare, pensions, and education.</li> <li>✓ Labor market strategies and immigration policies.</li> </ul> </li> </ul>
<b>Lecture 7</b>	<p><b>Environmental impact and Sustainability</b></p> <ul style="list-style-type: none"> <li>• Business and the physical Environment <ul style="list-style-type: none"> <li>✓ Environmental impacts of business activities (pollution, resource depletion).</li> <li>✓ Examples of industries with significant environmental impacts (e.g., energy, manufacturing, agriculture).</li> </ul> </li> <li>• Environmental risks and opportunities for businesses <ul style="list-style-type: none"> <li>✓ Discussion of environmental risks (e.g., climate change, resource scarcity) and regulatory pressures.</li> <li>✓ Exploring opportunities for businesses adopting sustainable practices, including cost savings, innovation, and improved market positioning.</li> </ul> </li> <li>• Sustainable business practices <ul style="list-style-type: none"> <li>✓ Energy efficiency, renewable resources, and waste reduction.</li> <li>✓ Corporate responsibility initiatives for sustainability.</li> </ul> </li> <li>• Economic Sustainability and Stakeholders <ul style="list-style-type: none"> <li>✓ Benefits of sustainable practices for investors, customers, and communities.</li> </ul> </li> </ul> <p><b>Economic sustainability and its benefits to stakeholders</b></p> <ul style="list-style-type: none"> <li>• Definition of economic sustainability and its relevance to long-term business success.</li> <li>• Benefits of sustainability for key stakeholders (customers, investors, employees),</li> </ul>

	<p>including enhanced brand loyalty and risk reduction.</p> <p><b>Case Studies in Sustainability</b></p> <ul style="list-style-type: none"> <li>• Analysis of companies like Patagonia (sustainable production practices) and Tesla (electric vehicles), highlighting how sustainability can be a competitive advantage.</li> </ul>
<b>MIDTERM EXAMINATION</b>	
<b>Lecture 9</b>	<p><b>Understanding the Competitive Environment</b></p> <ul style="list-style-type: none"> <li>• Definition of the competitive environment and its influence on business strategy.</li> <li>• Importance of market analysis and competitor monitoring.</li> </ul> <p><b>SWOT Analysis</b></p> <ul style="list-style-type: none"> <li>• Introduction to SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) as a tool for assessing internal and external factors.</li> <li>• Practical application of SWOT to evaluate business positioning (e.g., Apple's technological leadership and market threats).</li> </ul> <p><b>Porter's Five Forces Model</b></p> <ul style="list-style-type: none"> <li>• Explanation of Porter's Five Forces and their effect on competition in an industry: <ul style="list-style-type: none"> <li>✓ Threat of new entrants</li> <li>✓ Bargaining power of suppliers</li> <li>✓ Bargaining power of buyers</li> <li>✓ Threat of substitute products</li> <li>✓ Rivalry among existing competitors</li> </ul> </li> </ul>

- Application of **Porter's Five Forces** to real industries (e.g., the airline industry).

#### **Value Chain Analysis**

- Understanding Porter's Value Chain and how businesses create value through primary and support activities.
- Discussion of value networks and how collaboration with suppliers and partners enhances competitiveness.

#### **Key activities affecting competitiveness**

- Identifying internal business activities that influence competitiveness, including:
  - ✓ Operational efficiency
  - ✓ Product innovation
  - ✓ Customer service

#### **Case studies in competitive strategy**

- Detailed analysis of companies like Nike and Starbucks, focusing on their strategies for maintaining competitive advantage in their respective industries.

### **Section III: The Impact of Technology, Data, and Innovation on Business**

#### **Learning Objectives:**

1. Understand the critical role of innovation in driving business growth and maintaining competitiveness.
2. Identify and differentiate between various types of innovation and how they are applied in business contexts.
3. Recognize the key technologies that drive digital transformation and understand their impact on business models and customer experiences.
4. Apply change management models to real-world business scenarios involving innovation and digital

transformation.

5. Analyze case studies of companies that have successfully navigated digital transformation and managed organizational change.

**Lecture 10**

**Innovation and Digital Transformation**

- Introduction to innovation in business
  - ✓ Definition and importance of innovation in driving growth, creating competitive advantages, and sustaining long-term success.
  - ✓ Examples of innovation transforming markets (e.g., electric vehicles, fintech).
- Types of innovation
  - ✓ Product Innovation: New or improved products addressing customer needs.
  - ✓ Process Innovation: Enhancing internal efficiency and reducing costs.
  - ✓ Service Innovation: Delivering added value to customers through new or improved services.
- Innovation models
  - ✓ Disruptive Innovation: Transforming industries and business models.
  - ✓ Incremental Innovation: Gradual improvements to existing offerings.
  - ✓ Open Innovation: Collaborating with external stakeholders to drive progress.
- Digital transformation
  - ✓ Definition and significance of digital transformation in modern businesses.
  - ✓ Key technologies: AI, big data, blockchain, IoT, and cloud computing.
  - ✓ Drivers of digital transformation: Customer expectations, competitive pressures, and digital agility.
- Managing organizational change during digital transformation
  - ✓ Why change is essential for adopting innovation and technology.

	<ul style="list-style-type: none"> <li>✓ Introduction to change management models: <ul style="list-style-type: none"> <li>▪ Lewin's Change Management Model: Unfreeze, Change, Refreeze.</li> <li>▪ Kotter's 8-Step Change Model: Creating urgency, forming a guiding coalition, etc.</li> </ul> </li> <li>• Case study: How organizations successfully managed change during digital transformation (e.g., Netflix, Amazon).</li> </ul>
<b>Lecture 11</b>	<p><b>Data, Technology, and Change Implementation in Finance (3 hours)</b></p> <ul style="list-style-type: none"> <li>• Data in finance <ul style="list-style-type: none"> <li>✓ Using data for decision-making, customer insights, and operational efficiency.</li> <li>✓ Ethical considerations in data collection and usage.</li> <li>✓ Tools for data visualization and analysis (e.g., BI systems, ETL systems).</li> </ul> </li> <li>• Emerging technologies in business and finance <ul style="list-style-type: none"> <li>✓ Cloud Computing: Benefits for scalability, collaboration, and cost reduction.</li> <li>✓ Automation and AI: Streamlining processes and their impact on accountants.</li> <li>✓ Big Data Analytics: Applications in financial decision-making and audits.</li> <li>✓ Blockchain Technology: Transparency, immutability, and fraud prevention in finance.</li> </ul> </li> <li>• Overcoming resistance to change <ul style="list-style-type: none"> <li>✓ Barriers to change: Fear, uncertainty, and organizational culture.</li> <li>✓ Strategies for overcoming resistance: <ul style="list-style-type: none"> <li>▪ Employee engagement and training.</li> <li>▪ Clear communication of the benefits of new technologies and processes.</li> </ul> </li> <li>✓ Real-life examples of overcoming resistance during technological shifts.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Cybersecurity in digital transformation <ul style="list-style-type: none"> <li>✓ Key risks: Phishing, ransomware, and data breaches.</li> <li>✓ Strategies to protect IT systems: Encryption, firewalls, and access controls.</li> </ul> </li> </ul>
<b>Section VI: Financial Functions, Regulation, and Compliance</b>	
<p><b>Learning Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Understand the key financial functions of accounting, treasury management, and risk management in supporting business operations.</li> <li>2. Explain the importance of financial regulation in ensuring ethical business practices and protecting stakeholders.</li> <li>3. Identify and analyze different types of financial crime, including fraud and money laundering, and understand how regulatory frameworks mitigate these risks.</li> <li>4. Understand the consequences of regulatory non-compliance and how it can lead to legal, financial, and reputational damage.</li> <li>5. Apply real-world case studies, such as Enron, to evaluate how financial mismanagement and non-compliance impact business outcomes.</li> </ol>	
<p><b>Lecture 12</b></p>	<p><b>Overview of Financial Functions in Business</b></p> <ul style="list-style-type: none"> <li>• Financial Accounting: Recording and reporting business transactions.</li> <li>• Management Accounting: Providing financial data for internal decision-making, such as budgeting and performance evaluation.</li> <li>• Treasury Management: Managing cash flow, liquidity, and financial risks to ensure a company's operational stability.</li> </ul> <p><b>Regulatory Frameworks and Compliance</b></p> <ul style="list-style-type: none"> <li>• Overview of international standards like International Financial Reporting Standards (IFRS) and how they ensure consistency and transparency.</li> <li>• Role of regulatory bodies in enforcing compliance with financial regulations and</li> </ul>

ensuring ethical business practices.

### **Financial Crime: Types and Consequences**

- Common types of financial crimes within organizations and their impact on businesses and stakeholders.
- Overview of the process of money laundering, its impact on financial institutions, and the role of Anti-Money Laundering (AML) regulations.
- How businesses identify, assess, and mitigate risks associated with financial crimes.

### **The role of internal and external audits**

- Internal Audits: Assessing a company's internal processes, controls, and risk management to ensure operational efficiency and compliance with policies.
- External Audits: Independent audits that validate the accuracy of financial statements and compliance with regulations, providing assurance to shareholders and the public.

### **Non-Compliance and its Implications**

- Consequences for non-compliance
  - ✓ The legal consequences
  - ✓ Financial penalties
  - ✓ Reputational damage associated with failing to comply with financial regulations.
- Case Study: Enron Corporation: Analyzing the collapse of Enron due to financial fraud and the failure of internal controls and regulatory oversight.

## Section V: Business Life Cycle and Strategic Foundations: Vision, Mission, and Strategy

### Learning Objectives:

1. Identify and explain the stages of the business life cycle and their key characteristics.
2. Distinguish between vision and mission statements with examples.
3. Use SWOT, Porter's Five Forces, or PESTEL to analyze a business environment.
4. Develop a business strategy aligned with a given vision and mission.

### Lecture 13

#### Understanding the Business Life Cycle

- Introduction
  - ✓ Definition and importance
  - ✓ Stages: Startup, Growth, Maturity, Decline, and Renewal
- Characteristics of each stage
  - ✓ Startup: High risk, innovation, securing funding
  - ✓ Growth: Scaling operations, increasing competition
  - ✓ Maturity: Market saturation, process optimization
  - ✓ Decline: Decreasing market share, strategic reevaluation
  - ✓ Renewal/Exit: Innovation or divestment
- Key business decisions at each stage
  - ✓ Investment, marketing, and operational priorities

#### Crafting vision and mission statements

- Definition and purpose
  - ✓ Vision Statement: Long-term aspirations, "where we want to be."

	<ul style="list-style-type: none"> <li>✓ Mission Statement: Purpose, “why we exist.”</li> <li>• Examples of vision and mission statements <ul style="list-style-type: none"> <li>✓ Vision: Microsoft: “To empower every person and every organization on the planet to achieve more.”</li> <li>✓ Mission: Nike: “To bring inspiration and innovation to every athlete in the world.”</li> </ul> </li> <li>• Elements of effective vision and mission statements <ul style="list-style-type: none"> <li>✓ Vision: Inspirational, forward-looking, concise</li> <li>✓ Mission: Specific, actionable, aligned with stakeholders' values</li> </ul> </li> </ul> <p><b>Developing and Aligning Business Strategy</b></p> <ul style="list-style-type: none"> <li>• Introduction to business strategy <ul style="list-style-type: none"> <li>✓ Definition: A plan to achieve long-term objectives</li> <li>✓ Types: Corporate, business-level, and functional</li> </ul> </li> <li>• Key components <ul style="list-style-type: none"> <li>✓ Goal setting, market analysis, resource allocation</li> <li>✓ Competitive advantage and value proposition</li> </ul> </li> <li>• Strategic tools <ul style="list-style-type: none"> <li>✓ SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)</li> <li>✓ Porter's Five Forces</li> <li>✓ PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis</li> </ul> </li> <li>• Alignment with vision and mission <ul style="list-style-type: none"> <li>✓ Strategy as a bridge between vision and operational execution</li> </ul> </li> </ul>
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Revision	
<b>Lecture 14</b>	<b>Course Revision &amp; Practical Application</b> <ul style="list-style-type: none"><li>• Case study scenarios</li><li>• Applying knowledge to real life scenarios</li></ul>
<b>FINAL EXAMINATION</b>	

## Assessment Method and Criteria

Type of Assessment	Weight
Final Examination	60%
Mid Term Examination	30%
Class Attendance and Participation	10%

## Assessment Criteria

Numerical Grade	Grade	Meaning
90-100%	A	Excellent
85-90%	B+	Very Good
80-84%	B	Good
75-79%	C+	Above Average
70-74%	C	Average
65-69%	D+	Below Average
60-64%	D	Poor

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Below 60

F

Failure

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