

**NATIONAL UNIVERSITY OF LIFE AND  
ENVIRONMENTAL SCIENCES OF UKRAINE**  
Department of Management named after Professor J. S. Zavadskyi

**“APPROVED”**  
Faculty of Agrarian Management  
“18” June 2026

**CURRICULUM OF ACADEMIC DISCIPLINE  
“STRATEGIC MANAGEMENT”**

Area of knowledge 07 Management and Administration

Specialty 073 Management

Academic programme “Management”

Faculty of Agrarian Management

Developed by: Senior Lecturer of the Department of Management named after  
Professor J. S. Zavadskyi Viktoriia Holik

## Description of the discipline “Strategic Management”

“Strategic Management” is a compulsory academic discipline designed to equip future management professionals with modern strategic management thinking, to enable them to make well-founded strategic management decisions that take into account the challenges and changes in the external environment, and to utilise strategic management tools in the process of managing the operations and development of enterprises in the market. The objectives of the academic discipline are to provide higher education students with theoretical and practical training on the nature of the key concepts and categories of strategic management, and the evolution of approaches to the formulation and implementation of strategies in the process of strategic enterprise management; to familiarise students with integrated approaches to the activities of organisational units in the context of contemporary challenges, competition and uncertainty; to develop skills in using effective methods for the functioning of the management system based on the “from the future to the present” principle; to explain the content of strategic management processes and techniques; to study the nature and classification of enterprise strategies; to understand the process of strategic planning and the formulation of strategic objectives; to generate strategic alternatives and define the enterprise’s strategic position; to explore the specific features of managing strategic change within an enterprise; examining the practical aspects of analysing the internal and external environment, organising strategic management, evaluating the effectiveness of selected strategies, monitoring their implementation, and motivating staff to achieve the enterprise’s strategic objectives.

<b>Area of knowledge, academic degree, specialty, educational programme</b>		
Area of knowledge	07 “Management and Administration”	
Academic degree	bachelor’s	
Specialty	073 “Management”	
Educational programme	Management	
<b>Characteristics of the discipline</b>		
Type	compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	exam	
<b>Indicators of the discipline for full-time and part-time forms of university study</b>		
	<b>University study</b>	
	<b>full-time</b>	<b>part-time</b>
Year of study	4	4
Term	8	7, 8
Lectures	<i>36 hours</i>	<i>6 hours</i>
Practical classes and seminars	<i>36 hours</i>	<i>12 hours</i>
Laboratory classes	-	-
Self-study	<i>48 hours</i>	<i>102 hours</i>
Number of hours per week for full-time students	<i>6 hours</i>	-

## **1. Aim, competences and expected learning outcomes of the discipline**

**Aim** is to develop in future management specialists modern managerial thinking, a system of theoretical knowledge and practical skills in the field of strategic management, mastering the ability to make strategic management decisions that are adequate to the requirements of the external environment, to use strategic management tools in the process of managing the activities and development of enterprises in the market.

Prerequisites of the discipline **“Strategic Management”**:

1. “Management”.
2. “Operational Management”.
3. “Management of Innovation and Investment Activities”.
4. “Human Resources Management”.

### **Acquisition of competences:**

*Integral competence (IC):* ability to solve complex, specialised problems and practical issues characterised by complexity and uncertainty of conditions, in the field of management or in the process of learning, which involves the application of theories and methods from the social and behavioural sciences.

#### *General competences (GC):*

GC 4. Ability to apply knowledge in practical situations.

GC 5. Knowing and understanding of the subject area and an understanding of professional practice.

GC 9. Ability to learn and acquire up-to-date knowledge.

GC 10. Ability to conduct research at the appropriate level.

GC 11. Ability to adapt and act in new situations.

GC 12. Ability to generate new ideas (creativity).

GC 13. Appreciation of and respect for diversity and multiculturalism.

#### *Special (professional) competences (SC):*

SC 1. Ability to identify and describe the characteristics of an organisation.

SC 2. Ability to analyse the organisation’s performance, and to compare it with factors influencing the external and internal environment.

SC 3. Ability to identify the organisation’s development prospects.

SC 4. Ability to identify the functional areas of an organisation and the links between them.

SC 5. Ability to manage an organisation and its departments through the implementation of management functions.

SC 6. Ability to act in a socially responsible and conscientious manner.

SC 7. Ability to select and utilise modern management tools.

SC 10. Ability to assess work being carried out, ensure its quality and motivate the organisation’s staff.

SC 11. Ability to establish and organise effective communication in the management process.

SC 12. The ability to analyse and structure the organisation's problems and formulate well-founded decisions.

SC 16. Ability to identify and analyse new market opportunities, including within the international business environment, formulate new ideas, develop projects and organise the management of business processes.

**Expected Learning Outcomes (ELO):**

ELO 3. Demonstrate knowledge of management theories, methods and functions, and contemporary leadership concepts.

ELO 4. Demonstrate the ability to identify problems and justify management decisions.

ELO 18. Demonstrate the ability to identify opportunities for the organisation's development, develop projects and organise the management of business processes based on an analysis of market opportunities and the international business environment.

**2. Programme and structure of the discipline**

Modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			total	including		
			l	p	s.st.		l	p	s.st.
<b>Module 1. Theoretical foundations of strategic management. Environmental analysis and methods of strategy implementation</b>									
Topic 1. Conceptual foundations of strategic management theory	1		2	2	24		1		51
Topic 2. Levels of strategic decisions and typology of enterprise strategies	1-2		2	2				2	
Topic 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system	2-3		4	4			1		
Topic 4. Stages of strategic management and features of enterprise strategy formation	3-4		2	2				2	
Topic 5. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise	4-5		4	4			1	2	
Topic 6. Types of strategic management. Mechanisms for implementing the strategy	5-6		4	4					
<b>Total for module 1</b>		<b>60</b>	<b>18</b>	<b>18</b>	<b>24</b>	<b>60</b>	<b>3</b>	<b>6</b>	<b>51</b>
<b>Module 2. System of enterprise strategies. Monitoring the implementation of strategies</b>									
Topic 7. System of enterprise strategies: generation of strategies and conditions for their implementation	7-8		4	4	24		1	1	51

Topic 8. Corporate (general and general competitive) strategies	8		2	2			1	1	
Topic 9. Business (product) strategies of the enterprise	9		2	2				1	
Topic 10. System of supporting strategies	9-10		2	2				1	
Topic 11. Strategic potential of the enterprise, formation of competitive advantages of the enterprise	10, 11		4	4			1	1	
Topic 12. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	11-12		4	4				1	
<b>Total for module 2</b>		<b>60</b>	<b>18</b>	<b>18</b>	<b>24</b>	<b>75</b>	<b>3</b>	<b>6</b>	<b>51</b>
<b>Total hours</b>		<b>120</b>	<b>36</b>	<b>36</b>	<b>48</b>	<b>120</b>	<b>8</b>	<b>12</b>	<b>100</b>

### 3. Topics of lectures

No.	Topic title	Hours
1	Topic 1. Conceptual foundations of strategic management theory	2
2	Topic 2. Levels of strategic decisions and typology of enterprise strategies	2
3	Topic 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system	4
4	Topic 4. Stages of strategic management and features of enterprise strategy formation	2
5	Topic 5. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise	4
6	Topic 6. Types of strategic management. Mechanisms for implementing the strategy	4
7	Topic 7. System of enterprise strategies: generation of strategies and conditions for their implementation	4
8	Topic 8. Corporate (general and general competitive) strategies	2
9	Topic 9. Business (product) strategies of the enterprise	2
10	Topic 10. System of supporting strategies	2
11	Topic 11. Strategic potential of the enterprise, formation of competitive advantages of the enterprise	4
12	Topic 12. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	4
	<b>Total</b>	<b>36</b>

### 4. Topic of laboratory (practical, seminar) classes

No.	Topic title	Hours
1	Seminar lesson 1. Conceptual foundations of strategic management theory	2
2	Seminar lesson 2. Levels of strategic decisions and typology of enterprise strategies	2
3	Practical lesson 1. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system	2
4	Seminar lesson 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system	2
5	Practical lesson 2. Stages of strategic management and features of enterprise strategy formation	2
6	Seminar lesson 4. Management of the strategic position of the enterprise. Methods	2

	and tools of strategic (portfolio) analysis at the enterprise	
7	Practical lesson 3. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise	2
8	Seminar lesson 5. Types of strategic management. Mechanisms for implementing the strategy	2
9	Practical lesson 4. Types of strategic management. Mechanisms for implementing the strategy	2
10	Seminar lesson 6. System of enterprise strategies: generation of strategies and conditions for their implementation	2
11	Practical lesson 5. System of enterprise strategies: generation of strategies and conditions for their implementation	2
12	Practical lesson 6. Corporate (general and general competitive) strategies	2
13	Practical lesson 7. Business (product) strategies of the enterprise	2
14	Seminar lesson 7. System of supporting strategies	2
15	Seminar lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise	2
16	Practical lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise	2
17	Seminar lesson 9. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	2
18	Practical lesson 9. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	2
	<b>Total</b>	<b>36</b>

### **5. Topics of self-study**

No.	Topic title	Hours
1	Self-study 1	24
2	Self-study 2	24
	<b>Total</b>	<b>48</b>

### **6. Methods of assessing expected learning outcomes:**

- oral or written survey;
- interview;
- test;
- defending practical works.

### **7. Teaching methods:**

- problem-based method;
- practice oriented studying method;
- case method;
- project education method;
- flipped classroom, mixed education method;
- research based method;
- learning discussions and debates method;
- team work, brainstorm method
- gamification studying method.

## 8. Results assessment.

The student's knowledge is assessed by means of a 100-point scale converted into the national grades according to the "Exam and Credit Regulations at NULES of Ukraine" in force.

### 8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
<b>Module 1. Theoretical foundations of strategic management.</b>		
<b>Environmental analysis and methods of strategy implementation</b>		
Seminar lesson 1. Conceptual foundations of strategic management theory	ELO 3, 4, 18 To know the basic concepts and prerequisites for the development of strategic management theory; features of strategic planning; levels of strategic decisions; typology of strategies by levels of strategic decisions; the main stages of strategic management: strategic planning, strategic analysis; strategic choice, strategy implementation; the essence and objects of strategic analysis, the purpose and main stages of portfolio analysis; methods and models for strategic diagnostics of the enterprise environment; areas and characteristics of the strategic position of the enterprise and the strategic business area;	<b>4</b>
Seminar lesson 2. Levels of strategic decisions and typology of enterprise strategies		<b>4</b>
Practical lesson 1. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system		<b>10</b>
Seminar lesson 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system		<b>4</b>
Practical lesson 2. Stages of strategic management and features of enterprise strategy formation	key success factors of strategic business areas.	<b>10</b>
Seminar lesson 4. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise	To understand the hypotheses and objectives of strategic management; the essence and importance of the mission of the enterprise, to know the rules of its formulation; the essence of the concept of "enterprise portfolio" and the purpose of its development; features of management systems in a stable, dynamic external environment and in a crisis situation; the concept of "strong" and "weak" signals from the external environment.	<b>4</b>
Practical lesson 3. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise		<b>10</b>
Seminar lesson 5. Types of strategic management. Mechanisms for implementing the strategy	To be able to provide a comparative analysis of strategic management with other scientific approaches to enterprise management; to substantiate the likely benefits of applying strategic management in the practical activities of enterprises; to be able to determine the prerequisites for making strategic decisions in the process of enterprise management; to identify the characteristics of enterprise strategies; to determine strategic goals, targets of subjects of activity, control and interests; to apply mechanisms for achieving goals; to identify general trends in the strategic development of organizations based on market research; to establish the relationship between the mission and the market, the mission and the	<b>4</b>
Practical lesson 4. Types of strategic management. Mechanisms for implementing the strategy		<b>10</b>
Self-study 1		<b>10</b>

	strategic management area; to assess the impact and dynamics of the external environment at the meso- and macro-level on the efficiency of organizations; to analyze the results of various areas of the organization's activities; to diagnose the business environment, types of strategies, management profile, organizational climate, management mechanisms, etc.; to conduct strategic market segmentation, determine the actual and potential market capacity; to adapt, be creative, generate ideas in a new situation; to have the skills to implement the strategy	
Module control 1		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. System of enterprise strategies. Monitoring the implementation of strategies</b>		
Seminar lesson 6. System of enterprise strategies: generation of strategies and conditions for their implementation	ELO 3, 4, 18 To understand the peculiarities of the concepts of “strategy”, “tactics”, “policy”, “strategic potential of the enterprise”, the essence of strategic segmentation, strategic set of the enterprise and requirements for its formation, strategic gap and ways to fill it. To know the types of business development strategies, the sequence of formation of enterprise strategies; factors influencing the definition of the overall development strategy of the enterprise; the sequence of formation of enterprise strategies by A. Thompson; the essence of commodity-product, resource strategies, criteria for their selection, market and production characteristics. To know the essence and main characteristics of competitive advantages of the enterprise; to understand the basic scheme of the structure and interconnection of enterprise resources. To know the components of the strategic control system, stages of control over the implementation of the enterprise strategy.	<b>4</b>
Practical lesson 5. System of enterprise strategies: generation of strategies and conditions for their implementation		<b>8</b>
Practical lesson 6. Corporate (general and general competitive) strategies		<b>8</b>
Practical lesson 7. Business (product) strategies of the enterprise		<b>8</b>
Seminar lesson 7. System of supporting strategies		<b>4</b>
Seminar lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise		<b>4</b>
Practical lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise		<b>8</b>
Seminar lesson 9. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise		<b>4</b>
Practical lesson 9. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise		<b>8</b>
Self-study 2	To be able to identify the relationship of strategies with organizational goals, innovations, life cycles of the organization and product, the state of economic development of business structures, strategic organizational culture; to have the skills to formulate general competitive strategies according to M. Porter. To be able to distinguish between types of product strategies; establish the optimal ratio between short-term effect and long-term profitability of production; conduct a comparative analysis of different options for a set of strategic business areas; to assess the resource support	<b>14</b>

	of the enterprise, determine the need for resources to implement the formed strategic set; to use certain methods and determine indicators to assess the strategic potential of the enterprise, as well as to find and evaluate new market opportunities and formulate business ideas, develop business plans for the creation and development of organizations; to apply tools for strategic control over the activities of organizations, structural units and personnel	
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>		<b><math>(M1 + M2)/2 * 0,7 \leq 70</math></b>
<b>Exam/credit</b>		<b>30</b>
<b>Total for year</b>		<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>

### 8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

### 8.3. Assessment policy

<b>Deadlines and exam retaking rules</b>	Works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave)
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Self-study works in the form of reports, presentations must have correct textual references to the information sources used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's and the course lecturer's consent)

## 9. Teaching and learning aids:

1. E-learning course of the discipline "Strategic Management" (on the educational portal of NUBiP of Ukraine eLearn - <https://elearn.nubip.edu.ua/course/view.php?id=4699>).
2. Гоголя О. П., Харченко Г. А. Методичні вказівки та основні вимоги щодо виконання практичних і самостійних робіт з дисципліни «Стратегічне управління» для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 «Менеджмент». Київ, 2023. 105 с.
3. Балановська Т. І., Гоголя О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О. В., 2021. 464 с.

4. Менеджмент : навчальний посібник / Балановська Т. І., Гоголюя О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
5. Гоголюя О. П., Харченко Г. А. Практикум з менеджменту: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент» та 075 «Маркетинг». Київ: ЦП «Компринт», 2022. 428 с.

#### **10. Recommended sources of information**

1. Балановська Т. І., Гоголюя О. П., Сотник В. В. Управління ризиками та економічною безпекою: навчальний посібник. Київ, 2025. 299 с.
2. Буднік М. М., Невертій Г. С., Курилова Н. М. Стратегічне управління: навчальний посібник. Київ: Видавничий дім «Кондор», 2020. 292 с.
3. Бутко М. П., Дітковська М. Ю., Задорожна С. М. та ін. Стратегічний менеджмент: навчальний посібник. Київ: ЦУЛ, 2019. 376 с.
4. Ігнат'єва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2023. 480 с.
5. Краснокутська Н. С., Кабанець І. А. Стратегічне управління: навчальний посібник для студентів економічних спеціальностей. Харків: НТУ «ХП», 2017. 460 с.
6. Криворучко О. М., Шинкаренко В. Г., Гетьман О. О. Стратегічне управління: навчальний посібник. Харків: ФОП Панов А. М., 2024. 224 с.
7. Розробка та реалізація стратегічних рішень в умовах змін: навчальний посібник / Кібік О. М., Котлубай В. О., Белоус К. В., Корнілова О. В., Калмикова Н. Ю., Кузнецова Л. В. Одеса: Фенікс, 2024. 404 с.
8. Синицина Ю. П. Стратегічне управління: навчальний посібник. Дніпро: ТОВ «Дріант», 2023. 276 с.
9. Стратегічне управління: конспект лекцій: навчальний посібник для студентів спеціальності 073 «Менеджмент», освітньої програми «Менеджмент і бізнес адміністрування» / КПІ ім. Ігоря Сікорського; уклад. Л. П. Артеменко. Київ: КПІ ім. Ігоря Сікорського, 2021. 342 с.
10. Стратегічний менеджмент: навчальний посібник / Балабаниць А. В., Горбашевська М. О., Кислова Л. А., Мацука В. М., Перепадя Ф. Л.; за заг. ред. А. В. Балабаниць. Маріуполь: МДУ, 2022. 343 с.
11. Стратегічний менеджмент: підручник / Сидоров О. А., Фісуненко Н. О., Альошина Т. В., Фоменко А. Є. Дніпро: Арт-Прес, 2024. 320 с.
12. Сумець О. М. Стратегічний менеджмент: підручник. Харків: ХНУВС, 2021. 208 с.
13. Управління бізнесом: навчальний посібник / Балановська Т. І., Троян А. В., Гавриш О. М., Восколупов В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 303 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9825>

14. David F. R., David F. R., David M. E. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. 18th ed. Harlow: Pearson Education, 2023. 656 p.
15. Instruments for forming an adaptive and competitive enterprise management system in the context of digital transformation / Balanovska T., Havrysh O., Gogulya O., Dramaretska K., Voskolupov V. *Economics and Business Management*. 2025. Vol. 16, No. 4. P. 111–130. DOI: 10.31548/economics/4.2025.111.