

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

"APPROVED"
Deputy Head
(vice-rector for scientific and pedagogical work)



M. V. Afanasyev



Strategical management

Syllabus of the academic discipline

Branch of knowledge **05 Social and behavioral science**
Speciality **051 Economics**
Educational level **second (master's)**
Educational **International economy**
programe

Discipline
Studying language and rating

**compulsory
english**

Head of the Department of International
Economics and Management of
Foreign Economic Activity



Proskurnina N. V.

Kharkiv
Simon Kuznets KhNUE
2019

APPROVED

at the meeting of the Department of International Economics and Management of Foreign Economic Activity

Protocol № 1 from 28.08.2019.

Compiled by::

Polyakova Ya. O., PhD in Economics, Associate Professor of the Department of International Economics and Management of Foreign Economic Activity

Letter of renewal and approval work program of the discipline

Academic year	Date of department meeting – developer of SofAD	Protocol number	Signature of the head of the department

1. Introduction

Actuality of enterprise strategic concept of development formation is confirmed by the deep theoretical studies of this management business area, the practical need to use a systematic approach to assessing internal reserves and external capabilities to ensure long-term success of an enterprise, the need for a balanced score cards formation and unification of strategic alternatives used by enterprises in different conditions of external factors development.

Principles and methods of forming a system of strategical management are in the basis of any enterprise performance, forming its competitive advantages, confidencing development of current actions and positive adaptation of an enterprise to unstable, diversified changes of the environment.

Strategic management is based on the principles of ensuring geographical growth, achieving competitive advantage, forming flexibility and synergy of an enterprise, which determine the specific structure of the discipline, a wide range of specialized issues and the priority significance of the strategic directions for development of the entire management system. The academic discipline "Strategic Management" is a basic educational discipline and is studied in accordance with the curriculum for training specialists of educational level "master" in the specialty 051 "Economics" of all forms of education.

The purpose of teaching discipline is formation of a knowledge system, practical skills in relation to the theoretical foundations. methodical and practical tools of strategic management farmation.

Course	1M	
Semester	2	
Number of credits ECTS	5	
Auditorium lectures	lectures	20
	seminar, practical	20
	laboratory	-
Independent work		110
Form of final examination	Exam	

Structural-logical scheme of studying the discipline:

Previous disciplines	Following disciplines
Management	Management of an entarprise export potential
Business Economics	International Business Strategies of enterprise
Marketing	
Finances	

2. Competences and discipline results:

Competences	Results
Assimilation and use of theoretical principles for the practical construction of strategic management system at an enterprise	Systematization of the theoretical basis of strategic management conceptual foundations; determining the historical background and peculiarities of an enterprise system of strategic management formation
Formation of a mechanism for introduction of strategic alternatives at an enterprise, depending on the type of enterprise's activity and competitive position at the different stages of LCC	Conduction an analysis of strategic decisions levels of an enterprise and assessing their impact on long-term performance; substantiation the optimal strategy of an enterprise on the principles of modern typology
Creation the system of goals for further development of an enterprise under enterprise's philosophy and mission influence	Choosing methodological approaches to formulating long-term goals of an enterprise depending on the strategic position, mission and philosophy of an enterprise; organization the process of enterprise's targeting in the long term period
Optimization of business directions of enterprise performance in conditions of matrix approach implementation	Determining the position of diversified business activities on the basis of matrix analysis; optimization the material flows of an enterprise between diversified activities; formation a business portfolio of an enterprise by methods of BKG, McKinsey, Shell DPM, Arthur D. Little
Formation of the mechanism for the strategic alternatives introduction at an enterprise, depending on the type of activity, competitive position and stage of the enterprise's life cycle	Systematization strategic alternatives of enterprise development at the different stages of enterprise's life cycle; introducing the definition of optimal sequence of strategies of an enterprise on the basis of maps of strategic groups.

3. Course Content

CONTENT MODULE 1. Theoretical principles of formation and development of modern strategic management conception

Theme 1. Conceptual principles of strategic management theory

1.1. The essence of strategic management and general theoretical approaches to its analysis as a management subsystem of enterprise. Reorientation of strategic management's focus on determining consumer expectations at the stage of demand saturation. Definition of the strategic management organization model. Functional relationship between strategic and operational management. Multipurpose system of strategic management building on the principles of variability and synergy.

1.2. Object and subject of strategic management. Goals and objectives. Definition of general concepts of strategic, current, operational management. Interconnection of management subsystem in the process of enterprise performance. Analysis of characteristic blocks of enterprise management. Investigation of all management subsystems by criteria: mission, object of concentration, approach to personnel management, criteria of management effectiveness.

1.3. Principles and functions of strategic management. The essence of the principles of reasonable expediency, feedback, systematicity, consistency, variability of strategic decisions, reliability of results. An expanded list of strategic management functions

Theme 2. Historical prerequisites and specific stages of strategic management development

2.1. Historical prerequisites and specific stages of strategic management development. Definition of a strategic management organization model. Functional relationship between strategic and operational management. Characteristic features of the development of strategic management in the post-production era. Problems of intensification and diversification of production.

2.2. Determination of objective forces that have an influence on strategic management development. Identification of the main objective forces that facilitate the transition from one qualitative stage of strategic management to another based on a detailed analysis of the system of environmental indicators.

2.3. Core stages of strategic management formation. The emergence of a strategic management concept that addresses to the problems of post-crisis survival and growth. Formation of the strategic entrepreneurship concept in the conditions of globalization and development of integration processes at system of international economic relations.

Theme 3. The process of strategic management system formation at an enterprise

3.1. Formation of strategic management system based on Ishikawa's diagram. Step-by-step review of the process of changing the enterprise management system at the absence of a strategic approach to a qualitatively new state under the conditions of strategic management orientation.

3.2. The logic of strategic management model forming. Four stages of defining the strategic management model by G. Simon. Formulation of strategy and initiation of adaptive processes of operational and current management

3.3. Setting of strategic management goals and objectives at an enterprise. Classification of the goals of an enterprise and separation the importance of strategic objectives. Means of setting strategic goals. The mechanism of strategic goals formation and its correlation with the model of strategic enterprise management.

3.4. The implementation structure and stages of enterprise' ecological cycle development. Formation of enterprise development model on the basis of real experience of performance of enterprise according to D. Gerst. Classification of all management actions of an enterprise into new, rational and forced.

Theme 4. Content analysis of environmental factors' uncertainty

4.1. Environmental factors' classification. Theoretical bases for determining a nature of the external environment and an ambiguity of its interpretation for different levels of strategic management.

4.2. Indirect influence factors' analysis. Classification of indirect influence factors, features of their determination and methods of calculation.

4.3. Research of direct factors influencing an enterprise. Determination of environmental factors of direct influence. Model of industry competition of M. Porter

Theme 5. The essence of internal reserves analysis of an enterprise development

5.1. The structure of enterprise's internal environment. Post-operative classification of the main performance of an enterprise and the subsidiary sphere. Identification and organization of the core areas of communication between internal and external logistics of an enterprise.

5.2. Enterprise's financial component diagnostics. Determination of methodological approaches to financial analysis: horizontal, vertical, coefficients using. Identification of the main groups of indicators of analysis of an enterprise performance based on modern legislation

5.3. Estimation of enterprise production and economic performance. Methodical approaches to the analysis of enterprise production and economic performance. Analysis of the core components of production organization of an enterprise.

5.4. Researching marketing aspects of enterprise performance. General nature and definition of pricing policy of an enterprise. Analysis of performance indicators of an enterprise product distribution system. Determination of additional turnover of products under the influence of advertising by the formula of J. Lamben.

Theme 6. Assessing methods of enterprise's external and internal environment state

6.1. Estimating enterprise's performance by SWOT-analysis tools. Using SWOT analysis to evaluate non-comparable indicators under a single

quantitative scoring. The essence and practical use of the control card as the first stage of SWOT analysis.

6.2. Defining an enterprise's profile and a field of tolerance for its strategic development. Investigation of the competitive profile of an enterprise under the control card of I. Ansoff. Comparison of the competitive profile and the field of tolerance of an enterprise with the baseline data, with similar results of the analysis of the nearest competitors, with the average industry indicators.

6.3. Identifying the key factors of success and ranking enterprise development issues. Defining the essence and correlation of key factors of success with the competitive advantages of an enterprise. Quantitative restriction of key factors of success that can evolve at the same time. A universal list of key factors of success in different areas of an enterprise performance.

6.4. Enterprise's positioning in industry with help of a strategic groups map. The essence of the map of strategic groups using in strategic management of an enterprise. Formation of a phased model of the strategic map process building.

CONTENT MODULE 2. Methodology of formulation and development of enterprise's economic development strategy

Theme 7. Portfolio analysis principles of an diversified enterprise

7.1. The general essence of portfolio analysis. Determining the theoretical meaning of the concept of a diversified enterprise. Definition of boundaries of strategic zones of enterprise performance. A complete description of a strategic economic zone. Defining the concept of strategic business unit and giving the characteristic features of its allocation.

7.2. Definition of enterprise's strategic business units portfolio flexibility. Explain needs of ensuring strategic portfolio flexibility in conditions of unstable, dynamic change in the environment. Systematization of the main factors behind the process of improving flexibility. Identification of alternative options for diversification and internationalization of an enterprise.

7.3. Basic stages and logic of an portfolio analysis. Six key stages of portfolio analysis. Determining the methodological basis for portfolio analysis and selecting the parameters used in the matrix or model.

Theme 8. Classic portfolio analysis methods of strategic business units

8.1. Boston consulting group's Matrix and the curve of experience. The strategic essence of BCG matrix constructing. An enterprise's strategic portfolio is a function of a cash flow balance. B. Henderson's matrix focus on maximizing current profits and distributing cash flows across strategic business units.

8.2. Portfolio Analysis by "Shell-DPM" and McKinsey matrix. Determining the quadrants of the Shell-DPM matrix for strategic leadership enhancement, careful continuation of operations, and exit from the market. Consideration of the McKinsey matrix as an advanced version of the Shell-DPM model. The

scope of the matrix has been expanded to evaluate the attractiveness of each industry and the position of an enterprise in it, or the attractiveness of an industry relative to other industries as a single group.

8.3 Arthur D. Little firm matrix. Formation of a twenty-quadrant Arthur D. Little matrix and quantification of economic indicators with subsequent summation by columns and rows. Determining a final development strategy for each business unit of the current enterprise portfolio.

8.4. The Matrix of I. Ansoff and the three-dimensional model of D. Abel. The usage of I. Ansoff correlation-regression analysis in the formation of an enterprise portfolio. Identify areas for improving portfolio analysis. Substantiation of the general level of risk and quantitative difference in the use of competitive or diversified strategic policy of an enterprise.

8.5 The PIMS-divisional complex analysis. PIMS is focused on analyzing changes in an enterprise's competitive position, the used strategies to improve it, and the ultimate profitability of a strategic business unit.

Theme 9. Types, features, typology of competitive development strategies of an enterprise

9.1. Characteristic features of classical competitive strategies use. Features of the competitive strategies using depending on the economy sector. Principles of using a small business focus strategy depending on their area of performance.

9.2 The essence of cost leadership and differentiation strategies. The main directions of differentiation strategy implementation at an enterprise. Reducing costs through production. Cost reduction related to training and professional development of personnel. Improvement of technology as one of the types of enterprise cost reduction.

9.3 Internal strategies of an enterprise development. Consideration of structure and essence of the internal strategic growth concept of an enterprise. Analysis of the matrix of internal diversification types. Main advantages and disadvantages of internal enterprise development strategies.

9.4 Strategies of external growth of an enterprise. Identify tasks that are solved with external growth strategies. The main benefits of using external growth strategies.

Theme 10. Strategies systematization depending on enterprise's competition position

10.1. Market leaders' strategies. The whole characteristics of leader position at the market. Customers as the main object of leaders' strategies.

10.2. Candidates' for leadership strategies. Military strategies for candidates' for leadership positioning. Principles of ancient Chinese military art in business practice of candidates for leadership.

10.3. Followers' strategies. The core attacking strategies of followers. The using of leaders costs for followers positioning and fast development at the market.

10.4. Niche dwellers' strategies. Peculiarities of using the specialization strategies in business models of an enterprise. Searching strategies of specialization grounded by key factor of success of small enterprises. Main principles of small business development.

10.5. Defensive strategies. Considering of six defensive type of strategies. Military business strategies, positioning defence, economical and political blockade.

4. Assessment criteria

The assessment of students' knowledge at seminars and practical lessons and performance of individual tasks is based on a 100-point scale according to the following criteria:

- 1) understanding, the level of learning the theory and methodology of the examined problems;
- 2) the level of learning the facts concerning the academic discipline;
- 3) acquaintance with the recommended references and up-to-date literature, Internet sources on the prescribed questions;
- 4) the ability to combine theory with practice when solving realistic problems, performing tasks, making calculations for individual work and collective disputes;
- 5) logic, structure, style of material representation in written works and while presenting, abilities to stand one's ground, to generalize information and make conclusions.

The "excellent" mark is given if the individual task performed by a student or his verbal answer meets all the requirements. Lack of that an other constituent reduces the mark by the proper number of points.

When assessing individual tasks, the quality, independence and timeliness of presenting the performed tasks to a lecturer (according to the schedule of the educational process) are taken into consideration. If some of the requirements are not met, the mark can be lowered.

The assessment of knowledge during performance of independent tasks is based on a 100-point scale.

Intermediate test control is exercised twice in a semester (two times within the study of a module). A test contains questions of multiple choice in order to evaluate the learning of basic categories of the academic discipline.

Tests for intermediate control are selected from the general list of tests of the correspondent modules.

The purpose of test tasks of the academic discipline "International Management" lies in mastering the theoretical material concerned with perspectives of estimating and evaluating organization and business operation of the national insurance companies in the context of up-to-date market trends in the global tourism industry.

In accordance with the Industry standards of education the test tasks are aimed to support students in implementation of production functions (technical,

executive, design, managerial), task activity (professional, socially industrial) and class activities (stereotype, diagnostic and heuristic), which are important in the process of specialists training of certain level of qualification.

Current module control. Current module control is carried out and assessed by two constituents: practical module control and theoretical lecture module control. The mark for the practical part of module control is given after evaluation of a student's knowledge during seminars and practical lessons, independent work and intermediate test control according to the schedule of the educational process.

The theoretical part of a module control task contains either theoretical questions or tests of the closed and opened forms. The practical part of a module control task consists of practical tasks (cases) of different levels of complication (stereotype, diagnostic, heuristic) and other elements of practical training.

The final score in the discipline is calculated on the basis of the points obtained during the current semester control over the accumulation system. The total score in the points for the semester is: "60 and more points are counted", "59 and less points are not counted" and entered in the "Record of success" of the academic discipline.

Scores distribution by weeks of study

Topics of the content module		lectures	practices	hometask	report, electron task	Presentation	colloquium	Current testpapers	Σ
1		2	3	4	5	6	7	8	9
CM 1	Theme 1	1st week							
	Theme 2	2nd week	0,25	0,25	0,5	6			7
	Theme 2	3rd week							
	Theme 3	4th week	0,25	0,25	0,5	6			7
	Theme 3	5th week							
	Theme 4	6th week	0,25	0,25	0,5	6			7
	Theme 4	7th week							
	Theme 5	8th week	0,25	0,25	0,5	6			7
	Theme 6	9th week							
	Theme 6	10th week	0,25	0,25	0,5	6			7

Continue table

1			2	3	4	5	6	7	8	9
CM2	Theme 7	11th week	0,25	0,25	0,5					1
	Theme 8	12th week	0,25	0,25	0,5	6				7
	Theme 8	13th week								
	Theme 9	14th week	0,25	0,25	0,5					1
	Theme 9	15th week								
	Theme 10	16th week	0,25	0,25	0,5		4			5
	Theme 10	17 th week	0.25	0.25	0.5			4	6	11
Exam										40
Σ			2.5	2.5	5	36	4	4	6	100

National and ESTC scale of evaluation

Total scores gained for all types of activities	ESTC score	National scale	
		examination	test (credit)
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D		
60 – 63	E	satisfactory	foiled
35 – 59	FX	unsatisfactory	
1 – 34	F		

5. Literature

Basic bibliography:

1. Colin White. Strategic management/ W. Colin – 2004. 840p.
2. David Fred R. Strategic management: concept and cases / Fred R. David.- 13th ad. - 2011 – 698p.

3. Denise Lindsey Wells. Strategic Management for senior leaders: a handbook for implementation / Wells L. Denise. – 2000. - 173p.

4. Fred Nickols. Strategy, strategic management, strategic planning and strategic thinking/ Nickols Fred – 2016. – 9p.

5. Jofre Sergio. Strategic management: the theory and practice of strategy in (business) organization /Sergio Fred. – 2011. – 188p.

Supplementary bibliography (alphabetical listing):

In addition, a number of articles for further reading may be provided during the lecture.

6. Aaker D. Strategicheskoe ryinochnoe upravlenie / per. s angl. pod red. Yu. n. Katurevskogo. – Spb: Piter. – 2002. 544s.

7. Ansoff I. Novaya korporativnaya strategiya / per. s angl. – SPb. – Piter Kom. – 1999g. – 416s.

8. Vissema H. Strategicheskii menedzhment i predprinimatelstvo: vozmozhnosti dlya buduschego protsvetaniya. - M.: Finpress. – 2000. – 272s.

9. Volodkina M. V. Strategicheskii menedzhment: uchebnoe posobie. – K.: Znanie. – 2002. – 159s.

10. Voronkova A. E. Strategicheskoe upravlenie konkurentosposobnyim potentsialom predpriyatiya: diagnostika i organizatsiya. Monografiya. – Lugansk: Izd. Vostochno-ukrainskogo natsionalnogo universiteta imeni Vladimira Dalya, 2004. – 320s.

11. Kruglova N.Yu., Kruglov M.I. Strategicheskii menedzhment. – M. – izdatelstvo «RDL». – 2003. – 464s.

12. Markova V.D., Kuznetsova S.A. Strategicheskii menedzhment. – Kurs lektsiy. – M. «Infra-M». – 2000g. – 287s.

13. Mintzberg Henry. Strategy safari: a guided tour through the wilds of swstrategic management/ H. Minzberg, B. Ahlstrand, J. Lampel. – 1998. – 406p.

14. Mintsberg N. Kuinn Dzh. B., Goshal S. Strategicheskii protsess. – Spb.: Piter. – 2001. – 688s.

15. Neil Ritson. Strategic Management / R. Neil. – 2011 – 52p.18. Polyakova Ya. A. Vozdeystvie faktorov vneshney sredy na vzniknovenie i razvitie strategicheskogo menedzhmenta // Upravlnnaya rozvitkom. – 2005. – #1'2005. – S.59 – 64.

16. Polyakova Ya. A. Opredelenie konkurentosposobnoy strategii razvitiya regiona // BiznesInform, – 2004. – #11–12. – S. 44 – 47.

17. Polyakova Ya. A. Osobennosti ispolzovaniya metodov konkurentnoy borby v osuschestvlenii marketingovoy strategii ukrainskogo predpriyatiya //

Materlali Vseukrayinskoyi nauk.-prakt. konf. molodih vchenih «Ekonomika pidpriemstva: problemi teorii ta praktiki», 25 lyutogo 2003r. – Dnlpropetrovsk: Nauka i osvlt, 2003. – S. 196 – 198.

18. Polyakova Ya. A. Prinyatie strategicheskikh resheniy v usloviyah perehodnoy ekonomiki s pomoschyu matritsyi SWOT-analiza // Materlali mizhnarodnoyi nauk.-prakt.konf. «Rozvitok ekonomiki v transformatslyniy period: globalniy ta natslionalniy aspekti», 20 kvltnya 2005r. – Dnlpropetrovsk: Nauka i osvlt, 2005. – S. 51 – 54.

19. Ponomarenko V. S. Mehanizm upravleniya predpriyatiem: strategicheskyy aspekt / V. S. Ponomarenko, E. N. Yastremskaya, V. M. Lukovskiy. – Harkov: Izd. HGEU, 2002. – 252 s.

20. Porter Maykl E. Strategiya konkurentsiyi / Per. z angl. – K.: Osnovi, 1998. – 390 s.

21. Shershnova Z.E. Strategichne upravlnnya. – K. – KNEU. – 2001. – 232s.

22. Trenev N. N. Strategicheskoe upravlenie: uchebnoe posobie dlya vuzov. M.:Prior. – 2000. – 288s.

23. Zub A.T. Strategicheskyy menedzhment: teoriya i praktika. – M. – Aspekt-Press. – 2002g. – 414s.

LINKS FOR INFORMATION SOURCES

24. Strategic management/ [Elektronniy resurs]/. – Rezhim dostupu : <https://pns.hneu.edu.ua/course/view.php?id=5091>

25. Novini ekonomiki. [Elektronniy resurs]/. – Rezhim dostupu : <http://news.liga.net/all/economics/>

26. The World Bank. [Elektronniy resurs]/. – Rezhim dostupu : http://info.worldbank.orgg/etools/kam2/KAM_page5.asp

27. The World Economic Forum. [Elektronniy resurs]/. – Rezhim dostupu: <http://www.weforum.org>