

Paper 4 – Strategic Management

Examination Duration 3hours.

OBJECTIVE: -The objective of this paper is to test at an intermediate level in the knowledge and understanding of the candidate in the principles of strategy in management.

1. WHAT IS STRATEGY
The origins of strategy; definition of strategy
2. COMMUNICATING ORGANISATIONAL INTENT
Mission statement goals and objectives
3. STRATEGIC ANALYSIS
Internal analysis; External analysis (national competitive advantage; “pest analysis”; five forces analysis; industry analysis; comparative analysis and benchmarking; The Boston consulting group’s product portfolio matrix; the product life cycle; shareholders mapping; “Ansoff Matrix”
4. STRATEGY THE CULTURAL CONTEXT
The cultural web; Charles handy four common cultural types; excellence in organizational behaviour.
5. STRATEGIC CHOICE AND SELECTION
Competitive advantage; Evaluating strategies; The gap analysis (how to conduct a gap analysis); Strategic options available to the organisation; Implementing strategy
6. ORGANISATIONAL STRUCTURE
Organisation design; classification of organisation forms
7. INFORMATION TECHNOLOGY AND SYSTEMS A STRATEGIC VIEW
Types of information systems; strategic roles for information systems; major influences on MIS design
8. MANAGEMENT THEORY AND THE ROLE OF THE MANAGER
Management theory; Classical theory of Management; Human relations theory; the systems approach (organisations as complex social systems; Total Quality Management); The role of the manager/the process of management; decision making;
9. LEADERSHIP THEORY
Leadership theories; modern leadership theories; differentiating managers from leaders
10. THE THEORY OF MOTIVATION
Concept of motivation; the two major categories of motivation theory; (content theories defined and process theories)
11. MANAGING CHANGE
Factors forcing change; the process of change (organisation change models)
12. ORGANISATION PLANNING
Types of organisational planning; what is a plan; levels of organisational planning; approaches to planning
13. ORGANISATION MANAGEMENT CONTROL
Elements of control; forms of control; strategies of Management control;
14. MARKETING
Marketing definition; the marketing mix; market segmentation; market research; product policy; pricing; distribution/place; the promotion mix; service marketing; the marketing plan;
15. PERSONNEL AND HUMAN RESOURCE MANAGEMENT
Human resource management as a function
16. HUMAN RESOURCE PLANNING RECRUITMENT AND SELECTION
Human resource planning; the stages in human resource planning; recruitment and selection/process
17. EMPLOYEE RELATIONS, TRADE UNIONS AND STATE INSTITUTIONS FOR CONFLICT RESOLUTION (adapted to local legislation)
The role of trade unions; types of trade unions; trade union structure; state institutions for the conflict resolution; grievance procedures;