

**ALUPE UNIVERSITY COLLEGE**  
**SCHOOL OF BUSINESS, ECONOMICS AND HUMAN RESOURCE DEVELOPMENT**  
**DEPARTMENT OF MANAGEMENT SCIENCES**  
**BHM 418: STRATEGIC MANAGEMENT**  
**COURSE INSTRUCTOR: MR. CHENUOS NEHEMIAH KOSGEI**

**COURSE OBJECTIVE**

The content of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

**COURSE CONTENT**

**1.0 BUSINESS POLICY**

- Definitions and discussions of concepts
- Characteristics of policy
- Kinds /Types of policies
- Nature objectives/ purpose of policy
- Organizational policies
- Functions and responsibilities of business policy in management

**2.0 INTRODUCTION TO STRATEGY AND STRATEGIC MANAGEMENT**

- Introduction to strategic management
- Definitions: vision, mission, objectives, policies
- Factors that shape a company's strategy
- Environmental scanning
- Concept of core competencies
- Crafting a strategy for competitive advantage

**3.0 STRATEGIC ANALYSIS: CHOICE, TOOLS AND TECHNIQUES**

- Mc Kinsey 7-S framework
- Porters five force model
- BCG Matrix
- GE Model
- SWOT Analysis and TOWS Matrix
- Market life cycle model
- Organisational Learning, and the Experience Curve.

**4.0 STRATEGY FORMULATION**

- Formulation of strategy at corporate, business and functional level
- Strategic planning institute matrix
- Arthur D little company's matrix
- Hofer's product/market evolution matrix
- Shell's directional policy matrix
- The PIMS model
- International portfolio analysis (GD Harrel and RO Keiffer, Multinational strategic portfolio)
- Parenting fit matrix (Campbell corporate parenting)

## 5.0 STRATEGY IMPLEMENTATION

- Stability strategy
- Growth strategy
- Retrenchment strategy and combination strategy
- Offensive strategy
- Defensive strategy
- Vertical integration/ Horizontal strategy

## 6.0 STRATEGY EVALUATION AND CONTROL

- Establishing strategic controls
- Role of the strategist
- Benchmarking to evaluate performance
- Strategic information systems
- Guidelines for proper control
- Strategic surveillance
- Strategic audit
- Strategy and corporate evaluation and feedback

## METHODS OF DELIVERY

Lectures, case study analyses and group discussion

## COURSE EVALUATION

C.A.T	15%
Project (Analysis of a Case)	15%
End of semester exam	70%
TOTAL	100%

## REFERENCES

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, TMH.
2. Strategic Management Concepts and Cases ,Fred R.David, PHI.
3. Strategic Management, Hill, Ire and, manikutty, Cengage.
4. Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Strategic Management – Text and Cases, V.S.P. Rao, Excel.
5. Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
6. Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
7. Strategic Management, P. SubbaRao, Himalaya.
8. Business policy and strategic management, SukulLomash, P.K.Mishra, Vikas.
9. Strategic Management – The Indian Context, r.Srinivasan, PHI

LECTURER. Cheros N. SIGN. Cheros DATE.....

COD. Dr. OMOAA SIGN. [Signature] DATE. 07/10/20

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