



Department of Business Administration
College of Business and Finance
University of Cihan- Sulaymaniyah

Strategic Management
3rd Stage – 2nd Semester

Lecturer's name: Sharoo Nawrooz Fadhil

2023/2024

Course Book

1. Course name	Strategic Management
2. Lecturer in charge	Sharoo Nawrooz Fadhil
3. Department/ College	Business Administration
4. Time (in hours) per week	3 hours
5. Office hours	Wednesday
6. Course code	
7. Teacher's academic profile	https://scholar.google.com/citations?user=ZHNtkyAAAAAJ&hl=en
8. Keywords	Strategy – planning – competitive advantage
9. Course overview:	
<p>This course explores the principles and practices of strategic management in organizations. It focuses on the development, implementation, and evaluation of strategies to achieve competitive advantage and organizational success. Students will analyze real-world cases, engage in strategic decision-making, and develop a comprehensive understanding of the strategic management process.</p>	
10. Course objective:	
<p>Upon completion of this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the Foundations of Strategic Management: <ul style="list-style-type: none"> • Define and explain the importance of strategic management. • Analyze the evolution of strategic management. • Identify and describe the components of the strategic management process. 2. Conduct External and Internal Analyses: <ul style="list-style-type: none"> • Perform PESTEL analysis to assess the external environment. • Apply Porter's Five Forces framework for industry analysis. • Conduct SWOT analysis and understand the Resource-Based View (RBV). 3. Formulate Effective Strategies: <ul style="list-style-type: none"> • Develop corporate-level strategies through business portfolio analysis. • Evaluate diversification strategies. • Formulate business-level strategies, including cost leadership, differentiation, and focus. 4. Implement Strategies Successfully: <ul style="list-style-type: none"> • Understand the impact of organizational structure on strategy implementation. • Demonstrate knowledge of leadership in the context of strategic change. • Develop and apply strategic control and evaluation mechanisms. 5. Explore Global and Ethical Dimensions: <ul style="list-style-type: none"> • Analyze global strategy and the various entry modes. • Examine ethical issues in strategic management, incorporating principles of CSR. • Recognize the challenges and opportunities in managing global operations. 6. Apply Strategic Management Concepts to Real-world Cases: <ul style="list-style-type: none"> • Analyze and interpret case studies in strategic management. • Engage in group discussions and presentations to apply theoretical knowledge. 	

11. Student's obligation

Students should attend the classes on time depending on the rules that were established and agreed on by themselves with the tutor's supervision.

12. Forms of teaching

Class explanation with PowerPoint presentations, group discussions, engaging the students, scientific trips, and giving real case studies to further explanation.

13. Assessment scheme

Quizzes and group work
Group discussions and participation
Reading related case studies and discussing them
Mid-term exam
Final Exam

14. Student learning outcome:

By the end of the course, students will be able to:

1. **Demonstrate Knowledge:**
 - Exhibit a comprehensive understanding of strategic management concepts and frameworks.
2. **Critical Thinking and Analysis:**
 - Apply critical thinking skills to analyze and evaluate complex business situations.
3. **Effective Communication:**
 - Communicate strategic recommendations clearly and persuasively in both written and oral formats.
4. **Team Collaboration:**
 - Collaborate effectively in group settings to solve strategic management challenges.
5. **Ethical Decision Making:**
 - Recognize and address ethical dilemmas in strategic decision-making.
6. **Practical Application:**
 - Apply strategic management principles to real-world cases and scenarios.

15. Course Reading List and References:

- 1- Grant, R. M. (2019). *Contemporary Strategy Analysis: Text and Cases Edition*. Wiley.
- 2- "Strategic Management: A Competitive Advantage Approach, Concepts and Cases" by Fred R. David and Forest R. David (2017)
- 3- "Strategic Management: Theory & Cases: An Integrated Approach" by Charles W. L. Hill and Melissa A. Schilling (2020)
- 4- "Strategic Management: Concepts and Cases: Competitiveness and Globalization" by Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson (12th Edition, 2020)
- 5- "Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases" by Arthur A. Thompson Jr., Margaret Peteraf, John E. Gamble, and A. J. Strickland III (22nd Edition, 2021)

16. The Topics:

▶ Week 1-2: Introduction to Strategic Management

- Definition and importance of strategic management
- The strategic management processes
- Levels of strategy: corporate, business, and functional

▶ Week 3-4: External Analysis

- Industry analysis using tools like Porter's Five Forces
- PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal)
- Competitive dynamics and positioning (competitive advantage)

▶ Week 5-6: Internal Analysis

- Resource-based view (RBV) of the firm
- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

▶ Week 7-8: Strategy Formulation

- Business-level strategies (Cost Leadership, Differentiation, Focus)
- Corporate-level strategies (Diversification, Vertical Integration, Mergers and Acquisitions)

▶ Week 9-10: Strategy Implementation and Execution

- Organizational structure and design
- Strategic control and performance measurement
- Strategic leadership and corporate governance

▶ Week 11-12: Strategic Innovation and Change

- Managing innovation
- Strategies for organizational change
- Strategic entrepreneurship

▶ Week 13: Global Strategic Management

- Globalization and international business
- Entry modes and global expansion strategies

Week 14: Final Exams

17. Peer review

Main Lecturer in charged
Sharoo Nawrooz Fadhil

Head of The Department
Saya Jamal Aziz