

Course Syllabus

1	Course title	Strategic Management	
2	Course number	1601405	
3	Credit hours	3	
	Contact hours (theory, practical)	3	
4	Prerequisites/corequisites	None	
5	Program title	Bachelor of Arts (BA) in Business Administration	
6	Program code		
7	Awarding institution	The University of Jordan	
8	School	School of Business	
9	Department	Business Management	
10	Course level	Fourth Year	
11	Year of study and semester (s)	2023/2024 (First Semester)	
12	Other department (s) involved in teaching the course	None	
13	Main teaching language	English	
14	Delivery method	<input checked="" type="checkbox"/> Face to face learning <input type="checkbox"/> Blended <input type="checkbox"/> Fully online	
15	Online platforms(s)	<input type="checkbox"/> Moodle <input checked="" type="checkbox"/> Microsoft Teams <input type="checkbox"/> Skype <input type="checkbox"/> Zoom <input type="checkbox"/> Others	
16	Issuing/Revision Date	7/10/2023	

17 Course Coordinator:

<p>Name: Professor Samer Dahiyat Contact hours: 10:30-11:30 Sun, Monday, Tuesday, Wednesday, Thursday</p> <p>Office number: 24245 Phone number: 06/5355000 Email: s.dahiyat@ju.edu.jo</p>
--



18

Other instructors: None

Name:

Office number:

Phone number:

Email:

Contact hours:

Name:

Office number:

Phone number:

Email:

Contact hours:

19 Course Description:

As stated in the approved study plan.

This is an undergraduate-level course that aims at 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. 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.

20 Course aims and outcomes:

A- Aims:

B- Students Learning Outcomes (SLOs):

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

SLOs SLOs of the course	SLO (1)	SLO (2)	SLO (3)	SLO (4)	5	SLO (6)	SLO (7)	SLO (8)	SLO (9)
1 Understand the meaning and importance of Strategic Management.	x								
2 Understand in depth the main concepts and phases of the strategic management process	x					x			
3 Conduct a rigorous and comprehensive analysis of the external and internal business environments affecting organizations.	x	x	x			x		x	x
4 Integrate the outcomes of environmental analysis to generate alternative strategies for the organization.	x	x	x			x		x	x
5 Identify the various strategic options available to	x		x						

the organization										
6 Distinguish between corporate, business, and functional strategies and their components.	x		x							
7 Comprehend the various issues related to strategy implementation and control.	x	x	x							

21. Topic Outline and Schedule:

Week	Lecture	Topic	Intended Learning Outcome	Learning Methods (Face to Face/Blended/ Fully Online)	Platform	Synchronous / Asynchronous Lecturing	Evaluation Methods	Resources
1	1.1	Ch. 1: Defining the concept and model of Strategic Management and discussing the benefits and stages of the strategic management process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides
	1.2	Ch. 1: Defining the concept and model of Strategic Management and discussing the benefits and stages of the strategic management process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides
	1.3	Ch. 1: Defining the concept and model of Strategic Management and discussing the benefits and stages of the strategic management process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides

2	2.1	Ch. 1: Defining the concept and model of Strategic	1+2+6	Blended	Microsoft Teams	Synchronous	-Follow-up questions	Required Textbook Reference,
---	-----	--	-------	---------	-----------------	-------------	----------------------	------------------------------

		Management and discussing the benefits and stages of the strategic management process.					- Mid-Term Exam	PowerPoint Slides
	2.2	Ch. 1: Theories of organizational adaptation, the activities of learning organizations, the basic model of strategic management and the strategic decision-making process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides
	2.3	Ch. 1: Theories of organizational adaptation, the activities of learning organizations, the basic model of strategic management and the strategic decision-making process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides
3	3.1	Ch. 1: Theories of organizational adaptation, the activities of learning organizations, the basic model of strategic management and the strategic decision-making process.	1+2+6	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Mid-Term Exam	Required Textbook Reference, PowerPoint Slides
	3.2	Ch. 4: External environmental types, STEEP/PESTEL Analysis, Industry Analysis, Categories of international industries, strategic groups, key success factors and constructing an EFAS table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides

	3.3	Ch. 4: External environmental types, STEEP/PESTEL Analysis, Industry Analysis, Categories of international industries, strategic groups, key success factors and	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
--	-----	--	---	--------------	-----------------	-------------	---	--

		constructing an EFAS table.						
4	4.1	Ch. 4: External environmental types, STEEP/PESTEL Analysis, Industry Analysis, Categories of international industries, strategic groups, key success factors and constructing an EFAS table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
	4.2	Ch. 4: External environmental types, STEEP/PESTEL Analysis, Industry Analysis, Categories of international industries, strategic groups, key success factors and constructing an EFAS table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
	4.3	Ch. 4: External environmental types, STEEP/PESTEL Analysis, Industry Analysis, Categories of international industries, strategic groups, key success factors and constructing an EFAS table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides

5	5.1	Ch. 5: Organizational Analysis and the resource-based view of the firm, the VRIO framework to determine distinctive competencies, business models, value chain analysis, functional strategic issues, IFAS Table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
	5.2	Ch. 5: Organizational Analysis and the resource-based view of the firm, the VRIO framework to determine distinctive competencies, business models, value chain analysis,	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides

		functional strategic issues, IFAS Table.						
	5.3	Ch. 5: Organizational Analysis and the resource-based view of the firm, the VRIO framework to determine distinctive competencies, business models, value chain analysis, functional strategic issues, IFAS Table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
6	6.1	Ch. 5: Organizational Analysis and the resource-based view of the firm, the VRIO framework to determine distinctive competencies, business models, value chain analysis, functional strategic issues, IFAS Table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides

	6.2	Ch. 5: Organizational Analysis and the resource-based view of the firm, the VRIO framework to determine distinctive competencies, business models, value chain analysis, functional strategic issues, IFAS Table.	3	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Mid-Term Exam - Project	Required Textbook Reference, PowerPoint Slides
	6.3	Ch. 6: Situation analysis, using EFAS and IFAS tables to construct SFAS Matrix, generating alternative strategies using the TOWS matrix, business strategy and its types: competitive and cooperative.	4+5	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Final Exam - Project	Required Textbook Reference, PowerPoint Slides
7	7.1	Ch. 6: Situation analysis, using EFAS and IFAS tables to construct SFAS Matrix, generating alternative strategies using the TOWS matrix, business strategy and its types:	4+5	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Final Exam - Project	Required Textbook Reference, PowerPoint Slides

		competitive and cooperative.						
	7.2	Ch. 6: Situation analysis, using EFAS and IFAS tables to construct SFAS Matrix, generating alternative strategies using the TOWS matrix, business strategy and its types: competitive and cooperative.	4+5	Face-To-Face	Microsoft Teams	Synchronous	-Follow-up questions - Final Exam - Project	Required Textbook Reference, PowerPoint Slides

	7.3	Ch. 6: Situation analysis, using EFAS and IFAS tables to construct SFAS Matrix, generating alternative strategies using the TOWS matrix, business strategy and its types: competitive and cooperative.	4+5	Face-To-Face	Microsoft Teams	Synchronous	- Follow-up questions - Final Exam - Project	Required Textbook Reference, PowerPoint Slides
8	8.1	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	8.2	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation,	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides

		developing a parenting strategy.						
--	--	----------------------------------	--	--	--	--	--	--

	8.3	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
9	9.1	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	9.2	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	9.3	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference,

		strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.						PowerPoint Slides
10	10.1	Ch. 7: Explaining the three key issues that corporate strategy addresses, applying the directional strategies of growth, stability and retrenchment to the organisational environment, applying portfolio analysis to guide decisions for a multiple-business corporation, developing a parenting strategy.	5+6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	10.2	Ch. 8: Discussing the impact of various types of functional strategies on the achievement of organisational goals, explaining which activities are appropriate to outsource, listing and explaining which strategies to avoid, and constructing corporate scenarios	6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides

	10.3	Ch. 8: Discussing the impact of various types of functional strategies on the achievement of organisational goals, explaining which activities are appropriate to outsource, listing and explaining which strategies to avoid, and constructing corporate scenarios	6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
--	------	---	---	--------------	-----------------	-------------	-------------------------------------	--

11	11.1	Ch. 8: Discussing the impact of various types of functional strategies on the achievement of organisational goals, explaining which activities are appropriate to outsource, listing and explaining which strategies to avoid, and constructing corporate scenarios	6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	11.2	Ch. 9: Describing the means of entry by which an organisation can do business in another country, explaining the elements of international strategic alliances, discussing the stages of international development, and discussing the issues related to measuring organisational performance.	6	Face-To-Face	Microsoft Teams	Synchronous		Required Textbook Reference, PowerPoint Slides

	11.3	Ch. 9: Describing the means of entry by which an organisation can do business in another country, explaining the elements of international strategic alliances, discussing the stages of international development, and discussing the issues related to measuring organisational performance.	6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
12	12.1	Ch. 9: Describing the means of entry by which an organisation can do business in another country, explaining the elements of international strategic alliances, discussing the stages of international development, and	6	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides

		discussing the issues related to measuring organisational performance.						
	12.2	Ch. 10: Describing the major issues that impact successful strategy implementation, explaining how programs, budgets and procedures would be developed, listing the stages of corporate development and the structure that characterizes each stage.	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides

	12.3	Ch. 10: Describing the major issues that impact successful strategy implementation, explaining how programs, budgets and procedures would be developed, listing the stages of corporate development and the structure that characterizes each stage.	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
13	13.1	Ch. 10: Describing the major issues that impact successful strategy implementation, explaining how programs, budgets and procedures would be developed, listing the stages of corporate development and the structure that characterizes each stage.	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	13.2	Ch. 10: Describing the major issues that impact successful strategy implementation, explaining how programs, budgets and procedures would be developed,	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
		listing the stages of corporate development and the structure that characterizes each stage.						
	13.3	Ch. 2: Corporate Governance and the Agency Theory	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
14	14.1	Ch. 2: Corporate Governance and the Agency Theory	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides

	14.2	Ch. 3: Social Responsibility and Business Ethics	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
	14.3	Ch. 3: Social Responsibility and Business Ethics	7	Face-To-Face	Microsoft Teams	Synchronous	Follow-up questions - Final Exam	Required Textbook Reference, PowerPoint Slides
15	15.1	“Environmental Analysis and Strategy Formulation” Project Discussion	3, 4, 5	Face-To-Face	Microsoft Teams	Synchronous	Presentation and Discussion	Required Textbook Reference, PowerPoint Slides, Respective Case Organization’s Annual Report
	15.2	“Environmental Analysis and Strategy Formulation” Project Discussion	3, 4, 5	Face-To-Face	Microsoft Teams	Synchronous	Presentation and Discussion	Required Textbook Reference, PowerPoint Slides, Respective Case Organization’s Annual Report
	15.3	“Environmental Analysis and Strategy Formulation” Project Discussion	3, 4, 5	Face-To-Face	Microsoft Teams	Synchronous	Presentation and Discussion	Required Textbook Reference, PowerPoint Slides, Respective Case Organization’s Annual Report

22 Evaluation Methods:

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

Evaluation Activity	Mark	Topic(s)	SLOs	Period (Week)	Platform
Mid-Term Exam	30%	Ch. 1, Ch. 4, Ch. 5	1+2 +3	Week 8	In-Campus
“Environmental Analysis and Strategy Formulation” Project	15%	<p><u>In the project, students should:</u></p> <p><i>a.</i> Prepare an "External Factors Analysis Summary" EFAS Table, based on a proper analysis of the company's external business environment.</p> <p><i>b.</i> Prepare an "Internal Factors Analysis Summary" IFAS Table, based on a proper analysis of the company's internal business environment.</p> <p><i>c.</i> Prepare a "Strategic Factors Analysis Summary" SFAS Table, using the EFAS and IFAS tables mentioned above.</p> <p><i>d.</i> Generate a TOWS Matrix in order to generate feasible strategies based on environmental scanning.</p>	3+4+5	Week 14	In-Campus
Participation	5%	All Topics	1+2+5+6 +7	Ongoing	In-Campus
Final Exam	50%	All Topics	All CILOs are included	Week 16	In-Campus



23 Course Requirements

Students should have a computer/smartphone, internet connection, and an account on Microsoft Teams.

24 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:

D- Honesty policy regarding cheating, plagiarism, misbehavior:

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

E- Grading policy:

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

25 References:

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

Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N., Bamford, Charles E. (2015) Strategic Management and Business Policy: Toward Global Sustainability. 14th Edition. New Jersey: Pearson Education, Inc.

B- Recommended books, materials, and media:

1. Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P. (2014) Exploring Strategy: Text and Cases. Tenth Edition. New York: Pearson Education, Inc.
2. Grant, R. M. (2016) Contemporary Strategy Analysis: Text and Cases. 9th Edition. John Wiley & Sons, Inc.
3. David, F. R. (2017) Strategic Management: Concepts and Cases. 16th Edition. New York: Pearson Education, Inc.

26 Additional information:

--

Name of Course Coordinator: Prof. Samer Dahiyat	Signature: -----	Date 7/10/2023
Head of Curriculum Committee/Department: Dr. Motasem Thneibat	Signature: -----	
Head of Department: Dr. Motasem Thneibat	Signature: -----	
Head of Curriculum Committee/Faculty:	Signature: -----	
Dean: Prof. Raed Masadeh	Signature: -----	