

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

Department of Management named after J.S. Zavadskyi

**"CONFIRMED"**  
Dean of the Faculty of Agrarian  
Management  
Anatolii OSTAPCHUK  
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**"APPROVED"**  
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Protocol № 8 dated "22" 05 2023  
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**PROGRAM OF THE COURSE  
"STRATEGIC MANAGEMENT"**

Specialization 073 Management  
Educational Program Management  
Faculty of Agrarian Management

Developer: Hanna Kharchenko, Ph.D. of Economics, Associate Professor,  
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Kyiv – 2023

# 1. Description of the course

## «Strategic Management»

Field of knowledge, specialization, educational program, educational degree		
Educational degree	Bachelor's	
Specialization	073 Management	
Educational program	Management	
Characteristics of the course		
Type	Elective	
Total number of hours	150	
Number of ECTS credits	5	
Number of content modules	2	
Course project (work) (if applicable)	-	
Form of assessment	Exam	
Indicators of the course for full-time and part-time forms of study		
	full-time education	correspondence form of training
Course (year of study)	4	-
Semester	8	-
Lecture classes	36 hrs.	-
Practical, seminar classes	36 hrs.	-
Laboratory classes	-	-
Self-study	78 hrs.	-
Individual assignments	-	-
Number of weekly hours for full-time students: classroom	6 hrs.	

## **2. Purpose, objectives, and competencies of the course**

**The purpose of the course "Strategic Management"** 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.

Having studied the course "Strategic Management", the applicant for higher education, the educational program "Management", acquires the following competencies:

### **Acquisition of competencies:**

*Integral competence (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):**

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.

### **3. The program and structure of the course «Strategic Management»**

#### **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**

Prerequisites for the development of the theory of strategic management. Concept of strategic management. Subject and object of strategic management of the enterprise. The concept of "enterprise strategy". Strategic decisions at enterprises and factors influencing their adoption.

Key hypotheses of strategic management: coincidences; dependence on the external environment; compliance; strategies, abilities, and activities; multi-element; balance. Tasks of strategic management.

Comparative analysis of strategic management with other scientific approaches to enterprise management. Strategic management models. Probable benefits from the application of strategic management in the practice of enterprises. The reasons for the growing importance of strategic management for enterprises in market conditions. Experience and problems of using the theory of strategic management in the process of development of Ukrainian enterprises in modern economic conditions.

The essence and features of strategic planning. Strategic planning as a system and function of strategic management. Features of strategic planning. Principles of strategic planning. The importance of strategic planning of the enterprise in conditions of instability of the external environment. Business planning in strategic management: management aspect.

##### **Topic 2. Levels of Strategic Decisions and Typology of Enterprise Strategies**

Prerequisites for making strategic decisions in the process of enterprise management. Corporate, business, functional, and operational levels of strategic decisions.

Characteristic features of enterprise strategies. General typology of strategies, levels of strategic decisions.

Strategies of enterprises in various industries. Reference development strategies enterprises and strategies of its organizational development.

Enterprise resource management strategies (resource supply and resource conservation) and features of their choice.

Production strategy of the enterprise and their classification by: development of production, use of production potential, stages of production philosophy, etc. Marketing strategy and its sub-strategies (market, product, quality, prices, promotion, sales). Personnel management strategies. Strategies research and development. Strategies of enterprises in foreign markets.

### **Topic 3. Stages of Strategic Management and Features of Enterprise Strategy Formation**

The main stages of strategic management: strategic planning, strategic analysis; strategic choice; strategy implementation.

The mission of the enterprise and the rules of its formulation in the process of strategic management of the enterprise. The concept of mission as the philosophy and purpose of the organization. The role of the mission in the management process. The base for mission development.

Orientation and range of needs that satisfy the enterprise, the set of consumers, products (services) produced, competitive advantages. The relationship between mission and market, mission and strategic areas of management. Basic rules for choosing a mission. Specific examples of enterprise mission, their use, and adjustment. Goals and strategic criteria. The system of goals and their classification. Long-term development goals. The influence of the external environment on the formation of goals. "Goal Tree" in strategic management, methodology of formation.

Targets of subjects of activity, control, and interests. The social role of the enterprise. The role of internal factors in the formation of goals. The purpose of enterprise development and marketing. Coordination of enterprise tasks. Methods of target detection and analysis. Forecast of gradual achievement of the goal, assessment of the level and cost structures, analysis of the sustainability of strategies for possible actions of a competitor. Mechanisms for achieving goals. Features of formation of mechanisms of achievement of the purposes in strategic social management.

Assessment of the main goals: balancing, growth, increasing the scale of long-term and short-term profitability and achieving their balance, reducing vulnerability. Strategic criteria: countercyclicality, different social and environmental conditions, resources, high growth rates, advanced technology, continuation life cycle, demand and technology, competitive advantage, etc.

#### **Topic 4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System**

The essence and objects of strategic analysis in the process of making strategic solutions. Specifics of the general, branch, operational, and internal environment of the enterprise. The external environment as an object of strategic analysis.

Interaction of organizational formations and the environment. Models of interaction with the environment. Characteristic features of the environment: uncertainty, complexity, dynamism, and extreme generosity of the environment. Management of environmental elements. The use of environmental factors in the formation of opportunities in the strategic development of the enterprise. Market risks environment and their role in the strategic management of the enterprise. Methods and models for strategic diagnostics of the enterprise environment.

The competitive environment and the need for strategic development organizational formations. Analysis of the industry and competition in it. Porter's model of industry competition. Industry life cycle model. Identification of key success factors (KSF) of the enterprise depending on the specifics of the industry environment.

The relationship between the capabilities of the external and internal environments. Methodological approaches to the assessment of strategic opportunities, strengths, and weaknesses (Matrices: BCG, alternatives to performance, life cycles, break-even, "SWOT-analysis"). Compiling an environment profile.

The internal environment of the enterprise. The main features of the internal environment (production, sales, and promotion of goods, financial condition, product competitiveness, competitive potential, social efficiency and personnel management, the image of the enterprise). Diagnosis of the variability of conditions. Determining the aggressiveness of enterprise strategy and opportunities. Analysis of the achieved level and prospects of team development, based on its strategic position. Analysis of the strengths and weaknesses of the team, the possibilities of its successful development, as well as possible difficulties. Assessment of the consequences of the implementation of strategic development tasks. Methods and techniques for analyzing the problems of strategic development. Management tools for a set of activities.

The value of diagnostics in the system of strategic management.

#### **Topic 5. Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise**

The concept of "enterprise portfolio" in strategic management and the purpose of its development. The essence of the portfolio strategy of the enterprise and its

varieties depending on the industry attractiveness and organizational strength of the enterprise.

The strategic position of the enterprise and strategic zones of management (SZM): concept and characteristics. Parameters that characterize the strategic position of the enterprise and SZM. Key success factors of SZM: types and characteristics.

Strategic market segmentation in the process of managing the strategic position of the enterprise. Determining the actual and potential market capacity.

The attractiveness of SZM and its evaluation. Strategic flexibility (external and internal) and synergy of SZM. "Portfolio of strategies" of the enterprise. The purpose and main stages of portfolio analysis. Methods of portfolio analysis. Boston Advisory Group Matrix. Product life cycle model: exit to market (product - "wild cats"), growth (product - "star"), maturity (product - "milking cow"), and decline (product - "dog"). Relative market share and growth rate of the industry market. Boston Matrix Recommendations. Experience curve. Matrix McKinsey-General Electric and Arthur D. Little. Profitability (attractiveness) activities. Competitive position. Factors of attractiveness and strategic state of business. Characteristics of the stages of the life cycle of the industry. Arthur D. Little Matrix Recommendations. Ansoff matrix and three-dimensional Abel scheme. Activity improvement strategy. Commodity expansion. Market development strategy.

Business integrated analysis (PIMS project).

## **Topic 6. Types of Strategic Management. Mechanisms of the Strategy Implementation**

Deviant and preventive nature of the management system. Management systems in a stable, dynamic external environment and in a crisis. The concept of "strong" and "weak" signals the external environment in the process of strategic management of the enterprise.

Ranking of management tasks according to the degree of urgency of the decision. Information components of the system of strategic management of the enterprise. Management based on control, extrapolation, and the anticipation of change. Management based on flexible emergency decisions: management by restructuring strategic objectives; weak signal control; management in the conditions of strategic surprises.

Application of types of strategic management of enterprises of Ukraine and other countries of the world in market conditions of management. Strategic development management mechanisms as a comprehensive system of process design and implementation of strategies. The role and importance of the implementation stage in



the process of strategic management. Implementation of strategies through the development of entrepreneurship. Tactics in the process management system for the implementation of strategies.

Features of implementation of strategies of product, marketing, price policy, production character, social sphere. Implementation of a strategy aimed at solving problems. Management tasks in the process of strategy implementation. Five successive stages of strategy implementation.

Execution strategies through structure, leadership, organizational culture, implementation of functions, a system of responsibility, motivation, management decisions, and information support. An economic mechanism in the implementation of strategies organizational formation.

## **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**

The essence and classification of strategies in management theory. The purpose and direction of strategies. Factors influencing the choice of strategies. The ratio of "strategy", "tactics", and "politics". Strategic recruitment of the enterprise and requirements for its formation. Strategic gap. Specific areas of strategic filling gaps. Relationship of strategies with the goals of the organization, innovations, life cycles of the organization and the product, the state of economic development of business structures, and strategic organizational culture. Corporate, business, and functional levels of strategy. Types of business development strategies. The sequence of formation of enterprise strategies.

Conditions for implementing the strategy related to the management structure, organizational culture, and personnel of the enterprise. Creating a corporate culture to support the company's strategy. The motivation of staff in the process of strategy implementation.

Global competition strategies and principles of strategic curves. Cost minimization strategy. Vertical and horizontal differentiation strategy. The strategy of focus, innovation, and rapid response. Corporate (portfolio) strategies: types of diversification. Strategies for reduction and liquidation of the enterprise change of course and restructuring. The strategy of international diversification.

Functional strategies. The main types of offensive and defensive strategies. Vertical integration strategy. Competition strategy at different stages of the product life

cycle. The company's strategy towards society. Creative strategy and holding strategy. Strategies for the level of costs for sales promotion and pricing policy: intensive marketing, selective penetration, broad penetration, passive marketing, and risk. Problems of achieving strategies. Impact of restrictions. The concept of a strategic pyramid. Analysis of the "field of forces". Conditions and mechanisms for implementing strategies. Evaluation of strategies, and their effectiveness. Socio-ethical orientation of strategies.

### **Topic 8. Corporate Strategies**

Factors influencing the definition of the overall strategy of enterprise development. Relationship of general strategies with the life cycle of the enterprise. The sequence of formation of enterprise strategies according to A. Thompson: growth strategy, support (stabilization), restructuring, reduction of activity, liquidation, a combination of strategies.

General competitive strategies according to M. Porter: leadership based on cost reduction (prices), differentiation, and focus. The main features and risks of implementing these strategies. Types of strategies depending on the company's position in the industry. General advantages of competitive strategies.

### **Topic 9. Business (Product) Strategies**

The essence of product and product strategies. Criteria for choosing product strategies. Market and production characteristics of product and product strategies. Evolution of product strategies in the enterprise. Types of product strategies. Strategic segmentation. Identification of strategic management areas and strategic resources. Finding the optimal ratio between short-term effect and long-term profitability of production. Comparative analysis of different options for a set of strategic management areas. The strategy of concentration, diversification, reorientation, reduction, combined strategy. The mechanism of gradual balancing of positions of the enterprise. Internal and external flexibility of the enterprise at change and transfer of resources from one strategic zone of management to another.

### **Topic 10. The System of Support Strategies**

The concept and essence of resource strategies. Resource support of strategic activity of the enterprise. Schematic diagram of the structure and relationship of enterprise resources. Material and raw material resources. Technique and technology. Workforce. Financial resources. Information resources. Energy resources. Management function system. Functional strategies. Marketing strategy. R&D

strategy. Production strategy. Communication of general competitive and production strategies. Financing strategy, its structure. Personnel management strategy. General management development strategy. The order of development of functional strategies.

### **Topic 11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise**

The concept of "strategic potential of the enterprise". Elements of the strategic potential of the enterprise and factors influencing its formation and development.

Methods and indicators for assessing the strategic potential of the enterprise. The size between the strategic goals and the potential of the enterprise. Features of management of strategic potential of the enterprises of various branches of economic activity.

The essence, classification, and main characteristics of the competitive advantages of the enterprise. Resources and competencies as carriers of competitive advantages of the enterprise.

Organizational capabilities as a necessary basis for the development of resources and competencies of the enterprise.

Technologies of formation and development of competitive advantages of the enterprise. The concept of the value chain. The impact of changes in the strategic potential of the enterprise on the development and change of its competitive advantages in the market. Formation of systems to ensure the competitive status of the formation. Profile of requirements in substantiation of organizational decisions. Substantiation of models of motivation of investment behavior. Evaluation and selection of investment strategy. Social priorities in investment strategies.

Investment process in strategic management. Models of investment behavior of the enterprise in the market environment. Investment strategies of organizational formation: judge, see and role in the development of organizational systems. Principles and technologies of investment strategy development. Methods of developing investment strategies. Formation of strategic goals of investment activity. Substantiation of strategic directions and forms of investment activity. Evaluation of the effectiveness of the developed strategy.

### **Topic 12. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise**

The essence and tasks of strategic control. Strategic control system. Stages of control over the implementation of enterprise strategy. Ways of formation and mobilization of resources at the stage of strategy implementation. Information and

analytical support of strategic management. Requirements for strategic control in the organization. Parameter measurement and monitoring system. The main indicators for which strategic control is carried out: are efficiency indicators; indicators of human resources use; indicators that characterize the state of the environment; indicators that determine the internal organizational processes. Comparison and evaluation of results. Methods of evaluation of strategies chosen by the enterprise. Comparison of indicators of the strategic plan with real opportunities. Assessing the profitability of the market strategy. The process of adjusting strategies.

Risk in the system of activity: essence, classification, features of development. Systemic properties of economic risk. Methodological bases of economic risk. Effective risk management. Subjective aspects of risk management. Mechanisms for reducing the level of economic risk in strategic management.

Evaluation of the feasibility of implementing strategic changes in the enterprise in the process of strategy implementation. The essence of strategic transformations and determining their level: ongoing strategy; routine strategic changes; limited changes; radical strategic transformations; change of direction of movement. Characteristics of the impact of multilevel strategic changes on the enterprise. The scale of strategic transformations and features of their implementation.

Agents of change, their skills, and main tasks. Establishing feedback in the process of strategic management. Training of middle-level change agents. Ways to overcome stereotypes that threaten change. Mental models of agents of strategic change.

## Structure of the course «Strategic Management»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	including				
1	2	1	p	lab	ind	self	8	1	p	lab	ind	self
		3	4	5	6	7		9	10	11	12	13
<b>Module 1. Theoretical foundations of strategic management. analysis of the environment and methods of implementing strategies</b>												
<b>Topic 1.</b> Conceptual Foundations of the Theory of Strategic Management	10	2	2	-	-	6						
<b>Topic 2.</b> Levels of Strategic Decisions and Typology of Enterprise Strategies	10	2	2	-	-	6						
<b>Topic 3.</b> Stages of Strategic Management and Features of Enterprise Strategy Formation	10	2	2	-	-	6						
<b>Topic 4.</b> Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System	14	4	4	-	-	6						
<b>Topic 5.</b> Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise	14	4	4	-	-	6						
<b>Topic 6.</b> Types of Strategic Management. Mechanisms of the Strategy Implementation	14	4	4	-	-	6						
<b>Total for module 1</b>	72	18	18			43						
<b>Module 2. The system of enterprise strategies. control of implementation of strategies</b>												
<b>Topic 7.</b> The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	16	4	4	-	-	8						
<b>Topic 8.</b> Corporate Strategies	12	2	2	-	-	8						
<b>Topic 9.</b> Business (Product) Strategies	12	2	2	-	-	8						
<b>Topic 10.</b> The System of Support Strategies	10	2	2	-	-	6						
<b>Topic 11.</b> The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	10	4	4	-	-	6						
<b>Topic 12.</b> The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	14	4	4	-	-	6						
<b>Total for module 2</b>	78	18	18	-	-	42						
<b>Total hours</b>	<b>150</b>	<b>36</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>78</b>						

#### 4. Seminar topics

№	Title of topic	Number of hours
1	Conceptual Foundations of the Theory of Strategic Management	2
2	Levels of Strategic Decisions and Typology of Enterprise Strategies	1
3	Stages of Strategic Management and Features of Enterprise Strategy Formation	1
4	Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System	2
5	Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise	2
6	Types of Strategic Management. Mechanisms of the Strategy Implementation	1
7	The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	2
8	Corporate Strategies	1
9	Business (Product) Strategies	1
10	The System of Support Strategies	1
11	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	1
12	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	1
Total		16

#### 5. Practical class topics

№	Title of topic	Number of hours
1	Conceptual Foundations of the Theory of Strategic Management	-
2	Levels of Strategic Decisions and Typology of Enterprise Strategies	1
3	Stages of Strategic Management and Features of Enterprise Strategy Formation	1
4	Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System	2
5	Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise	2
6	Types of Strategic Management. Mechanisms of the Strategy Implementation	2
7	The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	2
8	Corporate Strategies	2
9	Business (Product) Strategies	2
10	The System of Support Strategies	2
11	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	2
12	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	2
Total		20

#### 6. Laboratory class topics

*(are not provided the curriculum)*

## 7. Independent work topics

№	Topic title	Number of hours
1	Conceptual Foundations of the Theory of Strategic Management	8
2	Levels of Strategic Decisions and Typology of Enterprise Strategies	8
3	Stages of Strategic Management and Features of Enterprise Strategy Formation	8
4	Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System	6
5	Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise	6
6	Types of Strategic Management. Mechanisms of the Strategy Implementation	6
7	The System of Enterprise Strategies: Generating Strategies and Conditions for Their Implementation	6
8	Corporate Strategies	6
9	Business (Product) Strategies	6
10	The System of Support Strategies	6
11	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	6
12	The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	6
Total		78

## 8. Samples of control questions, and tests for assessing the level of knowledge acquisition by students

### *Control questions*

1. The concept of strategic management.
2. Subject and object of strategic management of the enterprise.
3. The essence of the concept of "enterprise strategy".
4. Strategic decisions at enterprises and factors influencing their adoption.
5. Key hypotheses of strategic management. Tasks of strategic management.
6. Comparative analysis of strategic management with other scientific approaches to enterprise management.
7. Models of strategic management.
8. Probable benefits from the use of strategic management in the practice of enterprises. Reasons for the growing importance of strategic management for enterprises in market conditions.
9. Stages of development of strategic management.
10. Approaches to determining the nature and content of strategic management.
11. The essence and objects of strategic analysis in the process of strategic decision-making.

12. Specifics of the general, branch, and internal environment of the enterprise. Types of the external environment of the enterprise.
13. Features of strategic analysis of the environment of enterprises of production and non-production spheres of activity. Methods and models for strategic diagnostics of the enterprise environment.
14. Scientific approaches to determining the degree of instability of the environment.
15. Risks of the market environment and their role in the strategic management of the enterprise. Methods and indicators for assessing the risks of the market environment of the enterprise.
16. Strategic analysis of the industry environment of the enterprise.
17. Model of the life cycle of the industry (enterprise).
18. Deviant and preventive nature of the management system.
19. Management systems in a stable, dynamic external environment and in a crisis situation.
20. The concept of "strong" and "weak" signals of the external environment in the process of strategic management of the enterprise.
21. Information components of the system of strategic management of the enterprise.
22. Management on the basis of control, extrapolation, anticipation of change. Management on the basis of flexible emergency solutions.
23. The essence of strategic planning. Principles of strategic planning.
24. Strategic planning process. Structure of strategic plan and model of strategic planning.
25. The mission of the enterprise and the rules of its formulation in the process of strategic management of the enterprise.
26. The essence and difference between the concepts of "mission", "vision", and "purpose of the enterprise".
27. Formation of a system of strategic goals and objectives of the enterprise.
28. Factors influencing the choice of strategic goals. Areas of setting strategic goals of the enterprise.
29. The essence of the tree of strategic goals. Features of building a tree of strategic goals.
30. The essence and content of the strategy.
31. Strategic recruitment and its development. Strategic gap.
32. The essence of the overall strategy of the enterprise. The main factors influencing the definition of the overall strategy.
33. General strategies, their types.
34. Characteristic features of competitive strategies according to M. Porter.
35. Low-cost strategy.
36. Differentiation strategy.
37. Focusing strategy (specialization).
38. Integration strategies.
39. Diversification strategies.
40. Competitive strategies of organizations.
41. International strategies.
42. The essence, purpose, and main stages of portfolio analysis.
43. Boston Advisory Group Matrix.
44. Matrix MSKincey-General Electric.



45. Arthur D. Little Matrix.
46. Ansoff Matrix.
47. Three-dimensional scheme of Abel.
48. Business Integrated Analysis (PIMS project).
49. The essence of the "philosophy of the organization". The main sections of the "philosophy of the organization".
50. The role and importance of the stage of strategy implementation in the process of strategic management.
51. Tasks of management in the process of implementing the strategy.
52. Financial planning and budgeting in the process of implementing a strategic set.
53. Strategic leadership and overcoming resistance to change.
54. The purpose and objectives of strategic control in the management of the enterprise in market conditions.
55. Monitoring the implementation of the strategy. Difficulties in implementing the organization's strategy.

### **Tests for assessing the level of knowledge acquisition by students**

1. What is the basis of strategic management (one correct answer):
  - a. Current decisions.
  - b. Short-term solutions.
  - c. Tasks of the enterprise
  - d. Strategic decisions.
  - e. Production programs.
2. Corporate (general) strategy (one correct answer):
  - a. Provides long-term competitive advantages of the structural unit.
  - b. Developed by functional departments and services of the enterprise.
  - c. Represents a specific special type of activity that determines the directions or stages of the management process.
  - d. Describes the general direction of enterprise development.
  - e. Defines the general type of management activities.
3. What is the basis of the Boston Consultative Group matrix (one correct answer):
  - a. Profitability of the industry.
  - b. Product life cycle model.
  - c. Market segmentation.
  - d. Production costs.
  - e. Investment expectations.
4. Actions firms take to gain competitive advantages by operating in multiple markets or industries simultaneously are known as:
  - a. business level strategies
  - b. diversification strategies
  - c. corporate level strategies
  - d. strategic alliance strategies

5. Business historians, as a rule, distinguish such stages in the development of corporate planning
- Strategic management
  - Budgeting
  - Strategic planning
  - Long-term planning
6. By conducting a \_\_\_\_\_, a firm identifies the critical threats and opportunities in its competitive environment.
- external analysis
  - strategic choice
  - internal analysis
  - competitive analysis
7. The emphasis of strategic management is on
- long-term performance
  - an investigation of competitor actions
  - an examination of the organization's internal environment
  - first-line managers
8. The strategic management process begins when a firm
- determines its objectives
  - implements its strategy
  - defines its mission
  - makes a strategic choice
9. What features of strategy do you know?
- Strategy is significant because it is not possible to foresee the future. Without perfect foresight, the firms must be ready to deal with the uncertain events which constitute the business environment.
  - Strategy is created to take into account the probable behavior of customers and competitors. Strategies dealing with employees will predict employee behavior
  - Strategy deals with long-term developments rather than routine operations, i.e. it deals with the probability of innovations or new products, new methods of productions, or new markets to be developed in the future.
  - There is no right answer
10. By how many quadrants is the McKinsey matrix larger than the BCG matrix?
- seven
  - four
  - five
  - three

## 9. Teaching Methods

Teaching methods are ways of joint activities and communication between teachers and graduates, providing positive motivation to learn, mastering the system of professional knowledge, and skills, formation of a scientific worldview, developing cognitive forces, and a culture of mental work for future professionals.

The following teaching methods are used during the educational process:

By the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (problem-solving, business games).

By the nature of the cognitive activity: explanatory-visual problem statement; partial search and research methods.

By place in educational activities:

- methods of organization and implementation of educational activities that combine verbal, visual, and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of higher education students;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, and role situations;

- methods of control and self-control over educational activities: methods of oral, and written control; individual and frontal, thematic and systematic control.

The process of teaching the course to intensify the educational and cognitive activities of higher education seekers provides for the use of the following educational technologies:

- working in small groups allows for to structure of practical seminars on the form and content, creates opportunities for participation of each student in higher education in the work on the topic of the lesson, and provides the formation of personal qualities and experience of social communication;

- seminars-discussions involve the exchange of views and views of participants on this topic, as well as develop thinking, help to form views and beliefs, the ability to formulate opinions and express them, learn to evaluate other people's suggestions, critically approach their own views;

- brainstorming - a method of solving urgent problems, the essence of which is to express as many ideas in a limited period of time, discuss and select them;

- case method - a method of analysis of specific situations, which allows to bring the learning process closer to the real practical activities of specialists and involves

consideration of industrial, managerial, and other situations, complex conflicts, problem situations, and incidents in the study of educational material;

- presentations - speeches to the audience, used to present certain achievements, results of the group, a report on the implementation of individual tasks, briefings, demonstrations;

- didactic games - a method of imitation (imitation, reflection) of managerial decisions in various situations according to the rules already developed or formed by the participants, is implemented through an independent solution of higher education students, given the lack of necessary knowledge when there is a need to master new content or look for new connections in already learned material;

- banks of visual support help to intensify the creative perception of the content of the discipline with the help of clarity.

## **10. Forms of assessment**

According to provisions «*About the examinations and credits of NULES of Ukraine*» approved by the Academic Council of NULES of Ukraine on April 26, 2023, Protocol No. 10, types of knowledge control Applicants for higher education have current control, intermediate and final assessment.

Current control is carried out during practical, laboratory, and seminar classes and aims to check the level of readiness of higher education students to perform specific work.

Intermediate assessment is carried out after studying the program material of each content module. The teaching material of the courses taught during one semester - autumn or spring is divided by lecturers into two or three content modules.

Intermediate attestation should determine the level of knowledge of higher education students from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of intermediate certification, mastering the program material of the content module are developed by the lecturer of the course and approved by the department in the form of testing, written tests, colloquium, and experimental results, which can be evaluated numerically, calculation or calculation work, etc.

The mastering of the content material of the content module by a higher education student is considered successful if his / her rating is not less than 60 points on a 100-point scale.

After conducting intermediate assessment of two content modules and determining their ratings, the lecturer of the course determines the rating of the applicant of higher education in the work of  $R_{HP}$  (not more than 70 points) according to the formula:

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} \cdot K^{(1)}_{3M} + \dots + R^{(n)}_{3M} \cdot K^{(n)}_{3M})}{K_{\text{дис}}}, \quad (1)$$

where  $R^{(1)}_{3M}, \dots, R^{(n)}_{3M}$  – ratings from content modules on a 100-point scale;

$n$  – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$  – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the relevant content module;

$K_{\text{дис}} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$  – the number of ECTS credits (or hours) provided by the working curriculum of the course in the current semester.

Formula (1) can be simplified if we take  $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$ . Then it will look like

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n}. \quad (2)$$

The rating of the applicant for higher education in educational work is rounded to an integer.

The academic work rating may be affected by the additional work rating and the penalty rating.

The rating for additional work is added to the rating for training and may not exceed 20 points. It is determined by the lecturer and is provided to higher education students by the decision of the head of the department for work that is not provided for in the curriculum but contributes to improving their knowledge of the course.

## 11. Distribution of grades received by students

Evaluation of student knowledge is carried out based on a 100-point scale and is converted to national grades according to Table 1 "Regulations and Examinations and Credits at NULES of Ukraine" (order of implementation dated 26.04.2023, protocol №10)

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

In order to determine the rating of a student (listener) in the discipline  $R_{dis}$  (up to 100 points), the rating from the exam  $R_{ex}$  (up to 30 points) is added to the rating of a student's academic work  $R_{aw}$  (up to 70 points):

$$R_{dis} = R_{aw} + R_{ex}.$$

## 11. Educational and methodological support

1. Work program of the academic course “Strategic Management”

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10. E-learning course <https://elearn.nubip.edu.ua/course/view.php?id=4699>

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