

## Course E-Syllabus

1	Course title	Strategic Management
2	Course number	1601755
3	Credit hours	3
	Contact hours (theory, practical)	3
4	Prerequisites/corequisites	None
5	Program title	Master of Business Administration
6	Program code	
7	Awarding institution	The University of Jordan
8	School	School of Business
9	Department	Department of Business Management
10	Level of course	Postgraduate / Masters Course
11	Year of study and semester (s)	2020/2021 First (Fall) Semester
12	Final Qualification	Master of Business Administration
13	Other department (s) involved in teaching the course	None
14	Language of Instruction	English
15	Teaching methodology	<input type="checkbox"/> Blended <input checked="" type="checkbox"/> Online
16	Electronic platform(s)	<input checked="" type="checkbox"/> Moodle <input checked="" type="checkbox"/> Microsoft Teams <input type="checkbox"/> Skype <input type="checkbox"/> Zoom <input type="checkbox"/> Others.....
17	Date of production/revision	10/10/2020

### 18 Course Coordinator:

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### 19 Other instructors:

Name:  
Office number:  
Phone number:  
Email:

Name:  
Office number:  
Phone number:  
Email:

## 20 Course Description:

The purpose of this course is to provide students with a deep understanding and appreciation of how organizations are affected by a multitude of external and internal factors and forces that influence their effective performance. This is facilitated by understanding the basic concepts of Strategic Management, including the process and stages of Strategic Management. Students will be able to conduct a thorough and comprehensive scanning and analysis of an organization's external and internal environments, formulate different types of strategies in light of such an analysis, and determine how these strategies can be implemented, evaluated, modified, and controlled.

This course highlights the importance of managing an organization strategically, through examining both: the external opportunities and threats facing it, as well as the internal strengths and weaknesses shaping its capabilities and competencies. It equips students with the practical skills needed to conduct a comprehensive SWOT and Situation analysis, synthesize the outcomes of such an analysis by generating feasible strategies through a TOWS matrix, and evaluate existing ones. It also provides a thorough discussion of corporate, business, and functional strategies and their subtypes. The course concludes with practical managerial issues related to strategy implementation and control.

## 21 Course aims and outcomes:

### A- Aims:

1. Providing students with the opportunity to appreciate the importance of managing an organization strategically, through examining both: the external opportunities and threats facing it, as well as the internal strengths and weaknesses shaping its capabilities and competencies.
2. Conducting a comprehensive SWOT and Situation analysis, through an external as well as an internal environmental analysis.
3. Developing Corporate, Business and Functional Strategies.
4. Exposing students to the practical managerial issues related to strategy implementation and control.

### B- Intended Learning Outcomes (ILOs):

Upon successful completion of this course, students will be able to:

1. Understand the meaning and importance of Strategic Management.
2. Understand in depth the main concepts and phases of the strategic management process
3. Conduct a rigorous and comprehensive analysis of the external and internal business environments affecting organizations.
4. Integrate the outcomes of environmental analysis to generate alternative strategies for the organization.
5. Identify the various strategic options available to the organization
6. Distinguish between corporate, business, and functional strategies and their components.
7. Comprehend the various issues related to strategy implementation and control.

## 22. Topic Outline and Schedule:

Week	Topic	Teaching Methods*/platform	Evaluation Methods**	References
1.	Introduction to Strategic Management and the "Open System" View.	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Mid-Term Exam; Quiz; Assignment; Group Project	- Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc. - Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
2.	<p>Introducing Strategy</p> <ul style="list-style-type: none"> <li>Summarise the strategy of an organisation in a <b>'strategy statement'</b>.</li> <li>Distinguish between <b>corporate, business</b> and <b>operational strategies</b>.</li> <li>Identify key issues for an organisation's strategy according to the <b>Exploring Strategy</b> model.</li> <li>Understand different people's roles in <b>strategy work</b>.</li> <li>Appreciate the importance of different <b>organisational contexts, academic disciplines</b> and <b>theoretical</b></li> </ul>	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Mid-Term Exam; Quiz; Assignment; Group Project	Ch. 1 from: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.

	<b>lenses</b> to practical strategy analysis.			
3.	<b>Environmental Scanning and Industry Analysis</b> External environmental Analysis (Societal: STEEP; Industry Analysis: Five Competitive Forces), explaining the categories of international industries, explaining how to construct strategic groups, identifying key success factors, constructing an EFAS table that summarizes external environmental factors that summarizes external environmental factors	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Mid-Term Exam; Quiz; Assignment; Group Project	Ch. 4 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
4.	<b>Organizational Analysis and Competitive Advantage.</b> - Explaining the resource-based view of the firm and the VRIO framework to determine core and distinctive competencies, discussing business models, and clarifying how to use the value chain to assess the activities of organisations and industries. - Explaining why different organisational structures are utilized in various situations, assessing an organisation’s culture and explaining how to construct an IFAS table.	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Mid-Term Exam; Quiz; Assignment; Group Project	Ch. 5 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
5.	<b>Strategy Formulation: Situation Analysis and Business Strategy</b> Explaining how to utilize the SFAS matrix and a SWOT diagram to examine business strategy, how to formulate alternative strategies, explains the competitive and		Mid-Term Exam; Quiz; Assignment; Group Project	Ch. 6 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E.

	cooperative types of business strategy, and identifies the types of strategic alliances.			(2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
6.	<p>Corporate Strategy and Diversification</p> <ul style="list-style-type: none"> <li>Identify alternative strategy options, including <b>market penetration, product development, market development</b> and <b>diversification</b>.</li> <li>Distinguish between different diversification strategies (<b>related</b> and <b>conglomerate diversification</b>) and evaluate <b>diversification drivers</b>.</li> <li>Assess the relative benefits of <b>vertical integration</b> and <b>outsourcing</b>.</li> <li>Analyse the ways in which a <b>corporate parent</b> can add or destroy value for its portfolio of business units.</li> <li>Analyse <b>portfolios</b> of business units and judge which to invest in and which to divest.</li> </ul>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>	<p>Final Exam; Assignments</p>	<p>Ch. 7 from: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.</p>
7.	<p>Strategic Choices: International Strategy</p> <ul style="list-style-type: none"> <li>Assess the <b>internationalisation potential</b> of different markets.</li> <li>Identify sources of competitive advantage in international strategy, through both exploitation of <b>local factors</b> and <b>global sourcing</b>.</li> <li>Understand the difference between <b>global integration</b> and <b>local responsiveness</b></li> </ul>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>	<p>Final Exam; Assignments</p>	<p>Ch. 8 from: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.</p>

	<p>and four main types of international strategy.</p> <ul style="list-style-type: none"> <li>• <b>Rank markets</b> for entry or expansion, taking into account attractiveness, cultural and other forms of distance and competitor retaliation threats.</li> <li>• Assess the relative merits of different <b>market entry modes</b>, including joint ventures, licensing and foreign direct investment.</li> </ul>			
8.	<p>Strategic Choices Mergers, Acquisitions and Alliances</p> <p>Identify</p> <ul style="list-style-type: none"> <li>• key strategic motives for <b>mergers and acquisitions</b> and <b>strategic alliances</b>.</li> <li>• key issues in the successful management of <b>mergers and acquisitions</b> and <b>strategic alliances</b>.</li> <li>• the <b>appropriate choices</b> between <b>organic development, mergers and acquisitions</b> and <b>strategic alliances</b>.</li> <li>• <b>key success factors</b> of different growth options.</li> </ul>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>	<p>Final Exam; Assignments</p>	<p>Ch. 10 from: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.</p>
9.	<p>Culture and Strategy</p> <ul style="list-style-type: none"> <li>• Analyse how <i>history</i> influences the strategic position of an organisation.</li> <li>• Analyse the influence of an <i>organisation's culture</i> on its strategy using the <i>cultural web</i>.</li> <li>• Recognise the importance of strategists questioning the <i>taken-for-granted aspects of a culture</i>.</li> <li>• Identify organisations which may be experiencing the symptoms of <i>strategic drift</i>.</li> </ul>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>	<p>Final Exam; Assignments</p>	<p>Ch. 5 from: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2018) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.</p>

10.	<b>Strategy Formulation: Functional Strategy and Strategic Choice</b> <ul style="list-style-type: none"> <li>• Identify a variety of functional strategies that can be used to achieve organizational goals and objectives</li> <li>• Understand what activities and functions are appropriate to outsource in order to gain or strengthen competitive advantage</li> <li>• Recognize strategies to avoid and understand why they are dangerous</li> <li>• Construct corporate scenarios to evaluate strategic options</li> <li>• Develop policies to implement corporate, business and functional strategies</li> </ul>	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Final Exam; Assignments	Ch. 8 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
11.	<b>Strategy Implementation: Organizing and Structure</b> <ul style="list-style-type: none"> <li>• Develop programs, budgets and procedures to implement strategic change</li> <li>• Understand the importance of achieving synergy during strategy implementation</li> <li>• List the stages of corporate development and the structure that characterizes each stage</li> <li>• Identify the blocks to changing from one stage to another</li> </ul>	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Final Exam; Assignments	Ch. 10 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
12.	<b>Corporate Governance</b> <ul style="list-style-type: none"> <li>• Describe the role and responsibilities of the board of directors in corporate governance</li> <li>• Understand how the composition of a board can affect its operation</li> <li>• Describe the impact of the Sarbanes–Oxley Act on</li> </ul>	Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion	Final Exam; Assignments	Ch. 2 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E.

	<p>corporate governance in the United States</p> <ul style="list-style-type: none"> <li>• Discuss trends in corporate governance</li> <li>• Explain how executive leadership is an important part of strategic management</li> </ul>			(2018) Strategic Management and Business Policy: Toward Global Sustainability. 15 <sup>th</sup> Edition. New Jersey: Pearson Education, Inc.
13.	<p><b>Social Responsibility and Business Ethics</b></p> <ul style="list-style-type: none"> <li>• Compare and contrast Friedman’s traditional view with Carroll’s contemporary view of social responsibility</li> <li>• Understand the relationship between social responsibility and corporate performance</li> <li>• Explain the concept of sustainability</li> <li>• Conduct a stakeholder analysis</li> <li>• Explain why people may act unethically</li> <li>• Describe different views of ethics according to the utilitarian, individual rights and justice approaches</li> </ul>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>	<p>Final Exam; Assignments</p>	<p>Ch. 3 from: Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15<sup>th</sup> Edition. New Jersey: Pearson Education, Inc.</p>
14.	<p>Review and Digest</p>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>		
15.	<p>Strategic Analysis Project Discussion</p>	<p>Live (Synchronous) Lectures; PowerPoint Slides; Online Discussion</p>		

- Teaching methods include: Synchronous lecturing/meeting; Asynchronous lecturing/meeting
- Evaluation methods include: Homework, Quiz, Exam, pre-lab quiz...etc

## 23 Evaluation Methods:

Opportunities to demonstrate achievement of the ILOs are provided through the following assessment methods and requirements:

<b>Evaluation Activity</b>	<b>Mark</b>	<b>Topic(s)</b>	<b>Period (Week)</b>	<b>Platform</b>
<b>Mid-Term Exam</b>	25%	Chapters 1, 4, 5 CILOs 1, 2, 3	To Be Determined during the period: 15-26 November 2020. (Weeks 6 and 7)	In Campus
<p><b>“Environmental Analysis and Strategy Formulation” Project</b></p> <p>Students are going to be divided into groups, depending on their final number. Each group will be required to select a real-life Jordanian company listed in Amman Stock Exchange (ASE). They may refer to the "Company Guide" published by ASE. <u>In the report, each group should:</u></p> <p>a. Prepare an "External Factors Analysis Summary" EFAS Table, based on a proper analysis of the company's external business environment.</p> <p>b. Prepare an "Internal Factors Analysis Summary" IFAS Table, based on a proper analysis of the company's internal business environment.</p> <p>c. Prepare a "Strategic Factors Analysis Summary" SFAS Table, using the EFAS and IFAS tables mentioned above.</p> <p>d. Generate a TOWS Matrix in order to generate feasible strategies based on environmental scanning.</p>	20%	Chapters 4, 5, 6 CILOs 3+4+5	3, 4 January 2021 (12)	Microsoft Teams
<b>Assignment and Participation</b>	15%	All Chapters		Microsoft Teams
<b>Final Exam</b>	40%	All Chapters	To Be Determined during the period: 5-17 January 2021.	In Campus

**24 Course Requirements (e.g: students should have a computer, internet connection, webcam, account on a specific software/platform...etc):**

**Students should have a computer with a webcam, an internet connection, an account on Microsoft Teams in addition to the university's E-Learning Platform.**

**25 Course Policies:**

A- Attendance policies:

**Students are not allowed to miss more than 15% of the classes during the semester. Failing to meet this requirement will be dealt with according to the university disciplinary rules.**

B- Absences from exams and submitting assignments on time:

**Assignments should be submitted on time. Make up exams will be held for those students having permission from the deputy dean for students' affairs.**

C- Health and safety procedures:

**When students are required to sit for the final exam inside the university, they are required to wear masks and gloves.**

D- Honesty policy regarding cheating, plagiarism, misbehavior:

**Cheating and plagiarism will be dealt with according to the university disciplinary rules.**

E- Grading policy:

**Grading is explained and specified to students through formal lectures, according to each evaluation method.**

F- Available university services that support achievement in the course:

**E-Learning Platform and Library Services.**

**26 References:**

A- Required book(s), assigned reading and audio-visuals:

- 1. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2018) Strategic Management and Business Policy: Toward Global Sustainability. 15<sup>th</sup> Edition. New Jersey: Pearson Education, Inc.**
- 2. Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2014) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.**

**PowerPoint Slides**

**Practical Examples**

**Annual reports of chosen case organisations.**

B- Recommended books, materials and media:

1. Grant, R. M. (2016) Contemporary Strategy Analysis: Text and Cases. 9<sup>th</sup> Edition. John Wiley & Sons, Inc.
2. David, F. R. (2017) Strategic Management: Concepts and Cases. 16<sup>th</sup> Edition. New York: Pearson Education, Inc.

**27 Additional information:**

Name of Course Coordinator: **Dr. Samer Dahiyat** Signature: **Samer Dahiyat** Date: **10/10/2020**

Head of Curriculum Committee/Department: ----- Signature: -----

Head of Department: ----- Signature: -----

Head of Curriculum Committee/Faculty: ----- Signature: -----

Dean: ----- Signature: -----