

Institution: Mohamed Khider University of Biskra

People's Democratic Republic of Algeria
Ministry of Higher Education and Scientific Research

**HARMONIZATION
TRAINING OFFER
ACADEMIC MASTER
2024-2023**

Department	Faculty / Institute	Establishment
Management Sciences	Faculty of Economic and Commercial Sciences and Management Sciences	University Mohamed Kheider of Biskra

Option	Division	Field of study
Strategic Management	Management Sciences	Economic and Commercial Sciences and Management Sciences

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I. Introduction to Master's Degree

1- Determine the location of the training and the structure of the paths of open and proposed specializations

Master: Strategic Management 2023/2024

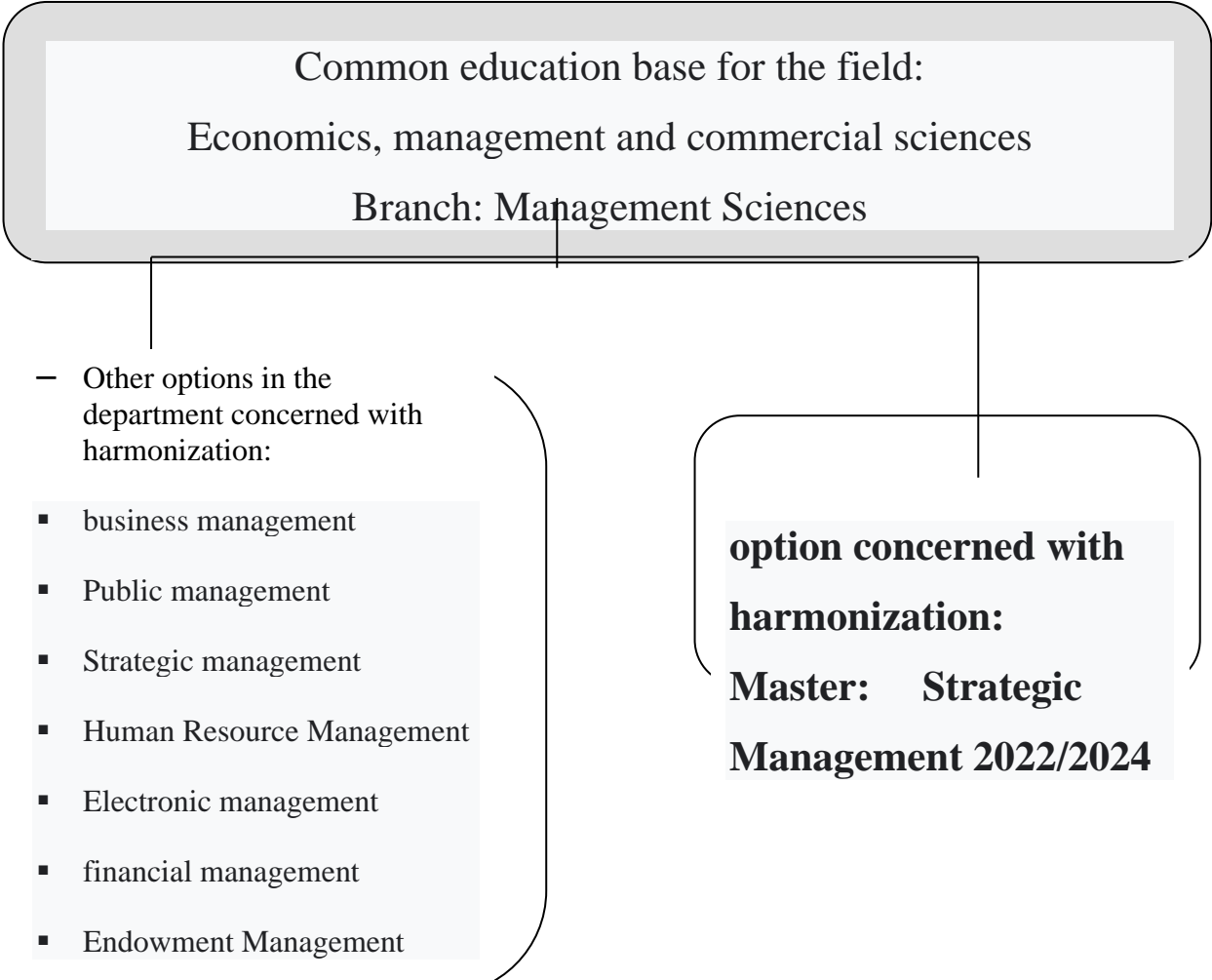
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- - The general organization of the training: the status of the project
- University: Mohamed Kheidar University - Biskra
- College or institute: College of Economic, Commercial and Administrative Sciences
- Department: Management Sciences
- Master's qualification decision number:
- Reference decision for training: Resolution No. 1366 of October 17, 2022 specifying the education program to obtain a master's degree specializing in Master: Strategic Management 2022/2024.

-2 Other participants:

- Other universities
- Other partner institutions
- Foreign international partners:

a. The Structure and paths of the open and proposed options in the training division:



b. Conditions for Applying

The Bachelor's majors that are allowed to enroll in this type of training are: All majors that fall within the Department of Management Sciences.

c. Training objectives

After the liberalization of the economy, the Algerian economic fabric is being reconfigured according to market rules and new international environmental requirements. Indeed, organizations are experiencing new training needs, particularly in:-Entrepreneurship

d. Targeted qualifications and competencies

The training aims to provide students with training combining transversal skills, integrative knowledge in the field of management and management of small and medium enterprise methodological skills with a view to intervention, support and advice.

e. Regional and national capabilities for employability

In terms of employment, this training benefits from a certain advantage in that the Algerian State has been working for more than a decade to encourage and boost the entrepreneurial spirit. framework students who choose to stop at the master's level will have no difficulty regarding their employability...

f. Bridges towards other specializations

- Strategic management
- Human Resource Management
- business management

g. Efficacy indicators To follow the training

(Permanence standards, success rate, employability, pursuing the graduates, acquired competencies....)

- Attractiveness of the specialty (request to register in it)
- Student outcomes Dissertation
- The quality of graduation thesis
- Training offers
- Postgraduate studies prospects (PhD)
- Employment

a. Framing capabilities

Pedagogical framing: one professor for every 25 students, Dissertation framing: one professor for every 3 students.

4 -Available human capabilities

b. Internal framing:

a) formers of the institution involved in the specialty

The nature of the intervention (lecture, Tutorial Work, framing)	Grade	Specialization certificate	Full Name
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Hanane Djoudi
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Samah Souleh
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Nawel BRAHIMI
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Ahmed Remmani
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Youcef Medouki
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Dridi ahlem
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Mansouri rokia
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Houssam Ghodbane
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Abdelouahab Benbraika
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Moufida YAHIAOUI
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Ahlem Khene
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Abdennacer Moussi
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Allali malika

Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Benouenes sabah
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Dali ali lamia
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Boumedjan adel
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Chinne firouz
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Achouak Mehenni
Lectures, application and framing dissertations	Lecturer B	Bachelor of Management Sciences	Sliman Aouatif
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Latifa BORNI
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Samia Baissi

Department authentication

faculty or institute authentication

c. External framing

The nature of the intervention *	Grade	graduation certificate + Option	Full Name
formative workshops	Former	Master in Management Sciences	Ouaman Ali

Department authentication

faculty or institute authentication

Institution: Mohamed Khider University of Biskra

d. The total sum of human resources devoted to training

Total	External number	Internal number	Grade
08	/	08	Professor
/	/	12	Lecturer A
01	/	01	Lecturer B
/	/	/	Assistant master B
/	/	/	Assistant master B
01	01	/	* Other
10	/	21	Total

*Other: Support users and technicians

-5 The financial capabilities available for training in the specialty

1- Pedagogical laboratories and equipment Provide a card on the pedagogical equipment available for the Practical Work of the proposed training. (One card for each laboratory)

Laboratory title: Economics and Management Sciences Laboratory

Capacities (30)

Notes	number	Equipment	Num
	30	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	Considerable number of titles	Library	4

Laboratory title: Finance, banking and business administration laboratory

Capacities (30)

Notes	Number	Equipment	الرقم
	40	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	Considerable number of titles	library	4

B- Fields of Internship and training in institutions:

The entrepreneurship specialty is based on helping students create their projects by specializing their talents and developing their abilities in managing organizations in cooperation with various support bodies (Creative Business Incubator, National Construction Agency...)

C- Research laboratories to support the proposed training:

Head of the laboratory: Prof. Dr. Qurishi Mouhamed
Laboratory accreditation number: 235 (May 28, 2002)
Date: 03/28/2023
Head of the laboratory opinion
Head of the laboratory: Prof. Dr. Ghanem Abdullah
Laboratory accreditation number: 222 (July 13, 2019)
Date: 03/28/2023
Head of the laboratory opinion

E- Personal business spaces and information and communication technologies available at the institute or faculty

The faculty contains spaces for personal work that will motivate the student to read and prepare him for research in good conditions, which will encourage them to

research and delve deeply into the subjects of specialization and broad dissemination of knowledge. These spaces can be mainly identified in:

- the central Library.
- Faculty library.
- Laboratory headquarters.
- Offices of various approved research projects.
- Internet room.

The Faculty of Economic, Commercial and Management Sciences is available at:

- **04 classroom**
- **04 IT rooms, each room containing 36 devices.**
- **02 Viva Rooms**
- **06 Amphitheater**
- **01 Faculty Library: The Faculty library is available at:**
 - **(10 *book in Arabic**
 - **(3350 * 5) book in French**
 - **(70 * 2) books in English**

In addition to many journals, doctoral theses, master's theses, and master's and bachelor's dissertation

- The pillars of education

Digital platform link	Establishment	Type of digital platform (Moodle*)
http://elearning.univ-biskra.dz/moodle/?redirect=0	Biskra University	Moodle platform e-learning- space UDL
https://www.youtube.com/@facultyofecms-universityof6164	Biskra University	You tube

II - Organization card for semesters

Appendix to Resolution No. 1366 of October 17, 2022

**Determines the education program to obtain a master's degree
Field "Economics, management and commercial sciences", Division
"Management Sciences", Option "Entrepreneurship"**

Institution: Mohamed Khider University of Biskra

first semester -1

Evaluation Type		Teaching style		Othe*	hourly volume of the semester week15)	Weekly hours volume			coefficient	CREDITS	Modules	TEACHING UNITS
Exam	Evaluation	Online	Ordinary			Practical Work	Tutorial Work	courses				
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Strategic and competitive analysis	Fundamental Teaching Unit Code:UT F 1.2 Credits :18 coefficient:8
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Strategic Intelligence	
60%	40%		X	00h55	00h45	-	30h1	30h1	2	4	Creativity and Innovation Management	
60%	40%		X	00h55	00h45		30h1	30h1	2	4	Strategic management of human resources	
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Knowledge management	
60%	40%		X	h0055	00h45	-	30h1	30h1	2	4	statistical modeling	methodology Teaching Unit Code:UT F 1.2 Credits:9 coefficient:4
60%	40%		X	00h5	00h45	-	30h1	30h1	2	2	Communication and .administrative editing	Discovery Teaching Unit Code:UT F 1.2 Credits :2 coefficient:2
-	100%	X	X	h302	h3022	-	30h1	-	1	1	English for specific purposes	Transverse Teaching Unit Code:UT F 1.2 Credits :1 coefficient:1

			30 367h	30h337	-	00h12	30h10	15	30	Total first semester
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Additional work and personal work are determined from the pedagogical committee of the subject

-2second semester

Evaluation Type		Teaching style		Othe*	hourly volume of the semester week15)	Weekly hours volume			coefficient	Credits	Modules	TEACHING UNITS
exam	Evaluation	online	Ordinary			Practical Work	Tutorial Work	courses				
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Organization Theory	Fundamental Teaching Unit Code:UT F 1.2 Credits :18 coefficient:8
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Value creation and business models	
60%	40%		X	00h55	00h45	-	30h1	30h1	2	4	Making strategic decisions	
60%	40%		X	00h55	00h45		30h1	30h1	2	4	Strategic Management of E-Business	
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Quantitative methods in management	methodology Teaching Unit Code:UT F 1.2 Credits:9 coefficient:4
60%	40%		X	h0055	00h45	-	30h1	30h1	2	4	Methodology for preparing a master's thesis	
60%	40%		X	00h5	00h45	-	30h1	30h1	2	2	Attendance	Discovery Teaching Unit Code:UT F 1.2 Credits :2 coefficient:2
-	100%	X	X	h302	h3022	-	30h1	-	1	1	English for specific purposes	Transverse Teaching Unit Code:UT F 1.2

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												Credits :1 coefficient:1
				30 h 367	30h337		00h12	30h10	15	30	Total second semester	

4 - Fourth Semester

Field: Economics, management and commercial sciences

Division : Management Sciences

Option : Entrepreneurship

A field study accomplished by master thesis

credits	coefficient	Weekly hours volume	
30	04	h /week 30	Individual work
/	/	h /week 03	A Case study (In various forms depending on the subject of the Dissertation)
/	/	h /week 02	Seminars (A certificate of attendance at a training or formation forum or course in the second year of the master's degree)

/	/	h /week 05	Other work (Determined according to the specialization's pedagogical committee)
30	04	h 600	Total semester 4 (15 Week)

5- A comprehensive summary of the formation

total	Transverse	Discovery	methodology	Fundamental	TU / HV
472 H30	00H 00	30H 67	00H 135	00H 270	LECTURE
517 H 30	30H 67	30H 67	30H 112	00H 270	TUTORIAL WORK
22H30 ¹	00H 00	00H 00	30H 22	00H 00	PRACTICAL WORK
450H00	00H 00	00H 00	00H 450	00H 00	Individual work
1252H 30			00H 510		Other works (specified)
	07H30	15H 00		72H 00	
2715H 00	75H 00	150H 00	1230H 00	1260H 00	total
120	3	6	57	54	credits
100%	2,50%	5,00%	47,50%	45,00%	% credits per teaching unit

III - The detailed program for each module.

Master's title: Strategic Management

the first Semester

Unit name: Basic education unit

Course name: Strategic and competitive analysis

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives

This course aims to enable the student to understand the importance of correctly identifying the needs of business activity and carry out a comprehensive analysis of the organization's internal and external environments before making any decision. Realize the importance of providing solutions that are compatible with the organization's strategy, expectations and needs of business activity, as well as with the competitive environment. Learn how to adapt to environmental variables. For the organization to reach the optimal strategic choice that explains the accurate and comprehensive understanding of the external opportunities and threats and the internal capabilities and weaknesses of the organization.

Upon completion of this material, students will be able to:

- Understand the strategic decisions made by organizations and gain the ability to participate in strategic analysis.
- Explain the basic concepts, principles, and practices related to an organization's competitive analysis.
- Controlling environmental variables that affect the organization internally and externally with analysis tools.
- The ability to generate strategic alternatives and compare among them.
- Conduct and present competitive advantage analysis as well as available competitive strategies.

Prior knowledge required

Marketing principles, strategic management, enterprise management.

Article content:

- The first axis: What is strategic analysis And competitive
- The second axis: Strategic portfolio analysis tools
- The third axis: Tools for strategic analysis of the industrial and competitive environment
- Fourth axis: Tools for strategic analysis of the general environment
- Fifth axis: Tools for strategic analysis of the internal environment and resources

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- Sixth axis: generating strategic alternatives and the optimal option
- The seventh axis: competitive advantage and competitive strategies for Porter
- The eighth axis: Strategic alternatives and competitive strategies in the modern environment
- The ninth axis: case studies in strategic and competitive analysis

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- تشارلز هيل وجاريت جونز، (2001) الإدارة الاستراتيجية: مدخل متكامل، (مترجم) دار المريخ، السعودية
- طاهر محسن منصور الغالي ووائل محمد صبيحي إدريس، (2006)، الإدارة الاستراتيجية: منظور منهجي متكامل، دار وائل للنشر، عمان
- فاضل حمد القيسي وعلي حسون الطائي، (2014)، الإدارة الاستراتيجية، نظريات، مداخل وأمثلة، دار صفاء للنشر والتوزيع، عمان
- فيليب سادلر، (2007)، الإدارة الاستراتيجية، ترجمة علاء أحمد إصلاح، مجموعة النيل العربية، القاهرة
- Cavagnol A. Roulle P. (2013). Management strategy of organizations. Gualino Editor.
- Charles W. L. Hill, Gareth R. Jones & Melissa A. Schilling. (2015). Strategic Management, Cengage Learning.
- Graeme Drummond. (2001). Strategic marketing: planning and control, Butterworth-Heinemann.
- Fred r. David and Forest R. David. (2017). Strategic Management: A Competitive Advantage, Approach, Concepts and Cases, Pearson Education.
- G.Johnson, K.Scholes et F.Fréry. (2002). Strategy, Pearson Education, France.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regner, P., & Fréry, F. (2014). Strategy (10th edition). Montreal: Pearson.
- Laurence Lehmann-Ortega et al. (2005). Strategy: General policy of the enterprise, 4 years ago, edited. Dunod, Paris.
- Porter, M. E. (2023). L'avantage concurrentiel: Comment defense ses concurrents et maintenir son avance. Dunod.
- Seni, D. A. (2013). Analyze strategy and advanced concurrentiel. Puq.
- Thiétart RA, Xuereb, J.-M. (2005). Strategies, Dunod.

Master's title: Strategic Management

the first semestre

Unit name: Basic education unit

Course name: Strategic Intelligence

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives:

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A strategic intelligence system allows the use of all available data that is converted into information and knowledge, and in this way makes the best decisions for the organization.

Upon good control of this subject, the student will be able to know, describe, and understand all the concepts related to strategic intelligence, and how to manage internal and external information in order to make the best decisions for business organizations in order to provide the best service to their customers and obtain good profitability. In addition, the best databases for business intelligence will be reviewed, with special consideration of the data warehouse.

Prior knowledge required:

In order to fully comprehend the content of the educational material, the student must possess basic skills and knowledge related to information systems, electronic business, and operations research.

Module contains

- A general introduction to strategic intelligence

- Business analytics and data visualization(BA & DV)
- Geographic information systems(GIS)
- Data mining(Data Mining)
- Dimensions of strategic intelligence
- Administrative information system(KMS)
- Neural networks and decision trees (NN&DT)

Evaluation method:Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- A- Sharda, R., Delen, D. y Turban, E. (2014). Business Intelligence, A Managerial Perspective on Analytics. Boston: Pearson
- Abadie, (2010), "Strategic intelligence Monitor on Personal Health System (SIMPHS) Market Structure and Innovation Dynamics," European Commission Joint Research Center, Institute for Prospective Technological Studies.
- Laudon, K. and Laudon, J. (2012), Management Information Systems, Boston: Prentice Hall
- Turban, E., y Volonino, L (2011), Information Technology for Management, Improving Strategic and Operational Performance, United States of America: John Wiley & Sons, Inc.

Master's title: Management strategy

the first Semester.

Unit name: Basic education unit

Course name: Creativity and Innovation Management

Balance: 04

Coefficient : 02

Education style: Attendance

Education objectives:

Learn and understand the theoretical basics and search for results related to innovation and creativity, by learning about the various skills, resources and requirements necessary in order to provide a work environment that encourages and stimulates creative and innovative activity in the organization and its management, and this helps to:

- **Instilling and improving a business administration student's ability to create and think innovatively;**
- **Improve student's thinking ability and gain innovative leadership skills;**
- **Trying to enhance the effectiveness of strategic models and approaches for various forms of innovations;**
- **Learn the process and mechanism of research and development on new and improved products;**
- **Enhancing the student's ability to organize and apply a creativity strategy;**
- **Instilling the student's ability to analyze and learn from various experiences of successful and failed innovations.**

Prior knowledge required:

Introduction to business administration, corporate economics, knowledge management, change management, administrative leadership.

Article content

- **The first axis: An introduction to managing creativity and innovation**
- **The second axis: Modern concepts for managing creativity and innovation**
- **The third axis: Determinants and sources of creativity and innovation**
- **The fourth axis: models of creativity in the organization**
- **The fifth axis: ways to discover new ideas**
- **The sixth axis: organizational creativity**
- **Seventh axis: Technological creativity**
- **The eighth axis: marketing creativity**
- **The ninth axis: organizational structure and innovation**
- **The tenth axis: Creativity, innovation and competitive advantage**

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

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the reviewer:

نجم عبود نجم، (2003)، إدارة الابتكار المفاهيم والتجارب الحديثة، دار وائل للنشر، الأردن

- Najm Abboud Najm, (2003), *Innovation Management, Modern Concepts and Experiences*, Wael Publishing House, Jordan.
- Dodgson, M. (2017). *Innovation management: a research overview*.
- Dodgson, M., Gann, D. M., & Phillips, N. (Eds.). (2013). *The Oxford handbook of innovation management*. OUP Oxford.
- Goller, I., & Bessant, J. (2017). *Creativity for innovation management*. Taylor & Francis.
- Kettunen, J., Ilomäki, S. K., & Kalliokoski, P. (2008). *Making sense of innovation management*. Technologiainfo Teknova oy.
- Shane, S. (Ed.). (2009). *The handbook of technology and innovation management*. John Wiley & Sons.
- Verloop, J., & Wissema, J. G. (2004). *Insight in innovation: managing innovation by understanding the laws of innovation*. Elsevier.

Master's title: Strategic Management

the first semester

Unit name: Basic education unit

Course name: Strategic management of human resources

Balance: 04

Coefficient: 02

Education style: Attendance

Education objectives:

- **aFor students to acquire basic terminology related to strategic human resources management;**
- **Students' awareness of the importance of strategic management of human resources in organizations and companies.**
- **Students realize that the success and achievement of excellence in organizations depends on the extent of their interest in the strategic management of human resources.**

Prior knowledge required:

Strategic management scale; Human resource management scale.

Article content:

- **The first axis: the strategic view of the human resource.**
- **The second axis: An introduction to strategic human resources management.**
- **The third axis: Analysis of the relationship between strategic management of human resources and the organization's strategy.**
- **Fourth axis: Preparing a human resources strategy.**
- **The fifth axis: Human resources strategy design models.**
- **Sixth axis: Strategic employment in the organization.**
- **The seventh axis: strategic formation in the institution.**
- **The eighth axis: The motivation system as a strategic factor.**
- **The ninth axis: Social control of human resources as a strategic factor.**
- **The tenth axis: The modern roles of human resources strategy.**

Evaluation method:Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- **Armstrong, M. (2011). Armstrong's handbook of strategic human resource management. Kogan Page Publishers.**
- **Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. (2018). Strategic human resource management. Oxford University Press.**
- **Ingham, J. (2007). Strategic human capital management. Routledge.**

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- Salaman, G., Storey, J., & Billsberry, J. (Eds.). (2005). **Strategic human resource management: theory and practice.** Sage.
- Schuler, R. S., & Jackson, S. E. (2008). **Strategic human resource management.** John Wiley & Sons.
- Storey, J., & Wright, P. M. (2023). **Strategic human resource management: A research overview.**
- Peretti, J. M. (2020). **Gestion des ressources humaines.** Vuibert.
- Peretti, J. M. (2015). **Resources humaines.** Vuibert.

Master's title: Management strategy

the first Semester.

Unit name: Systematic teaching unit

Course name: Knowledge management

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives:

- Students acquire basic terms related to knowledge;
- Students' awareness of the importance of knowledge management in organizations and companies;
- Students' awareness that the success and creation of innovative knowledge in organizations depends on the extent of their interest in knowledge management processes and models. Students acquire basic terms related to knowledge.
- Students' awareness of the importance of knowledge management in organizations and companies;
- Students realize that the success and creation of innovative knowledge in organizations depends on the extent of their interest in knowledge management processes and models.

Prior knowledge required:

Human resources management standard, introduction to business management, information systems

Article content:

- The first axis: Conceptual framework for knowledge management
- The second axis: knowledge management processes
- The third axis: principles of knowledge management
- Fourth axis: knowledge management models
- The fifth axis: knowledge management systems
- Sixth axis: Stages of applying knowledge management and methods of measuring it
- Theme 1: The effects of applying knowledge management
- The eighth axis: knowledge management strategies
- The tenth axis: The role of technology in transforming types of knowledge
- Axis Eleven: Intellectual Capital

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- محمد تركي وزياد محمد المشاقبة، (2010)، إدارة المعرفة بين النظرية والتطبيق، دار جليس الزمان للنشر، عمان.
- نجم عبود نجم، (2005)، إدارة المعرفة – المفاهيم والاستراتيجيات والعمليات -، مؤسسة الوراق للنشر والتوزيع، عمان.

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- سعد غالب ياسين، (2007). إدارة المعرفة: المفاهيم، النظم، التطبيقات، دار المناهج للنشر والتوزيع، عمان.
- Becerra-Fernandez, I., & Sabherwal, R. (2014). Knowledge management: systems and processes. Routledge.
- Collins, H. (2019). Tacit and explicit knowledge. University of Chicago press.
- Dalkir, K. (2017). Knowledge management in theory and practice. MIT press.
- JAY Liebowitz, Michael S. Frank. (2011). "Knowledge Management and E-Learning", Taylor & Francis Group, Auerbach Publications.
- Liebowitz, J., & Frank, M. S. (2011). Knowledge management and e-learning. Knowledge Management and E-learning, Taylor & Francis Group.
- Prax, J. Y., & Sérieyx, H. (2000). Le Guide du Knowledge Management: Concepts and practices of management of the connaissance. Dunod.

Master's title: Management strategy

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Semestre: the first

Unit name: Systematic teaching unit

Course name: Communication and administrative editing.

Balance: 04

Coefficient: 02

Education style: Attendance

Education objectives

This educational material aims to achieve the following gains:

- **The student realizes the importance of communication in organizations, especially written communication, which is embodied in his mastery of administrative editing skills.**
- **Improving the organization's communication process based on his awareness of the importance of communication**
- **Distinguishing between the administrative method compared to other editing methods (literary, philosophical, journalistic, scientific)**
- **Editing administrative correspondence in accordance with formal, linguistic and legal principles**

Prior knowledge required

So that the student can study the content This is the Article noBHe must be familiar with the functions of management, i.e. management (planning, organizing, directing and controlling), which is what was dealt with in material Introduction to business administration And matter Management of the institution, as well as initial mastery of editing tools using office programs in particular, is extensive exposure In the article Media automated.

Article content:

- **The concept of communication (definition of communication with reference to its forms: 1/oral or verbal, 2/written, 3/non-verbal: body language, etc.; elements of the communication process "communication scheme"; definition of organization/institution communication; importance of organizational communication).**
- **Types of organizational communication (the organization's comprehensive communication is divided into types, the most important of which are: internal communication and external communication, "commercial communication, financial communication, institutional communication...etc.)**
- **The concept of administrative liberalization (its definition, importance, administrative method and its features)**
- **Formal data of the administrative letter (formal data in the attached letter, distinguishing between the attached administrative letter and the administrative letter of a personal nature, such as written requests)**
- **Administrative expression formats (presentation formats with and without reference, presentation or discussion formats, conclusion formats)**

Master: Strategic Management 2023/2024

- Administrative correspondence: administrative letters, invitations, summonses, dispatch schedules, telegrams
 - Description, narrative and analysis documents; Report - Minutes - Presentation
 - Regulatory administrative texts: decrees, decisions, decisions.
 - Interpretive administrative texts: circulars, instructions, the memoT guidance. advertisement
 - Administrative terminology
 - Electronic communications via e-mail as a modern tool for communication within the organization (taking into account the formal aspect of creating a professional e-mail, as well as the specifications for writing an e-mail in terms of writing the subject and the preamble of the e-mail, including a formula for introduction, presentation, and conclusion), sent copies, confirmation of receipt of e-mail, and inclusion of an automatic signature)
- Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- برارمة ميلود. (2005). مميزات المراسلات والوثائق الإدارية، دار المعرفة، الجزائر 2005.
- بشير العلاق. (2018). الاتصال في المنظمات العامة. دار اليازوري، عمان، الأردن.
- رشيد حبان. (2017). دليل تقنيات التحرير الإداري والمراسلة. دار النجاح للكتاب والنشر والتوزيع الجزائر.
- عميش علي، رزاق لعربي، رشيد جيبيق. (2010). التحرير الإداري، سند تكويني موجه لفئات الإدارة، التسيير، المعهد الوطني لتكوين مستخدمي التربية وتحسين مستواهم، وزارة التربية الوطنية.
- المجلس الأعلى للغة العربية بالجزائر. (2006). دليل وظيفي في إدارة الموارد البشرية (مصطلحات ونماذج) التحرير الإداري. منشورات المجلس، رئاسة الحكومة الجزائرية.
- وهيبه غرام. (2012). دليل التحرير الإداري، ديوان المطبوعات الجامعية، الجزائر.
-
- Cajolet-Laganier Gerard, Collinge Helene, Laganier Pierre. (1997). La redaction technology, administrative, and scientific. 3 edition. Version laganière. Helen.
- Ferrandis Yolande. (2019). The administrative redaction in practice. 6 days of edition. eyrolles, France.
- Garnett, J. (Ed.). (1997). Handbook of administrative communication (Vol. 63). CRC Press.
- Kadyss Roselyne, Nishimata Aline. (2020). Write with all letters, e-mails and administrative documents for 11 days. Gualino, Lextenso.
- Libaert Thierry, Westphalen Marie-Hélène. (2012). Communicator: Toute the enterprise communication, 6 days a week, Dunod.

Master's title: Management strategy

Semestre: the first

Master: Strategic Management 2023/2024

Unit name: Education unit Exploratory

Course name: statistical modeling

Balance: 02

Coefficient: 02

Education style: Attendance

Education objectives:

Identify the various basic concepts of the scale, and the ability to employ appropriate statistical methods to forecast various economic and financial phenomena, through acquiring skills that allow...:

- **Standard modeling according to the simple regression model (the effect of one independent variable on a dependent variable)**
- **Standard modeling according to the multiple linear regression model (the effect of several independent variables on a dependent variable)**
- **Learn about the most important methods for estimating standard models (especially the ordinary least squares method)**
- **Understand concepts related to time series and methods for estimating and detecting their components.**
- **Understanding the basic concepts necessary for the subject of time series, such as stability, of its complete and weak types, the autocorrelation and partial autocorrelation functions, methods of estimating them, and the most important mathematical transformations to make the series stable..**
- **Knowledge of the most important exponential smoothing models for time series forecasting.**

Prior knowledge required:

Mastery of mathematics, especially linear algebra and matrices, micro and macro economics; Statistics in all its branches.

Article content:

- **The first axis: Introduction to statistical modeling (model concept, model types, model customization)**
- **The second axis: simple linear regression analysis (determining the value of model coefficients, reliability testing, prediction)**
- **Third axis: Multiple linear regression analysis (steps for formulating a multiple model, estimating model coefficients, studying the validity of the model)**
- **The fourth axis: partial correlation, multicollinearity, and methods for selecting explanatory variables**
- **The fifth axis: Standard problems: autocorrelation of errors, non-stationarity of error variance, abnormal distribution of errors.**
- **Sixth axis: Generalities about time series and estimating their components**
- **The seventh axis: stability, autocorrelation, and partial correlation**
- **The eighth axis: Exponential smoothing models for time series forecasting**

Master: Strategic Management 2023/2024

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- جوجارات. د. (2015)، الاقتصاد القياسي، الجزء الأول، ترجمة هند عبد الغفار عودة وعفاف علي حسين الدش، دارالمريخ للنشر والتوزيع، المملكة العربية السعودية
- سمير مصطفى شعراوي، (2005)، مقدمة في التحليل الحديث للسلاسل الزمنية، كلية العلوم، جامعة الملك عبد العزيز، المملكة العربية السعودية، الطبعة الأولى
- غزال عبد العزيز عامر، (2015)، الاقتصاد القياسي وتحليل السلاسل الزمنية (النظرية، الطرق، التطبيقات)، مطابع الشرطة، مصر
- محمد عبد القادر عطية، (2004)، الحديث في الاقتصاد القياسي بين النظرية والتطبيق، الدار الجامعية للطباعة والنشر
- محمد فروخي جمال، (1992)، نظرية الاقتصاد القياسي، ديوان المطبوعات الجامعية، الجزائر
- مولود حشمان، (1998)، نماذج وتقنيات التنبؤ على المدى القصير، ديوان المطبوعات الجامعية، الجزائر
- Bourbonnais, R. (2022). Analysis of series temporelles-5e ed.: Courses and procedures required- Applications to the economy and to the gestion. Dunod.
- Christian Gourieroux. (2012). Econometrics of qualitative dependent variables. Cambridge University
- Daudin, JJ, Duby. C, Robin.S and P. Trécourt. (1996). Analyze series chronographs. INAPG, Mathematics.
- Delignieres, D. (2001). Analyze the process stochastics. EA 2991 "Sport performance, Santé", Université de Montpellier 1.
- Dimitrios Asteriou & Stephen G. Hall. (2002). Applied Econometrics. Macmillan Education, UK
- Hamilton, J.D. (2016). Time Series Analysis. Princeton University Press.
- Johnston, J. & Dinardo, J. (1996). Econometric methods. 4th Edition, McGraw-Hill. US.
- Maddala.GS (1988). Introduction to econometrics. Mac Millan publishing company. New York, USA.
- Thomas A. (2002). Economics of qualitative variables. Dunod
- William H. Greene (2012). Econometric analysis, 7th Edition. Pearson, New York, US.

Master's title: Strategic Management

Semestre: the first

Unit name: Horizontal learning unit

Course name: Specialized foreign language 01

Balance: 01

Coefficient: 01

Education style: Attendance+Remotely

Education objectives:

Master: Strategic Management 2023/2024

The program is designed for students majoring in Economics, Commerce, Management, Accounting and Finance who wish to improve their language skills in specific contexts. It focuses on providing students with a good mastery of the English language along developing solid competencies in the above-mentioned fields of expertise. The lessons cover a wide range of topics in each specialty.

Prior knowledge required:

Students must have successfully completed the lessons of S1, S2, S3, S4 and S5. They should have developed a strong understanding of the basic concepts related to their fields of expertise, namely, Economics, Trade, Accounting, Management, and Finance as well as improved their verbal communication skills.

.Article content:

- Business Correspondence
- Financial Management
- Fundamentals of International Business Management
- Business Organizational Behavior
- Entrepreneurship
- Organization structure according to Mintzberg
- Logistics and supply-chain management
- Strategic management of human resources
- Strategic and competitive analysis
- Creativity and innovation management
- knowledge management

Evaluation method:Continuous evaluation (100%)

the reviewer:

- D. Baker and R. Clark (2011). Oxford English for Careers: Finance. Oxford University Press.
- D. Cotton, D. Falvey, and S. Kent (2011). Market Leader: Upper Intermediate. Pearson Longman, Third Edition.
- Eddie McLaney (2009). Business Finance: Theory and Practice. Pearson Education Ltd, 8th Edition.
- Ian Mackenzie (2010). English for Business Studies: A Course for Business Studies and Economic Studies. Cambridge University Press, 3rd Edition.
- John Marks (2007). Banking and Finance. A & C Black Publishers, Second Edition.
- Karen Collins (2012). An Introduction to Business. <http://2012books.lardbucket.org/>
- Paul Burns (2016). Entrepreneurship and Small Business. Palgrave, Fourth Edition.
- Sara Helm (2010). Market Leader: Accounting and Finance. Pearson Longman.

- Simon Sweeney (2019). English for Business Communication. Cambridge University Press, Second Edition.
- Simon Sweeney (2002). Professional English: Management. Pearson Longman.
- Unknown (2005). Intelligent Business Course book: Intermediate Business English. Pearson Longman.

Master's title: Strategic Management

the second Semestre.

Unit name: Basic education unit

Course name: Organization Theory

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives:

The goal of the course is to understand the organization's work philosophy through a group of theories related to the economic approach by controlling its most important basics and contributions, as well as the most important criticisms directed at it, or what is known as the ends of the theory. Prior knowledge required:

Sociology of organizations, introduction to business administration, enterprise economics, enterprise management, strategic management, commercial law, organizational behavior.

Article content:

The first axis: formation and transformation of organizations

- What is organization theory and the reasons for studying it
- The concept and nature of organizations and approaches to studying them
- Stages of formation of contemporary organizations

The second axis: The development of organization theory: schools of management thought

- Rational theories of organization (classical school)
- Social and humanitarian approaches to organization (School of Human Relations)
- Contributions of modern schools and theories
- The comprehensive conception of organizations theory (situational theory)

The third axis: economic theories of the organization

- Organization in neoclassical economic theory
- Contractual theories Contractual Theories
- Evolutionary theories Evolutionary Theories
- Settlement theory and economics of agreements Regulation School

The fourth axis: strategic theory and the prospects for a comprehensive conception of organizations theory

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- The theory of industrial economics
- School of strategic analysis
- Resources and competencies approach
- Stakeholder theory

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- حريم، ح. (2010). إدارة المنظمات (منظور كلي). دار الحامد للنشر والتوزيع: الأردن
- حيرش، ع. (2015). نظرية المنظمات. جامعة الملك فيصل
- سويسي، ع. (2009). المنظمة المتغيرات – الأبعاد - التصميم. دار النجاح للكتاب: الجزائر
- الشماغ، خ. م. ح. وحمود، خ. ك. (2009). نظرية المنظمة. دار المسيرة للنشر والتوزيع: الأردن
- Baudry, B. (2003). Economie de la firme. Paris: La découverte.
- Daft, R. L., Murphy, J., & Willmott, H. (2010). Organization theory and design (Vol. 10). Mason,

OH: South-Western Cengage Learning.

- Hatch, M. J. (2018). Organization theory: Modern, symbolic, and postmodern perspectives.

Oxford university press.

- KENEDY CAROL. (2003). «Toutes les théories du management», Maxima Edition
- Lægaard, J. & Bindlev, M. (2006). Organizational-theory. Ventus Publishing ApS.
- McAuley, J., Duberley, J., & Johnson, P. (2007). Organization theory: challenges and perspectives.

Pearson Education.

- Miles, J. A. (2012). Management and organization theory: A Jossey-Bass reader (Vol. 9). John

Wiley & Sons.

- Rostan G., (2005-2006). History of management - Organization history. Conservatoire national des arts et métiers de Lyon.

- Williamson, O. (2000). The Economic Institutions of Capitalism. Collier macmillan: london.

Master's title: Strategic Management

Master: Strategic Management 2023/2024

the second Semestre.

Unit name: Basic education unit

Course name: Value creation and business models

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives:

Acquiring knowledge Basic information about the concept of value, the process of value creation and its most important pillars, the role of intellectual capital in creating value, how it is possible to create perceived value for the customer and reduce the gap between the perceived value and his perceived value, and how the business organization builds a sustainable business model that allows gaining the loyalty of the customer and various partners, positioning in the market. And developing competitive position.

Prior knowledge required:

Basic knowledge in economic and financial theory, controlling marketing principles (second year course).(.), competitive strategies, consumer behavior and control principles of business management.

Article content:

- Value and value creation.
- Value creation models.
- Business models.

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- Adler E., (1986). Lauriol J., "The segmentation, foundation of analysis strategy", Harvard Expansion, Printemps, pp. 99-112.
- Baden-Fuller, C., & Mangematin, V. (2013). Business models: A challenging agenda. Strategic Organization, 11(4), 418-427.
- Porter ME, (1986), L'Avantage concurrentiel: comment defend ses concurrents et maintenir son avance, InterÉditions.
- Teece, D. J. (2010). Business models, business strategy and innovation. Long range planning, 43(2-3), 172-194.

Master's title: Strategic Management

the second Semestre.

Unit name: Basic education unit

Course name: Making strategic decisions

Balance: 04

Master: Strategic Management 2023/2024

Coefficient: 02

Education style: Attendance

Education objectives:

Exploring the use of quantitative tools in strategic decision making.

Prior knowledge required:

Strategic management, operations research, statistics

Article content:

- **Introduction: Definition of decision, types**
- **Decision tree**
- **Game theory**
- **Markov chain.**

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- **R.Panneerselvam (2008), Operations Research, Prentice-Hall, New Delhi**
- **HAMDY A. TAHA, 1992, Operations Research. AN Introduction, 80 edition, Pearson, New Jersey, USA**
- **Ben Mazouz Boualem, 1995, Recherche opérationnelle de gestion, Atlas editions.**

Master's title: Strategic Management

the second semester.

Unit name: Basic education unit

Course Name: Strategic Management of E-Business

Balance: 04

Coefficient: 02

Education style: Attendance

Education objectives:

E-business is a widely used term for doing business using the Internet and other electronic means.

Perhaps its most important models are: e-commerce, customer relationship management, e-sourcing, supply chain management... E-business differs from traditional business, as it allows access to customers and suppliers on a global scale, raises the level of coordination and cooperation with them, and also speeds up Commercial activities. This provides tremendous strategic opportunities and allows achieving unprecedented levels of performance that no other business models have enjoyed.

Despite these opportunities, e-business projects are characterized by high risks and probability of failure, which requires managers of information technologies and systems to evaluate the strategic impact of e-

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business on organizations, estimate its cost, expected performance and risks associated with it, and formulate and implement appropriate strategic plans for e-business.

In this context, this course introduces students to the stages and methods of preparing an e-business strategy.

Prior knowledge required:

In order to well comprehend the educational content of the subject, and develop the targeted competencies and skills, the student must have a comprehensive and clear view of electronic business, and modern information technologies and systems. It must also control the principles of strategic management.

Article content:

- Basic concepts about electronic business strategy
- Strategic analysis
- Strategic options(Strategy choice)
- Implementing e-business strategies(Strategy Implementation).
- Financial strategies for e-business
- IT Governance

Evaluation method:Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- محمد الجيزاوي، (2018)، الإدارة الاستراتيجية والأعمال الإلكترونية: إشكاليات النظرية والتطبيق، 2018
- Dave Chaffey. (2009), E-Business and E-Commerce Management: Strategy, Implementation and Practice, Prentice Hall.
- GABAY, J., GEBRE, B., (1999), « La conduite des projets d'évolution des systems d'information », ed Dunod, Paris, 1999
- Jelassi, T., Enders, A., (2008), Strategies for E-Business: concepts and cases, Prentice Hall.2007
- Khosrow-Pour, M., Oliva, L., (2004), E-Business Strategy, Sourcing, and Governance, IT Solutions series, Cybertech Publishing, p. 373.
- M. H. DELMOND, Y. PETIT, J. M. GAUTIER(2003), Management des Systems d'Information, Ed DUNOD, Paris.
- REIX, R., (2002), Information systems and organization management, 4th edition, edited by Vuibert.
- Stephen Chen (2004) Strategic Management of e-Business, Wiley. P. 366.

Master's title: Strategic Management
the second Semestre.

Master: Strategic Management 2023/2024

Unit name: Systematic teaching unit

Course name: Quantitative methods in management

Balance: 05

Coefficient: 02

Education style: Attendance

Education objectives:

The scale allows the student to learn about the different quantitative methods that managers use in making important administrative decisions, because administrative decisions, especially strategic decisions, are linked to environmental developments, and therefore it was important for managers to base their decisions on quantitative analysis in order for the results of applying these decisions to be sound and contribute to Developing the added value of the organization.

This standard is designed to give a broad knowledge of various quantitative methods, with a strong focus on the most important statistical and non-statistical tools and models, such as linear programming, decision trees and game theory.

At the end of the scale, the student will be able to...:

- Knowing the key role played by quantitative methods in making optimal decisions in various circumstances, especially those decisions related to achieving the competitiveness of the organization;
- Knowing the importance of decisions in the success of implementing the organization's strategy;
- Developing mathematical analyzes that enhance the organizational decision-making process.

Prior knowledge required:

An important gain in teaching the program is for the student to be familiar with mathematical methods (linear equations), statistical methods (statistical variables) and operations research.

Article content:

- The first axis: Introduction to quantitative methods in management and quantitative analysis methodology in decision-making
- Second axis: Linear programming (decision tree, allocation problems, waiting lines)
- The third axis: analyzing costs for the purpose of making decisions
- Fourth axis: break-even point
- Fifth axis: game theory
- Sixth axis: model simulation (Simulation Modeling)
- The seventh axis: statistical methods in quality control
- The eighth axis: dynamic programming

Evaluation method:Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- أسماء محمد باهرمز، (2015)، مقدمة في بحوث العمليات، دارسيبويه للنشر والتوزيع، السعودية

Master: Strategic Management 2023/2024

- حامد سعد نور الشمطري، (2007)، مدخل إلى بحوث العمليات، دار مجدلاوي، الأردن
- محمد الفاتح محمود بشير المغربي، (2017)، الأساليب الكمية في إدارة الأعمال، ط1، درا الجنان، الأردن
- محمد راتول، (2006)، بحوث العمليات، ط2، ديوان المطبوعات الجامعة، الجزائر
- مؤيد عبد الحسين الفضل، (2019)، المنهج الكمي في اتخاذ القرارات الإدارية المثلى، دار اليازوري، الأردن
- Badri, TN; Hale, Trevor S.; Hanna, Michael.; Render, Barry; Stair, Ralph M. (2016). Quantitative analysis for management, Pearson India Education Services.
- Brandimarte, P. (2012). Quantitative methods: An introduction for business management. John Wiley & Sons.
- Render, B., & Stair Jr, R. M. (2016). Quantitative Analysis for Management, 12e. Pearson Education India.

Master's title: Strategic Management

the second Semestre.

Unit name: Systematic teaching unit

Course name: Methodology for preparing a master's thesis

Balance: 04

Coefficient: 02

Education style: Attendance

Full priority is given to teaching the first formula

First version (graduation project in accordance with Ministerial Resolution No. 1275)

Education objectives

This course aims to introduce the student entrepreneur with a project idea to the steps that must be followed in order to prepare a project memorandum, by making him think practically and logically about the various elements of constructing a graduation memorandum research for an institution, starting with identifying the problem, and ending with proper scientific documentation of the research results. As well as the steps that must be followed in the business plan and project study.

Prior knowledge required

In order for the student to be able to study the content of this subject, he must have mastery of the subjects of Methodology and Entrepreneurship (second year of the Bachelor's Degree), and the subject of the Graduation Project of the Bachelor's Degree (third year of the Bachelor's Degree).

Article content:

- The first axis: The problem of the project: Identify the problem - the need - to be met in the market by using conceptual design tools.
- The second axis: Determine the target group - who is the customer?

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- The third axis: Determine the value proposition for a customer. What is the customer looking for?
- fourth Axis: Define the process structure, i.e. state what are the steps in producing the product
- Fifth axis: Financial study of the enterprise project - cost and profit structure
- Sixth axis: Determine the organization's environment PESTEL AND 6 FORCES DE PORTER
- Seventh axis: Prototype design—SCRATCH TO PROTOTYPING
- The eighth axis: to set MVP

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- أوما سيكاران، (2006)، طرق البحث في الإدارة، مدخل لبناء المهارات البحثية، تعريب: اسماعيل علي بسيوني، دار المريخ للنشر، المملكة العربية السعودية
- إبراهيم بختي. (2015). الدليل المنهجي لاعداد البحوث العلمية (المذكورة، الأطروحة، التقرير، المقال) وفق طريقة IMRAD، كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير، جامعة جامعة قاصدي مرياح ورقلة
- أحمد بدر. (1998). أصول البحث العلمي ومناهجه. وكالة المطبوعات. الطبعة الرابعة، الكويت
- حسن ملحم. (1993). التفكير العلمي والمنهجية. مطبعة دحلب، الجزائر
- زرواتي رشيد. (2007). مناهج وأدوات البحث العلمي في العلوم الاجتماعية. ط1. دار الهدى، عين مليلة، الجزائر،
- محسن أحمد الخضيرى. (1996). الأسس العلمية لكتابة رسائل الماجستير والدكتوراه. مكتبة الأنجلو المصرية، مصر
- Bougie, R., & Sekaran, U. (2019). Research methods for business: A skill building approach. John Wiley & Sons.
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Sage Publications.
- Field, A. (2013). Discovering statistics using IBM SPSS statistics (4th ed.). Sage Publications.
- Frenay, M., & Romainville, M. (2013). Accompanying memories and stories: University of Louvain Press.

Second Formula (Classic Master thesis)

Education objectives

This course aims to introduce the student to the steps that must be followed in order to prepare the graduation thesis, by making him think scientifically and logically about the various elements of constructing the graduation thesis research, starting with defining the problem and building hypotheses to solve it, and arriving at sound scientific documentation of the research results.

Prior knowledge required

In order for the student to be able to study the content of this subject, he must have mastery of the acquisitions of the methodological subject (second year of the Bachelor's degree) and the subject of the graduation project for the Bachelor's degree (third year of the Bachelor's degree).

Master: Strategic Management 2023/2024

Article content:

- Scientific research method:Asset reviewBasic (meaning of research, definitions of research, research objectives, motivation in research, general characteristics of research, criteria for good research, types of research, specificity of research in...Economic and administrative sciences);
- Scientific research problem:Scientific thinking, what is the research problem, choosing the problem, sources of the problem, defining the problem, evaluating the problem;
- literature review:Meaning of literature review, need for literature review, objectives of literature review, sources of literature, functions of literature, how to conduct a literature review;
- Building research hypotheses:Meaning of hypothesis, definitions of hypothesis, nature of hypothesis, functions of hypothesis, importance of hypothesis, types of hypothesis, characteristics of a good hypothesis, variables in the hypothesis, defining the study model, formulating the hypothesis, testing the hypothesis;
- Data collection methods:How to conduct surveys, questionnaires, interviews, observation, document analysis and archival research
- Selection of samples:Meaning and definition of sample, sampling methods, characteristics of a good sample, sample size; Citation and documentation in scientific research;
- Data analysis techniques:Quantitative data analysis (descriptive statistics, inferential statistics, regression analysis...); Qualitative analysis of data (thematic analysis, content analysis, ...); Mixed methods approaches
- Structure and organization of the research introduction:Presenting the background of the study and identifying the research gap, presenting the importance and objectives of the study,...
- Quoting, marginalization, and use of references
- Structure and organization of the methodological framework of the research:Describe the procedures for research design, sample, and data collection, present the data analysis plan...
- Structure and organization of presenting and discussing research results
- Structure and organization of the research conclusion
- Editing and documentation in a way APA: Edit research, references, table, figures, appendices, ...
- Presentation and delivery techniques

Evaluation method:Continuous evaluation + final exam, and the subject average is measured by the weighting of the lessons(60%) and business oriented (40%)

the reviewer:

- إبراهيم بختي. (2015). الدليل المنهجي لاعداد البحوث العلمية (المذكورة، الأطروحة، التقرير، المقال) وفق طريقة IMRAD، كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير، جامعة جامعة قاصدي مرباح ورقلة
- أحمد بدر. (1998). أصول البحث العلمي ومناهجه. وكالة المطبوعات. الطبعة الرابعة، الكويت
- حسن ملحم. (1993). التفكير العلمي والمنهجية. مطبعة دحلب، الجزائر
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- محسن أحمد الخضيرى. (1996). الأسس العلمية لكتابة رسائل الماجستير والدكتوراه. مكتبة الأنجلو المصرية، مصر.
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Sage Publications.
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- Gavard-Perret, M.-L., Gotteland, D., Haon, C., Aubert, B., & Jolibert, A. (2012). Methodology for research in sciences: Read your memory or this: Pearson.
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- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.
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Master's title: Strategic Management
the second Semestre.

Unit name: Exploratory learning unit

Course name: Strategic Marketing

Balance: 02

Coefficient: 02

Education style: Attendance

Education objectives:

- Identify the nature and role of strategic marketing planning in business organizations and the relationship between it and strategic planning at the organization level.
- The ability to identify and analyze the internal and external forces and factors affecting the strategic planning process for marketing activities.
- The ability to identify and analyze the elements and components of strategic and tactical marketing plans, how to prepare them, and methods for evaluating them.

Prior knowledge required:

Marketing, strategic management

Article content:

- The concept of strategic marketing and its dimensions.
- The field of strategic marketing.

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- Factors affecting strategic marketing decision-making.
- The difference between strategic marketing and marketing management.
- The difference between strategic marketing and operational marketing.
- Determine the objectives of the marketing strategy.
- Marketing strategy design.
- Types of marketing strategies.
- The organization's competitive strategies (pioneer strategy, challenge strategy, follower strategy)....(

Student personal work:

The student's personal work consists of reviewing lectures, preparing homework assignments, and reviewing various references.

Evaluation method: Continuous assessment + final exam, and the course average is measured by the weighting of lessons (60%) and directed work (40%)

the reviewer:

- سليمان، أحمد علي، (2010). التسويق الإستراتيجي، الأصول العلمية والتطبيقات العملية. الرياض: مكتبة الشقري للنشر والتوزيع.
- محمد إبراهيم عبيدات، (2009) إستراتيجيات التسويق: دار وائل للنشر والتوزيع. عمّان
- Chernev, A. (2018). Strategic marketing management. Cerebellum Press.
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- Kotler, P., Keller, K., Manceau, D., & Hemonnet-Goujot, A. (2019). Marketing Management (16th edition) (No. hal-02176421).
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Master's title: Strategic Management

Semestre: the second

Unit name: Horizontal learning unit

Course name: Specialized foreign language 02

Balance: 01

Coefficient: 01

Master: Strategic Management 2023/2024

Education style: in-person + onling

Education objectives:

- Understand and analyze any document dealing with the fields of study.
- Develop critical thinking skills related to analysis and decision making.
- Develop written skills in business contexts.
- Acquire a high level of knowledge of business concepts by using correct vocal and phrases for their specific tasks.
- Develop greater verbal fluency for face-to-face business situations..

Prior knowledge required:

Students must have successfully completed the lessons of S1, S2, S3, S4 and S5. They should have developed a strong understanding of the basic concepts related to their fields of expertise, namely, Economics, Trade, Accounting, Management, and Finance as well as improved their verbal communication skills.

Article content:

- Business models
- E-business Management
- Strategic decisions
- Strategic marketing
- Risk and crisis management Management
- Quantitative methods in Management
- The Japanese, German and American Model of management
- Job interviews

Evaluation method:Continuous evaluation (100%)

the reviewer:

- D. Baker and R. Clark (2011). Oxford English for Careers: Finance. Oxford University Press.
- D. Cotton, D. Falvey, and S. Kent (2011). Market Leader: Upper Intermediate. Pearson Longman, Third Edition.
- Ian Mackenzie (2010). English for Business Studies: A Course for Business Studies and Economic Studies. Cambridge University Press, 3rd Edition.
- Karen Collins (2012). An Introduction to Business. <http://2012books.lardbucket.org/>
- Sara Helm (2010). Market Leader: Accounting and Finance. Pearson Longman.
- Simon Sweeney (2019). English for Business Communication. Cambridge University Press, Second Edition.
- Simon Sweeny (2002). Professional English: Management. Pearson Longman.

