

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
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## Course Description: Strategic Management

### 1- Basic Information:

Course Name	Strategic Management
Course ID	BMN606
Contact Hours (Registered Sessions)	24
Contact Hours (Synchronized Sessions)	24
Mid Term Exam	-
Exam	75 min
Registered Sessions Work Load	48
Synchronized Session Work Load	18
Credit Hours	5
Course Level	6

### 2- Pre-Requisites:

Course	ID
Introduction to Marketing	BMK401
Human Resources Management	BHR401
Principles of Financial Management	BFB401
Operations Management	BQM501

### 3- Course General Objectives:

The heads of corporations, boards of directors and senior management of business organizations carry out highly responsible tasks, the most important of which is leading and strategically guiding their organizations to achieve their strategic vision and goals. Therefore, this course - Strategic Management BMN606 – aims to equip students with knowledge, skills and academic information in the basic of business strategies and to qualify them for these tasks, through understanding the nature of strategic management and its stages and components and identifying factors of success and obstacles to their application in the organization. In this context, it is important to understand the concept of the organization's vision and mission and how to analyze the local business environment, analyze the competitive structure, build competitive strategies, study available strategic options, and to identify strategic alternatives and general strategies. In addition to know how to implement business strategy and controlling and evaluating its processes to ensure that the plans are implemented as planned and that the organization is moving to achieve its vision and mission. In addition, students will be motivated to look at contemporary trends in local and international business strategies.

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#### 4- Intended Learning Outcomes (ILO):

Code	Intended Learning Outcomes
ILO1	Understand the nature of strategic management and its key components and phases, then distinguish between its levels and determine its success factors after identifying the constraints to strategic management processes in their core stages.
ILO2	Be able to understand key terms in business strategy, such as understanding the organization vision and identifying its main elements, and the importance of developing a clear mission and strategic plan and factors affecting them, examine strategic schools and studying strategic planning< and finally identifying differences between plan and strategy.
ILO3	Be able to analyze the external environment of organizations and its components and types and sources of information used in the environmental scanning, and then determine the levels of the external environment- direct and indirect, and identify steps of analyzing opportunities and threats.
ILO4	Be able to understand the internal environment of organizations and its components and resources with defining organizational structures and functional divisions, and identify internal analysis approaches and the relationship between internal analysis and the failure of organizations.
ILO5	Understand key concepts in competitive market structures as Porter's model of industry analysis, types of competitive strategies, and best competitive strategy.
ILO6	Understand the basic concepts of strategic choices and the environmental factors affecting them, and identify methods of strategic analysis, particularly analyzing matrices, as well as identifying the best strategic mix.
ILO7	To broaden students' perceptions of understanding strategic alternatives and general strategies at the organizational level, selecting and evaluating strategic alternatives, and the model of strategic alternatives.
ILO8	Be able to understand the steps and requirements of implementing business strategy, and examine the administrative systems that support implementation process, how to choose implementation approaches, and identify the problems of implementation process, and the reasons of failure, and finally identifying the role of strategic managers in strategy implementation.
ILO9	Understand the meaning of evaluation and controlling process, the levels and steps of strategic evaluation, the characteristics of an effective strategic evaluation system, and identifying its types, and defining the difficulties of evaluation process.
ILO10	To be able to analyze strategic alliances, know their types, reasons of formation and the elements of their success, and identify the stages of alliances, and understand the advantages and disadvantages of organization's alliances.
ILO11	Expanding students' minds to contemporary trends and methods in business strategies, including: Strategic intelligence, strategic vigilance, strategic flexibility, and Strategic Leadership.

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5- **Course Syllabus** ( 24 hours of total synchronized sessions;24 hours of total Recorded Sessions)

- **RS:** Recorded Sessions; **SS:** Synchronized Sessions;

ILO	Course Syllabus	RS	SS	Type	Additional Notes
ILO1	<p><b>Fundamentals of strategic management</b></p> <ul style="list-style-type: none"> <li>• Introduction to Strategic Management</li> <li>• Strategic management concept</li> <li>• Strategic thought development</li> <li>• Strategic management importance</li> <li>• Strategic management objectives</li> <li>• Transition from formulation to strategy implementation</li> <li>• Strategic levels</li> <li>• Strategic challenges</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	Assignment: Preparing a strategic plan for a company (whether economic or service, whether it is local or global), according to a scientific methodology and with logical and technical sequence of the plan to be prepared. The student will be provided with the basic points for preparing the strategic plan in the correct technical form.
ILO2	<p><b>Key concepts in strategy</b></p> <ul style="list-style-type: none"> <li>• Strategic vision and its characteristics</li> <li>• Strategic mission and its importance</li> <li>• Steps of organization's mission</li> <li>• Strategic schools</li> <li>• Strategic decision</li> <li>• Strategic planning</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO3	<p><b>Analysis of the external business environment</b></p> <ul style="list-style-type: none"> <li>• Why analyzing business environment</li> <li>• External business environment and its components</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	A Reminder of the assignment and steps of preparation by the students, explaining the

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	<ul style="list-style-type: none"> <li>• Environmental information sources</li> <li>• Environmental analysis methods</li> <li>• Types of external environment</li> <li>• Discovering and Analysis of Opportunities and Threats</li> </ul>				steps in parallel and simultaneously with regular online meetings.
ILO4	<p><b>Analysis of the internal organization environment</b></p> <ul style="list-style-type: none"> <li>• Internal environment concept</li> <li>• The importance of internal environmental analysis</li> <li>• Elements of internal environment</li> <li>• Internal analysis approaches</li> <li>• Approach between Internal Analysis and Organizations' Failure</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO5	<p><b>Competitive advantage and its strategies</b></p> <ul style="list-style-type: none"> <li>• Porter model for industry analysis</li> <li>• Types of competitive strategies</li> <li>• Towards better competitive strategy</li> <li>• Analysis of business and organizational failure</li> <li>• Strategic Clock Mode</li> <li>• Competitive Advantage Dimensions</li> <li>• Competitive Strategy Requirements</li> <li>• Sustainable Competitive Advantage</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO6	<p><b>Analysis of strategic choices</b></p> <ul style="list-style-type: none"> <li>• Definition of strategic choices</li> <li>• The environment influencing strategic choices</li> <li>• Strategic choices matrices</li> <li>• Strategic Choices Factors</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	A Reminder of the assignment and steps of preparation by the students, explaining the steps in parallel and simultaneously with regular online meetings.
ILO7	<p><b>Strategic alternatives</b></p> <ul style="list-style-type: none"> <li>• The concept of strategic alternatives and their importance</li> <li>• Selecting and evaluating strategic alternatives</li> <li>• Strategic alternatives model</li> <li>• Standards of Strategic Alternatives Evaluation</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	

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ILO8	<b>Strategy implementation process</b> <ul style="list-style-type: none"> <li>• The importance of implementation phase</li> <li>• Strategy implementation requirements</li> <li>• Managerial systems supporting strategy implementation</li> <li>• McKinsy Model of strategy implementation</li> <li>• Strategic Manager and Implementation Process</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO9	<b>Strategic control and evaluation</b> <ul style="list-style-type: none"> <li>• The concept of strategic control and its objectives</li> <li>• Levels of strategic control</li> <li>• Strategic control steps</li> <li>• Strategic control patterns</li> <li>• Strategy evaluation process</li> <li>• Characteristics of an effective strategic control system</li> <li>• Strategic evaluation cases and Its Obstacles</li> <li>• Romalt Roles of Strategic Evaluation</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO10	<b>Strategic Alliances</b> <ul style="list-style-type: none"> <li>• The concept of strategic alliance and its objectives</li> <li>• Types of strategic alliances</li> <li>• The basic principles of a successful alliance</li> <li>• Strategic Alignment Stages</li> <li>• Characteristics of strategic alliance</li> <li>• Alliance development strategies</li> <li>• Strategic Alignment Problems</li> <li>• Successful Samples of Strategic Alignment</li> <li>• Success Factors of Strategic Alignment</li> </ul>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	
ILO11	<b>Concepts in strategic management</b> <ul style="list-style-type: none"> <li>• Strategic Intelligence and its dimensions</li> <li>• Strategic vigilance</li> <li>• Strategic flexibility</li> <li>• Strategic Leadership</li> </ul>	4	4	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Others	

## 6- Assessment Criteria (Related to ILOs)

ISC	Interactive Synchronized Collaboration	Ex	Exams	Rpt	Reports
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PF2F	Presentations and Face-to-Face Assessments	PW	Practice Work
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ILO Code	ILO	Intended Results	Assessment Type				
			ISC	PW	Ex	PF2 F	Rpt
ILO1	Understand the nature of strategic management and its key components and phases, then distinguish between its levels and determine its success factors after identifying the constraints to strategic management processes in their core stages.	<ol style="list-style-type: none"> <li>1. Define the tasks of strategic management</li> <li>2. Identify the levels of strategy and its components</li> <li>3. Distinguish between strategy and plan</li> <li>4. Identify the obstacles of strategy process</li> <li>5. Identify the success factors of strategic management</li> </ol>	X		X		X
ILO2	Be able to understand key terms in business strategy, such as understanding the organization vision and identifying its main elements, and the importance of developing a clear mission and strategic plan and factors affecting them, and examine strategic schools.	<ol style="list-style-type: none"> <li>1. Develop a clear vision and mission and understand their key elements</li> <li>2. Distinguish between strategic schools</li> <li>3. Distinguish the elements of business plan and the difference plan and strategy</li> <li>4. Understand what strategic decision is and its steps</li> <li>5. Define Strategic planning and the differences between strategy and plan</li> </ol>	X		X		X
ILO3	Be able to analyze the external environment of organizations and its components and types and sources of information used in the environmental scanning, and then determine the levels of the external environment- direct and indirect.	<ol style="list-style-type: none"> <li>1. Determine the external environment factors</li> <li>2. Determine the types and sources of information used in the environmental scanning</li> <li>3. Distinguishing elements of direct environment</li> <li>4. Distinguish the elements of indirect environment</li> <li>5. Discovering opportunities and threats and their steps.</li> </ol>	X		X		X

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ILO4	Be able to understand the internal environment of organizations and its components and resources with defining organizational structures and functional divisions, and identify internal analysis approaches and the relationship between internal analysis and the failure of organizations.	<ol style="list-style-type: none"> <li>1. Identify the components of internal environment</li> <li>2. distinguish the approaches of environmental analysis</li> <li>3. Identify organizational structures and their advantages</li> <li>4. Identification approaches of internal analysis</li> <li>5. Identifying factors of organizations' failure</li> </ol>	X		X		X
ILO5	Understand key concepts in competitive market structures as Porter's model of industry analysis, types of competitive strategies, and best competitive strategy.	<ol style="list-style-type: none"> <li>1. Industry analysis according to Porter model</li> <li>2. Identify the competitive strategies that can be followed by the organization</li> <li>3. Choose the best competitive strategy</li> <li>4. Distinguish between generic strategies</li> <li>5. Identifying requirements for achieving sustainable competitive strategy</li> </ol>	X		X		X
ILO6	Understand the basic concepts of strategic choices and the environmental factors affecting them, and identify methods of strategic analysis, particularly analyzing matrices, as well as identifying the best strategic mix.	<ol style="list-style-type: none"> <li>1. Identify choices that available to organizations</li> <li>2. Identify the environment of strategic choices</li> <li>3. Implementing strategic analysis using business matrices</li> <li>4. Determine the factors of strategic choices success.</li> </ol>	X		X		X
ILO7	To broaden students' perceptions of understanding strategic alternatives and general strategies at the organizational level, selecting and evaluating strategic alternatives, and	<ol style="list-style-type: none"> <li>1. Identify strategic alternatives</li> <li>2. Evaluate alternatives and choose appropriate strategic alternatives</li> <li>3. Describe and discuss types of strategic alternatives</li> <li>4. Recognize Strategic alternatives standards</li> </ol>	X		X		X



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	the model of strategic alternatives.					
<b>ILO8</b>	Be able to understand the steps and requirements of implementing business strategy, and examine the administrative systems that support implementation process, how to choose implementation approaches, and identify the problems of implementation process, and the reasons of failure.	<ol style="list-style-type: none"> <li>1. Identify steps of strategy implementation</li> <li>2. Determine the requirements of implementation process</li> <li>3. Selecting appropriate strategic approach</li> <li>4. Identify obstacles to implementation process</li> <li>5. Apply Mackenzie model for effective implementation</li> <li>6. identifying strategic role of managers in implementation process</li> </ol>	X		X	X
<b>ILO9</b>	Understand the meaning of evaluation and controlling process, the levels and steps of strategic evaluation, the characteristics of an effective strategic evaluation system, and identifying its types, and defining the difficulties of evaluation process.	<ol style="list-style-type: none"> <li>1. Identify the steps of control process</li> <li>2. Determine the levels of control</li> <li>3. Choose the appropriate control process</li> <li>4. Evaluate the strategic implementation process</li> <li>5. Determining the obstacles facing control operations</li> <li>6. Recognize Romalt roles of strategic evaluation</li> </ol>	X		X	X
<b>ILO10</b>	To be able to analyze strategic alliances, know their types, reasons of formation and the elements of their success, and identify the stages of alliances, and understand the advantages and disadvantages of organization's alliances.	<ol style="list-style-type: none"> <li>1. Identify the types of strategic alliance and its steps</li> <li>2. Determine the foundations of successful alliance</li> <li>3. Select the appropriate type of strategic alliance</li> <li>4. Identify the risks and constraints that result from strategic alliances</li> <li>5. Experiencing some international alignment cases.</li> </ol>	X		X	X
<b>ILO11</b>	Expanding students' minds to contemporary trends and methods in	<ol style="list-style-type: none"> <li>1. Identify the elements of strategic intelligence and apply its dimensions</li> <li>2. Apply the principles of strategic</li> </ol>	X		X	X



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business strategies, including (strategic intelligence, strategic vigilance, strategic innovation).	vigilance 3. Apply the principles and methods of strategic flexibility 4. Identify Strategic leadership concept and practices					
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## 7- Practice Tools:

Tool Name	Description

## 7- Main References

١. بنس ، روبرت .أ. ، ديفيد . لي (٢٠٠٨): الإدارة الإستراتيجية : بناء الميزة التنافسية ، ترجمة : عبد الحكم الخزامي ، دار الفجر ، القاهرة .

٢. تومسون ، أرثر آيه. ، آيه . جي . ستريكلاند (٢٠٠٦): الإدارة الاستراتيجية : المفاهيم والحالات العملية، الجزء الأول، مكتبة لبنان - ناشرون ، بيروت .

٣. هانجر ، جيه دافيد ، توماس إل . وهيلين (٢٠١٤): ركائز الإدارة الاستراتيجية ، مكتبة لبنان - ناشرون ، بيروت ، ط ١

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2- David, Fred R. (2011): **Strategic Management: Concepts and Cases**, (13th ed.), Pearson Education, Inc., N.J.

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## 8- Additional References

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٢. المغربي ، عبد الحميد عبد الفتاح (٢٠٠٦): الإدارة الاستراتيجية بقياس الأداء المتوازن ، المكتبة العصرية ، المنصورة.

٣. إدريس، ثابت عبد الرحمن ، جمال الدين محمد المرسي (2007): الإدارة الإستراتيجية: مفاهيم ونماذج تطبيقية ، الدار الجامعية ، الإسكندرية.

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2. Thompson, Arthur A. JR. & A. J. Strickland III (2003): **Strategic management; concepts and cases**, Mc Graw

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