



جامعة آل البيت

**Al al-BAYT UNIVERSITY**

**Faculty of Finance and Business Administration - Business Department**

**Academic Year: 08/09; Second Semester**

**Program: Master in Business Administration**

**Course Title: Advanced Strategic Management**

**Course Number: 0502751**

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

**Instructor: Dr. Waleed Al- Awawdeh ([walawawdeh@yahwoo.com](mailto:walawawdeh@yahwoo.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

Mid-term exam	30%
Presentation + Participation (all chapters)	20%
Paper (Scientific additional)	10%
Final Exam	40%
Total:	100%

#### READINGS:

##### Required:

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

##### Additional (on the reserve shelf in the library)

1. Wheelen & J.D. Hunger (2006): "*Strategic Management & Business Policy*", Prentice Hall, 10<sup>th</sup> edition.
2. Pearce II, John A. & Robinson, Richard B. Jr. (2007): "*Strategic Management: Formulation, Implementation & Control*", Mc-Graw Hill, 10<sup>th</sup> ed.

##### مصادر عربية

- شارلز هيل وجاريت جونز (2008) الإدارة الاستراتيجية مدخل متكامل، ترجمة رفاعي محمد رفاعي، ومحمد عبدالمعتال، المملكة العربية السعودية، الرياض: دار المريخ للنشر
- مرسي، نبيل محمد (2006): "الإدارة الاستراتيجية: تكوين وتنفيذ استراتيجيات التنافس"، الإسكندرية، المكتب الجامعي الحديث.
- الركابي، كاظم نزار (2004): "الإدارة الاستراتيجية: العولمة والمنافسة"، عمان، دار وائل للنشر.
- بن حبور، عبد العزيز صالح (2004): "الإدارة الاستراتيجية: إدارة جديدة في عالم متغير"، عمان، دار المسيرة للنشر والتوزيع والطباعة.

##### Important Academic Journals (available in the EBESCO database)

1. Strategic Management Journal
2. Academy of Management Review
3. Academy of Management Journal
4. Journal of American Academy of Business
5. Journal of Management Issues
6. International Journal of Management
7. Harvard Business Review

## STUDY PLAN

Week	Topic & assignments	Readings & Tasks
One 8/2	Introduction to Strategic Management	The Instructor: Charles W.L. Hill & Gareth R. Jones All chapters, pliefly
Two 15/2	Strategic Leadership	Required readings: Charles Hill &. Gareth R. Jones, ch. 1 Tasks: case 1
Three 22/2	External Analysis	Required readings: Charles Hill &. Gareth R. Jones, ch. 2 Tasks: case 2
Four 1/3	Internal Analysis	Required readings: Charles Hill &. Gareth R. Jones, ch. 3 Tasks: case 3
Five 8/3	Building Competitive Advantage through Functional-Level Strategy	Required readings: Charles Hill &. Gareth R. Jones, ch. 4 Tasks: case 4
Six 15/3	Building Competitive Advantage through Business-Level Strategy	Required readings: Charles Hill &. Gareth R. Jones, ch. 5 Tasks: case 5
Seven 22/3	Business-Level Strategy and the Industry Environment	Required readings: Charles Hill &. Gareth R. Jones, ch. 6 Tasks: case 6
Eight 29/3	Strategy and Technology	Required readings: Charles Hill &. Gareth R. Jones, ch. 7 Tasks: case 7
Nine 5/4	Strategy in the Global Environment	Required readings: Charles Hill &. Gareth R. Jones, ch. 8 Tasks: case 8
Ten 12/4	Corporate-Level Strategy: Horizontal Integration, vertical Integration, and Strategic Outsourcing	Required readings: Charles Hill &. Gareth R. Jones, ch. 9 Tasks: case 9
Eleven 19/4	Corporate-Level Strategy: Formulation, and Implementing Related and Unrelated Diversification	Required readings: Charles Hill &. Gareth R. Jones, ch. 10 Tasks: case 10
Twelve 26/4	Corporate Performance, Governance, and Business Ethics	Required readings: Charles Hill &. Gareth R. Jones, ch. 11 Tasks: case 11
Thirteen 3/5	Implementing Strategy in companies that Compete in a Single Industry	Required readings: Charles Hill &. Gareth R. Jones, ch. 12 Tasks: case 12
Fourteen 10/5	Implementing Strategy in companies that Compete in Across Industries & countries	Required readings: Charles Hill &. Gareth R. Jones, ch. 13 Tasks: case 13
Fifteen 17/5	Reviews & Discussion papers	All students
Sixteen 17/5	Final Exam	