



Cambridge
International

Professional Research Thesis

Titled

*THE ROLE OF BUSINESS MANAGEMENT AND STRATEGIC
PLANNING IN ACHIEVING COMPETITIVE ADVANTAGE
FOR COMPANIES*

Researcher

Ebrahim Saeed Ali

Supervisor signature

2025



Thanks and appreciation

You who give words a soul and pages a heartbeat,

I dedicate to you this humble work,

For everything in it is written to you and for you.

Introduction.

In the modern era, companies face a dynamic and rapidly changing business environment characterized by intense competition, increasing customer expectations, and successive technological developments. In light of these challenges, it has become essential for companies to continuously strive toward achieving a competitive advantage that enables them to survive and grow in local and global markets. Here emerges the importance of business management as the fundamental tool through which resources are planned, organized, and directed to achieve the organization's objectives efficiently and effectively.

Business management and strategic planning play a pivotal role in building strategies capable of facing competition through performance improvement, innovation in product and service delivery, human resource development, and adopting flexible management methods that respond to market changes. Competitive advantage is a decisive factor in determining a company's position in the market, as it is based on its unique capabilities that are difficult for competitors to replicate, such as product quality, customer service, low cost, or innovation.

The research will address three main variables.

- **Business Management**, which represents all management processes including planning, organizing, directing, and controlling, and its role in supporting institutional performance.
- **Competitive Advantage**, which includes the ability to achieve excellence in the market by providing added value to the customer that competitors cannot easily reach.
- **Strategic Planning**, which consists of how to set objectives, policies, control, and performance improvement to achieve the planned implementation goals.
- This research aims to explore the relationship between business management efficiency, strategic planning, and the degree of achieving competitive advantage, and to analyze how effective management practices and distinguished strategic planning can influence the enhancement of the company's position in a competitive work environment.

The study Problem.

In light of the continuous changes witnessed in the business environment, companies are no longer able to rely solely on their traditional resources or previous market capabilities to ensure continuity and achieve success. Rather, they are required to adopt management strategies that enable them to build genuine sustainable competitive advantages. It has been observed that many companies, especially in emerging markets, suffer from a decline in their competitive ability due to weaknesses in business management practices, whether in terms of strategic planning, human resource management, technology use, or even in their organizational structure and decision-making mechanisms.

This reality has prompted thinking about the importance of highlighting the relationship between business management efficiency and achieving competitive advantage, and identifying deficiencies or administrative gaps that may hinder companies from excelling in their market. With increasing competition and rising customer expectations, there has become an urgent need to understand how successful management can transform from merely an organizational tool to a strategic lever that contributes to achieving market superiority.

Hence, this study came to examine and analyze the role of business management in enhancing the competitive advantage of companies,

proceeding from the conviction that a deep understanding of this role provides a reference framework that helps institutions improve their performance and achieve their objectives more efficiently.

The importance of studying:

This research aims to highlight the role of business management in achieving competitive advantage for companies by analyzing administrative strategies and practices that contribute to enhancing companies' ability to excel in a business environment characterized by continuous change and intense competition. The importance of this research stems from the need to understand the direct relationship between management effectiveness and the organization's ability to distinguish itself in the market, whether through innovation, quality improvement, or cost reduction. Therefore, the research seeks to address the problem of some companies' weak exploitation of business management capabilities as a strategic means to achieve excellence, by providing an analytical framework that explains how management can be a key driver of competitive advantage, thus contributing to enhancing and sustaining institutional performance.

Objectives of the study:

This research seeks to achieve the following objectives:

- 1. Define the basic concepts of business management and competitive advantage.*
- 2. Analyze strategic theories that explain sources of competitive advantage.*
- 3. Explore the pivotal role of each business management function in achieving competitive advantage.*
- 4. Identify challenges and opportunities facing companies in their pursuit of competitive advantage.*
- 5. Provide practical recommendations for companies to enhance their competitive position through business management.*

Study hypotheses and questions.

First: Research Questions

This research proceeds from the following main question:

What role does business management play in enhancing and achieving competitive advantage for companies?

Several sub-questions branch from this main question, including:

- 1. What are the most prominent business management functions that affect improving the company's competitive performance?*
- 2. What is meant by competitive advantage? What are its types and sources?*
- 3. How do strategic management and planning contribute to building sustainable competitive advantage?*
- 4. What is the relationship between human resource management and the organization's competitive capability?*
- 5. To what extent do organizational culture and leadership styles impact achieving competitive advantage?*

Second: Hypotheses

Based on the above questions, the research assumes the following hypotheses:

6. *The degree of impact of business management tools on competitiveness varies according to the nature of the sector and the size of the organization.*
7. *Well-studied strategic management contributes to enhancing the company's position in the market compared to competitors.*
8. *Efficient human resource management positively affects innovation and competitive performance.*
9. *There is a clear role for organizational culture and administrative leadership in supporting excellence and sustainability.*
10. *Weak practical application of modern administrative concepts is considered one of the obstacles to building competitive advantage in some companies.*

Study Approach.

The descriptive analytical approach was used to understand the role of business management in achieving competitive advantage for companies.

The limits of the study:

Spatial Boundaries: Private sector companies.

Temporal Boundaries: 2021-2025.

Study plan.

The study plan will be organized as follows into several chapters, sections, requirements, and a conclusion.

Chapter One. Theoretical Framework and Scientific Concepts

First Section: The Origin of Management Science and Business

Management, and Whether Management is a Science, Art, or Profession

First: The origin of management science and business management.

Second: Management as a science, art, or profession.

Second Section: Definition of Management, Its Divisions, and

Importance

First: Definition of management and its divisions.

Second: The relationship of public administration with business management and the relationship of management with other sciences.

Third: The importance of management.

Third Section: Management Functions

First: Planning.

Second: Organizing.

Third: Directing.

Fourth: Controlling.

Chapter Two: The Concept of Competitive Advantage

First Section: The Emergence of the Concept of Competitive Advantage and Its Definition

First: The emergence of the concept of competitive advantage.

Second: Definition of competitive advantage.

Second Section: Types and Sources of Competitive Advantage

First: Types of competitive advantage.

Second: Sources of competitive advantage.

Third Section: Requirements and Importance of Competitive Advantage

First: Requirements of competitive advantage.

Second: Importance of competitive advantage.

Chapter Three: The Concept of Strategic Planning

First Section: The Emergence of Strategic Planning and Its Definition

First: The emergence of the concept of strategic planning.

Second: Definition of strategic planning.

Second Section: Elements and Stages of Strategic Planning

First: Elements of strategic planning.

Second: Stages of strategic planning.

Third Section: Benefits and Importance of Strategic Planning

First: Benefits of strategic planning.

Second: Importance of strategic planning.

Conclusion.

It is evident from the foregoing that business management and strategic planning represent two fundamental pillars in achieving sustainable competitive advantage within organizations. Business management works on effective planning, coordinating efforts, organizing the human and material resources available to the company, forming an effective work team that performs its job duties with utmost dedication and diligence, addressing problems that may occur during its formation, benefiting from the experiences gained after project completion, and monitoring all activities within the organization and the work team's performance to determine whether objectives are being achieved efficiently and effectively or not, in order to implement required corrective actions and address problems properly. Meanwhile, strategic planning provides the clear vision and path that guides the organization toward excellence in an environment characterized by competition and continuous change.

Through the integration of effective management and sound strategic planning, institutions are able to identify their strengths to increase and optimally exploit them, recognize their weaknesses to work on addressing them properly or minimizing them, invest in available market opportunities while facing challenges and risks with well-studied

scientific methods. This is achieved through studying the organization's internal and external environment, understanding the political, economic, and social conditions and laws regulating investment within the country or region where investment is intended, studying the market and the extent of suppliers' and consumers' influence on the company, alternative products or services offered by competitors, analyzing competitors and identifying their weaknesses and strengths, understanding their objectives and plans to obtain a large market share and expand in the market, meeting consumer needs and attracting them to purchase the products or services offered by the company. This increases profits and reputation in the markets through the quality of products or services, thereby enhancing the company's ability to achieve a strong and sustainable competitive advantage that ensures continued success and growth in both the short and long term.

Results.

The study concluded that business management and strategic planning constitute the cornerstone for achieving sustainable competitive advantage within organizations. When resources are managed efficiently and the future is clearly outlined, the institution becomes capable of distinction, innovation, and facing competitors with flexibility and professionalism. Consequently, combining effective management with a clear strategic vision is the optimal path toward success and excellence in the contemporary business world.

Recommendations:

- Adopt business management and strategic planning in companies.
- Invest in leadership training.
- Adopt performance analysis and future planning techniques.

The reviewer:

1. الخشروم، محمد مصطفى، مرسى، نبيل محمد، إدارة الأعمال المبادئ والمهارات والوظائف، الرياض، مكتبة الشقري، 1998.
2. الخير، طارق وآخرون، مبادئ الإدارة (1)، دمشق، منشورات جامعة دمشق، 2004.
3. الشماع، خليل محمد حسن، الإدارة مع التركيز على إدارة الأعمال، عمان، دار المسيرة، 2004.
4. العامري، صالح مهدي والغالبي، طاهر محسن، الإدارة والأعمال، عمان، دار وائل للنشر، 2008.
5. العتيبي، صبحي، تطور الفكر والأنشطة، عمان دار الحامد للنشر والتوزيع، 2002.
6. العريقي، منصور محمد إسماعيل، إدارة الموارد البشرية، صنعاء، مركز الأمين، 2005.
7. العلى، عبد الستار، إدارة الإنتاج والعمليات، عمان، دار وائل للنشر، 2006.
8. الفهداوي، محمد خليفة، الإدارة في الإسلام، عمان، دار المسيرة، 2001.
9. القريوتي، محمد قاسم، مبادئ الإدارة والنظريات والوظائف، عمان، دار وائل للنشر، 2001.
10. الهيتي، خالد، إدارة الموارد البشرية: مدخل استراتيجي، عمان، دار وائل للنشر، 2003.
11. اليوسفي، احمد وعقيلي، عمر وصفى، مبادئ الإدارة، حلب، منشورات جامعة حلب، 2008.
12. أنيس، محمد عبد الكريم، إدارة الأعمال منهج للعمل، طرابلس، دار الأمل، 2003.
13. برونوطي، سعاد نائف، الإدارة أساسيات دارة الأعمال، عمان، دار وائل، 2005.
14. جادالرب، سيد محمد، إدارة الموارد الفكرية والمعرفية في منظمات الأعمال، العصرية، القاهرة، مطبعة العشري، 2006.
15. حافظ إجلال، آخرون، أصول التنظيم والإدارة، القاهرة، مكتبة جامعة عين شمس، 2002.

16. حديد موفق، الإدارة: المبادئ والنظريات والوظائف، عمان، دار الحامد للنشر والتوزيع، 2001.

17. حريم، حسن، مبادئ الإدارة الحديثة (النظريات، العمليات الإدارية، وظائف المنظمة)، عمان، دار الحامد للنشر والتوزيع، 2006.

18. حسن، أمين عبد العزيز، إدارة العمال وتحديات القرن الحادي والعشرين، القاهرة، در قباء للطباعة والنشر والتوزيع، 2001.

19. دره، عمر محمد، العدالة التنظيمية وعلاقتها ببعض الاتجاهات الإدارية المعاصرة، حلب، دار الرضوان للطباعة والنشر والتوزيع، 2008.

20. عباس، أنس عبد الباسط، إدارة الاعمال (أساسيات ومبادئ)، صنعاء، دار الكتب، 2005.

21. عقيلي، عمر وصفي ونعساني، عبد المحسن، نظريات الإدارة (مدخل لنظرية المنظمة)، حلب، منشورات جامعة حلب، 2004.

22. عقيلي، عمر وصفي، فلسفة الإدارة، حلب، منشورات جامعة حلب، 1998.

23. الحمادي علي، (1999) "555 طريقة ووصية لتصبح مدرباً ناجحاً وخطيباً مؤثراً وملتكماً بارعاً، دار ابن حزم، بيروت، لبنان.

24. الخطيب، رداح، أحمد (2006) "التدريب الفعال" الطبعة الأولى، دار عالم الكتب الحديث للنشر، عمان.

25. الكريم، حميد، أكرم، (2017) ، أثر تدريب الموارد البشرية في تحقيق الميزة التنافسية، مجلة كلية بغداد للعلوم الاقتصادية الجامعية، العدد الثالث و الخمسون.
26. المطيري، عبدالله، 2020، " أثر البرامج التدريبية للموارد البشرية في تحقيق الميزة التنافسية في القطاع الصحي، المجلة العربية للنشر العلمي، العدد الخامس عشر .
27. بوياصلي، مكيو، صراح، لمياء، 2019، أثر تدريب الموارد البشرية في تحقيق الميزة التنافسية في المؤسسة الخدمية السياحية، مذكرة مقدمة استكمالاً لمتطلبات نيل شهادة الماستر في العلوم التجارية، جامعة محمد الصديق بن يحيى - جيجل كلية العلوم الاقتصادية والتجارية وعلوم التسيير قسم العلوم التجارية.
28. د. هدى بنت محمود أبو السمح، 2021، الميزة التنافسية ومتطلبات المرحلة القادمة، صحيفة المال، 2021.
29. رحيل، جواد، 2015، دور التدريب في تحقيق الميزة التنافسية للمؤسسات الصغيرة والمتوسطة، مذكرة مقدمة لاستكمال متطلبات شهادة ماستر أكاديمي، جامعة قاصدي مرباح - ورقلة - كلية العلوم الاقتصادية والتجارية وعلوم التسيير.
30. صلاح، عبد الخالق، (2018)، تخطيط الموارد البشرية في الإدارة المحمية دراسة حالة مديرية الإدارة المحمية لولاية غارداية، الجزائر.
31. عبد القادر، بوبعة، (2017)، دور الابتكار في دعم الميزة التنافسية للمؤسسة الاقتصادية، الجزائر.

32. لينا مسلم، منور العرندي، ميساء مسعود، هالة محمد، جامعة النجاح الوطنية، " دور التدريب للموارد البشرية في تحقيق الميزة التنافسية (في قطاع البنوك في مدينة نابلس) "، 2011.
33. موسى، أسامة، 2007، واقع عملية التدريب من وجهة نظر المتدربين دراسة حالة بنك فلسطين، رسالة ماجستير، الجامعة الإسلامية، غزة.
34. نسيم، هدى، طير، عطيط، 2016، دور التدريب في تحقيق الميزة التنافسية في المؤسسة الصناعية الجزائرية، جامعة محمد الصديق بن يحيى - جيجل كلية العلوم الإنسانية والاجتماعية، مذكرة مكملة لنيل شهادة الماستر في علم الاجتماع.
35. يعقوب جودة موسى، 2021، مجلة البحوث المالية والتجارية، تنمية الكفاءات المحورية كمدخل لتدعيم الميزة التنافسية.
36. البكري، ثامر، (2020)، "إدارة التسويق"، الطبعة الثانية، المكتبة الوطنية للنشر والتوزيع، عمان، الأردن.
37. النسور، اياد عبد الفتاح، (2012)، "استراتيجيات التسويق، مدخل نظري وكمي، الطبعة الأولى، دار الصفاء للنشر والتوزيع، عمان، الأردن.
38. الجوارين، عدنان فرحان، (2013)، "القدرة التنافسية للدول العربية" مع إشارة خاصة الى العراق دراسة تحليلية ومقارنة، الطبعة الأولى، مركز الامارات للدراسات والبحوث.
39. الكبيسي، صلاح الدين عواد كريم، (2014)، "إدارة معرفة"، دار السيبسان لكتب القانون والإدارة والاقتصاد، بغداد، العراق.

40. الصميدعي، محمود جاسم ويوسف، ردينة عثمان، (2011)، "التسويق الاستراتيجي"، دار المسير للنشر والتوزيع والطباعة، عمان، الأردن.
41. السويسي، عزالدين، على والخفاجي، نعمة عباس خضير، (2015)، "الميزة التنافسية وفق منظور استراتيجيات التغيير التنظيمي" دار الأيام، عمان - الأردن.
42. النجار، صباح مجيد وجواد، مها كامل، (2012)، "إدارة الجودة"، البعة الثانية دار الدكتور للعلوم الإدارية والاقتصادية، بغداد، العراق.
43. طالب، علاء فرحان والشمري، محمد جبار والجنابي، حسين، (2009)، "نظام الاستخبارات التنظيمية"، الطبعة الأولى، دار الصفاء للنشر والتوزيع، عمان، الأردن.
44. طالب، علاء فرحان والبناء، زينب مكي، (2012)، "استراتيجية المحيط الأزرق والميزة التنافسية المستدامة" الطبعة الأولى، دار الحامد للنشر والتوزيع، عمان، الأردن.
45. عباس، حسين وليد حسين، 2015، "استراتيجية الموارد البشرية المدخل حديث لاستدامة الميزة التنافسية" الطبعة الأولى، دار الحامد للنشر والتوزيع، عمان، الأردن.
46. عبد الحميد، عبد المطلب، (2015)، "التسويق المصرفي"، مدخل اقتصادي، الطبعة الأولى، الدار الجامعية للنشر والتوزيع، مصر، الإسكندرية.

Foreign references:

- 1- Certo, Samuel, *Modern Management*, New Jersey, Prentice-Hall, 2003
- 2- Daft, Richard, *The New Era Of Management*, Ohio, Thomson, 2006.
- 3- Griffin, Ricky, *Management*, Boston, Houghton Mifflin CO, 2006.
- 4- Heizer, Jay & Barry Bender, *Operations Management*, New Jersey, Prentice-Hall, 2004.
- 5- Nickels, William, et al, *Understanding Business*, Boston, Irwin, 2002.
- 6- Shermerhorn, John, *Management*, New York, Wiley & Sons, 2005.
- 7- Wendell, French, *Human Resources Management*, Boston, HoughtonCo, 2003
- 8- William, Pride, et al, *Business*, Boston, Houghton Mifflin CO, 2006
- 9- Davis, M. Aquilano, J, & Chase, B, (2003), "Fundamentals of operations Management", 4th ed, McGraw Hill Higher Education B, and Stanton, w, (2007), "Marketing", 14th.
- 10- J Malarvizhi, K Nivetha, 2020, "Marketing strategies for business" *Enhancements*, Vo 1-68- Issue-1- January, 2020, ISSN; 04749030.
- 11- Kotler, Philip, Armstrong Gary, 2018, "Principles of Marketing", the British Library.

12-Sangeetha, R,2020,"A Study on Marketing Strategies of Garment Industry With Special Reference to Tripura", *Research and Review*, Vol.7;Issue:2;February,E-ISSN:2349-9788;P-ISSN:2454-2237.

13-Chayanan Kerdpitak, K. Jermsittiparsert, (2020), *The Impact of Human Resource Management Practices on Competitive Advantage: Mediating Role of Employee Engagement in Thailand*.

14-Maria Yolanda Salinero Martin, (2014), *The Effects of Training on The COMPETITIVE Economic Advantage of Companies in Spain*.

15-Raja Abdul Ghafoor Khan, Furqan Ahmad Khan, Mohd. Fahad Khan, (2011), *Impact of Training and Development on Organizational Performance*.

16-S. Divya & S. Gomathi, (2015)," *Effective Work Place Training: A Jump Starter to Organizational Competitive Advantage through Employee Development*.

17- Sung, S. y., & Choi, J. N. (2018), *Effects of training and development on employee outcomes and firm innovative performance: Moderating roles of voluntary participation and evaluation*, *Human Resource Management*, 57,1339-1353.

18-Taimoor Hassan & T. AZHAR. (2014)," *Impact of Leadership Training on Competitive Advantage: A study on Telecommunication Industry of Pakistan*".

