



**Universitas Negeri Surabaya**  
**Faculty of Economics and Business,**  
**Doctoral Management Study Program**

Document Code

## SEMESTER LEARNING PLAN

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date
Strategic Management	6100103006	Compulsory Study Program	T=3	P=0	ECTS=7.56	1	July 19, 2024
AUTHORIZATION	SP Developer		Course Cluster Coordinator			Study Program Coordinator	
	Dr. Yessy Artanti, SE., M.Si		Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si.			Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si.	

Learning model	Case Studies
----------------	--------------

Program Learning Outcomes (PLO)	PLO study program that is charged to the course	
	PLO-5	Graduates are able to adapt to the context of the business problems they face well.
	PLO-7	Graduates are able to communicate effectively
	PLO-12	Graduates are able to develop comprehensive management theory.

Program Objectives (PO)	
PO - 1	Can criticize theories in the field of Strategic Management
PO - 2	Can choose the right theories to solve strategic management problems
PO - 3	Can develop existing theories
PO - 4	Can express thoughts, both in writing and orally, in reputable international journals

PLO-PO Matrix				
	P.O	PLO-5	PLO-7	PLO-12
	PO-1			
	PO-2			
	PO-3			
	PO-4			

PO Matrix at the end of each learning stage (Sub-PO)																	
	P.O	Week															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	PO-1								✓		✓						
	PO-2											✓			✓		
	PO-3									✓		✓					
	PO-4												✓			✓	✓

Short Course Description	This course is an advanced course related to theories in the field of strategic management science. The topics discussed include the historical formation of strategic thinking, the theories currently used and their contribution to the development of strategic management as a field of science. Apart from the topics above, this course will also help students gain insight into theories that can be adopted and developed in preparing a good dissertation.
--------------------------	---

References	Main :	
		<ol style="list-style-type: none"> <li>1. Smith, K. G., &amp; Hitt, M. A. (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</li> <li>2. Porter, M.E. (1980). Competitive Strategy. The Free Press, New York</li> <li>3. David, F. R. (2011). Strategic management concepts and cases. Pearson.</li> </ol>
	Supporters:	

1. Hoskisson, R.E., Hitt, M.A., Wan, W.P., and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. *Journal of Management*, 25 (3), 417–456.
2. Barney, J.B. (2002). Strategic management: From informed conversation to academic discipline. *Academy of Management Perspectives*, 26(2), 53-57.
3. Bogers, M., Chesbrough, H., Heaton, S., & Teece, D. J. (2019). Strategic management of open innovation: A dynamic capabilities perspective. *California Management Review*, 62(1), 77-94.
4. Durand, R., Grant, R. M., & Madsen, T. L. (2017). The expanding domain of strategic management research and the quest for integration. *Strategic Management Journal*, 38(1), 4-16.
5. Barney, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management* 17: 99- 120
6. Barney, J. B. (2001). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26 (1), 41-56.
7. Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of operations management*, 41, 77-94
8. Nason, R. S., & Wiklund, J. (2018). An assessment of resource-based theorizing on firm growth and suggestions for the future. *Journal of management*, 44(1), 32-60.
9. Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010). The resource-based view: A review and assessment of its critiques. *Journal of management*, 36(1), 349-372.
10. Lado, A.A., Boyd, N.G., Wright, P., and Kroll, M. (2006). Paradox and theorizing within the resource-based view. *Academy of Management Review*, 31(1), 115-131.
11. Davis, G. F., & DeWitt, T. (2021). Organization theory and the resource-based view of the firm: The great divide. *Journal of Management*, 47(7), 1684-1697.
12. Newbert, S.L. (2007). Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research. *Strategic Management Journal*, 28 (1), 121–146.
13. Teece, D.J. (2008). Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, 28(13), 1319-1350.
14. Eisenhardt, K.M., and Martin, J.A. (2000). Dynamic Capabilities: What Are They? *Strategic Management Journal*, 21 (10/11), 1105-1121.
15. Felin, T., & Powell, T. C. (2016). Designing organizations for dynamic capabilities. *California management review*, 58(4), 78-96.
16. Teece, D., & Leih, S. (2016). Uncertainty, innovation, and dynamic capabilities: An introduction. *California management review*, 58(4), 5-12.
17. Laaksonen, O., and Peltoniemi, M. (2016). The Essence of Dynamic Capabilities and their Measurement. *International Journal of Management Reviews*, 20 (2), 184-205.
18. Schilke, O., Hu, S., and Helfat, C.E. (2018). Quo Vadis, Dynamic Capabilities? A Content-Analytic Review of the Current State of Knowledge and Recommendations for Future Research. *Academy of Management Annals*, 12 (1), 390-439
19. Teece, D. J. (2018). Dynamic capabilities as (workable) management systems theory. *Journal of Management & Organization*, 24(3), 359-368.
20. Teece, D. J. (2018). Business models and dynamic capabilities. *Long range planning*, 51(1), 40-49.
21. Gupta, A.K., Smith, K.G., and Shalley, C.E. (2006). The Interplay between Exploration and Exploitation. *Academy of Management Journal*, 49 (4), 693–706.
22. Crossan, M., Maurer, C.C., and White, R.E. (2011). Reflections on the 2009 AMR Decade Award: Do We Have A Theory of Organizational Learning? *Academy of Management Review*, 36 (3), 446–460.
23. Basten, D., & Haamann, T. (2018). Approaches for organizational learning: A literature review. *Sage Open*, 8(3), 2158244018794224.
24. Schulz, M. (2017). Organizational learning. *The Blackwell companion to organizations*, 415-441.
25. Tortorella, G. L., Vergara, A. M. C., Garza-Reyes, J. A., & Sawhney, R. (2020). Organizational learning paths based upon industry 4.0 adoption: An empirical study with Brazilian manufacturers. *International Journal of Production Economics*, 219, 284-294
26. Zahra, S. A., & George, G. 2002. Absorptive Capacity: A Review, Reconceptualization, and Extension. *Academy of Management Review*, 27 (1), 185–203.
27. Zobel, A. K. (2017). Benefiting from open innovation: A multidimensional model of absorptive capacity. *Journal of product innovation management*, 34(3), 269-288.
28. Xie, X., Zou, H., & Qi, G. (2018). Knowledge absorptive capacity and innovation performance in high-tech companies: A multi-mediating analysis. *Journal of business research*, 88, 289-297.
29. Müller, J. M., Buliga, O., & Voigt, K. I. (2021). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business Models-A comparison between SMEs and large enterprises. *European Management Journal*, 39(3), 333-343.
30. DeSarbo, W.S., Grewal, R., and Wang, R. (2009). Dynamic Strategic Groups: Deriving Spatial Evolutionary Paths. *Strategic Management Journal*, 30 (13), 1420–1439
31. Short, J.C., Payne, G.T., and Ketchen, D.J. (2008). Research on Organizational Configurations: Past Accomplishments And Future Challenges. *Journal of Management*, 34 (6), 1053-1079
32. Srivastava, B., & Mir, R. (2020). Relating Dynamic Capabilities to Industry Structure: An Integrative Approach to Firm Strategy. *American Journal of Management*, 20(5).
33. Healy, W., Knaus, E., Matthews, W., Mir, R., & Betts, S. (2015). Strategy in an era of economic uncertainty: integrating external and internal antecedents of firm performance. *Academy of Strategic Management Journal*, 14(1), 92.
34. Geyskens, Inge, Steenkamp, Jan-Benedict E. M., and Kumar, Nirmalya. 2006. Make, buy, or ally: A transaction cost theory meta analysis. *Academy of Management Journal* 49(3): 519-543
35. Tsang, Eric W. K. 2006. Behavioral assumptions and theory development: the case of transaction cost economics. *Strategic Management Journal* 27(11): 999- 1011
36. Akbar, Y. H., & Tracogna, A. (2018). The sharing economy and the future of the hotel industry: Transaction cost theory and platform economics. *International Journal of Hospitality Management*, 71, 91-101.
37. Hansen Henten, A., & Maria Windekilde, I. (2016). Transaction costs and the sharing economy. *info*, 18(1), 1-15.
38. Kirca, A. H., Hult, G. T. M., Roth, K., Cavusgil, S. T., Perry, M. Z., Akdeniz, M. B., ... & White, R. C. (2011). Firm-specific assets, multinationality, and financial performance: A meta-analytic review and theoretical integration. *Academy of management journal*, 54(1), 47-72.
39. Mayer, K. J., and Salomon, R. M. (2006). Capabilities, contractual hazards, and governance: Integrating resourcebased and transaction cost perspectives. *Academy of Management Journal* 49(5): 942-959
40. Ali, Z., Ahmad, I., & Hussain, Z. (2020). Analysis of critical causes of transaction cost escalation in public sector construction projects. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 14(4), 838-865.
41. Ketokivi, M., & Mahoney, J. T. (2020). Transaction cost economics as a theory of supply chain efficiency. *Production and Operations Management*, 29(4), 1011-1031
42. Greenwood, R., and Hinings, C.R. (1996). Understanding Radical Organizational Change: Bringing together the Old and the New Institutionalism. *Academy of Management Review*, 21(4), 1022-1054
43. Scott, R. W. (1987). The Adolescence of Institutional Theory. *Administrative Science Quarterly*. 32(4): 493-511
44. Immergut, E. M. (1998). The theoretical core of the new institutionalism. *Politics & society*, 26(1), 5-34.
45. Selznick, P. 1996. Institutionalism
46. Parautis, S., and Heracleous, L. (2013). Discourse Revisited: Dimensions and Employment of First-Order Strategy Discourse during Institutional Adoption. *Strategic Management Journal*, 34 (8), 935–956.
47. Kostova, T., Roth, K., and Dacin, M.T. (2008). Institutional Theory in the Study of Multinational Corporations: A Critique and New Directions. *Academy of Management Review*, 33 (4), 994–1006.
48. Fligstein, N. (1997). Social skill and institutional theory. *American behavioral scientist*, 40(4), 397-405.
49. Kostova, T., Beugelsdijk, S., Scott, W. R., Kunst, V. E., Chua, C. H., & van Essen, M. (2020). The construct of institutional distance through the lens of different institutional perspectives: Review, analysis, and recommendations. *Journal of International*

Business Studies, 51, 467-497.

50. Chen, M-J., and Miller, D. (2012). Competitive Dynamics: Themes, Trends, and a Prospective Research Platform. *Academy of Management Annals*, 6 (1), 135-210.

51. Kilduff, G.J., Elfenbein, H.A., and Staw, B.M. (2010). The Psychology of Rivalry: A Relationally Dependent Analysis of Competition. *Academy of Management Journal*, 53 (5), 943–969.

52. Chen, M. J., Michel, J. G., & Lin, W. (2021). Worlds apart? Connecting competitive dynamics and the resource-based view of the firm. *Journal of Management*, 47(7), 1820-1840

53. Chen, M. J. (2016). Competitive dynamics: Eastern roots, Western growth. *Cross Cultural & Strategic Management*, 23(4), 510-530.

54. Ketchen, D.J., Snow, C.S., and Hoover, V.L. (2004). Research on Competitive Dynamics: Recent Accomplishments and Future Challenges. *Journal of Management*, 30 (6), 779–804.

55. Capron, L., and Chatain, O. (2008). Competitors' Resource-Oriented Strategies: Acting on Competitors' Resources through Interventions in Factor Markets and Political Markets. *Academy of Management Review*, 33 (1), 97–121.

56. Baden-Fuller, C., & Teece, D. J. (2020). Market sensing, dynamic capability, and competitive dynamics. *Industrial Marketing Management*, 89, 105-106.

57. Li, H., & Srinivasan, K. (2019). Competitive dynamics in the sharing economy: An analysis in the context of Airbnb and hotels. *Marketing Science*, 38(3), 365-391.

**Supporting lecturer** Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si.  
 Prof. Dr. Sri Setyo Iriani, S.E., M.Si.  
 Dr. Yessy Artanti, S.E., M.Si.

Week-	Final abilities of each learning stage (Sub-PO)	Evaluation		Help Learning, Learning methods, Student Assignments, [ Estimated time]		Learning materials [ References ]	Assessment Weight (%)
		Indicator	Criteria & Form	Offline ( <i>offline</i> )	Online ( <i>online</i> )		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

1	Introduction Of Strategic management	Able to explain the concept of Strategic management	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Accuracy,</li> <li>2.Suitability</li> <li>3.Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Seminar	Seminar	<p><b>Material:</b> • Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25(3), 417–456.</p> <p><b>References:</b> - Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development.</i> OUP Oxford.</p> <hr/> <p><b>Material:</b> • Barney, JB (2002). Strategic management: From informed conversation to academic discipline. Academy of Management Perspectives, 26(2), 53-57.</p> <p><b>References:</b> - Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development.</i> OUP Oxford.</p> <hr/> <p><b>Material:</b> • Bogers, M., Chesbrough, H., Heaton, S., &amp; Teece, DJ (2019). Strategic management of open innovation: A dynamic capabilities perspective. California Management Review, 62(1), 77-94.</p> <p><b>References:</b> - Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development.</i> OUP Oxford.</p> <hr/> <p><b>Material:</b> • Durand, R., Grant, R.M., &amp; Madsen, T.L. (2017). The expanding domain of strategic management research and the quest for integration. Strategic Management Journal, 38(1), 4-16</p> <p><b>Bibliography:</b> - Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development.</i> OUP Oxford.</p>	10%
---	--------------------------------------	---	---	---------	---------	---	-----

2	Internal Environment Resource-Based View 1	<p>1.Resource based theory in operations management research</p> <p>2.An assessment of resource-based theorizing on firm growth and suggestions for the future.</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Accuracy</li> <li>2.Suitability</li> <li>3.Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Seminar	Seminar	<p><b>Material:</b> Barney, JB 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i> 17: 99- 120</p> <p><b>Bibliography:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p> <hr/> <p><b>Material:</b> Barney, JB (2001). Is the resource-based “view” a useful perspective for strategic management research? <i>Yes</i>. <i>Academy of Management Review</i>, 26(1), 41-56.</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p> <hr/> <p><b>Material:</b> Hitt, M.A., Xu, K., &amp; Carnes, C.M. (2016). Resource based theory in operations management research. <i>Journal of operations management</i>, 41, 77-94.</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p> <hr/> <p><b>Material:</b> Nason, RS, &amp; Wiklund, J. (2018). An assessment of resource-based theorizing on firm growth and suggestions for the future. <i>Journal of management</i>, 44(1), 32-60.</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p>	5%
---	---	---	--	---------	---------	---	----

3	Internal Environment Resource-Based View 2	<p>1.The resource-based view: A review and assessment of its critiques</p> <p>2.Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Accuracy</li> <li>2.Suitability</li> <li>3.Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Seminar	Seminar	<p><b>Material:</b> Newbert, SL (2007). Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research. Strategic Management Journal, 28(1), 121–146.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p> <hr/> <p><b>Material:</b> Kraaijenbrink, J., Spender, J.C., &amp; Groen, A.J. (2010). The resource-based view: A review and assessment of its critiques. Journal of management, 36(1), 349-372.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p> <hr/> <p><b>Material:</b> Lado, AA, Boyd, NG, Wright, P., and Kroll, M. (2006). Paradox and theorizing within the resource-based view. Academy of Management Review, 31(1), 115-131.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p> <hr/> <p><b>Material:</b> Davis, G.F., &amp; DeWitt, T. (2021). Organization theory and the resource-based view of the firm: The great divide. Journal of Management, 47(7), 1684-1697.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p>	5%
---	---	--	--	---------	---------	--	----

4	External Environment Dynamic Capability 1	1.Dynamic Capabilities: What Are They? Strategic 2.Uncertainty, innovation, and dynamic capabilities: An introduction	<b>Criteria:</b> 1.Accuracy 2.Suitability 3.Mastery  <b>Form of Assessment :</b> Participatory Activities	Seminar	Seminar	<b>Material:</b> Teece, DJ (2008). Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance. Strategic Management Journal, 28(13), 1319-1350. <b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Eisenhardt, KM, and Martin, JA (2000). Dynamic Capabilities: What Are They? Strategic <b>Bibliography:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Felin, T., & Powell, TC (2016). Designing organizations for dynamic capabilities. California management review, 58(4), 78-96. <b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Teece, D., & Leih, S. (2016). Uncertainty, innovation, and dynamic capabilities: An introduction. California management review, 58(4), 5-12. <b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>	5%
---	---	--	---	---------	---------	---	----

5	External Environment Dynamic Capability 2	1.The Essence of Dynamic Capabilities and their Measurement. 2.Dynamic capabilities as (workable) management systems theory	<b>Criteria:</b> 1.Accuracy 2.Mastery 3.Suitability  <b>Form of Assessment :</b> Participatory Activities	Seminar	Seminar	<b>Material:</b> • Laaksonen, O., and Peltoniemi, M. (2016). The Essence of Dynamic Capabilities and their Measurement. <i>International Journal of Management Reviews</i> , 20(2), 184-205. <b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Schilke, O., Hu, S., and Helfat, C.E. (2018). Quo Vadis, Dynamic Capabilities? A Content-Analytic Review of the Current State of Knowledge and Recommendations for Future Research. <i>Academy of Management Annals</i> , 12 (1), 390-439 <b>Reference:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Teece, DJ (2018). Dynamic capabilities as (workable) management systems theory. <i>Journal of Management &amp; Organization</i> , 24(3), 359-368. <b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>  <b>Material:</b> Teece, DJ (2018). Business models and dynamic capabilities. <i>Long range planning</i> , 51(1), 40-49 <b>Reference:</b> Porter, ME (1980). <i>Competitive Strategy. The Free Press, New York</i> , M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>	5%
---	---	--	---	---------	---------	---	----



6	Organizational Behavior	<p>1. Approaches for organizational learning: A literature review</p> <p>2. Organizational learning. The Blackwell companion to organizations</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Accuracy</li> <li>2. Mastery</li> <li>3. Suitability</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Seminar	Seminar	<p><b>Material:</b> Gupta, AK, Smith, KG, and Shalley, C.E. (2006). The Interplay between Exploration and Exploitation. <i>Academy of Management Journal</i>, 49 (4), 693–706</p> <p><b>Reference:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p> <hr/> <p><b>Material:</b> Crossan, M., Maurer, CC, and White, RE (2011). Reflections on the 2009 AMR Decade Award: Do We Have A Theory of Organizational Learning?</p> <p><b>References:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p> <hr/> <p><b>Material:</b> Basten, D., &amp; Haamann, T. (2018). Approaches for organizational learning: A literature review. <i>Sage Open</i>, 8(3), 2158244018794224.</p> <p><b>Reference:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p> <hr/> <p><b>Material:</b> Schulz, M. (2017). Organizational learning. The Blackwell companion to organizations, 415-441</p> <p><b>Reference:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p> <hr/> <p><b>Material:</b> Tortorella, GL, Vergara, AMC, Garza-Reyes, JA, &amp; Sawhney, R. (2020). Organizational learning paths based upon industry 4.0 adoption: An empirical study with Brazilian manufacturers. <i>International Journal of Production Economics</i>, 219, 284-294</p> <p><b>References:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p>	5%
---	-------------------------	---	---	---------	---------	--	----

7	Organizational Learning	<p>1. Benefiting from open innovation: A multidimensional model of absorptive capacity.</p> <p>2. Knowledge absorptive capacity and innovation performance in high-tech companies: A multi-mediating analysis.</p> <p>3. The role of absorptive capacity and innovation strategy in the design of industry 4.0 business models-A comparison between SMEs and large enterprises.</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Accuracy</li> <li>2. Suitability</li> <li>3. Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Seminar	Seminar	<p><b>Material:</b> Zahra, SA, &amp; George, G. 2002. Absorptive Capacity: A Review, Reconceptualization, and Extension. <i>Academy of Management Review</i>, 27(1), 185–203.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New Yorkter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p> <hr/> <p><b>Material:</b> Zobel, AK (2017). Benefiting from open innovation: A multidimensional model of absorptive capacity. <i>Journal of product innovation management</i>, 34(3), 269-288</p> <p><b>Reference:</b> Porter, ME (1980). <i>Competitive Strategy</i>. The Free Press, New Yorkter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p> <hr/> <p><b>Material:</b> Xie, X., Zou, H., &amp; Qi, G. (2018). Knowledge absorptive capacity and innovation performance in high-tech companies: A multi-mediating analysis. <i>Journal of business research</i>, 88, 289-297.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New Yorkter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p> <hr/> <p><b>Material:</b> Müller, J.M., Buliga, O., &amp; Voigt, KI (2021). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business models-A comparison between SMEs and large enterprises. <i>European Management Journal</i>, 39(3), 333-343.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New Yorkter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p>	5%
---	-------------------------	---	---	---------	---------	---	----

8	Midterm exam	<p>1.Introduction Of Strategic management</p> <p>2.Internal Environment Resource-Based View 1</p> <p>3.Internal Environment Resource-Based View 2</p> <p>4.External Environment Dynamic Capability 1</p> <p>5.External Environment Dynamic Capability 2</p> <p>6.Organizational behavior</p> <p>7.Organizational Learning</p>	<p><b>Criteria:</b></p> <p>1.Accuracy</p> <p>2.Suitability</p> <p>3.Mastery</p> <p><b>Form of Assessment :</b></p> <p>Test</p>	Cases	Cases	<p><b>Material:</b> -</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p> <hr/> <p><b>Material:</b> -</p> <p><b>Bibliography:</b></p> <p><i>Porter, ME (1980). Competitive Strategy. The Free Press, New Yorkter, M.E. (1980). Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> -</p> <p><b>References:</b> <i>David, FR (2011). Strategic management concepts and cases. Pearson.</i></p>	10%
---	--------------	---	--	-------	-------	---	-----

9	Alternative strategy: Industrial Economics	<p>1. Dynamic Strategic Groups: Deriving Spatial Evolutionary Paths.</p> <p>2. Research on Organizational Configurations: Past Accomplishments And Future Challenges</p> <p>3. Relating Dynamic Capabilities to Industry Structure: An Integrative Approach to Firm Strategy</p> <p>4. Strategy in an era of economic uncertainty: integrating external and internal antecedents of firm performance.</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.1. Stranded</li> <li>2.2. Conformity</li> <li>3.3. Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Case 120		<p><b>Material:</b> • DeSarbo, W. S., Grewal, R., and Wang, R. (2009). Dynamic Strategic Groups: Deriving Spatial Evolutionary Paths. <i>Strategic Management Journal</i>, 30 (13), 1420–1439</p> <p><b>Bibliography:</b> <i>Porter, M.E. (1980). Competitive Strategy. The Free Press, New Yorkter, M.E. (1980). Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> • Short, JC, Payne, GT, and Ketchen, DJ (2008). Research on Organizational Configurations: Past Accomplishments And Future Challenges. <i>Journal of Management</i>, 34(6), 1053-1079.</p> <p><b>References:</b> <i>David, FR (2011). Strategic management concepts and cases. Pearson.</i></p> <hr/> <p><b>Material:</b> • Srivastava, B., &amp; Mir, R. (2020). Relating Dynamic Capabilities to Industry Structure: An Integrative Approach to Firm Strategy. <i>American Journal of Management</i>, 20(5).</p> <p><b>References:</b> <i>Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25(3), 417–456.</i></p> <hr/> <p><b>Materials:</b> • Healy, W., Knaus, E., Matthews, W., Mir, R., &amp; Betts, S. (2015). Strategy in an era of economic uncertainty: integrating external and internal antecedents of firm performance. <i>Academy of Strategic Management Journal</i>, 14(1), 92.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p>	5%
---	--	---	--	----------	--	---	----

10	Students are able to analyze Alternative strategies: Transactions Cost Economics 1	<p>1.A transaction cost theory meta analysis.</p> <p>2.Behavioral assumptions and theory development: the case of transaction cost economics.</p> <p>3.The sharing economy and the future of the hotel industry: Transaction cost theory and platform economics.</p> <p>4.Transaction costs and the sharing economy</p>	<p><b>Criteria:</b></p> <p>1.2. Conformity</p> <p>2.3. Mastery</p> <p>3.1. Precision</p> <p><b>Form of Assessment :</b></p> <p>Participatory Activities</p>	Offline		<p><b>Material:</b> • Geyskens, Inge, Steenkamp, Jan-Benedict EM, and Kumar, Nirmalya. 2006. Make, buy, or ally: A transaction cost theory meta analysis. <i>Academy of Management Journal</i> 49(3): 519-543.</p> <p><b>References:</b>  <i>Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25(3), 417–456.</i></p> <hr/> <p><b>Material:</b> • Mayer, KJ, and Salomon, RM (2006). Capabilities, contractual hazards, and governance: Integrating resource-based and transaction cost perspectives. <i>Academy of Management Journal</i> 49(5): 942-959.</p> <p><b>References:</b>  <i>Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25(3), 417–456.</i></p> <hr/> <p><b>Material:</b> • Ali, Z., Ahmad, I., &amp; Hussain, Z. (2020). Analysis of critical causes of transaction cost escalation in public sector construction projects. <i>Pakistan Journal of Commerce and Social Sciences (PJCSS)</i>, 14(4), 838-865.</p> <p><b>References:</b> <i>Porter, M.E. (1980). Competitive Strategy. The Free Press, New Yorkter, M.E. (1980). Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> • Ketokivi, M., &amp; Mahoney, J.T. (2020). Transaction cost economics as a theory of supply chain</p> <p><b>References:</b>  <i>Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25(3), 417–456.</i></p>	5%
----	--	---	---	---------	--	---	----

11	Students are able to analyze Alternative strategies: Transactions Cost Economics 2	<p>1.Firm-specific assets, multinationality, and financial performance: A meta-analytic review and theoretical integration.</p> <p>2.Capabilities, contractual hazards, and governance: Integrating resource-based and transaction cost perspectives</p> <p>3.Analysis of critical causes of transaction cost escalation in public sector construction projects.</p> <p>4.Transaction cost economics as a theory of supply chain efficiency.</p>	<p><b>Criteria:</b></p> <p>1.1. Precision</p> <p>2.2. Conformity</p> <p>3.3. Mastery</p> <p><b>Form of Assessment :</b></p> <p>Participatory Activities</p>	Offline	<p><b>Material:</b> • Kirca, AH, Hult, GTM, Roth, K., Cavusgil, ST, Perry, MZ, Akdeniz, MB, ... &amp; White, RC (2011). Firm-specific assets, multinationality, and financial performance: A meta-analytic review and theoretical integration. <i>Academy of management journal</i>, 54(1), 47-72.</p> <p><b>References:</b> Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). <i>Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management</i>, 25(3), 417–456.</p> <hr/> <p><b>Material:</b> • Mayer, KJ, and Salomon, RM (2006). Capabilities, contractual hazards, and governance: Integrating resource-based and transaction cost perspectives. <i>Academy of Management Journal</i> 49(5): 942-959</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development.</i> OUP Oxford.</p> <hr/> <p><b>Material:</b> • Ali, Z., Ahmad, I., &amp; Hussain, Z. (2020). Analysis of critical causes of transaction cost escalation in public sector construction projects. <i>Pakistan Journal of Commerce and Social Sciences (PJCSS)</i>, 14(4), 838-865</p> <p><b>Bibliography:</b> Porter, M.E. (1980). <i>Competitive Strategy.</i> The Free Press, New Yorkter, M.E. (1980). <i>Competitive Strategy.</i> The Free Press, New York</p> <hr/> <p><b>Material:</b> • Ketokivi, M., &amp; Mahoney, J.T. (2020). Transaction cost economics as a theory of supply chain efficiency. <i>Production and Operations Management</i>, 29(4), 1011-1031.</p> <p><b>References:</b> David, FR (2011). <i>Strategic management concepts and cases.</i> Pearson.</p>	10%
----	--	--	---	---------	--	-----

12	Students are able to analyze Formulation strategy: Institutional Theory 1	<ol style="list-style-type: none"> <li>1.Understanding Radical Organizational Change: Bringing together the Old and the New Institutionalism</li> <li>2.The Adolescence of Institutional Theory.</li> <li>3.The theoretical core of the new institutionalism.</li> <li>4.Institutionalism "Old" and "New."</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.1. Precision</li> <li>2.2. Conformity</li> <li>3.3. Mastery</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Offline		<p><b>Material:</b> • Greenwood, R., and Hinings, C.R. (1996). Understanding Radical Organizational Change: Bringing together the Old and the New Institutionalism. <i>Academy of Management Review</i>, 21(4), 1022-1054.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> • Scott, RW (1987). The Adolescence of Institutional Theory. <i>Administrative Science Quarterly</i>. 32(4): 493-511</p> <p><b>Bibliography:</b> Porter, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i>, M.E. (1980). <i>Competitive Strategy. The Free Press, New York</i></p>	0%
----	---	---	---	---------	--	---	----

13	Students are able to analyze Formulation strategy: Institutional Theory 2	<p>1. Discourse Revisited: Dimensions and Employment of First-Order Strategy Discourse during Institutional Adoption.</p> <p>2. Institutional Theory in the Study of Multinational Corporations: A Critique and New Directions.</p> <p>3. Social skills and institutional theory.</p> <p>4. The construct of institutional distance through the lens of different institutional perspectives:</p>	<p><b>Criteria:</b></p> <p>1.1. Precision 2.2. Conformity 3.3. Accuracy</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	Offline		<p><b>Material:</b> • Paraoutis, S., and Heracleous, L. (2013). Discourse Revisited: Dimensions and Employment of First-Order Strategy Discourse during Institutional Adoption. <i>Strategic Management Journal</i>, 34(8), 935–956.</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p> <hr/> <p><b>Material:</b> • Kostova, T., Roth, K., and Dacin, MT (2008). Institutional Theory in the Study of Multinational Corporations: A Critique and New Directions. <i>Academy of Management Review</i>, 33(4), 994–1006.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p> <hr/> <p><b>Material:</b> • Fligstein, N. (1997). Social skills and institutional theory. <i>American Behavioral Scientist</i>, 40(4), 397-405.</p> <p><b>References:</b> David, FR (2011). <i>Strategic management concepts and cases</i>. Pearson.</p> <hr/> <p><b>Material:</b> • Kostova, T., Beugelsdijk, S., Scott, WR, Kunst, VE, Chua, CH, &amp; van Essen, M. (2020). The construct of institutional distance through the lens of different institutional perspectives: Review, analysis, and recommendations. <i>Journal of International Business Studies</i>, 51, 467-497.</p> <p><b>References:</b> Smith, KG, &amp; Hitt, MA (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p>	10%
----	---	---	---	---------	--	---	-----



14	Students are able to analyze Implementation & evaluation strategy: Competitive Dynamics 1	<p>1.Competitive Dynamics: Themes, Trends, and a Prospective Research Platform.</p> <p>2.The Psychology of Rivalry: A Relationally Dependent</p> <p>3.Words apart? Connecting competitive dynamics and the resource-based view of the firm.</p> <p>4.Competitive dynamics: Eastern roots, Western growth</p>	<p><b>Criteria:</b></p> <p>1.1. Precision</p> <p>2.2. Conformity</p> <p>3.3. Accuracy</p> <p><b>Form of Assessment :</b></p> <p>Participatory Activities</p>	Offline		<p><b>Material:</b> • Chen, MJ., and Miller, D. (2012). Competitive Dynamics: Themes, Trends, and a Prospective Research Platform. Academy of Management Annals, 6(1), 135-210.</p> <p><b>References:</b> <i>Smith, KG, &amp; Hitt, MA (Eds.). (2005). Great minds in management: The process of theory development. OUP Oxford.</i></p> <hr/> <p><b>Material:</b> • Kilduff, GJ, Elfenbein, HA, and Staw, BM (2010). The Psychology of Rivalry: A Relationally Dependent Analysis of Competition. Academy of Management Journal, 53(5), 943–969.</p> <p><b>References:</b> <i>Porter, M.E. (1980). Competitive Strategy. The Free Press, New Yorkter, M.E. (1980). Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> • Chen, MJ, Michel, JG, &amp; Lin, W. (2021). Worlds apart? Connecting competitive dynamics and the resource-based view of the firm. Journal of Management, 47(7), 1820-1840.</p> <p><b>References:</b> <i>Porter, M.E. (1980). Competitive Strategy. The Free Press, New Yorkter, M.E. (1980). Competitive Strategy. The Free Press, New York</i></p> <hr/> <p><b>Material:</b> • Chen, MJ (2016). Competitive dynamics: Eastern roots, Western growth. Cross Cultural &amp; Strategic Management, 23(4), 510-530.</p> <p><b>References:</b> <i>David, FR (2011). Strategic management concepts and cases. Pearson.</i></p>	5%
----	---	--	--	---------	--	---	----

15	Students are able to analyze Implementation & evaluation strategy: Competitive Dynamics	<p>1. Research on Competitive Dynamics: Recent Accomplishments and Future Challenges</p> <p>2. Competitors' Resource-Oriented Strategies: Acting on Competitors' Resources through Interventions in Factor Markets and Political Markets</p> <p>3. Market sensing, dynamic capability, and competitive dynamics.</p> <p>4. Competitive dynamics in the sharing economy: An analysis in the context of Airbnb and hotels</p>	<p><b>Criteria:</b></p> <p>1.1. Precision</p> <p>2.2. Mastery</p> <p>3.3. Conformity</p> <p><b>Form of Assessment :</b></p> <p>Participatory Activities</p>	Offline		<p><b>Material:</b> • Ketchen, DJ, Snow, CS, and Hoover, VL (2004). Research on Competitive Dynamics: Recent Accomplishments and Future Challenges. <i>Journal of Management</i>, 30(6), 779–804</p> <p><b>Bibliography:</b> Smith, K.G., &amp; Hitt, M.A. (Eds.). (2005). <i>Great minds in management: The process of theory development</i>. OUP Oxford.</p> <hr/> <p><b>Material:</b> • Capron, L., and Chatain, O. (2008). Competitors' Resource-Oriented Strategies: Acting on Competitors' Resources through Interventions in Factor Markets and Political Markets. <i>Academy of Management Review</i>, 33(1), 97–121.</p> <p><b>References:</b> Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York.</p> <p>Porter, M.E. (1980). <i>Competitive Strategy</i>. The Free Press, New York</p> <hr/> <p><b>Material:</b> • Baden-Fuller, C., &amp; Teece, DJ (2020). Market sensing, dynamic capability, and competitive dynamics. <i>Industrial Marketing Management</i>, 89, 105-106</p> <p><b>References:</b> Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). <i>Theory and Research in Strategic Management: Swings of a Pendulum</i>. <i>Journal of Management</i>, 25(3), 417–456.</p> <hr/> <p><b>Material:</b> • Li, H., &amp; Srinivasan, K. (2019). Competitive dynamics in the sharing economy: An analysis in the context of Airbnb and hotels. <i>Marketing Science</i>, 38(3), 365-391.</p> <p><b>References:</b> Hoskisson, RE, Hitt, MA, Wan, WP, and Yiu, D. (1999). <i>Theory and Research in Strategic Management: Swings of a Pendulum</i>. <i>Journal of Management</i>, 25(3), 417–456.</p>	5%
16	Final exams			Offline			5%

### Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Participatory Activities	80%
2.	Test	10%
		90%

### Notes

1. **Learning Outcomes of Study Program Graduates (PLO - Study Program)** are the abilities possessed by each Study Program graduate which are the internalization of attitudes, mastery of knowledge and skills according to the level of their study program obtained through the learning process.
2. **The PLO imposed on courses** are several learning outcomes of study program graduates (CPL-Study Program) which are used for the formation/development of a course consisting of aspects of attitude, general skills, special skills and knowledge.
3. **Program Objectives (PO)** are abilities that are specifically described from the PLO assigned to a course, and are specific to the study material or learning materials for that course.
4. **Subject Sub-PO (Sub-PO)** is a capability that is specifically described from the PO that can be measured or observed and is the final ability that is planned at each learning stage, and is specific to the learning material of the course.
5. **Indicators for assessing** ability in the process and student learning outcomes are specific and measurable statements that identify the ability or performance of student learning outcomes accompanied by evidence.
6. **Assessment Criteria** are benchmarks used as a measure or measure of learning achievement in assessments based on predetermined indicators. Assessment criteria are guidelines for assessors so that assessments are consistent and unbiased. Criteria can be quantitative or qualitative.
7. **Forms of assessment:** test and non-test.
8. **Forms of learning:** Lecture, Response, Tutorial, Seminar or equivalent, Practicum, Studio Practice, Workshop Practice, Field Practice, Research, Community Service and/or other equivalent forms of learning.
9. **Learning Methods:** Small Group Discussion, Role-Play & Simulation, Discovery Learning, Self-Directed Learning, Cooperative Learning, Collaborative Learning, Contextual Learning, Project Based Learning, and other equivalent methods.
10. **Learning materials** are details or descriptions of study materials which can be presented in the form of several main points and sub-topics.
11. **The assessment weight** is the percentage of assessment of each sub-PO achievement whose size is proportional to the level of difficulty of achieving that sub-PO, and the total is 100%.
12. TM=Face to face, PT=Structured assignments, BM=Independent study.