



COURSE SYLLABUS «Strategic Management»

Degree of higher education - Bachelor
Specialization 073 Management
Educational-professional program "Management"
Academic year 4, semester 8
Form of study Full-time
Number of ECTS credits - 4
The language of teaching - English

Lecturer of the course

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Course page on eLearn

[https://elearn.nubip.edu.ua/course/view.php?id= 4699](https://elearn.nubip.edu.ua/course/view.php?id=4699)

COURSE DESCRIPTION

The aim of the course “Strategic management” is to form in future specialists of the management of modern managerial thinking, a system of theoretical knowledge and practical skills in the field of strategic management, mastering the ability to take adequate requirements for external environment strategic decisions, use the tools of strategic management in the process of managing the activities and development of enterprises in the market.

The study of the course “Strategic management” will give students the opportunity to gain theoretical knowledge about the essence of the basic concepts of strategic management, learn to use approaches to the analysis of the enterprise environment, methods of evaluation and forecasting future state; learn to formulate a mission, goal, build a "goal tree", make and implement strategic decisions; use models and methods of strategy development in the form of a "strategic set" taking into account the chosen policy of doing business and the potential of the enterprise; understand the process of strategic planning to ensure its continuity; master the skills of linking management strategy and tactics.

Competencies of the educational programme:

Integrative competency (IC): ability to solve complex specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

General competencies (GC):

- GC 4. Ability to apply knowledge in practical situations
- GC 5 Knowledge and understanding of the subject area and understanding of professional activity.
- GC 9. Ability to learn and master modern knowledge.
- GC 10. Ability to conduct research at the appropriate level.
- GC 11. Ability to adapt and act in a new situation.
- GC 12. The ability to generate new ideas (creativity).
- GC 13. Appreciation and respect for diversity and multiculturalism.

Professional (special) competencies (PC):

- PC 1. The ability to define and describe the characteristics of the organization.
- PC 2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.
- PC 3. The ability to determine the prospects for the organization's development.
- PC 4. The ability to determine the functional areas of the organization and the connections between them.
- PC 5. The ability to manage the organization and its divisions through the implementation of management functions,
- PC 6. The ability to act socially responsibly and consciously.

PC 7. Ability to choose and use modern management tools.

PC 10. The ability to evaluate the performed work, ensure their quality and motivate the personnel of the organization.

PC 11. Ability to create and organize effective communications in the management process.

PC 12. Ability to analyze and structure organizational problems, form reasonable solutions.

PC 16. Ability to identify and analyze new market opportunities, including the international business environment, formulate new ideas, develop projects and organize business process management.

Program learning outcomes (PLO) of the educational programme:

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 4. Demonstrate skills in identifying problems and justifying management decisions.

PLO 18. Demonstrate the ability to identify prospects for enterprise development, develop projects, organize business process management based on the analysis of market opportunities and the international business environment.

COURSE STRUCTURE

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Evaluation
Module 1. Organization management system				
Topic 1. Conceptual foundations of strategic management theory	2/2	To know the basic concepts and essence of strategic management; strategic management process	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
Topic 2. Levels of Strategic Decisions and Typology of Enterprise Strategies	2/2	To be able to determine the prerequisites for making strategic decisions in the management of the enterprise process. To know the levels of strategic decisions. To be able to distinguish the characteristic features of the company's strategy. To know a typology of strategies by levels of strategic decisions.	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
Topic 3. Stages of Strategic Management and Features of Enterprise Strategy Formation	2/2	To know the main stages of strategic management: strategic planning, strategic analysis; strategic choice; strategy	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10

		<p>implementation.</p> <p>Understand the essence and importance of the company's mission, and know the rules of its formulation.</p> <p>To be able to establish the relationship between the mission and the market. To be able to determine strategic goals, and target orientations of subjects of activity, control, and interests; apply mechanisms for achieving goals. To be able to identify the general trends of the strategic development of organizations based on marketing research</p>		
<p>Topic 4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System</p>	4/4	<p>To know the essence and objects of strategic analysis; methods and models for carrying out strategic diagnostics of the enterprise environment. To be able to assess the influence and dynamics of the state of the external environment at the meso- and macro-levels</p> <p>the efficiency of functioning of organizations; analyze the results of various areas of the organization's activities. To be able to diagnose the business environment, types</p>	<p>Discussion issues. Problem solving and cases. Submission of practical work in e-learn.</p>	15

		of strategies, management profile, organizational climate, management mechanisms, etc.		
Topic 5. Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise	4/4	To understand the essence of the concept of "enterprise portfolio" and the purpose of its development. To know the concepts and characteristics of the strategic position of the enterprise and the strategic area of management. To be able to carry out strategic market segmentation, determine real and potential market capacities. To know the purpose and main stages of portfolio analysis. To be able to use methods of portfolio analysis	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	15
Topic 6. Types of Strategic Management. Mechanisms of the Strategy Implementation	4/4	To understand the peculiarities of management systems in conditions of a stable, dynamic external environment and conditions of a crisis; concepts of "strong" and "weak" signals of the external environment. To be able to adapt, show creativity, and generate ideas in a new situation. To know the stages of strategy implementation. To have strategy	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10

		implementation skills.		
Module test			Test	30
Module 2. Management process in the organization				
Topic 7. The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	4/4	To understand the peculiarities of the concepts "strategy", "tactics", and "policy". To know the essence of the strategic recruitment of the enterprise and the requirements for its formation, the strategic gap, and ways to fill it. To be able to identify the relationship between strategies and organizational goals, innovations, organizational and product life cycles, the state of economic development of business structures, strategic organizational culture	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
Topic 8. Corporate Strategies	2/2	To know the factors that influence the definition of the overall strategy enterprise development; the sequence of formation of enterprise strategies according to A. Thompson. To have the skills of forming general competitive strategies according to M. Porter. To know the main features and risks of implementing these strategies	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	15
Topic 9. Business (Product) Strategies	2/2	To know the essence of product strategies, criteria	Discussion issues. Problem solving and cases.	15

		<p>for their selection, market and production characteristics. To be able to distinguish between types of product strategies. To understand the essence of strategic segmentation. To be able to establish the optimal ratio between short-term effect and long-term profitability</p>	Submission of practical work in e-learn.	
Topic 10. The System of Support Strategies	2/2	<p>To know the essence of resource strategies. Understand the schematic diagram of the structure and interrelationship of the company's resources. To be able to evaluate the resource provision of the enterprise, determine the need for resources for the implementation of the formed strategic recruitment</p>	<p>Discussion issues. Problem solving and cases. Submission of practical work in e-learn.</p>	10
Topic 11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	4/4	<p>To understand the concept of "strategic potential of the enterprise", and know the elements and factors influencing its formation and development. Be able to use individual methods and determine indicators to assess the strategic potential of the enterprise, as well as find and evaluate new market opportunities and formulate business ideas, develop</p>	<p>Discussion issues. Problem solving and cases. Submission of practical work in e-learn.</p>	10

		business planning and development organizations To know the essence and main characteristics of competitive advantages of the enterprise.		
Topic 12. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	4/4	To understand the essence and tasks of strategic control. To know the components of the strategic control system, control stages implementation of the company's strategy. To be able to apply tools of strategic control over the activities of the organization, structural divisions, and personnel.	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
Module test			Test	30
Total for the semester				70
Exam				30
Total for the course				100

ASSESSMENT POLICY

<i>Policy regarding deadlines and resits:</i>	Practical works that are submitted in violation of deadlines without good reason are evaluated at a lower grade. Rearrangement of modules takes place with the permission of the lecturer if there are good reasons (for example, hospital).
<i>Academic honesty policy:</i>	Cheating during tests and examinations are forbidden (including using mobile phones and tablets). All written works are checked for plagiarism and are allowed to be defended with correct text borrowings not more than 20%.
<i>Attendance policy:</i>	Class attendance is mandatory. In case of objective reasons (such as illness or international internships), individual learning may be allowed (in online format by the approval of the dean of the faculty).

SCALE OF ASSESSMENT OF STUDENT KNOWLEDGE

Student rating, points	National grade based on exam results
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

RECOMMENDED SOURCES OF INFORMATION

1. Balanovska T. I., Kharchenko H. A., Artiukh T. O. Management: Textbook. Kyiv: NULES, 2021. 245 p.
2. Karam Pal Management Concepts and Organizational Behaviour. 2018. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
3. Fred R. David, Forest R. David, Meredith E. David Strategic Management Concepts. Pearson Education. 2020. 375 p.
4. Балановська Т.І., Гогоуля О.П., Кубіцький С.О., Михайліченко М.В., Троян А.В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.
5. Галушка З. І., Лусте О. О. Стратегії розвитку бізнесу: теорія і практика. Навчальний посібник. Чернівці. ЧНУ, 2020. 340 с.
6. Гогоуля О. П., Харченко Г. А., Методичні вказівки до написання й оформлення курсових робіт з дисципліни «Стратегічне управління» для фахівців ОС «Бакалавр» за спеціальністю 073 «Менеджмент». Київ: ЦП «Компринт». 2020. 41 с.
7. Гогоуля О. П., Харченко Г. А. Менеджмент діяльності підприємств на ринку товарів і послуг: навчальний посібник для підготовки фахівців спеціальності 073 «Менеджмент». Київ: «ЦП «Компринт», 2018. 410 с.
8. Дикань В. Л., Зубенко В. О., Маковоз О. В., Токмакова І. В., Шраменко О. В. Стратегічне управління: навч. посібник. Київ: «Центр учбової літератури», 2019. 272 с.
9. Ігнатєва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2019. 480 с.
10. Попова В. Д., Маценко Л. Ф. Стратегічний аналіз: навчальний посібник. Чернівці: ЧНУ, 2018. 157 с.
11. Сумець О. М. Стратегічний менеджмент: підручник. Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. Харків: ХНУВС, 2021. 208 с.