

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

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту, бізнесу і
адміністрування
Протокол № 11 від 13.01.2025 р.



Василь ОТЕНКО

СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 Управління та адміністрування**
Спеціальність **073 Менеджмент**
Освітній рівень **перший (бакалаврський)**
Освітня програма **Менеджмент креативних індустрій**

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Гарант програми

 Каріна НЕМАШКАЛО

Харків
2025

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

APPROVED

at the meeting of department
management, business
and administration
Protocol № 11 of 13.01.2025



Vasyl OTENKO

STRATEGIC MANAGEMENT
Program of the course

Field of knowledge **07 Management and administration**
Specialty **073 Management**
Study cycle **first (bachelor)**
Study programme **Creative Industries Management**

Course status *elective*
Language *English*

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2025

INTRODUCTION

The program for studying the course "Strategic Management" is compiled according to the educational program for the preparation of bachelors. The course "Strategic Management" belongs to the cycle of elective disciplines of bachelor's study.

The aim of strategic management is to ensure that enterprises maintain competitive advantages both now and in the long term. Strategic management is particularly important for enterprises in the creative industries, whose activities are characterised by a highly volatile external environment, the dominance of intangible assets, and the growing role of intellectual and creative capital. The application of a strategic approach enables such enterprises to effectively combine creative potential with business objectives, develop unique competitive advantages, and ensure sustainable development in the long term.

The importance of the issues covered by the course 'Strategic Management' lies in the fact that, in order to justify management decisions, a future manager must be familiar with the methodology of strategic management and possess the relevant methods for developing and implementing an organisation's strategy.

The aim of teaching the discipline is to acquire theoretical knowledge of strategic business management, the tools and methodologies for developing business development strategies, and to gain practical skills and expertise in applying strategic management concepts to business operations.

The objectives of the academic discipline are to:

familiarize higher education students with the essence, key concepts and categories of strategic management; the evolution of strategic management;

enable them to study the content of strategic management processes and techniques; the essence and classification of business strategies;

mastering the strategic planning process;

acquiring theoretical knowledge regarding the formulation of strategic objectives, the generation of strategic alternatives, the determination of an enterprise's strategic position, and issues relating to the management of strategic change within an enterprise;

acquiring practical skills in assessing the external environment, defining strategic objectives, developing a strategy, formulating a strategic plan, organising strategic planning, and evaluating the enterprise's current strategy, competitiveness and strategic position.

The object of the course is the strategic process within an organisation.

The subject of the course is the principles, forms and methods of strategic analysis and strategy selection.

The learning outcomes and competencies formed by the discipline are defined

in table 1.

Table 1

Learning outcomes and competencies formed by the academic discipline

Learning outcomes	Competencies
LO3	SC2
LO5	SC1, SC4
LO6	SC2
LO19	GC11, SC3, SC12

where GC11 – Ability to adapt and act in new situations.

SC1 - Ability to identify and describe the characteristics of an organisation.

SC2 - Ability to analyse the organisation’s performance and compare it with factors influencing the external and internal environment.

SC3 - Ability to identify the organisation’s development prospects.

SC4 - Ability to identify the organisation’s functional areas and the links between them.

SC12 – Ability to analyze and structure organizational problems and formulate well-grounded decisions.

LO3 - Demonstrate knowledge of management theories, methods and functions, as well as contemporary leadership concepts.

LO5 - Describe the scope of the organisation’s functional areas of activity.

LO6 - Demonstrate skills in searching for, gathering and analysing information, and calculating indicators to support management decisions.

LO19 - Demonstrate skills in analysing and synthesising information, applying them to analyse and solve problems in various areas of business and management.

COURSE CONTENT

Content module 1. The conceptual foundations of strategic management

Topic 1. Strategic management: essence and characteristics

The essence of strategic management. The concept of strategy. The concept of strategic management. Prerequisites for establishing a strategic management system. Objects and challenges of strategic management. The interrelationship between the key elements of strategic management. Key components of a strategic management system. Characteristics of the strategic management process. Approaches to defining the components of the strategic management process.

The evolution of strategic management. The advantages of strategic management.

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

The concept of strategic thinking. The model of strategic thinking. The essence of vision and mission. The importance of vision and mission. A customer-centric approach to formulating a mission. Elements of a mission. The SMART approach. Assessing organizational effectiveness.

Topic 3. Analysis of the external environment

Strategic analysis as the basis for determining an enterprise's strategic position. The structure of an enterprise's external environment. The process of identifying the enterprise's dominant competitive advantages and its market position. The essence of external environment analysis. Characteristics of general segments and elements of the external environment. Procedure for external environment analysis: scanning, monitoring, forecasting, evaluation. Analysis of the industry in which the enterprise operates. Porter's five forces model. Competitor analysis.

Topic 4. Analysis of the internal environment

The essence of internal environment analysis. Components of internal environment analysis that ensure competitive advantage and strategic competitiveness. Resource-based view. Value chain analysis. The essence of value chain analysis. Core and support activities in the value chain. Links between the value chain and the supply chain. SWOT: analysis of strengths, weaknesses, opportunities and threats. TOWS matrix.

Content module 2. Strategy development and implementation

Topic 5. Strategy in action

The organization's system of objectives. The hierarchy of objectives. Classification of organizational objectives. The system of strategic priority objectives: essence, significance and criteria for determination. The essence and classification of strategies in management theory. Three levels of strategy in organizations – corporate, business and functional strategies.

Types of strategies: integration strategies, diversification strategies, defensive strategies, etc. Effectiveness of strategies. Global strategies. Collaboration strategies. E-business strategies.

The enterprise's strategic framework and requirements for its development. The concept of the strategic gap. Specific approaches to bridging the strategic gap.

Topic 6. Competitive strategies

Types of competitive strategies. General characteristics of competitive strategies. Cost minimization strategy or cost leadership. Factors facilitating the use of the cost minimization strategy. Advantages of the cost minimization strategy from the perspective of the five forces of competition model. Differentiation strategy. Possible sources of uniqueness for the enterprise and its products. Types of differentiation. Organizational requirements of the differentiation strategy. General characteristics of the focus strategy. Conditions conducive to the implementation of this strategy. Challenges in implementing the focus strategy. Strategic leadership.

Functional strategies, their role in specifying the chosen development strategy and in achieving objectives. Marketing strategy, its key elements and possible approaches to their implementation.

Topic 7. Portfolio strategies and management of the enterprise's strategic position

The concept of the 'enterprise portfolio' in strategic management and the purpose of its formation. The essence of the enterprise's portfolio strategy and its variants depending on sectoral attractiveness and the enterprise's organizational strength. The purpose and main stages of portfolio analysis.

The enterprise's strategic position and strategic management areas; concepts and characteristics. Parameters characterizing the enterprise's strategic position. Key success factors: types and characteristics.

Assessment of the enterprise's strategic flexibility. The concept of synergy.

Construction of matrices and models for the analysis and evaluation of individual business areas of the enterprise: the Boston Consulting Group (BCG) matrix, the McKinsey-General Electric matrix, the life cycle balance matrix, the Ansoff matrix and Abel's three-dimensional diagram, comprehensive business analysis (PIMS project).

Topic 8. Generation of strategies and conditions for their implementation

Features of managerial activity within the strategic management system. Conditions for strategy implementation related to the management structure, organizational culture and personnel of the enterprise

The essence of strategy review, strategy evaluation and strategy control. Criteria for strategy review, evaluation and control. The structure of strategy evaluation. Measuring organizational effectiveness. Key financial indicators for evaluating strategies.

Formalizing of strategic changes within the enterprise during strategy implementation. Alignment of the enterprise's organizational structure with the chosen development strategy. Corporate culture within the enterprise's strategy support system.

The list of practical (seminar) classes / assignments for the academic discipline is presented in table 2.

Table 2

List of practical (seminar) classes / tasks

Title of the topic and/or task	Content
Topic 1. Task 1.	The nature and role of organisational strategy
Topic 2. Task 2.	Analysis of mission statements
Topic 3. Task 3.	Setting objectives using the SMART framework. Constructing an objective tree
Topic 4. Task 4.	Assessing external environmental factors
Topic 5. Task 5.	Assessing internal environmental factors
Topic 6. Task 6.	SWOT analysis
Topic 7. Task 7.	Constructing a Competitive Profile Matrix (CPM)
Topic 8. Task 8.	Formulating the company's product strategy. BCG matrix
Topic 8. Task 9.	Strategy evaluation

The list of independent work for the academic discipline is presented in table 3.

Table 3

List of independent work

Title of the topic and/or task	Content
Topics 1-8	Search, selection, and review of literature on a given topic
Topics 1-8	Preparation for an express test
Topics 1-8	Preparation for practical (seminar) classes
Topics 1-8	Creating a presentation
Topics 1-8	Preparation for the exam

The number of lecture hours, practical (seminar) classes, and hours of independent work is provided in the course syllabus (technological map) for the academic discipline.

TEACHING METHODS

During the teaching of the academic discipline, in order to achieve the defined learning outcomes and activate the educational process, the following teaching methods are provided for use:

Verbal (lecture-discussion (Topics 1–8), small-group work (Topics 2–6), provocative lecture (Topic 8).

Visual (demonstration (Topics 1–8)).

Practical (practical work (Topics 1–8), group work (Topics 1, 2, 8), case study analysis (Topics 2–7).

FORMS AND METHODS OF ASSESSMENT

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

Current assessment is carried out during lectures, practical and seminar classes and is aimed at checking the student's level of preparedness for performing a specific task and is evaluated by the total number of points earned:

- for disciplines with a form of semester control in the form of an examination: maximum number of points – 60; minimum required number of points – 35.

Final assessment includes current assessment and the examination.

Semester assessment is carried out in the form of a semester exam. The maximum number of points a student can receive during the exam is 40 points. The minimum number of points required for the exam to be considered passed is 25 points.

The final grade for the discipline is determined as follows:

– for disciplines with an examination form, the final grade consists of the sum of all points obtained during current assessment and the examination grade.

The following assessment measures are used during the teaching of the academic discipline:

Current assessment: express tests (worth 8 points each; three express tests during the semester – total maximum points: 24); competence-based tasks by topic (nine competence-based tasks with a maximum of 4 points each, total maximum points – 36).

Semester control: Grading including Exam (40 points).

More detailed information regarding the assessment system is provided in the technological map of the academic discipline.

Example of an examination ticket and assessment criteria.

Exam card example

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL ECONOMIC UNIVERSITY
First (bachelor) level of higher education
Specialty D3 Management
Study Programme Creative Industries Management
Course Strategic management

Task 1 (multiple-choice). (10 points)

1. SWOT analysis, as a stage in strategy development, involves:

- a) Identifying and anticipating potential opportunities and threats
- b) Timely forecasting of the organisation's external and internal opportunities
- c) Identifying the company's strengths and weaknesses, as well as potential opportunities and threats in the external environment
- d) Compiling a list of factors having a favourable and unfavourable impact on the company

2. The functional areas in which strategic management is applied within a company include:

- a) Marketing, production and finance
- b) Marketing, production, finance, human resources, R&D
- c) R&D, finance, human resources, document management, production, marketing
- d) R&D, finance, marketing, human resources, financial reporting, environmental management

3. To which level of enterprise management does production strategy belong:

- a) Functional
- b) Corporate
- c) Business
- d) Operational

4. The similarity between long-term and strategic planning lies in the following:

- a) The future of the enterprise can be determined by extrapolating historically established development trends
- b) Setting higher targets for the enterprise's development compared to the level already achieved

- c) Planning the enterprise's activities for the future
- d) The impossibility of using extrapolation methods

5. The levels of strategy are:

- a) Corporate, business, functional
- b) Corporate, functional
- c) Growth strategy, limited growth strategy
- d) Global, corporate, business strategy

6. Strategic planning of a company's activities is:

- a) The process of defining the company's objectives
- b) A set of actions and decisions regarding the development of strategies
- c) The development of strategies aimed at achieving long-term goals in specific functional areas of the enterprise
- d) The development of production schedules

7. A management review of the enterprise's strengths and weaknesses involves:

- a) An assessment of the state of the enterprise's functional areas
- b) Diagnosis of the strategic decision-making process in the company's functional areas
- c) Methodological assessment of the company's interaction with competitors and identification of its strengths and weaknesses on this basis
- d) Methodological assessment of the company's management process

8. The factor that does not influence the choice of corporate strategy is:

- a) Industry-specific characteristics
- b) The tasks of the enterprise's main divisions
- c) The enterprise's objectives
- d) The competitive environment

9. Which of the following does not belong to the enterprise's internal weaknesses:

- a) Lagging behind in research and development
- b) Increasing competitive pressure
- c) Poor market image
- d) Deterioration of competitive position

10. Which strategy belongs to the functional type:

- a) Growth strategy
- b) Combined strategy
- c) Competitive strategy
- d) Marketing strategy

Tasks 2 (stereotypical). (12 points)

Complete the Internal Factors Evaluation (IFE) matrix. Determine the overall weighted score for the company. Draw a conclusion regarding the company's internal environment.

Table

Internal Factors Evaluation (IFE) matrix for Alpha

Key internal factors	Weighting	Rating	Score

Strengths			
1. Diversified revenue (5 different brands, each generating over \$4 billion)	0,10	4	
2. Brand equity valued at \$35 billion	0,1	3	
3. Strong patent portfolio (13,000 patents)	0,1	4	
5. Expertise in mergers and acquisitions	0,1	3	
Weaknesses			
8. High level of debt	0,10	1	
9. Over-reliance on sales in a single country's market	0,15	2	
10. Net profit margin is too low	0,1	2	
11. Price-based competition	0,1	2	
12. Rigid (bureaucratic) organisational culture hindering the rapid introduction of new products	0,05	1	
Total	1,00	-	

Task 3 (heuristic). (18 points)

Formulate a final, critical objective for the company under study using the SMART approach. For best results, use the SMART approach to set objectives (complete the SMART objective-setting table). This objective should align with and support the company's mission and vision.

Develop an objective tree diagram for your company.

Company: L'Oréal Group

Description: L'Oréal is a world-renowned FMCG company. It manufactures and sells a wide range of cosmetics, perfumes, hair and skincare products in 130 countries and owns 32 international brands.

L'Oréal's cosmetics division is also divided into four operating divisions: professional products, consumer products, luxury products and active cosmetics. The company owns many brands, such as L'Oréal Paris, Garnier, Lancôme, Maybelline, Shu Uemura, Vichy, Matrix, The Body Shop and others.

L'Oréal is a company renowned for its research and development strategy and innovation. L'Oréal is promoting its digital marketing strategies. The company has taken this step to keep pace with the changing times. L'Oréal is always moving forward, integrating newly acquired brands, and continues to maintain a presence across all sub-segments of the beauty sector, such as hair colouring, skincare, cosmetics, cleansers, fragrances, permanent hair treatments, styling products, and more. Significant acquisitions in recent years include the acquisition of The Body Shop, which expanded its presence in the retail segment in 2006, as well as the acquisition of the Chinese cosmetics brand Magic Holdings in 2014.

Vision: L'Oréal has decided to integrate the principles of sustainable development into its business model to build sustainable, responsible and inclusive growth.

Mission: to offer all women and men around the world the best cosmetic innovations in terms of quality, efficacy and safety, to satisfy all their beauty desires and needs in their infinite diversity.

Evaluation criteria

The final grade for the exam consists of the sum of the points for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each problem comprises individual stages, which differ in terms of complexity, effort required and importance for solving the problem. Therefore, individual problems and the stages involved in solving them are assessed separately from one another as follows:

Task 1 (multiple-choice). (10 points)

1 point for each correct answer.

Task 2 (stereotypical). (12 points)

11–12 points are awarded for full mastery of the course material and the ability to navigate it, as well as the conscious application of knowledge to solve practical situations. When completing the tasks, the student must draw the correct conclusions regarding the proposed industrial situation and formulate their own recommendation for improving the problem. The presentation of the completed task must be neat.

8–10 points are awarded for full mastery of the course material and the ability to navigate it, as well as the conscious application of knowledge to solve the problem. The presentation of the completed task must be neat.

6–7 points are awarded for a partial ability to apply theoretical knowledge to solve practical problems, provided the task has been partially completed; the student's answers demonstrate an understanding of the main concepts of the subject.

2–5 points are awarded for mastering a significant amount of material; however, if the student completes the task without sufficient understanding of how to use the course material and is unable to correctly complete all tasks.

0–1 points are awarded for failure to complete the task as a whole.

Task 3 (heuristic). (18 points)

17–18 points are awarded for in-depth knowledge of the course material, the use of not only the recommended but also additional literature in the answer, and a creative approach; a clear grasp of the concepts, methods, techniques and tools of financial science; and the ability to apply them to solve specific practical problems and resolve real-world situations. When completing a heuristic task, the student must provide a practical version of the proposed solution to the situation and draw appropriate conclusions. The formulation of questions must be clear, logical and consistent.

15–16 points are awarded for full mastery of the syllabus material and the ability to navigate it, the conscious application of knowledge to solve a heuristic problem, provided all requirements are met; minor errors are permitted (i.e. the approach to solving the problem is correct, but there are inaccuracies in the calculations of individual parameters), or the results obtained in solving the problem are not fully presented. The presentation of the completed task must be neat.

12–14 points are awarded for the ability to apply theoretical knowledge to solve a heuristic problem, provided that most of the tasks have been completed and the student's answer demonstrates an understanding of the subject's conceptual material.

8–11 points are awarded for mastering a large volume of material; however, if the student completes the heuristic task without sufficient understanding of how to apply the course material and is unable to correctly complete all tasks.

2–7 points are awarded for a partial ability to apply theoretical knowledge to solve practical problems, for failure to master a large volume of material, if the student cannot correctly complete the tasks and encounters many difficulties in analysing economic phenomena and processes.

0–1 points are awarded for failure to complete the task as a whole.

RECOMMENDED LITERATURE

Main

1. Duhaime I. M. Strategic Management: State of the Field and Its Future / I. M.

Duhaime, M. A. Hitt, M. A. Lyles. – New York : Oxford University Press, 2021. – 754 с.

2. Strategic Management : from Confrontation to Transformation. – 10th ed. – London : SAGE Publications, 2024. – 718 с.

3. 1. Kennedy R., Jamison E., Simpson J., Kumar P. Strategic Management / R. Kennedy, E. Jamison, J. Simpson, P. Kumar. – Virginia Tech Publishing, 2020. – 355 р.

Additional

4. Лепейко Т. І. Розроблення матриці сумісності між організаційною культурою та стратегією підприємства / Т.І. Лепейко, К.О. Баркова // Вісник Одеського національного університету. – 2020. – Випуск 2(81). – С. 93–98. [Електронний ресурс]. – Режим доступу: http://visnyk-onu.od.ua/journal/2020_25_2/17.pdf

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

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Informational resources

11. Інтернет-портал для управлінців. – Режим доступу : <https://www.management.com.ua>

12. Parrish D. The Strategic Planning Course // Culture and Creativity website. – Access mode : <https://www.culturepartnership.eu/en/publishing/strategic-planning-course>