

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
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## Course Description: Strategic Management (STM.35)

### Basic Information:

Course Name	Strategic Management
Course ID	STM.35
Contact Hours (Registered Sessions)	28
Contact Hours (Synchronized Sessions)	17
Mid Term Exam	130
Exam	
Registered Sessions Work Load	
Synchronized Session Work Load	
Credit Hours	7
Course Level	7

### 1- Pre-Requisites:

Course	ID
Principles of Management	PCM.11

### 2- Course General Objectives:

This module concentrates on strategy and the strategic management process. Building on the material presented in the core modules, this module integrates relevant theories and concepts and presents students with the models and frameworks required to develop competitive strategies capable of delivering business success in the global economy. Variety of strategy topics covered such as introducing strategy concepts, mission and objectives, strategic analyses of the internal and external environment, identifying attractive business opportunities, direction and method of strategic options, strategic evaluation and implementation. After that , some contemporary issues of strategic management will be introduced. Finally, we will explore the relationship between strategy, corporate governance, and social responsibility.

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

Code	Intended Learning Outcomes
ILO1	Recognize strategic management concept and its meaning, and consider components of strategy statement. Then, distinguish schools of strategy and realize the importance of strategic management, and identifying differences between public and private Syrian companies in terms of strategic management statements.
ILO2	Recognize levels of strategy and identify stages of strategic management process. Distinguish organizations stakeholders and discover decision making process. Identify strategic leadership process and its main powers.
ILO3	Understand the meaning of environmental analysis, and realize the macro-environment and its elements. Then, analyze Porter's Five Forces Model and understand its interrelationship, and grasp Porter's Diamond and its dimensions.
ILO4	Realize the meaning of internal analysis, and identify firm's resources and capabilities. After that, recognize the elements of VRIO Analysis and understand the elements of SWOT Analysis. Then, grasp the benefits of some case studies. Finally, identify the elements of value chain analysis.
ILO5	understand business-level strategy then recognize different types of competitive strategies such as cost leadership strategy and differentiation strategy. After that explore the main critical factors for companies succeed. At the end, identify firms' core competencies.
ILO6	Consider the main factors influencing strategic choices, and recognize different methods of strategic analysis. Then, understand SWOT matrix and its practices and distinguishes thoughts on some portfolio analysis method. Finally, understand applications of SPACE matrix.
ILO7	Explore industry life cycles of different industries and identify their characteristic over that cycles. Some mini case studies will be identified to get lessons learned. The understand How to Use The Growth-Share Matrix and How to Use the Product/Market Expansion Grid.
ILO8	Explore what is corporate strategy at the top level management. Then, identify strategic group and find out its characteristics. Understand types of vertical integration and vertical expansion with some examples which explain that concepts. Related Diversification or Unrelated Diversification will be discovered. Finally, realize Why Form a Strategic Alliance.
ILO9	Identify the meaning of strategy evaluation, and recognize evaluation approaches, purposes, methods and designs across evaluation process. Define Evaluation Criteria, and finally explore an evaluation case study.
ILO10	Explore what is different about international markets. Identify the main Objectives of Market Entry. Finally, distinguishes some modes of market entry such as Franchising and Licensing
ILO11	Deal with some contemporary concepts in strategic thought by reviewing some strategic models and thought. Identify the meaning of Strategic Leadership Concept and grasp its practices. Realize the meaning of strategic Intelligence and its dimensions. Then, find out Strategic Vigilance Types and its roles.
ILO12	Recognize the impact of business activity on society. Identify the meaning of Corporate Governance and its dimensions. Then, explore social responsibility and its practices. Finally, find out Business Ethics and its importance in business sector.

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#### 4- Course Syllabus (28 hours of total Recorded Sessions, 28 hours of total synchronized sessions)

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

ILO	Course Syllabus	RS	SS	Type	Additional Notes
ILO1	<p><b>Chapter One: Understanding Strategy</b></p> <p>1.1.Introduction 1.2.Strategy Definition 1.3.Components of Strategy Statement 1.4.Schools of Strategy 1.5.Experiential Exercise</p>	2	2	<ul style="list-style-type: none"> <li>■ Exercises</li> <li>■ Assignments</li> <li>■ Seminars</li> <li>□ Projects</li> <li>□ Practices</li> <li>□ Others</li> </ul>	Assignment: Preparing a strategic business plan for a business company - whether economic or service, and whether it is local or global, according to a correct scientific methodology and a logical and technical sequence of the process to be prepared.
ILO2	<p><b>Chapter Two: Strategic Management Process</b></p> <p>2.1. Introduction 2.2 Levels of Strategy 2.3. Elements of the Strategic Management Process 2.4. Identification of Stakeholders 2.5. Decision Making Process</p>	2	2	<ul style="list-style-type: none"> <li>■ Exercises</li> <li>■ Assignments</li> <li>■ Seminars</li> <li>□ Projects</li> <li>□ Practices</li> <li>□ Others</li> </ul>	-
ILO3	<p><b>Chapter Three: Business External Analysis</b></p> <p>3.1 Introduction 3.2. Analyzing Macro-Environment 3.3 Porter's Five Forces Model</p>	2	2	<ul style="list-style-type: none"> <li>■ Exercises</li> <li>■ Assignments</li> <li>■ Seminars</li> <li>□ Projects</li> <li>□ Practices</li> </ul>	-

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	3.4 Porter's Diamond Model			<input type="checkbox"/> Others	
ILO4	<b>Chapter Four: Business Internal Analysis</b> 4.1. Introduction 4.2. What is Internal Analysis? 4.3. Firm's Resources and Capabilities 4.4. SWOT Analysis 4.5. Value Chain Analysis 4.6. Mini Case Studies	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	A reminder of the assignment axes and their proper preparation by students, along with explaining the steps in parallel and concurrently with periodic online meetings.
ILO5	<b>Chapter Five: Understanding Business Level Strategy</b> 5.1. Introduction 5.2. Introducing Business Level strategy 5.3. Generic Competitive Strategies 5.4. Critical Success Factors 5.5. Core Competency	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-
ILO6	<b>Chapter Six: Business Strategic Choices</b> 6.1. Introduction 6.2. Factors Influencing Strategic Choices 6.3. Methods of strategic analysis 6.4. Portfolio Analysis Method 6.5. SPACE Matrix Case Study	4	4	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	A reminder of the assignment axes and their proper preparation by students, along with explaining the steps in parallel and concurrently with periodic online meetings.
ILO7	<b>Chapter Seven: Key Issues in Business Strategy</b> 7.1. Introduction 7.2. Industry Life Cycle 7.3. Mini-Cases 7.4. How to Use The Growth-Share	4	4	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-

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	Matrix 7.5. How to Use the Product/Market Expansion Grid				
ILO8	<b>Chapter Eight: Understanding Corporate Strategy</b> 8.1. Introduction 8.2. What is Corporate Strategy 8.3. Strategic Group 8.4. Vertical Integration 8.5 Vertical Expansion 8.6. Related Diversification and Unrelated Diversification 8.7. Strategic Alliances	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-
ILO9	<b>Chapter Nine Business Strategy Evaluation</b> 9.1 Introduction 9.2 Strategy Evaluation Meaning 9.3 The Process of Strategy Evaluation 9.4 Evaluation Approaches, Purposes, Methods and Designs 9.5 Strategy Evaluation Criteria 9.6 An Evaluation Case	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-
ILO10	<b>Chapter Ten: Globalization Strategies</b> 10.1. Introduction 10.2. Globalization and Penetration 10.3. What Is Different about International Markets. 10.4. Objectives of Market Entry 10.5. Modes of Market Entry	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-
ILO11	<b>Chapter Eleven: Contemporary Strategic Trends</b> 11. 1. Introduction 11.2. Strategic Intelligence 11. 3. Strategic Vigilance 11. 4. Strategic Flexibility 11. 5. Strategic Leadership	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	-
ILO12	<b>Chapter Twelve Society and Businesses</b>	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/>	-

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12.1. Introduction	Assignments <input checked="" type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others
12.2. The Impact of Business Activity on Society	
12.3. Social Responsibility	
12.4. Corporate Governance	
12.5. Business Ethics	

### 5- Assessment Criteria (Related to ILOs)

ISC	Interactive Synchronized Collaboration	Ex	Exams	Rpt	Reports
PF2F	Presentations and Face-to-Face Assessments	PW	Practice Work		

ILO Code	ILO	Intended Results	Assessment Type				
			ISC	PW	Ex	PF2 F	Rpt
ILO1	Recognize strategic management concept and its meaning, and consider components of strategy statement. Then, distinguish schools of strategy and realize the importance of strategic management, and identifying differences between public and private Syrian companies in terms of strategic management statements.	Student uses strategic concepts and knows their implications, and how to deal with strategic schools and get benefits of understanding strategy processes and its elements.	X	-	X	-	X
ILO2	Recognize levels of strategy and identify stages of strategic management process. Distinguish organizations stakeholders and discover decision making process.	Student remembers the points reviewed in the previous lecture	X	-	X	-	X
		Student can deal with different key terminologies of strategic management and its stages such as formulation, implementations, and evaluation, and grasp the process of decision making					

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<b>ILO3</b>	Understand the meaning of environmental analysis, and realize the macro-environment and its elements. Then, analyze Porter's Five Forces Model and understand its interrelationship, and grasp Porter's Diamond and its dimensions.	Student distinguishes the elements of external environment and deal with Porter's Five Forces Model and Porter Diamond.	X	-	X	-	X	
<b>ILO4</b>	Realize the meaning of internal analysis, and identify firm's resources and capabilities. After that, recognize the elements of VRIO Analysis and understand the elements of SWOT Analysis. Then, grasp the benefits of some case studies. Finally, identify the elements of value chain analysis.	Student remembers the main axes in the scientific content by answering direct questions and some deductive questions in order to achieve the following point: use some analysis methods of internal environment and porter value chain analysis.	X	-	X	-	X	
<b>ILO5</b>	Understand business-level strategy then recognize different types of competitive strategies such as cost leadership strategy and differentiation strategy. After that explore the main critical factors for companies succeed. At the end, identify firms' core competencies.	Student remembers points reviewed in the previous lectures.						
		Student deal with strategy at business-level, and use competitive strategies such as cost leadership strategy and consider He will consider the main critical factors for companies succeed.	X	-	X	-	X	
<b>ILO6</b>	Consider the main factors influencing strategic choices, and recognize different methods of strategic analysis. Then,	Student remembers the basic tools and styles used in strategy process.	X	-	X	-	X	

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	understand SWOT matrix and its practices and distinguishes thoughts on some portfolio analysis method. Finally, understand applications of SPACE matrix.	Students uses steps of strategic choices. Student also uses variety of matrixes of strategic choices such as SWOT, BCG, Ansoff, and SPACE.					
ILO7	Explore industry life cycles of different industries and identify their characteristic over that cycles. Some mini case studies will be identified to get lessons learned. The understand How to Use The Growth-Share Matrix and How to Use the Product/Market Expansion Grid.	Student defines stages of life cycle of different industries and get benefits of some lessons learned from mini cases, and how to deal with some matrixes.	X	-	X	-	X
ILO8	Explore what is corporate strategy at the top level management. Then, identify strategic group and find out its characteristics. Understand types of vertical integration and vertical expansion with some examples which explain that concepts. Related Diversification or Unrelated Diversification will be discovered. Finally, realize Why Form a Strategic Alliance.	<p>Student remembers the points reviewed in the previous lecture.</p> <p>Student deal with main issues of corporate strategy such as strategic group, vertical integration, and student can deal with phases of related diversification or unrelated diversification will be discovered. finally, understand why form a strategic alliance.</p>	X	-	X	-	X
ILO9	Identify the meaning of strategy evaluation, and recognize evaluation approaches, purposes, methods and designs across evaluation process. Define evaluation criteria, and finally explore an evaluation case study.	Student practice strategy evaluation steps. cross, and deals with evaluation criteria and grasp skills in an evaluation case study .	X	-	X	-	X
ILO10	Explore what is different about	Student deals with	X	-	X	-	X



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	international markets. Identify the main objectives of market entry. Finally, distinguishes some modes of market entry such as Franchising and Licensing.	different sorts international markets, and uses models of market entry such as Franchising and Licensing.					
ILO11	Find out some contemporary concepts in strategic thought by reviewing some strategic models and thought. Identify the meaning of Strategic Leadership Concept and grasp its practices. Realize the meaning of strategic Intelligence and its dimensions. Then, find out Strategic Vigilance Types and its roles.	Student remembers main contents of the scientific content by answering direct questions and some are deductive.					
		Student uses some contemporary concepts in strategic thought such as strategic intelligence and uses practices of strategic leadership.	X	-	X	-	X
ILO12	Recognize the impact of business activity on society. Identify the meaning of Corporate Governance and its dimensions. Then, explore social responsibility and its practices. Finally, find out Business Ethics and its importance in business sector.	Student deal with variety of business cases, and uses different concepts of corporate governance and social responsibility. Student as well grasp business ethics applications.	X	-	X	-	X

## 6- Practice Tools:

Tool Name	Description
-	-

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## 7- Main References

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- Canals, J.,Heukamp, F., (2020). The Future of Management in an AI World, Palgrave Macmillan, Switzerland.
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