

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника  
(проректор з науково-педагогічної роботи)

М. В. Афанасьєв

  


**СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ**

робоча програма навчальної дисципліни

Галузь знань	<b>07 Управління та адміністрування</b>
Спеціальність	<b>073 Менеджмент</b>
Освітній рівень	<b>перший (бакалаврський)</b>
Освітня програма	<b>Бізнес-адміністрування</b>

Вид дисципліни	<b>базова</b>
Мова викладання, навчання та оцінювання	<b>іноземна</b>

Завідувач кафедри менеджменту та бізнесу



Т. І. Лепейко

Харків  
ХНЕУ ім. С. Кузнеця  
2019



**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**STRATEGIC MANAGEMENT**

**syllabus of the educational discipline**

Field of knowledge	<b>07 Management and administration</b>
Specialty	<b>073 Management</b>
Educational level	<b>first (bachelor)</b>
Educational program	<b>Business Administration</b>

Discipline type	<b>basic</b>
Teaching, learning and assessment language	<b>English</b>

Head of Management and Business Department

T. I. Lepeyko

**Kharkiv  
Simon Kuznets KhNUE  
2019**

APPROVED

at a meeting of Management and Business Department

Minutes № 1 dated 29.08.2019

Compiler:

Mazorenko Oksana Volodymyrivna, PhD in Economics, Assoc. Prof. of  
Management and Business Department

**Letter of renewal and re-approval  
of the syllabus of the educational discipline**

Academic year	Date of the meeting of the department - the developer of syllabus	№ of minutes	Signature Head of Department

## 1. Introduction

**Abstract of the educational discipline:** The program of studying the discipline "Strategic Management" is compiled according to the educational program of preparation of bachelors. The educational discipline "Strategic Management" belongs to the cycle of basic professionally oriented disciplines of bachelor's training.

Global experience has shown that a strategic approach to managing a business has many benefits. The chosen strategy enables the enterprise to clearly define its tasks, directs managers to perspective thinking, leads to clear coordination of efforts, promotes the enterprise's readiness for sudden changes and crises.

Educational discipline "Strategic Management" provides students mastering the essence and purpose of an enterprise strategy development and implementation.

**Goal of the educational discipline:** mastering theoretical knowledge of strategic management, tools, methodology for developing enterprise's strategies and practical skills to use the concept of strategic management at an enterprise.

Course	<b>4</b>	
Semester	<b>7</b>	
Number of credits ECTS	<b>5</b>	
Classroom training sessions	<b>lectures</b>	<b>34</b>
	<b>seminars, practical studies</b>	<b>40</b>
Independent training		<b>76</b>
Form of final assessment	<b>pass</b>	

### Structure of the educational discipline:

<b>Previous disciplines</b>	<b>Following disciplines</b>
Marketing	Marketing Management
Management	Business Process Management
Finance	Risk Management
Economy of an Enterprise	Business Planning

### 1. Competencies and learning outcomes for discipline:

<b>Competencies</b>	<b>Learning outcomes</b>
Competence in owning information on directions and features of development of strategic management modern concepts and perspective achievements in the field of strategic management.	Knowledge of the content of strategic management modern concepts and features of their evolution.
The ability to identify and solve practical problems in the field of strategic management.	Knowledge and understanding of the world experience of applying existing management theories into the practice of modern enterprises.
Ability to organize and conduct research within the framework of the analysis of the external and internal environment of an enterprise.	Knowledge and skills of categories and concepts of strategic management, understanding of their scope. Ability to formulate the methodological foundations of strategic management.
Ability to generate strategic decisions, develop alternative strategies and justify such choices.	Knowledge and understanding of the essence of scientific approach to strategic management; the main stages of formation

	and implementation of the enterprise strategy. Skills for planning the processes of formulating and implementing the strategy of the enterprise.
Ability to search and analyze information from various sources.	Knowledge of assessment methodology of external and internal environment of the enterprise. Ability to apply methodical tools of assessment of enterprise's external and internal environment; implement diagnostic procedures to determine the directions of strategic management of an enterprise.
Ability to develop strategic plans.	Knowledge of patterns, goals, socio-economic conditions of strategic development of an enterprise. Ability to make sound choices and implement competitive strategies for the enterprise.

## 2. Syllabus of the educational discipline

Content module 1. Conceptual foundations of strategic management.

Theme 1. Strategic Management: nature and characteristics.

The essence of strategic management. The concept of strategy. The concept of strategic management. Prerequisites for the formation of a strategic management system. Objects and problems of strategic management. Relationship of the basic elements of strategic management. The main components of the strategic management system. Characteristics of the stages of the strategic management process. Approaches to defining the components of the strategic management process.

Evolution of strategic management. Benefits of strategic management.

Theme 2. The role of business vision and mission in the strategic management.

The concept of strategic thinking. Strategic thinking model. The essence of vision and mission. The importance of vision and mission. Customer orientation approach for mission statement formulation. Mission elements. SMART approach. Assessing Organizational Performance.

Theme 3. The external environment analysis.

The meaning of external audit. The structure of external environmental analysis. Characteristics of the general segments and elements of external environment. The procedure of external environmental analysis: scanning, monitoring, forecasting, assessing. Industry environment analysis. Porter's Five-Forces Model of competitive analysis. Competitors analysis.

Theme 4. The Internal environment analysis.

The Context of Internal Analysis. Components of Internal Analysis Leading to Competitive Advantage and Strategic Competitiveness. The Resource-Based View. The Value Chain Analysis. Meaning of value chain. Primary and supporting activities in the Value Chain. Value Chain Linkages in the Supply Chain. SWOT analysis of strengths, weaknesses, opportunities, and threats. TOWS Matrix.

## Content module 2. Development of the strategy and its implementation.

### Theme 5. Strategy in action.

System of goals of the enterprise. The hierarchy of goals. Classification of goals of the enterprise. Strategic Target Priority System: Essence, value and definition criteria. The essence and classification of strategies in management theory. Three levels of strategy in organizations — corporate, business, and functional strategies.

Types of Strategies: vertical integration strategies, intensive strategies, diversification strategies, defensive strategies. Effectiveness of different strategies. Global strategies. Cooperative strategies. E-business strategies.

### Theme 6. The Competitive Strategy.

Types of competitive strategies. An overview of competitive strategies. The strategy of cost minimization or cost leadership. Factors that promote the use of strategies to minimize costs. Advantages of cost minimization strategies. The strategy of differentiation. Possible sources of uniqueness of the company and its products. Species differentiation. Organizational requirements for the differentiation strategy. An overview of the focus strategy. Conditions that facilitate the implementation of this strategy. Difficulties of implementing the focus strategy.

Theme 7. Portfolio strategies and management of the strategic position of 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 variants depending on the industry attractiveness and organizational strength of the enterprise. Purpose and main stages of portfolio analysis.

Enterprise Strategic Position and Strategic Management Areas (SPAs); concept and characteristics. The parameters that characterize the strategic position of the enterprise and the FGC. Key Success Factors for LPG: Types and Characteristics.

Construction of matrices and models of various types for analysis and evaluation of separate business lines of activity of the enterprise: Boston Consulting Group matrix, matrix McKinsey-General Electric, matrix of balance of life cycles. Ansoff matrix and Abel three-dimensional scheme, business complex analysis (PIMS project).

### Theme 8. Generation of strategies and conditions for their implementation.

Criteria for selecting strategic alternatives. The use of matrix models (I. Ansoff, M. Porter, etc.) in the process of generating enterprise strategies.

Enterprise strategic set and requirements for its formation. The concept of strategic gap. Specific directions for filling the strategic gap.

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

### Theme 9. The organization of strategic management at an enterprise.

Features of the management system of strategic management.

Evaluation of strategic changes in the enterprise in the process of implementation of the strategy. Matching of the enterprise's organizational structure to the chosen strategy. Areas of structural change according to the chosen strategy. Corporate culture in the system support strategy.

Motivation of the staff for strategy implementation. Forming a strategic behavior support team and making strategic changes in the company. Strategic change management processes.

Service (department) strategic enterprise development: goals, objectives, purpose.

### **3. Procedure for assessment of learning outcomes**

The system of evaluation of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, practices, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" Simon Kuznets KhNEU, control measures include:

current control during the semester during lectures, practical, seminar and is estimated by the sum of the points scored;

final / semester control, conducted in the form of a final test as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the discipline - content module.

The total score of the discipline consists of class attendance, current control, final control (the maximum amount is 100 points, the minimum amount that taking as a pass of discipline – 60 points).

The procedure for carrying out the current assessment of students' knowledge. Assessment of student's knowledge during seminars, practical classes and performance of individual tasks is carried out according to the following criteria:

understanding, degree of assimilation of the theory and methodology of the problems of strategic management; the degree of assimilation of the actual material of strategic management and strategic analysis; acquaintance with the recommended literature, as well as contemporary literature on the strategic management issues; the ability to combine theory with practice when conducting strategic analysis, considering production situations, solving tasks, performing calculations in the process of performing strategic analysis; logic, structure, style of presentation in written works and speeches in the classroom, the ability to justify their position, implement, summarize and draw conclusions as a result of strategic analysis, formulation of enterprise strategy statements; arithmetic correctness of the implementation of an individual and complex settlement task; the ability to conduct a critical and independent assessment of certain strategic problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular strategic problem issue; application of analytical approaches for strategic analysis; quality and clarity of reasoning; logic, structuring and validity of conclusions about the problem; independence of work; literacy of presentation; use of comparison methods, generalizations of concepts and phenomena; registration of work.

General criteria on which the evaluation of extracurricular students' independent work are: the depth and strength of the knowledge level of thinking, the ability to organize knowledge on certain topics of the discipline, the ability to make informed decisions, possession categorical aid, skills and techniques of practical tasks, the ability to find relevant information carry out its systematization and processing, self-realization on practical and seminars.



The final control of the students' knowledge and competencies is based on final/semester test work, the task of which is to check the student's understanding of the program material in general, the logic and interrelations between the individual sections, the ability to use the accumulated knowledge creatively, the ability to formulate their attitude to a particular problem of academic discipline, etc. The final test consists of theoretical test questions and practical tasks.

A student should be considered certified if the sum of the points obtained on the basis of the final / semester examination is equal to or exceeds 60.

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

### Distribution of points by weeks

Themes			Lectures	Practicals	Cases	Express-tests	Final Test	Total
Content module 1.	Theme 1	Week 1	1	0,5				1,5
		Week 2	1	0,5				1,5
	Theme 2	Week 3	1	1				2
		Week 4	1	0,5	5			6,5
	Theme 3	Week 5	1	1				2
		Week 6	1	0,5				1,5
	Theme 4	Week 7	1	1		4		6
		Week 8	1	0,5	5			6,5
Content module 2.	Theme 5	Week 9	1	0,5				1,5
		Week 10	1	0,5				1,5
	Theme 6	Week 11	1	0,5		4		5,5
		Week 12	1	0,5	6			7,5
	Theme 7	Week 13	1	0,5				1,5
		Week 14	1	0,5				1,5
	Theme 8	Week 15	1	0,5	5	4		10,5
		Week 16	1	0,5				1,5

	<b>Theme 9</b>	Week 17	1	0,5			40	41,5
<b>Total</b>			<b>17</b>	<b>10</b>	<b>21</b>	<b>12</b>	<b>40</b>	<b>100</b>

### The assessment scale: national and ECTS

The total score	The ECTS assessment scale	The national assessment scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

### 3. Recommended References

#### Main

1. Пономаренко В. С. Стратегічне управління розвитком підприємства: навч. посіб. / В.С. Пономаренко, О.І. Пушкар, О.М. Тридід.– Х. : ХДЕУ, 2002. – 639 с.
2. Тищенко О.М. Стратегічне управління: підручник / О.М. Тищенко, Т.М. Хміль, С.К. Василик, О.В. Ревенко. – Х. : ІНЖЕК, 2009. – 278 с.
3. Хміль Т.М. Стратегический менеджмент: Учебное пособие / Т.М. Хміль, С.К. Василик, Л.О. Шишмарева. – Х.: ИД «ИНЖЕК», 2004. – 136 с.

#### Ancillary

4. Ansoff H. Strategic Management. – В.: Springer, 2007. – 251 p.
5. Fahey L. The Portable MBA in strategy: second edition / L. Fahey, R. M. Randall. – NJ: Wiley, 2010. – 432 p.
6. Thompson A.A. Strategic Management. Concepts and Cases / A.A. Thompson, A.J. Strickland. – NJ: Mcgraw-Hill, 2008. – 924 p.
7. Jones, G. R. Contemporary Management / G.R. Jones, J.M. George. – Boston : McGraw-Hill, 2003. – 732 p.

#### Information resources

8. Мазоренко О. В. Стратегічний менеджмент / Strategic management // Сайт ПНС ХНЕУ ім. С. Кузнеця [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/course/view.php?id=606>