

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF  
UKRAINE**

Department of Management named after Professor J. S. Zavadskyi

**CONFIRMED**

Faculty of Agricultural Management

“05” June 2025

**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: Associate Professor of the Department of Management named after  
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### **Description of the discipline «Strategic Management»**

Discipline “Strategic Management” is a compulsory component of the educational and professional programme “Management” for the training of applicants for the first (bachelor's) level of higher education in the specialty 073 “Management”, which aims to form future management professionals of modern strategic management thinking, mastering the ability to make strategic management decisions adequate to the requirements of the external environment, use strategic management tools in the process of managing the activities and development of enterprises. The objectives of the discipline are theoretical and practical training of higher education students on the essence of the basic 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; acquaintance with integral approaches to the activities of organisational units in the face of modern challenges, competition and uncertainty; development of skills in using effective methods of functioning of the management system on the principle of “from the future to the present”; disclosure of the content of processes and technology of strategic management; study of the essence and classification of enterprise strategies; understanding of the process of strategic planning, formation of strategic goals; generation of strategic alternatives, determination of the strategic position of the enterprise; disclosure of the peculiarities of managing strategic changes in the enterprise; development of practical aspects of assessing the internal and external environment, organisation of strategic management, evaluation of the current strategy, its control during implementation, motivating employees in the process of implementing strategic decisions.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	bachelor’s	
Area of knowledge	07 “Management and Administration”	
Specialty	073 “Management”	
Academic programme	Management	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Form of assessment	exam	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	4	4
Term	8	7, 8
Lectures	36 hours	8 hours
Practical classes and seminars	36 hours	12 hours
Laboratory classes	-	-
Self-study	48 hours	100 hours
Number of hours per week for full-time students	6 hours	-

## 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.

### *Competences acquired:*

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

### *General competence (GC):*

GC4. Ability to apply knowledge in practical situations.

GC14. Ability to work in an international context.

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

SC8. Ability to plan the activities of the organisation and manage time.

### *Expected learning outcomes (ELO):*

ELO 11. To demonstrate skills of situation analysis and communication in various areas of the organisation.

ELO 17. Perform research individually and/or in a group under the guidance of a leader.

ELO 19. Demonstrate the ability to make independent decisions, develop a sufficient number of alternatives, choose the best solutions and be responsible for their implementation.

ELO 20. Be able to solve complex and unpredictable tasks and problems in specialised areas of professional activity (agriculture).

ELO 21. Demonstrate the ability to use information and communication technologies to search, process, analyse and use information from various sources.

ELO 28. Demonstrate the ability to plan and implement organisational support for foreign economic activity of the enterprise, to ensure effective work with counterparties.

## 2. Programme and structure of the discipline

Modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			total	including		
			1	p	s.st.		1	p	s.st.
Module 1. <i>Theoretical foundations of strategic management.</i> <i>Environmental analysis and methods of strategy implementation</i>									
Topic 1. Conceptual foundations of strategic management theory	1		2	2	24		1		50
Topic 2. Levels of strategic decisions and typology of enterprise strategies	1-2		2	2			1	2	

Topic 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system	2-3		4	4	24		1		50
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					
Total for module 1		60	18	18	24	75	4	6	50
<b>Module 2. <i>System of enterprise strategies. Monitoring the implementation of strategies</i></b>									
Topic 7. System of enterprise strategies: generation of strategies and conditions for their implementation	7-8		4	4	24		1	1	50
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	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	
Topic 12. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	11-12		4	4			1	1	
Total for module 2		60	18	18	24	75	4	6	50
Total hours		120	36	36	48	120	8	12	100

### 3. Topics of lectures

No.	Topic	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
	Total	36

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

No.	Topic	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 and tools of strategic (portfolio) analysis at the enterprise	2
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
	Total	36

#### 5. Topics of self-study

No.	Topic	Hours
1	Self-study work 1	24
2	Self-study work 2	24
	Total	48

## 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
Module 1. <i>Management system of the organisation</i>		
Seminar lesson 1. Conceptual foundations of strategic management theory	ELO 11, 17, 19, 20 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 management area; key success factors of strategic management areas. 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	4
Seminar lesson 2. Levels of strategic decisions and typology of enterprise strategies		4
Practical lesson 1. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system		10
Seminar lesson 3. Strategic analysis of the external environment of the enterprise. Diagnostics in the strategic management system		4
Practical lesson 2. Stages of strategic management and features of enterprise strategy formation		10
Seminar lesson 4. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise		4
Practical lesson 3. Management of the strategic position of the enterprise. Methods and tools of strategic (portfolio) analysis at the enterprise		10

Seminar lesson 5. Types of strategic management. Mechanisms for implementing the strategy	<p>concept of “strong” and “weak” signals of the external environment.</p> <p>To be able to make 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 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</p>	4
Practical lesson 4. Types of strategic management. Mechanisms for implementing the strategy		10
Self-study work 1		10
Module control work 1		30
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. <i>Management process in the organisation</i></b>		
Seminar lesson 6. System of enterprise strategies: generation of strategies and conditions for their implementation	<p>ELO 17, 19, 20, 21, 28</p> <p>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</p>	4
Practical lesson 5. System of enterprise strategies: generation of strategies and conditions for their implementation		8
Practical lesson 6. Corporate (general and general competitive) strategies		8
Practical lesson 7. Business (product) strategies of the enterprise		8
Seminar lesson 7. System of supporting strategies		4
Seminar lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise		4
Practical lesson 8. Strategic potential of the enterprise, formation of competitive advantages of the enterprise		8
Seminar lesson 9. Strategic control and		4

evaluation of strategies in the process of strategic transformations in the enterprise	and interconnection of enterprise resources. To know the components of the strategic control system, stages of control over the implementation of the enterprise strategy.	
Practical lesson 9. Strategic control and evaluation of strategies in the process of strategic transformations in the enterprise	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 management areas; to assess the resource support 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	<b>8</b>
Self-study work 2		<b>14</b>
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 \cdot 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)
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### 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. Гоголю 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., Гоголю 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., Гоголю О. П., Троян А. В., Сотник В. В. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 606 с.
5. Гоголю 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. Буднік М. М., Невертій Г. С., Курилова Н. М. Стратегічне управління: навчальний посібник. Київ: Видавничий дім «Кондор», 2020. 292 с.
2. Бутко М. П., Дітковська М. Ю., Задорожна С. М. та ін. Стратегічний менеджмент: навчальний посібник. Київ: ЦУЛ, 2019. 376 с.
3. Галушка З. І., Лусте О. О. Стратегії розвитку бізнесу: теорія і практика: навчальний посібник. Чернівці: ЧНУ, 2020. 340 с.
4. Дикань В. Л., Зубенко В. О., Маковоз О. В., Токмакова І. В., Шраменко О. В. Стратегічне управління: навчальний посібник. Київ: «Центр учбової літератури», 2019. 272 с.
5. Довгань Л. Є., Каракай Ю. В., Артеменко Л. П. Стратегічне управління: навчальний посібник. Київ: Центр учбової літератури, 2019. 440 с.
6. Ігнат'єва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2023. 480 с.
7. Кушлик О. Ю., Степанюк Г. С., Побігун С. А. Стратегічне управління: практикум. Івано-Франківськ: ІФНТУНГ, 2019. 111 с.
8. Стратегічне управління: конспект лекцій [Електронний ресурс]: навчальний посібник для студентів спеціальності 073 «Менеджмент», освітньої програми «Менеджмент і бізнес адміністрування» / КПП ім. Ігоря Сікорського; уклад. Л. П. Артеменко. Київ : КПП ім. Ігоря Сікорського, 2021. 342 с.
9. Сумець О. М. Стратегічний менеджмент: підручник. Харків: ХНУВС, 2021. 208 с.

10. Управління бізнесом: навчальний посібник / Т. І. Балановська, А. В. Троян, О. М. Гавриш, В. В. Восколупов. Вид. 2-ге, переробл. і доп. Київ: ЦП «КОМПРИНТ», 2024. 303 с. URL: <http://dspace.nubip.edu.ua/handle/123456789/9825>