

Republic of Yemen

Ministry of Higher Education & Scientific Research

21 SEPTEMBER UNIVERSITY of MEDICALS & APPLIEED

SCIENCES



Faculty of **Medical Administration**

Department of

Medical Services Administration

Course Specification of

إدارة استراتيجيات صحية متقدمة

Course No. **(05.11.522)**

2021/2022

I. Course Identification and General Information:	
1	Course Title: إدارة استراتيجيات صحية

2	Course Code & Number:	05.11.522				
3	Credit Hours:	Credit Hours	Theory Hours			Lab. Hours
			L	p	PBL CBL	
		3	2		2	--
4	Study Level/ Semester at which this Course is offered:	Master of Health Care Management				
5	Pre –Requisite (if any):	Health Care Strategic Management				
6	Co –Requisite (if any):					
7	Program (s) in which the Course is Offered:	ماجستير في الإدارة الطبية				
8	Language of Teaching the Course:	اللغة العربية / الانجليزية				
9	Study System:	نظام الفصل الدراسي				
10	Mode of Delivery:	انتظام				
11	Location of Teaching the Course:	كلية الإدارة الطبية				
12	Prepared by:	الدكتوراً نزار السمي				
13	Date of Approval:	2022				

II. Course Description:

يوفر المساق للطلاب فهماً عميقاً لمبادئ الإدارة الإستراتيجية والنظريات والمفاهيم. يتعلم الطلاب كيفية تطوير بيانات المهمة وتقييم كل من البيئات الخارجية والداخلية لتحديد نقاط القوة والضعف التنظيمية. يركز هذا المساق على الاستراتيجية التنافسية للشركة والقضايا المركزية لموقفها التنافسي طويل وقصير الأجل..

III. Course Intended Learning Outcomes (CILOs) : (مخرجات تعلم) (المقرر)

Referenced PILOs (مخرجات تعلم البرنامج)

A. Knowledge and Understanding: Upon successful completion of the course, students will be able

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Dr. Nezar Al-Samhi	Dr. Mohammed Al-shamahi	Dr. -----	Dr.	Dr.

to:		
a1	يشرح الأهمية المركزية للسياسة والاستراتيجية للمديرين ومؤسساتهم وتقييم وصياغة وتنفيذ الاستراتيجيات لتوجيه الشركة في مواجهة ازدهار بيئة دائمة التغير.	A1, A3
a2	يصف أهمية تنفيذ السياسة والاستراتيجية في مؤسسات الأعمال الخاصة بهم وحل مشاكلها.	
B. Intellectual Skills: Upon successful completion of the course, students will be able to:		
b1	يحلل الوضع الراهن والفرص والتهديدات التي تتعرض لها البيئة ونقاط القوة والضعف في المنظمة الصحية	B1, B2, B3
b2	يستنبط الحلول الاستراتيجية في مؤسسات الرعاية الصحية وكيف يمكنها تطوير ميزة تنافسية مستدامة.	
C. Professional and Practical Skills: Upon successful completion of the course, students will be able to:		
c1	يضع الخطة الاستراتيجية المناسبة والعمل على تطوير هيكل المنظمة بما يتوافق مع المتغيرات الموقفية.	C1, C2, C3
c2	ينفذ الخطط السياسات والاستراتيجيات في المنظمات الصحية.	
D. Transferable Skills: Upon successful completion of the course, students will be able to:		
d1	يناقش بطرق استراتيجية بناءه	D ₃

(A) Alignment of Course Intended Learning Outcomes (Knowledge and Understanding) to Teaching Strategies and Assessment Methods:

	Course Intended Learning Outcomes	Teaching Strategies	Assessment Strategies
a1	يشرح الأهمية المركزية للسياسة والاستراتيجية للمديرين ومؤسساتهم وتقييم وصياغة وتنفيذ الاستراتيجيات لتوجيه الشركة في مواجهة ازدهار بيئة دائمة التغير.	<ul style="list-style-type: none"> لمحاضرة لحوار والنقاش لواجبات والأبحاث 	<ul style="list-style-type: none"> قيّم دراسة حالة قيّم التكاليف فّع تقارير ختبارات شفوية تالعة

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			<ul style="list-style-type: none"> ▪ ختبارات نظرية ▪ عمال و بحوث منزلية
a2	يصف أهمية تنفيذ السياسة والاستراتيجية في مؤسسات الأعمال الخاصة بهم وحل مشاكلها.	<ul style="list-style-type: none"> ▪ المحاضرة ▪ حوار والنقاش ▪ راسة حالات ▪ لواجبات والأبحاث 	<ul style="list-style-type: none"> ▪ رق بحثية ▪ قارير بحثية ▪ متحانات شفوية ▪ متحانات - تحريرية ▪ لتكاليف ▪ الواجبات – المنزلية

(B) Alignment of Course Intended Learning Outcomes (Intellectual Skills) to Teaching Strategies and Assessment Methods:

Course Intended Learning Outcomes	Teaching Strategies	Assessment Strategies
b1 يحلل الوضع الراهن والفرص والتهديدات التي تتعرض لها البيئة ونقاط القوة والضعف في المنظمة الصحة	<ul style="list-style-type: none"> ▪ المحاضرة - المناقشة والحوار ▪ دراسات الحال 	<ul style="list-style-type: none"> ▪ سئلة تحصيلية تقويمية ▪ اثناء المحاضرة ▪ قويم الواجبات المنزلية
b2 يستنبط الحلول الاستراتيجية في مؤسسات الرعاية الصحية وكيف يمكنها تطوير ميزة تنافسية مستدامة.	<ul style="list-style-type: none"> ▪ لمحاضرة – النقاش والحوار – ▪ الواجبات والأبحاث - تكاليف ▪ جماعية 	<ul style="list-style-type: none"> ▪ سئلة تحصيلية تقويمية ▪ اثناء المحاضرة ▪ قويم الواجبات المنزلية

(C) Alignment of Course Intended Learning Outcomes (Professional and Practical Skills) to Teaching Strategies and Assessment Methods:

Course Intended Learning Outcomes	Teaching Strategies	Assessment Strategies
c1 يضع الخطة الاستراتيجية المناسبة والعمل على تطوير هيكل المنظمة بما يتوافق مع المتغيرات الموقفية.	<ul style="list-style-type: none"> ▪ لمحاضرة ▪ لمناقشة والحوار ▪ لتعلم الذاتي 	<ul style="list-style-type: none"> ▪ رق بحثية ▪ قارير بحثية ▪ متحانات شفوية امتحانات

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			<p>تحريرية</p> <ul style="list-style-type: none"> لتكاليف والواجبات المنزلية
c2	ينفذ الخطط السياسات والاستراتيجيات في المنظمات الصحية.	<ul style="list-style-type: none"> لمحاضرة لمناقشة والحوار لتعلم الذاتي 	<ul style="list-style-type: none"> رقق بحثية قارير بحثية متحانات شفوية امتحانات تحريرية لتكاليف والواجبات المنزلية

(D) Alignment of Course Intended Learning Outcomes (Transferable Skills) to Teaching Strategies and Assessment Methods:

Course Intended Learning Outcomes	Teaching Strategies	Assessment Strategies
d1	<ul style="list-style-type: none"> تابعة دراسة حالة قييم الحوار والمناقشة قييم أوراق العمل قييم التكاليف 	<ul style="list-style-type: none"> رقق بحثية تقارير بحثية متحانات شفوية امتحانات تحريرية لتكاليف والواجبات المنزلية

IV. Course Contents:

A. Theoretical Aspect:

No.	Units/Topics List	Sub Topics List	Number of Weeks	Contact Hours	Learning Outcomes (CLOs)
1	<p>Introduction</p> <p>المفاهيم الأساسية للإدارة الإستراتيجية</p> <p>Basic Concepts of Strategic Management</p>	<p>The Study of Strategic Management</p> <ul style="list-style-type: none"> - Globalization, Innovation, and Sustainability: Challenges to Strategic Management - Theories of Organizational Adaptation - Basic Model of Strategic Management - Initiation of Strategy: Triggering Events - Strategic Decision Making 	1	3	a1, a2
2	<p>حوكمة الشركات</p> <p>Corporate Governance</p> <p>Managing People</p>	<ul style="list-style-type: none"> - Weber's Efficient Bureaucracy - Administrative Theory - Maslow's Hierarchy of Needs - Human Relations. - Decision-Making Theory - Institutional Theory. 	1	3	b1, B2, d1
3	المسح البيئي وتحليل	Aspects of nvironmental Scanning - Strategic Importance of the External	1	3	c1,C2,

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	الصحى Environmental Scanning and health Analysis	Environment - Industry Analysis: Analyzing the Task Environment - Categorizing International Industries - Using Key Success Factors to Create an Industry Matrix - Competitive Intelligence - Forecasting - The Strategic Audit: A Checklist for Environmental Scanning			d1
4	التحليل التنظيمي والميزة التنافسية Organizational Analysis and Competitive Advantage	- A Resource -Based Approach to Organizational Analysis - Business Models - Value-Chain Analysis - Basic Organizational Structures - Culture - - The Strategic Audit: A Checklist for Organizational Analysis	1	3	c1, C3, d1
5	صياغة الإستراتيجية: إستراتيجية الأعمال Strategy Formulation: Business Strategy	- A Framework for Examining Business Strategy - Mission and Objectives - Business Strategies - Strategic Alliances	1	3	b1, b2, d1
6	Midterm Exam		1	3	
7	صياغة الإستراتيجية: إستراتيجية المنظمات الصحية. Strategy Formulation: Corporate Strategy	- Corporate Strategy - - Directional Strategy - - Growth Strategies - - Portfolio Analysis - - Corporate Parenting	1	3	b2, d1
8	صياغة الإستراتيجية: الإستراتيجية الوظيفية والاختيار الإستراتيجي Strategy Formulation: Functional Strategy and Strategic Choice	- functional Strategy – - The Sourcing Decision: Location of Functions - - Strategies to Avoid - - Strategic Choice: Constructing Scenarios	1	3	b2, c1 d1
9	تنفيذ الإستراتيجية: الإستراتيجية العالمية Strategy Implementation: Global Strategy	- - International Entry - - International Coordination - - Stages of International Development - - International Employment - - Measurement of Performance	1	3	b2, c1, d1
10	تنفيذ الإستراتيجية: التنظيم والهيكل Strategy	- - Strategy Implementation - What Must Be Done? - - How Is Strategy to Be	1	3	b2, c2 d1

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	Implementation: Organizing and Structure	Implemented? Organizing for Action - Flexible Types of Organizational Structure - Reengineering and Strategy Implementation			
11	تنفيذ الإستراتيجية: التوظيف والتوجيه Strategy Implementation: Staffing and Directing	Staffing - Leading - Action Planning	1	3	b2, d1
12	التقييم والرقابة Evaluation and Control	Measuring Performance Balanced Scorecard Approach: Using Key Performance Measures Using Benchmarking to Evaluate Performance Strategic Information Systems Problems in Measuring Performance	1	3	d1
13	عروض المشروع Project Presentations	- Strategic Audit	1	3	c1, d1
14	امتحان نهائي Final Exam		1	3	9
Number of Weeks /and Units Per Semester			16	48	

V. Teaching Strategies of the Course:	
1.	المحاضرات
2.	العصف الذهني
3.	المناقشة والحوار
4.	التحليل (العلمي + المنطقي)
5.	الاستنتاج والاستنباط
6.	التدريب الميداني
7.	العروض التقديمية
8.	ورش العمل
9.	دراسة حالة
10.	التعلم التعاوني
11.	التعلم الذاتي

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VII. Assignments:				
No	Assignments	Aligned CILOs (symbols)	Week Due	Mark
1	Case 8 Google and the Right to Be Forgotten	a1, a2, b2, c1, d1	2	10
2	Case 9 Harley Davidson: an Overreliance on Aging Baby Boomers	a1, a2, b2, c1, d1	2	10
3	Case 10 Uber: Feeling the Heat from Competitors and Regulators Worldwide	a1, a2, b2, c1, d1	3	10
4	Case 12 Amazon.com, Inc.: Retailing Giant to High-Tech Player?	a1, a2, b2, c1, d1	3	10
5	Case 13 Blue Nile, Inc.: “Stuck in the Middle” of the Diamond Engagement Ring Market	a1, a2, b2, c1, d1	4	10
6	Case 14 Groupon Inc.: Daily Deal or Lasting Success?	a1, a2, b2, c1, c2 d1	4	10
7	Case 15 Netflix Inc.: the 2011 Rebranding/price Increase Debacle	a1, a2, b2, c1, d1	5	10
8	Case 17 Zynga, Inc. (2011): Whose Turn Is It?	a1, a2, b2, c1, d1	5	10
9	Case 19 Panera Bread Company (2010): Still Rising Fortunes?	a1, a2, b2, c1, d1	7	10
10	Case 20 Whole Foods Market (2010): How to Grow in an Increasingly Competitive Market? (Mini Case)	a1, a2, b2, c1, d1	7	10
11	Case 21 Burger King (Mini Case)	a1, a2, b2, c1, d1	8	10
12	Case 22 Sonic Restaurants: Does Its Drive-in Business Model Limit Future Growth Potential?	a1, a2, b2, c1, d1	8	10
13	Case 23 “Breaking Up Is Hard to Do”: Pepsico in 2014	a1, a2, b2, c1, d1	9	10
14	Case 25 Toms Shoes (Mini Case)	a1, a2, b2, c1, d1	9	10
15	Case 26 J.C. Penney Company, Inc.: Surviving the Ron Johnson (CEO) Era	a1, a2, b2, c1, d1	10	10
16	Case 27 Best Buy Co. Inc. (2009): A Sustainable Customer- Centricity Model?	a1, a2, b2, c1, d1	10	10
VIII. Schedule of Assessment Tasks for Students During the Semester:				

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No	Assessment Method	Week Due	Mark	Proportion of Final Assessment	Aligned Course Learning Outcomes
1	Participation	All	5	5%	a1, a2, b1, b2
2	Assignments	All	5	5%	a1, a2, b2, c1, d1
3	Midterm Exam	6	20	20%	a1, a2, b1
4	Project	13-15	10	10%	c1, d1
5	Final Exam	16	60	60%	a1, a2, b1, b2, c1

IX. Learning Resources:

Author, (Year), Book Title, Edition, Publisher, Country of publishing

1- Required Textbook(s) (maximum two).

Thomas Wheelen, David Hunger, Alan Hoffman, Charles Bamford (2018), Strategic Management and Business Policy, 15E, Pearson Education Limited.

2- Essential References.

- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2016), Strategic Management: Concepts and Cases: Competitiveness and Globalization, 12E, Cengage Learning.
- Graham Hooley, Nigel Piercy, Brigitte Nicoulaud, John Rudd (2017), Marketing Strategy and Competitive Positioning. 6E, Pearson Education Limited.
- Stephen Robbins & Mary Coulter (2018), Management, 14E, Pearson Education Limited.
- Jonathan Berk, Peter DeMarzo, Jarrad Harford (2011), Fundamentals of Corporate Finance, 2E, Pearson Education Limited.

3- Electronic Materials and Web Sites etc.

- EBSCO Host Database.
- Emerald Insight Database.

X. Course Policies:

1 Class Attendance:

1. Attendance in all classes is required. There are no exceptions to this policy.
2. Roll will be called in the very beginning of each class. If you arrive after roll has been called, you may be marked as absent.
3. In any regular semester or summer term, students may miss no more than the equivalent of one third of class sessions scheduled. Students who exceed the above limits are automatically given an (AW) grade in the course by the UMS, and consequently not be allowed to attend class any longer.

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2	Tardy: 1. All students are expected to conduct themselves in A professional manner.
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X. Course Policies: (Based on the Uniform Students' By law (2007) تترك كما هي)	
1	Class Attendance: Class Attendance is mandatory. A student is considered absent and shall be banned from taking the final exam if his/her absence exceeds 25% of total classes.
2	Tardiness: A student will be considered late if he/she is not in class after 10 minutes of the start time of class.
3	Exam Attendance/Punctuality: No student shall be allowed to the exam hall after 30 minutes of the start time, and shall not leave the hall before half of the exam time has passed.
4	Assignments & Projects: Assignments and projects must be submitted on time. Students who delay their assignments or projects shall lose the mark allocated for the same.
5	Cheating: Cheating is an act of fraud that results in the cancelation of the student's exam or assignment. If it takes place in a final exam, the penalties stipulated for in the Uniform Students' Bylaw (2007) shall apply.
6	Forgery and Impersonation: Forgery/Impersonation is an act of fraud that results in the cancelation of the student's exam, assignment or project. If it takes place in a final exam, the penalties stipulated for in the Uniform Students' Bylaw (2007) shall apply.
7	Other policies: The University official regulations in force will be strictly observed and students shall comply with all rules and regulations of the examination set by the Department, Faculty and University Administration.

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Second Part of Course Specification

Faculty of Medicine & Health Sciences

Department of

Course Plan (Syllabus) of إدارة استراتيجيات صحية متقدمة

Course No. (05.11.522) 2021/2022

I. Information about Faculty Member Responsible for the Course:						
Name of Faculty Member:	د. نزار السمي					
Location & Telephone No.:	777191333					
E-mail:		SAT	SUN	MO N	TUE	WED THU
Office Hours						
I. Course Identification and General Information:						
1	Course Title:	إدارة استراتيجيات صحية متقدمة				
2	Course Code & Number:	05.01.522				
3	Credit Hours:	Credit Hours			Credit Hours	
		Lecture	Exercise	PBL CBL		
		3	2	2	3	
4	Study Level/ Semester at which this Course is offered:	Master of Health Management				
5	Pre –Requisite (if any):	Strategic of Health Management				
6	Co –Requisite (if any):					
7	Program (s) in which the Course is Offered:	ماجستير في الإدارة الطبية				
8	Language of Teaching the Course:	اللغة العربية / الانجليزية				
9	Study System:	نظام الفصل الدراسي				
10	Mode of Delivery:	انتظام				
11	Location of Teaching the Course:	كلية الإدارة الطبية				

II. Course Description:
يوفر المساق للطلاب فهماً عميقاً لمبادئ الإدارة الاستراتيجية والنظريات والمفاهيم. يتعلم الطلاب كيفية تطوير بيانات المهمة وتقييم كل من البيئات الخارجية والداخلية لتحديد نقاط القوة والضعف التنظيمية. يركز هذا المساق على

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III. Course Intended Learning Outcomes (CILOs) : (مخرجات تعلم المقرر)	
A. Knowledge and Understanding: Upon successful completion of the course, students will be able to:	
a1	يشرح الأهمية المركزية للسياسة والاستراتيجية للمديرين ومؤسساتهم وتقييم وصياغة وتنفيذ الاستراتيجيات لتوجيه الشركة في مواجهة ازدهار بيئة دائمة التغير.
a2	يصف أهمية تنفيذ السياسة والاستراتيجية في مؤسسات الأعمال الخاصة بهم وحل مشاكلها.
B. Intellectual Skills: Upon successful completion of the course, students will be able to:	
b1	يحلل الوضع الراهن والفرص والتهديدات التي تتعرض لها البيئة ونقاط القوة والضعف في المنظمة الصحة
b2	يستنبط الحلول الاستراتيجية في مؤسسات الرعاية الصحية وكيف يمكنها تطوير ميزة تنافسية مستدامة.
C. Professional and Practical Skills: Upon successful completion of the course, students will be able to:	
c1	يضع الخطة الاستراتيجية المناسبة والعمل على تطوير هيكل المنظمة بما يتوافق مع المتغيرات الموقفية.
c2	ينفذ الخطط السياسات والاستراتيجيات في المنظمات الصحية.
D. Transferable Skills: Upon successful completion of the course, students will be able to:	
d1	يناقش بطرق استراتيجية بناءه

IV. Course Contents:					
A. Theoretical Aspect:					
No.	Units/Topics List	Sub Topics List	Number of Weeks	Contact Hours	Learning Outcomes (CILOs)
1	Introduction المفاهيم الأساسية للإدارة الإستراتيجية Basic Concepts of Strategic Management	The Study of Strategic Management - Globalization, Innovation, and Sustainability: Challenges to Strategic Management - Theories of Organizational Adaptation - Basic Model of Strategic Management - Initiation of Strategy: Triggering Events - Strategic Decision Making	1	3	a1, a2
2	حوكمة الشركات Corporate Governance Managing People	- Weber's Efficient Bureaucracy - Administrative Theory - Maslow's Hierarchy of Needs - Human Relations. - Decision-Making Theory - Institutional Theory.	1	3	b1, B2, d1
3	المسح البيئي وتحليل الصحي Environmental Scanning and health Analysis	Aspects of nvironmental Scanning - Strategic Importance of the External Environment - Industry Analysis: Analyzing the Task Environment - Categorizing International Industries - Using Key Success Factors to Create an	1	3	c1,C2, d1

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		Industry Matrix - Competitive Intelligence - Forecasting - The Strategic Audit: A Checklist for Environmental Scanning			
4	التحليل التنظيمي والميزة التنافسية Organizational Analysis and Competitive Advantage	- A Resource -Based Approach to Organizational Analysis - Business Models - Value-Chain Analysis - Basic Organizational Structures - Culture - - The Strategic Audit: A Checklist for Organizational Analysis	1	3	c1, C3, d1
5	صياغة الإستراتيجية: إستراتيجية الأعمال Strategy Formulation: Business Strategy	- A Framework for Examining Business Strategy - Mission and Objectives - Business Strategies - Strategic Alliances	1	3	b1, b2, d1
6	Midterm Exam		1	3	
7	صياغة الإستراتيجية: إستراتيجية المنظمات الصحية. Strategy Formulation: Corporate Strategy	- Corporate Strategy - - Directional Strategy - - Growth Strategies - - Portfolio Analysis - - Corporate Parenting	1	3	b2, d1
8	صياغة الإستراتيجية: الإستراتيجية الوظيفية والاختيار الإستراتيجي Strategy Formulation: Functional Strategy and Strategic Choice	- functional Strategy – - The Sourcing Decision: Location of Functions - - Strategies to Avoid - - Strategic Choice: Constructing Scenarios	1	3	b2, c1 d1
9	تنفيذ الإستراتيجية: الإستراتيجية العالمية Strategy Implementation: Global Strategy	- - International Entry - - International Coordination - - Stages of International Development - - International Employment - - Measurement of Performance	1	3	b2, c1, d1
10	تنفيذ الإستراتيجية: التنظيم والهيكل Strategy Implementation: Organizing and Structure	- - Strategy Implementation - What Must Be Done? - - How Is Strategy to Be Implemented? Organizing for Action - - Flexible Types of Organizational Structure	1	3	b2, c2 d1

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		- Reengineering and Strategy Implementation			
11	تنفيذ الإستراتيجية: التوظيف والتوجيه Strategy Implementation: Staffing and Directing	Staffing - Leading - Action Planning	1	3	b2, d1
12	التقييم والرقابة Evaluation and Control	Measuring Performance Balanced Scorecard Approach: Using Key Performance Measures Using Benchmarking to Evaluate Performance Strategic Information Systems Problems in Measuring Performance	1	3	d1
13	عروض المشروع Project Presentations	- Strategic Audit	1	3	c1, d1
14	امتحان نهائي Final Exam		1	3	9
Number of Weeks /and Units Per Semester			16	48	

V. Teaching Strategies of the Course:

12. المحاضرات
13. العصف الذهني
14. المناقشة والحوار
15. التحليل (العلمي + المنطقي)
16. الاستنتاج والاستنباط
17. التدريب الميداني
18. العروض التقديمية
19. ورش العمل
20. دراسة حالة
21. التعلم التعاوني
22. التعلم الذاتي

VI. Assessment Methods of the Course:

23. الواجبات
24. اختبار أول

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25. اختبار منتصف الفصل
26. حضور المحاضرات
- الاختبار النهائي

VII. Assignments:

No	Assignments	Week Due	Mark
1	Case 8 Google and the Right to Be Forgotten	2	10
2	Case 9 Harley Davidson: an Overreliance on Aging Baby Boomers	2	10
3	Case 10 Uber: Feeling the Heat from Competitors and Regulators Worldwide	3	10
4	Case 12 Amazon.com, Inc.: Retailing Giant to High-Tech Player?	3	10
5	Case 13 Blue Nile, Inc.: "Stuck in the Middle" of the Diamond Engagement Ring Market	4	10
6	Case 14 Groupon Inc.: Daily Deal or Lasting Success?	4	10
7	Case 15 Netflix Inc.: the 2011 Rebranding/price Increase Debacle	5	10
8	Case 17 Zynga, Inc. (2011): Whose Turn Is It?	5	10
9	Case 19 Panera Bread Company (2010): Still Rising Fortunes?	7	10
10	Case 20 Whole Foods Market (2010): How to Grow in an Increasingly Competitive Market? (Mini Case)	7	10
11	Case 21 Burger King (Mini Case)	8	10
12	Case 22 Sonic Restaurants: Does Its Drive-in Business	8	10
	Model Limit Future Growth Potential?		
13	Case 23 "Breaking Up Is Hard to Do": Pepsico in 2014	9	10
14	Case 25 Toms Shoes (Mini Case)	9	10
15	Case 26 J.C. Penney Company, Inc.: Surviving the Ron Johnson (CEO) Era	10	10
16	Case 27 Best Buy Co. Inc. (2009): A Sustainable Customer- Centricity Model?	10	10

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VIII. Schedule of Assessment Tasks for Students During the Semester:				
Assessment	Type of Assessment Tasks	Week Due	Mark	Proportion of Final Assessment
1	Participation	All	5	5%
2	Assignments	All	5	5%
3	Midterm Exam	6	20	20%
4	Project	13-15	10	10%
5	Final Exam	16	60	60%

IX. Learning Resources:	
Author, (Year), Book Title, Edition, Publisher, Country of publishing	
1- Required Textbook(s) (maximum two).	
Thomas Wheelen, David Hunger, Alan Hoffman, Charles Bamford (2018), Strategic Management and Business Policy, 15E, Pearson Education Limited.	
2- Essential References.	
<ul style="list-style-type: none"> - Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2016), Strategic Management: Concepts and Cases: Competitiveness and Globalization, 12E, Cengage Learning. - Graham Hooley, Nigel Piercy, Brigitte Nicoulaud, John Rudd (2017), Marketing Strategy and Competitive Positioning. 6E, Pearson Education Limited. - Stephen Robbins & Mary Coulter (2018), Management, 14E, Pearson Education Limited. - Jonathan Berk, Peter DeMarzo, Jarrad Harford (2011), Fundamentals of Corporate Finance, 2E, Pearson Education Limited. 	
3- Electronic Materials and Web Sites etc.	
<ul style="list-style-type: none"> - EBSCO Host Database. - Emerald Insight Database. 	

X. Course Policies: (Based on the Uniform Students' By law (2007) تترك كما هي)	
1	<p>Class Attendance:</p> <p>Class Attendance is mandatory. A student is considered absent and shall be banned from taking the final exam if his/her absence exceeds 25% of total classes.</p>
2	<p>Tardiness:</p> <p>A student will be considered late if he/she is not in class after 10 minutes of the start time of class.</p>

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3	<p>Exam Attendance/Punctuality:</p> <p>No student shall be allowed to the exam hall after 30 minutes of the start time, and shall not leave the hall before half of the exam time has passed.</p>
4	<p>Assignments & Projects:</p> <p>Assignments and projects must be submitted on time. Students who delay their assignments or projects shall lose the mark allocated for the same.</p>
5	<p>Cheating:</p> <p>Cheating is an act of fraud that results in the cancelation of the student's exam or assignment. If it takes place in a final exam, the penalties stipulated for in the Uniform Students' Bylaw (2007) shall apply.</p>
6	<p>Forgery and Impersonation:</p> <p>Forgery/Impersonation is an act of fraud that results in the cancelation of the student's exam, assignment or project. If it takes place in a final exam, the penalties stipulated for in the Uniform Students' Bylaw (2007) shall apply.</p>
7	<p>Other policies:</p> <p>The University official regulations in force will be strictly observed and students shall comply with all rules and regulations of the examination set by the Department, Faculty and University Administration.</p>

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