



SYLLABUS OF AN ACADEMIC DISCIPLINE «Strategic Management»

Academic degree - Bachelor
Speciality: 073 Management
Academic programme: «Management»
Year of study: 4, semester: 8
Form of study: full-time
Number of ECTS credits: 5
Language of instruction: English

Lecturer of the discipline
Lecturer's contact
information (e-mail)
URL of the e-learning
course on the NULES e-
learning portal

Olga Timchenko, PhD in Economics, Associate Professor

e-mail: o.timchenko@nubip.edu.ua

<https://elearn.nubip.edu.ua/mod/page/view.php?id=489550>

ACADEMIC DISCIPLINE DESCRIPTION

(up to 1000 printed characters)

The course "Strategic Management" refers to a cycle of disciplines that form the profile of a future specialist manager with a new philosophy of strategic thinking, the ability to successfully define strategic goals, and develop and effectively implement strategic solutions in a dynamic competitive environment.

The purpose of the course is to form modern managerial thinking, a system of theoretical knowledge and practical skills in the field of strategic management, to master the skills of making strategic decisions adequate to the requirements of the external environment, to use strategic management tools in the process of managing the activities and development of enterprises on the market.

The task of the course is the theoretical and practical training of higher education applicants in the following areas:

- studying the essence of the main concepts and categories of strategic management, the evolution of approaches to the formation and implementation of strategies in the process of strategic management of the enterprise;
- familiarizing with integral approaches to the activity of business entities in conditions of competition and uncertainty, constant influence of various external factors
- forming of skills in the use of effective methods of functioning of the management system according to the principle "from the future to the present";
- disclosure of the content of strategic management processes and technology;
- studying the essence and classification of enterprise strategies;
- understanding of the process of strategic planning, and formation of strategic goals;
- generating strategic alternatives, determining the strategic position of the enterprise;
- disclosure of the peculiarities of managing strategic changes in the enterprise;
- development of practical aspects regarding the assessment of the internal and external environment, organization of strategic planning, evaluation of the current strategy, its control during implementation, and motivation of employees in the process of implementing strategic decisions.

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 1. The ability to realize one's rights and responsibilities as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen in Ukraine.

GC 4. Ability to apply knowledge in practical situations

GC 6. Ability to communicate in the state language both orally and in writing.

GC 12. The ability to generate new ideas (creativity).

Professional (special) competencies (PC):

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 8. Ability to plan the activities of the organization and manage time.

PC 9. Ability to work in a team and establish interpersonal interaction when solving professional tasks.

Expected Learning Outcomes (ELO):

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

ELO 5. Describe the content of the functional areas of the organization.

ELO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

ELO 30. The ability to find and evaluate new market opportunities and formulate business ideas, develop business plans for the creation and development of organizations.

ELO 32. Study the business environment and understand the process of business implementation and regulation.

ACADEMIC DISCIPLINE STRUCTURE

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Assessment
1 Semester				
Module 1 Theoretical foundations of strategic management. analysis of the environment and methods of implementing strategies				
Topic 1. Conceptual Foundations of the Theory of Strategic Management	2/2	To know the basic concepts and essence of strategic management; strategic management process	Discussion based on the studied lecture material, elaboration of recommended information sources. Performance of an individual task: preparation of a report, abstract,	13
Topic 2. Levels of Strategic Decisions and Typology of	2/2	To be able to determine the prerequisites for making strategic	presentation. Performance of research tasks in mini groups. Performance of the practical task s (situational	12

Enterprise Strategies		decisions in the management process. To know the levels of strategic decisions.	exercise or calculation task), independent work on elearn	
Topic 3. Stages of Strategic Management and Features of Enterprise Strategy Formation	2/2	To know the technology of management decisions. Be able to analyze the causes and stages of conflict. Be able to manage conflicts.		15
Topic 4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System	4/4	To know the essence and objects of strategic analysis; methods and models for strategic diagnostics of the enterprise environment. To be able to analyze the results of different areas of activity of the organization. Be able to analyze the organization using SWOT and PEST-analysis methods		10
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 strategic areas of management; key success factors of strategic management areas. To be able to conduct strategic market segmentation, determine real and po-		10

		tential market capacity. To know the purpose and main stages of portfolio analysis. Be able to use methods portfolio analysis		
Topic 6. Types of Strategic Management. Mechanisms of the Strategy Implementation	4/4	To understand the concept of "strategic potential of the enterprise", know the elements and factors influencing its formation and development. To be able to use individual methods and determine indicators to assess the strategic potential of the enterprise. To know the essence and main characteristics of the competitive advantages of the enterprise.		10
Module test №1			Test №1 (elearn)	30
Module 2. The System of Enterprise Strategies. Control of Implementation of Strategies				
Topic 7. The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	4/4	To know the essence and classification of strategies in management theory. To understand the purpose and direction of strategies. To know factors influencing the choice of strategies. To be able to analyze the ratio of "strategy", "tactics", and "politics".	Discussion based on the studied lecture material, elaboration of recommended information sources. Performance of an individual task: preparation of a report, abstract, presentation. Performance of research tasks in mini groups. Performance of the practical tasks (situational exercise or calculation task), independent work on elearn .	10
Topic 8. Corporate Strategies	2/2	To know the factors that influence the definition of the overall strategy enterprise development; the se-		15

		<p>quence 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</p>	
<p>Topic 9. Business (Product) Strategies</p>	2/2	<p>To know the essence of product strategies, criteria for their selection, market and production characteristics. To be able to distinguish between types of product strategies. To understand the essence of strategic segmentation.</p> <p>To be able to establish the optimal ratio between short-term effect and long-term profitability</p>	15
<p>Topic 10. The System of Support Strategies</p>	2/2	<p>To understand the nature and need of control in the organization; have the basic tools of control in various organizations</p>	10
<p>Topic 11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise</p>	4/4	<p>Know the essence of management efficiency; understand the features of evaluating different types of efficiency; be able to calculate management performance indicators</p>	10

Topic 12. Strategic control and evaluation of strategies in the process of strategic transformations at the enterprise	4/4			
Total for 1st semester				70
Total for the module №2				100
Examination				30
Total for the course				100

ASSESSMENT POLICY

<i>Deadlines and exam retaking policy:</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 Integrity 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>	Attendance is mandatory. For objective reasons (for example, illness, international internship) teaching can take place individually

SCALE FOR ASSESSING STUDENTS 'KNOWLEDGE AND SKILLS

Student's rating, points	National grading of exams and credits
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	unsatisfactorily

RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т.І., Гогуля О.П., Троян А.В. Менеджмент: навч. посіб. Київ: ЦП «Компринт», 2017. 465 с.
2. Балановська Т.І., Гогуля О.П., Кубіцький С.О., Михайліченко М.В., Троян А.В. Управління організацією: навч. посіб. Київ: ФОП Ямчинський О.В., 2021. 464 с.
3. Балановська Т. І., Гогуля О. П., Троян А. В. Словник-довідник з менеджменту. Київ: ЦП «Компринт», 2016. 480 с.

4. Василенко В. О., Ткаченко Т. І. Стратегічне управління підприємством: навч. посіб. 2-ге вид., виправл. і допов. Київ: Центр навч. л-ри, 2004. 400 с.
5. Востряков О. В., Гребешкова О. М. Стратегічне управління підприємством: практикум. Київ: КНЕУ, 2015. 177 с.
6. Галушка З. І., Лусте О. О. Стратегії розвитку бізнесу: теорія і практика. Навч. посіб. Чернівці. ЧНУ, 2020. 340 с.
7. Гевко О. Б., Шведа Н. М. Стратегічне управління: Навчальний посібник. Тернопіль. ФОП «Паляниця В.А.», 2016. 152 с.
8. Гоголя 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.
9. Гоголя 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.
10. 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.
11. Довгань Л. Є., Каракай Ю. В., Артеменко Л. П. Стратегічне управління. навч. посіб. 2-ге вид. Київ: Центр учбової літератури, 2011. 440 с.
12. Забродська Л. Д. Стратегічне управління: реалізація стратегії: навч. посіб. Харків: Консум, 2004. 208 с.
13. Ігнатєва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2019. 480 с.
14. Кайлюк Є. М., Андрєєва В. М., Гриненко В. В. Стратегічний менеджмент: навч. посіб. Харк. нац. акад. міськ. госп-ва. Харків: ХНАМГ, 2010. 279 с.
15. Міщенко А. П. Стратегічне управління: навч. посіб. 2-ге вид. Донецьк: Вид-во ДУЕП, 2007. 332 с.
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17. Осовська Г. В., Фіщук О. Л., Жалінська І. В. Стратегічний менеджмент: теорія та практика: Навч. посіб. для студ. вищих навч. закл. К.: Кондор, 2003. 194 с.
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19. Попова В. Д., Маценко Л. Ф. Стратегічний аналіз: навчальний посібник. Чернівці: ЧНУ, 2018. 157 с.
20. Порохня В. М. Стратегічне управління: Навчальний посібник. Київ: ЦУЛ, 2012. 224 с.
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23. Fred R. David, Forest R. David, Meredith E. David Strategic Management Concepts. Pearson Education. 2020. 375 p.
24. Henry Mintzberg Strategy Safari: A Guided Tour Through The Wilds of Strategic Management. 2005. 416 p.
25. Robert S. Kaplan, David P. Norton The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. Harvard Business Review Press. 2000. 400 p.