

# JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY.

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## COURSE OUTLINE MBA – 808 – STRATEGIC MANAGEMENT

### 1 COURSE OBJECTIVES.

At the end of the course learners should be able to;-

- Explain the importance of strategic planning and management.
- Identify, analyze environmental variables and state their impact on business activities.
- Explain the strategic management process.
- Formulate strategies.
- Discuss use of portfolio model in business.
- Explain role of structure, culture and leadership in strategy implementation.
- Explain strategy control methods and measures.
- Discuss the emerging issues in strategic management.

### CONTENT.

#### 1.1 Unit 1 ; - Introduction to Strategic management.

- What is management?
- What is strategy and strategic Management?
- Value of strategy and of strategic management
- Strategic planning and management compared.
- Strategic issues and strategic decisions.
- Strategic responsibilities of top management

#### Unit 2;- The Concept of the environment.

- Why environmental analysis?
- Internal Environment
- Operating Environment (Industry)
- General Environment (Remote)
- Environment analysis models.

#### Unit 3;- Establishing the Organizational Directions.

- The organizational mission statements their characteristics and components or elements
- Critique of mission statements
- The organizational objectives

#### Unit 4;- Strategy formulation.

- Corporate strategy

- Business Strategy
  - Functional strategy
  - Business Portfolio Models.
- Unit 5;- Strategy implementation**
- Strategy implementation
  - Organizational Change
  - Organizational Culture
  - Role of leadership style
- Unit 6;- Strategic Control**
- Role of Strategic Audit
  - Strategic control process and model
  - Attributes of a good control process
  - Performance measurement indicators
- Unit 7;- Emerging Issues in Strategic Management.**
- Corporate social responsibility
  - Globalization and international business
  - Mergers and acquisitions.
  - Corporate governance.

## 1.2 EXAMINATION

Cats	20
Case Studies	20
Examination	<u>60</u>
Total	100

## 1.3 REFERENCES.

- 1) David F.R – Strategic management.  
 Concepts – 13<sup>th</sup> Edition  
 Macmillan International  
 Edition - Pearson 2011.
- 2) Thompson J.L and Strickland J. – Strategic Management  
 Concepts and cases 12<sup>th</sup> Edition.
- 3) Wheelen J.L and Hunger J.D – Strategic Management and Business  
 policy.

**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY.**  
**UNIVERSITY EXAMINATION 2013/2014**  
**1<sup>ST</sup> YEAR 2<sup>ND</sup> SEMESTER EXAMINATION FOR THE DEGREE**  
**OF MASTER OF BUSINESS ADMINISTRATION**  
**(KISII LEARNING CENTRE)**  
**MBA – 808 – STRATEGIC MANAGEMENT**

**Instructions**

1. The Papers contains six questions.
2. Answer any four questions.
3. All questions carry equal marks.

**Question one**

- a. Strategic management is a process with a beginning but without an end. Discuss? (10 marks)
- b. Strategic management and strategic planning have some parallels. Elucidate. (5 marks)

**Question two**

- a. Demystify the concept of strategic issues and strategic decisions. (6 marks)
- b. Clearly and sequentially show how strategic issues are resolved. (9 marks)

**Question three**

- a. Mintzberg et al, used five P's to define the term strategy. Other scholars added two P's. by use of suitable local examples discuss these seven P's of the term strategy. (15 marks)

**Question four**

Give an in-depth identification, classification of the various variables/factors in the different environments and their influence in strategy formulation. (15 marks)

**Question five**

- a. Diagrammatically illustrate how a standard strategic control model works. (7 marks)
- b. Discuss the attributes of a good control model. (8 marks)

**Question six**

Three companies, namely; Kisii, Rift Valley and Mt.Kenya Bottlers, may cease to exist and form Almasi Beverages Ltd. (ABL). Name and discuss the justifications and challenges for this strategic move. (15 marks)

