



COURSE SYLLABUS «STRATEGIC MANAGEMENT»

	<p>Academic degree - Bachelor Specialty: 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</p>
Lecturer of the discipline	Olga Timchenko , PhD in Economics, Associate Professor, Associate Professor of the Department of Management named after Professor J. S. Zavadskyi
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Course page on eLearn	https://elearn.nubip.edu.ua/enrol/index.php?id=4699

ACADEMIC DISCIPLINE DESCRIPTION

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:

Integrative competency (IC): the ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

General competences (CG):

GC 4. Ability to apply knowledge in practical situations

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

Special (professional, subject) competences (SC)

SC 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.

SC 3. Ability to determine the prospects for the development of the organization.

SC 7. Ability to choose and use modern management tools.

SC 12. Ability to analyze and structure problems organizations, to form informed decisions.

SC 16. Ability to identify and analyze new market opportunities, including the international business environment, formulate new ideas, develop projects and organize business process management.

Program learning outcomes of the academic discipline:

PLO 4. Demonstrate skills in identifying problems and justifying management decisions.

PLO 6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

PLO 7. Demonstrate organizational design skills.

PLO 8. Apply management methods to ensure the effectiveness of the organization.

PLO 18. Demonstrate the ability to identify prospects for the development of the enterprise, develop projects, organize business process management based on analysis market opportunities and international business environment.

COURSE STRUCTURE

Topic	Hours (practical, seminar)	Learning outcomes	Tasks	Assessment
1 Semester				
Module 1. Theoretical foundations of strategic management. Environment analysis and strategy implementation methods.				
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, presentation. Performance of research tasks in mini groups. Performance of the practical task s (situational exercise or calculation task), independent work on elearn.	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 process. To know the levels of strategic decisions.		10
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.		10

<p>Topic 4. Strategic Analysis of the External Environment of the Enterprise. Diagnostics in the Strategic Management System</p>	<p>4/4</p>	<p>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</p>		<p>15</p>
<p>Topic 5. Management of the Strategic Position of the Enterprise. Methods and Tools of Strategic (Portfolio) Analysis at the Enterprise</p>	<p>4/4</p>	<p>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 potential market capacity. To know the purpose and main stages of portfolio analysis. Be able to use methods portfolio analysis</p>		<p>15</p>

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				30
Total for the module 1				100
Module 2. Enterprise strategy system. Control of strategy execution.				
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 task s (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 sequence of formation of enterprise strategies according to A. Thompson. To have the skills of forming general competitive strategies according to M.		15

		Porter. To know the main features and risks of implementing these strategies	
Topic 9. Business (Product) Strategies	2/2	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. To be able to establish the optimal ratio between short-term effect and long-term profitability	15
Topic 10. The System Of Support Strategies	2/2	To understand the nature and need of control in the organization; have the basic tools of control in various organizations	10

Topic 11. The Strategic Potential of the Enterprise, Forming of Competitive Advantages of the Enterprise	4/4	Know the essence of management efficiency; understand the features of evaluating different types of efficiency; be able to calculate management performance indicators	10
Topic 12. Strategic control and evaluation of strategies in the process of strategic transformations at the enterprise	4/4		10
Module test 2			30
Total for the module 2			100
Total for educational work	$0,7 \cdot (R_{M1} + R_{M2})$ $R_{ew} = \frac{\dots}{2}$		70
Exam			30
Total for the course	$R_{course} = R_{edw} + R_{ex}$		100

ASSESSMENT POLICY

<i>Policy regarding deadlines and resits:</i>	Assignments submitted after the deadline without valid reasons will be graded lower. Resitting of modules will be allowed with the permission from the lecturer and in the presence of valid reasons (e.g. medical reasons).
<i>Academic honesty policy:</i>	Cheating during tests and exams is strictly prohibited (including the use of mobile devices). Coursework and research papers must contain correct citations for all sources used.
<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's rating, points	National grading of exams
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	unsatisfactory

RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т.І., Гогуля О.П., Троян А.В. Менеджмент: навч. посіб. Київ: ЦП
2. 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.
3. Буднік М. М, Невертій Г. С., Курилова Н. М. Стратегічне управління: навч. посібник. Київ : Видавничий дім «Кондор», 2020. 292 с.

4. Бутко М. П., Дітковська М. Ю., Задорожна С. М. та ін. Стратегічний менеджмент: навч. посібник. Київ: ЦУЛ, 2019. 376 с.
5. Галушка З. І., Лусте О. О. Стратегії розвитку бізнесу: теорія і практика. Навчальний посібник. Чернівці : ЧНУ, 2020. 340 с.
6. Гоголя 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.
7. Гоголя О. П., Харченко Г. А. Методичні вказівки та основні вимоги щодо виконання практичних і самостійних робіт з дисципліни «Стратегічне управління» для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 «Менеджмент». Київ, 2023. 105 с.
8. 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.
9. Довгань Л. Є., Каракай Ю. В., Артеменко Л. П. Стратегічне управління: Навчальний посібник. К.: Центр учбової літератури, 2019. 440 с.
10. Ігнатєва І. А. Стратегічний менеджмент: підручник. Київ: Каравелла, 2023. 480 с.
11. Кушлик О. Ю., Степанюк Г. С., Побігун С. А. Стратегічне управління: практикум. Івано-Франківськ: ІФНТУНГ, 2019. 111 с.
12. Стратегічне управління: конспект лекцій. Навчальний посібник [Електронний ресурс]: навчальний наочний посібник для студентів, які навчаються за спеціальністю 073 «Менеджмент», спеціалізацією «Менеджмент і бізнес адміністрування» / КПІ ім. Ігоря Сікорського; уклад. Л. П. Артеменко. Київ : КПІ ім. Ігоря Сікорського, 2021. 342 с.
13. Сумець О. М. Стратегічний менеджмент: підручник. Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. Харків : ХНУВС, 2021. 208 с.
14. Liudmyla Shostak, Vasyl Goi, Olga Timchenko, Lesya Yastrubetska, Marta Derhaliuk. The impact of digital transformation on the economy: technological innovation and efficiency. Revista de Gestão e Secretariado Revista de Gestão e Secretariado. 2023 . Vol.14, № 10. P.18074-18094
15. Inna Tomashuk, Olga Timhenko, Tetiana Zakharova. Agricultural Enterprise Development Strategy and its Efficiency in the Modern Economic Conditions. Baltic Journal of Economic Studies. 2024. Vol. 10, № 2. P. 265 - 281.
16. Olga Timchenko, Dymytrii Grytsyshen, Tetiana Nazarenko, Kateryna Okseniuk and Andriy Didyk. Effectiveness of Global Trade Agreements and International Law in the Modern World. Economic Affairs. Vol. 69 (Special Issue). 2024. P.287-296
17. This work program of the course, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control, Elearn course by URL: <https://elearn.nubip.edu.ua/enrol/index.php?id=4699>