



جامعة آل البيت

Al al-BAYT UNIVERSITY

Faculty of Finance and Business Administration - Business Department

Academic Year: 08/09; Second Semester

Program: Bcs in Business Administration

Course Title: Strategic Management

Course Number: 0502461

Time & place of class: Sun 2-5 in room 58

Instructor: Dr. Waleed Al- Awawdeh (walawawdeh@yahoo.com)

Office number & office hours: 75.

Modern business organizations require huge investments of financial & human resources and act in a highly competitive turbulent environment. They cannot survive unless they have well chosen, sophisticated strategies; these strategies are quite complex, and must be determined for the organization as a whole, for every strategic business unit, and at the functional levels; this requires sophisticated planning activities and managements with the skills to undertake the analyses needed, develop the needed strategies, manage them, and change them when there is a need for change. It also requires the ability to change the structure, culture, and the various functions as the changing strategies require, and ensure that the strategies become the primary determinant of all major aspects of the organization structure & functioning.

This course focusses on this important managerial skill & function.

COURSE DESCRIPTION:

The course focusses on the managerial function of developing & implementing strategies; it aims at providing the student with the knowledge & tools of analyzing & selecting a strategy and implementing it as well as changing it when needed, while ensuring that it fits the overall design & functions of the organization.

GOALS:

The course should help you achieve the following:

1. Know the basic theoretical & practical scientific knowledge available about strategy & strategic management & the tools available to develop & implement a strategy.
2. Develop the skills to analyze specific cases and suggest the strategic solutions suitable for them.

OBJECTIVES:

At the end of the course, the student should have achieved the following:

1. Know the important characteristics of the emerging global economy and their potential impact on business activities in any location and have an understanding of the present and future environments in which corporations function.
2. Have good knowledge of the basic concepts, research, and theories of strategic management and how they are used and recognize the impact of strategy on the success of an organization, and recognize the role of top management in strategic management.
3. Be familiar with the major tools used in strategy development & how & when they are used, and undertake a comprehensive strategic audit for a particular organization and propose an appropriate strategy.
4. Identify the posture of strategic management of a particular company and propose how it can be improved
5. Have the skill to analyze the case of a particular organization & propose a suitable strategy, as well as its impact on the various functions of an organization, and prove an ability to work in a group on a project and be a productive team member through the preparation of an acceptable academic paper & orally communicate its contents.
6. Show an ability to bridge the gap between theory and practice by developing an understanding of when and how to apply concepts, and techniques learned in other disciplines such as marketing, accounting, management, and others and have an in-depth knowledge of the strategy formulation process.
7. Suggest how the tools of strategic management can be used in small businesses, know the major contributors to strategic management and the tools they proposed.

8. Have an appreciation for the importance of Corporate Governance and the new trends in Governance, and Identify current trends in Strategic Management at the Global level & suggest how our countries can benefit from them.
9. Suggest the Organizational changes that need to be carried out as strategies change & know the new types of organizations that are developing, and realize the importance of leadership in strategy implementation and the different leadership styles appropriate for different strategy changes.
10. Undertake a portfolio analysis for a particular business and suggest the suitable strategies, and have an in-depth knowledge of the importance of functional strategies in strategy formulation.
11. Prove an ability to develop a system to follow up and control strategy formulation
12. Appreciate the reasons why ethics & social responsibility have become important in strategic management and identify what international companies are doing in this area, and describe how Globalization is impacting on businesses in third world companies and their need for strategic management.

GRADING

First Exam	20%
Second Exam	20%
Presentation + Participation	10%
Final Exam	50%
Total:	100%

READINGS:

Required:

- 1- Charles W.L. Hill & Gareth R. Jones (2008): "*Strategic Management*", Houghton Mifflin Company, 8th edition.

مصادر عربية

- شارلز هيل وجاريت جونز (2008) الإدارة الإستراتيجية مدخل متكامل، ترجمة رفاعي محمد رفاعي، ومحمد عبدالمتعال، المملكة العربية السعودية، الرياض: دار المريخ للنشر

STUDY PLAN

Topic	Details
Strategic Leadership ch.1	Strategic Leadership, Competitive Advantage, and Superior Performance 4 <i>Superior Performance 4</i> <i>Competitive Advantage and a Company's Business Model 6</i> <i>Industry Differences in Performance 7</i> <i>Performance in Nonprofit Enterprises 8</i> Strategic Managers 9 <i>Corporate-Level Managers 10</i> <i>Business-Level Managers 11</i> <i>Functional-Level Managers 11</i> The Strategy-Making Process 11 <i>A Model of the Strategic Planning Process 12</i> <i>Mission Statement 14</i> Major Goals 16 <i>External Analysis 17</i> <i>Internal Analysis</i> <i>SWOT Analysis and the Business Model 19</i> <i>Strategy Implementation 20</i> <i>The Feedback Loop 21</i> Strategy as an Emergent Process 21 <i>Strategy Making in an Unpredictable World 21</i> <i>Autonomous Action: Strategy Making by Lower-Level Managers 22</i>

External Analysis ch.2	Defining an Industry 40 <i>Industry and Sector 41</i> <i>Industry and Market Segments 41</i> <i>Changing Industry Boundaries 42</i> Porter's Five Forces Model 42 <i>Risk of Entry by Potential Competitors 43</i> <i>Rivalry Among Established Companies 46</i> <i>The Bargaining Power of Buyers 50</i> <i>The Bargaining Power of Suppliers 52</i> <i>Substitute Products 53</i> <i>A Sixth Force: Complementors 54</i> <i>Porter's Model Summarized 54</i> Strategic Groups within Industries 54 <i>Implications of Strategic Groups 56</i> <i>The Role of Mobility Barriers 56</i> Industry Life Cycle Analysis 57 <i>Embryonic Industries 58</i> <i>Growth Industries 58</i> <i>Industry Shakeout 58</i> <i>Mature Industries 59</i> <i>Declining Industries 60</i> <i>Industry Life Cycle Summary 60</i> Limitations of Models for Industry Analysis 61 <i>Life Cycle Issues 61</i> <i>Innovation and Change 61</i> <i>Company Differences 63</i> The Macro-environment 63 <i>Macroeconomic Forces 64</i> <i>Global Forces 65</i>
Internal Analysis ch.3	The Roots of Competitive Advantage 74 <i>Distinctive Competencies 74</i> <i>Competitive Advantage, Value Creation, and Profitability 77</i> The Value Chain 81 <i>Primary Activities 81</i> <i>Support Activities 84</i> The Building Blocks of Competitive Advantage 85 <i>Efficiency 86</i> <i>Quality as Excellence and Reliability 86</i> <i>Innovation 88</i> <i>Customer Responsiveness 89</i> Business Models, the Value Chain, and Generic Distinctive Competencies 90 Analyzing Competitive Advantage and Profitability 91 The Durability of Competitive Advantage 95 <i>Barriers to Imitation 96</i> <i>Capability of Competitors 97</i> <i>Industry Dynamism 98</i> <i>Summarizing Durability of Competitive Advantage 98</i> Avoiding Failure and Sustaining Competitive Advantage 99 <i>Why Companies Fail 99</i> <i>Steps to Avoid Failure 101</i>
Building Competitive Advantage through Functional-Level Strategy ch.4	Achieving Superior Efficiency 108 <i>Efficiency and Economies of Scale 108</i> <i>Efficiency and Learning Effects 110</i>

	<p><i>Efficiency and the Experience Curve 111</i> <i>Efficiency, Flexible Production Systems, and Mass Customization 114</i> <i>Marketing and Efficiency 117</i> Materials Management, Just-in-Time, and Efficiency 118 <i>R&D Strategy and Efficiency 119</i> <i>Human Resource Strategy and Efficiency 120</i> <i>Information Systems and Efficiency 122</i> <i>Infrastructure and Efficiency 123</i> <i>Summary: Achieving Efficiency 123</i> Achieving Superior Quality 124 <i>Attaining Superior Reliability 125</i> Improvement Process 126 <i>Implementing Reliability Improvement Methodologies 126</i> <i>Improving Quality as Excellence 128</i> Achieving Superior Innovation 130 <i>The High Failure Rate of Innovation 131</i> <i>Reducing Innovation Failures 132</i> Achieving Superior Responsiveness to Customers 134 <i>Focusing on the Customer 135</i> <i>Satisfying Customer Needs 136</i></p>
Building Competitive Advantage through Business-Level Strategy ch.5	<p><i>Formulating the Business Model: Customer Needs and Product Differentiation 145</i> <i>Formulating the Business Model: Customer Groups and Market Segmentation 147</i> <i>Implementing the Business Model: Building Distinctive Competencies 150</i> Competitive Positioning and Business-Level Strategy 151 Competitive Positioning: Generic Business-Level Strategies 154 <i>Cost Leadership 155</i> <i>Focused Cost Leadership 158</i> <i>Differentiation 161</i> <i>Focused Differentiation 163</i> The Dynamics of Competitive Positioning 165 <i>Competitive Positioning for Superior Performance:</i> <i>Broad Differentiation 167</i> <i>Competitive Positioning and Strategic Groups 168</i> to Match Every Customer Need 169 <i>Failures in Competitive Positioning 170</i></p>
Reviews	
Final Exam	