

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, бізнесу і
адміністрування
Протокол № 1 від 27.08.2025 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Гарна НЕМАШКАЛО



СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ
робоча програма навчальної дисципліни (РПНД)

Галузь знань	D Бізнес, адміністрування та право
Спеціальність	D3 Менеджмент
Освітній рівень	другий (магістерський)
Освітня програма	Бізнес-адміністрування: Організаційні трансформації
Статус дисципліни	<i>обов'язкова</i>
Мова викладання, навчання та оцінювання	<i>англійська</i>

Розробники програми:
к.е.н., доцент

Оксана МАЗОРЕНКО

Завідувач кафедри
менеджменту, бізнесу і
адміністрування

Тетяна ЛЕПЕЙКО

Гарант програми

Оксана МАЗОРЕНКО

Харків
2025

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF
ECONOMICS**

APPROVED

at the meeting of the department of
management, business and administration
Protocol № 1 of 27.08.2025

AGREED

Vice-rector for educational and methodical
work



Karina NEMASHKALO

**STRATEGIC MANAGEMENT
Program of the course**

Field of knowledge **D Business, administration and law**
Specialty **D3 Management**
Study cycle **second (master)**
Study programme **Business Administration: Organisational Transformations**

Course status **compulsory**
Language **English**

Developers:
PhD (Economics),
Associate Professor

Oksana MAZORENKO

Head of Department of
Management, Business and
Administration

Tetyana LEPEYKO

Head of Study Programme

Oksana MAZORENKO

**Kharkiv
2025**

INTRODUCTION

The program for studying the course “Strategic Management” is compiled in accordance with the educational programme for training master students in the specialty “Management”. The course “Strategic Management” belongs to the cycle of compulsory courses for training master students under the “Business Administration: Organisational Transformations” study programme. It provides students with knowledge of the conceptual foundations, analytical tools, and methodological approaches used for strategy development, implementation, evaluation, and control.

The discipline focuses on the formation of strategic thinking and managerial competencies necessary for diagnosing the internal and external environment of an enterprise, choosing strategic alternatives, designing strategic initiatives, applying the balanced scorecard, and ensuring effective implementation of chosen strategies in conditions of organisational transformation and environmental uncertainty.

Purpose of the course: 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.

The tasks of the course are:

mastering the conceptual apparatus of strategic management;

development of the skills of analysing the external and internal environment of an enterprise;

studying the peculiarities of formulating the vision, mission of the organization and setting goals;

development of the skills of justifying the choice of corporate, business, and functional strategies;

development of the ability to use the balanced scorecard as a strategic management tool;

applying strategic management tools to enterprises undergoing organisational transformation.

The object of the course is strategic development of the organization.

The subject of the course is the theoretical concepts of management strategies, the methodology of developing and implementing the strategies of organizations.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GC01; GC06; SC01; SC08; SC11
LO2	GC01; GC06; SC01; SC02; SC08; SC09; SC10; SC11; SC12
LO3	GC06
LO4	GC06; SC01; SC02; SC09; SC10
LO5	SC01; SC02; SC07; SC10; SC11; SC12

LO6	GC06; SC01; SC02; SC08; SC09
LO13	GC03; SC01; SC04
LO14	GC06; SC01; SC08; SC09; SC10

where LO1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;

LO2. Identify problems in the organization and justify the methods of solving them;

LO3. Design effective organizational management systems;

LO4. Justify and manage projects, generate business ideas;

LO5. Plan the activities of the organization in strategic and tactical sections;

LO6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;

LO13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit);

LO14. Apply and create complex management technologies, methods and tools for effective and efficient business management in risk conditions.

GC01. Ability to conduct research at the appropriate level;

GC03. Skills in using information and communication technologies;

GC06. Ability to generate new ideas (creativity);

SC01. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;

SC02. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;

SC04. Ability to effectively use and develop the organization's resources;

SC07. Ability to develop projects, manage them, show initiative and entrepreneurship;

SC08. Ability to use psychological technologies for working with personnel;

SC09. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;

SC10. Ability to manage the organization and its development;

SC11. Ability to demonstrate critical understanding and integration of management and leadership knowledge in the context of change;

SC12. The ability to develop and apply methods and technologies of complex management of the organization.

COURSE CONTENT

Content module 1. Introduction to strategic management.

Topic1. Basic Concepts in Strategic Management.

The concept of strategic management. Prerequisites for the formation of a strategic management system. Objects and problems of strategic management. Benefits of strategic management.

The impact of globalization and environmental sustainability to strategic management.

The basic model of strategic management and its components. Characteristics of the stages of the strategic management process. Approaches to determining the components of the strategic management process. Common triggering events that act as stimuli for strategic change.

The strategic decision-making modes. The strategic audit as a method of analyzing corporate functions and activities

Topic 2. Environmental Scanning and Industry Analysis.

Concept of environmental scanning. Key aspects of an organization's environment that can influence its long-term decisions. Main aspects of an organization's environment that are most strategically important. Techniques for environmental analysis.

Meaning and framework of industry analysis. Industry competitive forces.

Categories of international industries.

The strategic group maps, and assessment of the competitive positions of firms in an industry. Key success factors, an industry matrix development.

EFAS as a tool for summarizing external environmental factors.

Topic 3. Internal Scanning: Organizational Analysis.

Internal environment of the enterprise. Different internal scanning techniques.

Resource-based view of the firm. Tangible, intangible, and human resources. Core competencies and distinctive capabilities. Value chain analysis. VRIO approach.

Functional analysis of enterprise activities. McKinsey 7s Model.

Critical success factors and sources of its formation.

Strengths and weaknesses identification. IFAS as a tool for summarizing internal environmental factors.

Content module 2. Strategy development and its implementation.

Topic 4. Strategy Formulation and Choice.

Environmental and organizational information using a SWOT approach and the SFAS matrix.

Stages of strategy formulation. Strategic goal-setting. Generation of strategic alternatives.

Corporate, business, and functional strategies. Porter's competitive strategies. Strategic analysis matrices. Portfolio methods. Cooperative strategies. Strategic alliances.

Criteria of strategic choice. Strategic fit, feasibility, acceptability, and consistency. Decision-making under uncertainty.

Topic 5. Types of Strategies.

The three aspects of corporate strategy.

The directional strategies of growth, stability and retrenchment. Differences between vertical and horizontal growth as well as concentric and conglomerate diversification.

Identification of strategic options to enter a foreign country.

Portfolio analysis to guide decisions in companies with multiple products and businesses. Parenting strategy for a multiple-business corporation. The corporate scenarios to evaluate strategic options.

Policies to implement corporate, business and functional strategies.

Strategies in crisis and turbulent environments. Strategies for organisational transformation.

Topic 6. Blue Ocean and Red Ocean Strategy.

Essence and the development of Blue Ocean and Red Ocean strategy.

The elements of Blue Ocean and Red Ocean strategy.

Blue Ocean Strategy Tools and Frameworks. The Four Actions Framework. The Value Innovation within Blue Ocean strategy. Three tiers of non-customers. The Value Curve and the Strategy Canvas.

Corporate examples of Blue Ocean strategy.

Topic 7. Strategy Implementation: Organizing for Action.

The essence of strategy implementation and its place in the strategic management process. Strategic alignment of organisational structure, business processes, and management systems.

Strategic leadership. Strategic change management and organisational transformation.

Organisational culture as a factor of successful or unsuccessful implementation.

Resource allocation for strategy implementation: financial, human, technological, and informational resources. Policies, procedures, and action plans. Communication of strategy.

Resistance to change and methods of overcoming it. Building strategic capabilities for implementation.

Topic 8. Strategy evaluation and control.

Essence and role of strategic evaluation. Strategic control system. Place of evaluation and control in the strategic management cycle. Strategic control versus operational control. Criteria for evaluating a strategy: consistency, feasibility, relevance, flexibility, effectiveness.

Measuring strategic performance. Monitoring implementation progress. Deviation analysis and corrective actions. Strategic feedback and organisational learning.

Contemporary tools for strategic control.

Risk monitoring in the implementation of strategy. Continuous improvement of strategy under conditions of uncertainty and transformation.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Topic 1. Practical task 1.	Kick-off presentation. Brief overview of the company's activity. Vision, Mission of the company, including mission statement analysis, current company's strategic objectives. Key strategic issues of the company.
Topic 2. Practical task 2.	Industry analysis.
Topic 3. Practical task 3.	Evaluation of the internal and external environment of the organization for the purpose of choosing a strategy.
Topic 4. Practical task 4.	Evaluation of the internal and external environment of the organization for the purpose of choosing a strategy.
Topic 5. Practical task 5.	Types of competitive strategies and methods of their selection.
Topic 6. Practical task 6.	Formulating strategic alternatives.
Topic 7. Practical task 7.	Strategic control indicators.
Topic 8. Practical task 8.	Development of measures to overcome resistance to changes during strategy implementation.

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1-8	Search, selection and review of literature on a given topic
Topic 1-8	Preparation for the Express tests
Topic 1-8	Preparation for practical classes
Topic 1-8	Performing a presentation
Topic 1-8	Preparing to the final control

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course “Strategic Management”, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

discussions (topic 1 – 8), presentations (topic 1 – 8), illustrations (topic 1 – 8), case studies (topic 1 – 8), work in small groups (topic 1, 5, 7, 8).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is determined:

– for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: express tests (estimated at 12 points (two express tests during the semester – the total maximum number of points – 24)); competence-oriented tasks on topics (two competence-oriented tasks each by 12 points, one competence-oriented task by 28 points, total maximum number of points – 52); peer evaluation (estimated at 6 points); final test (estimated at 18 points).

Semester control: Grading.

More detailed information on the assessment system is provided in working plan card of the course.

RECOMMENDED LITERATURE

Main

1. Мінцберг Г. Анатомія менеджменту. Ефективний спосіб керувати компанією = Mintzberg on Management. Inside Our Strange World of Organizations / Г. Мінцберг ; пер. з англ. Р. Корнута ; пер. з англ. Р. Корнута. — Київ : Наш формат, 2018. — 397 с.

2. Менеджмент : навчальний посібник / Т. І. Лепейко, О. М. Миронова. — Харків: ХНЕУ, 2010. — 203 с. — Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/30823> .

3. Пономаренко В. С. Стратегічне управління розвитком підприємства : навчальний посібник / В. С. Пономаренко, О. І. Пушкар, О. М. Тридід. — Харків :

ХДЕУ, 2002. – 639 с.

4. Kennedy R., Jamison E., Simpson J., Kumar P. Strategic Management / R. Kennedy, E. Jamison, J. Simpson, P. Kumar. – Virginia Tech Publishing, 2020. – 355 p.

Additional

5. Ковтун О.І. Стратегія підприємства : підручник; рекомендовано МОН / О. І. Ковтун. — Львів : Новий Світ-2000, 2018. — 426 с.

6. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія / М. І. Чепелюк. – Харків : ФОП Лібуркіна Л. М., 2021. – 396 с. - Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26372>

7. Шталь Т. В. Стратегічний аналіз як інструмент управління для підвищення ефективності діяльності національних підприємств / Т. В. Шталь, Л. М. Бондаренко, К. О. Кучава // Бізнес-Інформ. – Х.: ХНЕУ ім. С. Кузнеця, 2018. – №1. – С. 319-325. - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/19887>

8. Iastremska O. The impact of strategic decisions on the future development of organisations and economic dynamics / O. Iastremska, O. Tryfonova, O. Mantaliuk and other // Futurity Economics&Law. – 2023. - 3(4). – P. 117-134. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/30629>

9. Mazorenko O. Adoption of strategic decisions at the enterprise / O. Mazorenko, I. Kaitanskyi, Billo Keita // Modeling the development of the economic systems. – 2024. - № (3). – P. 152–158. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/34915>

10. Pererva I. Use of creative marketing in the implementation of enterprise strategy / I. Pererva, O. Myronova // Economics of Development. – 2023. – 22(2). – P. 28–40. – Access mode : <http://repository.hneu.edu.ua/handle/123456789/29814>

11. Zelenyak V. Improvement of strategic planning at the enterprise / V. Zelenyak, I. Kaitanskyi, O. Mazorenko, Z. Yuj // Наукові перспективи. -2024. - № 9(51). - С. 436-446. – Access mode : <http://repository.hneu.edu.ua/handle/123456789/34798>

Information resources

12. Економічна стратегія України 2030 // Український інститут майбутнього. – Режим доступу: <https://strategy.uifuture.org>.

13. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу: www.nbuv.gov.ua.

14. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу: <http://korolenko.kharkov.com>.