



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 - 5
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 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.

Program learning outcomes (PLO) of the educational programme:

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

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

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

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

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

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 implementation. Understand the essence and	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10

		<p>importance of the company's mission, and know the rules of its formulation. 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 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 of strategies, management profile,</p>	<p>Discussion issues. Problem solving and cases. Submission of practical work in e-learn.</p>	15

		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 implementation skills.	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
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 for their selection, market and production	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	15

		<p>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>		
Topic 10. The System of Support Strategies	2/2	<p>To know the essence of resource strategies.</p> <p>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.</p> <p>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 business planning and development organizations To</p>	<p>Discussion issues. Problem solving and cases.</p> <p>Submission of practical work in e-learn.</p>	10

		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	
	exams	credits
90-100	excellent	passed
74-89	good	
60-73	satisfactory	
0-59	unsatisfactory	not passed

RECOMMENDED SOURCES OF INFORMATION

1. Balanovska T. I., Kharchenko H. A., Artiukh T. O. Management: Textbook. Kyiv: NULES, 2021. 245 p.
2. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
3. Karam Pal Management Concepts and Organizational Behaviour. 2018. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. James Burrow, Brad Kleindl, Kenneth Everard Business principles, and management. Thomson. 2008. 736 p.
6. Spender J.-C. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. Oxford University Press. 2014. 376 p.
7. Fred R. David, Forest R. David, Meredith E. David Strategic Management Concepts. Pearson Education. 2020. 375 p.
8. Henry Mintzberg Strategy Safari: A Guided Tour Through The Wilds of Strategic Management. 2005. 416 p.
9. 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.
10. Балановська Т.І., Гогуля О.П., Кубіцький С.О., Михайліченко М.В., Троян А.В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.
11. Балановська Т. І., Гогуля О. П., Троян А. В. Словник-довідник з менеджменту. Київ: ЦП «Компринт», 2016. 480 с.
12. Востряков О. В., Гребешкова О. М. Стратегічне управління підприємством: практикум. Київ: КНЕУ, 2015. 177 с.
13. Галушка З. І., Лусте О. О. Стратегії розвитку бізнесу: теорія і практика. Навчальний посібник. Чернівці. ЧНУ, 2020. 340 с.
14. Гевко О. Б., Шведа Н. М. Стратегічне управління: Навчальний посібник. Тернопіль. ФОП «Паляниця В.А.», 2016. 152 с.
15. Гогуля 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.
16. Гогуля 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.
17. 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.
18. Довгань Л. Є., Каракай Ю. В., Артеменко Л. П. Стратегічне управління. навч. посіб. 2-ге вид. Київ: Центр учбової літератури, 2011. 440 с.
19. Забродська Л. Д. Стратегічне управління: реалізація стратегії: навч. посіб. Харків: Консум, 2004. 208 с.
20. Ігнатєва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2019. 480 с.
21. Осовська Г. В., Фіщук О. Л., Жалінська І. В. Стратегічний менеджмент: теорія та практика: Навч. посібник для студ. вищих навч. закл. К.: Кондор, 2003. 194 с.
22. Подольчак Н. Ю. Стратегічний менеджмент: навч. посіб. Львів: Видавництво Львівської політехніки, 2012. 400 с.
23. Попова В. Д., Маценко Л. Ф. Стратегічний аналіз: навчальний посібник. Чернівці: ЧНУ, 2018. 157 с.
24. Порохня В. М. Стратегічне управління: Навчальний посібник. Київ: ЦУЛ, 2012. 224 с.
25. Сумець О. М. Стратегічний менеджмент: підручник. Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. Харків: ХНУВС, 2021. 208 с.