

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

STRATEGIC MANAGEMENT

**Guidelines
for writing a course work
for Bachelor's (first) degree students
of speciality 073 "Management"
of the study programme "Business Administration"**

**Kharkiv
S. Kuznets KhNUE
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A list of possible industries and enterprises for writing a course work is provided. The main provisions that will help students in the preparation and defence of their course work in the academic discipline are considered. The content and requirements for writing a course work are presented.

For Bachelor's (first) degree students of speciality 073 "Management" of the study programme "Business Administration".

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Introduction

The course "Strategic Management" is aimed at studying the place and role of strategic management for the successful functioning of any organization, regardless of its size or field of activity; the most common and new approaches for analyzing the organization's environment, methods of determining its competitive position; models and methods for developing a system of strategies in the form of a strategic set; features of the functioning of individual subsystems of an enterprise in the strategic mode; practical results of applying strategic management at Ukrainian and foreign enterprises.

In the programme of studying, students acquire the necessary knowledge during lectures, laboratory and practical studies. The study of the theoretical provisions of the course "Strategic Management" requires consolidation of these provisions through practical studies, and this is a significant part of the academic discipline, which is also acquired through writing a course work.

These guidelines for writing a course work are aimed at helping students master the methods of independent research and the practical use of theoretical knowledge in conducting research in the process of writing a course work.

According to the study plan of speciality 073 "Management" of the study programme "Business Administration", the study of the course "Strategic Management" is completed by writing a course work, which occupies a special place in the system of diagnostics of the quality of training of students in the speciality "Management".

The course work is aimed at developing students' independent work and analytical skills. The course work will allow students to deepen and systematise their theoretical and practical knowledge in the field of strategic management of enterprise activities.

In the course work, the student must demonstrate the ability to use regulatory documents and specialised scientific literature, correctly formulate and express opinions, make judgements and reasonable proposals.

The purpose of the methodological guidelines is to form the general fundamentals of knowledge, master the methods of independent research, and apply theoretical knowledge to solve specific problems in performing a course work in the course.

The guidelines provide students with clear instructions and tools necessary to successfully complete their course work. These cover a wide range of aspects, from topic selection and problem formulation to analysis of strategic alternatives and conclusions (Table 1).

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO3	SC3
	SC4
LO4	GC3
	GC10
	SC1
LO6	SC2
	SC10
LO8	SC19
LO16	GC5
LO17	GC3
	GC5
	GC10
	SC8
LO18	GC11
LO19	GC5
LO20	GC11
LO21	SC2
	SC3
	SC20

The designations of the learning outcomes and competencies mean the following.

GC3. Ability to think abstractly, analyze, and synthesize.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC10. Ability to conduct research at the appropriate level.

GC11. Ability to adapt and act in a new situation.

SC1. Ability to identify and describe organizational characteristics.

SC2. Ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC3. Ability to determine the prospects for the development of the organization.

SC4. Ability to identify the functional areas of the organization and the connections between them.

SC8. Ability to plan the organization's activities and manage time.

SC10. Ability to evaluate the work performed, ensure its quality and motivate the organization's staff.

SC19. Ability to create conditions at the enterprise that foster the emergence and promotion of innovations, understand existing and new technology and its impact on new/future markets.

SC20. Ability to develop effective procedures and communication mechanisms for interpersonal interaction in the business environment, including adaptation to new situations.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4. Demonstrate skills in identifying problems and justifying management decisions.

LO6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO8. Implement management techniques to ensure the effectiveness of the organization.

LO16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.

LO17. Perform research individually and/or in a group under the guidance of a leader.

LO18. Evaluate opportunities to use technology to optimize business efficiency.

LO19. Demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management.

LO20. Coordinate aspects of business organizations that contribute to the efficiency of its work.

LO21. Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

Guidelines for writing a course work

1. The procedure for completing a course work

In order to successfully complete the course work in the course "Strategic Management", the student must strictly adhere to the following guidelines.

The course work is performed in the following sequence:
selection of the industry and enterprise for the course work;
studying the literature on the topic;
drawing up a work plan;
writing and formatting the work;
submission of the course work to the supervisor for review;
defence of the course work.

The course work is performed by student independently with the advice of the supervisor in the process of studying the course in accordance with the educational process. A course work involves the following research elements: topic, relevance, subject and object of research, practical significance, a comprehensive systematic approach to solving research problems, and theoretical application of modern strategic analysis methodology.

The course work in this course is of an applied nature. Therefore, the topic of the course work is "Strategic analysis of the enterprise ...". Students can choose the industry and enterprise at their discretion or from the list provided in these guidelines. Students can choose an enterprise for research in a course paper, which will then become the subject of research in his/her bachelor's diploma thesis. The choice of a enterprise for research must be agreed with the supervisor.

The purpose of a course work is the end result to which it is aimed.

The object of research is a process or phenomenon that creates a problematic situation or requires more detailed knowledge.

The subject is a phenomenon or process that is located within the object and is considered as an element, a part of the object of study.

The main tasks of the course work are:

to get acquainted with the requirements for organising and conducting research, preparing and formatting the course work as a type of research;

to work out the methodology of the course work with the main sources of information and scientific literature;

to justify the relevance, scientific and practical significance of the topic chosen for research;

to acquire knowledge and skills in using research methodology and presenting theoretical and experimental results in the form of a course work;

to acquire the ability to independently use the methodology of strategic analysis;

to acquire the knowledge and skills to justify and explain the required level of key results;

to get acquainted with the requirements for the preparation and defence of the course work.

2. Topics for a course work

The list of possible industries and enterprises for a course work is developed, reviewed and updated annually by the Management and Business Department in accordance with current trends. The course work is carried out according to the options (each student must choose an enterprise for conducting research in the course work, the choice must be agreed with the teacher). Some indicative industries and enterprises for the research are presented below. When choosing an international company for the course work, it is advisable to focus on the analysis of the company's activities in a particular geographical market (preference is given to the study of the company's activities in the Ukrainian market).

A list of possible industries and enterprises for a course work

1. *Metallurgical Companies* (Arcelormittal, CISA, World Steel Association, Hebei Iron & Steel Group, Nippon Steel, Sumitomo Metal Industries).

2. *Largest clothing companies* (Christian Dior, Nike, Inditex, Adidas, GAP, Converse, Versace, Prada).

3. *Transport* (APM-Maersk, Mediterranean Shipping Company, CMA CGM, Evergreen Line, Hapag-Lloyd, COSCO Container L., Ukrferry).

4. *Largest weapons production companies* (Norinco, Textron, DCNS, Honeywell, Safran, Rolls-Royce, Huntington Ingalls, L-3 Communications, Thales, Finmeccanica, United Technologies Corporation, EADS / Airbus Group, General Dynamics, Northrop Grumman, BAE System, Boeing, Lockheed Martin).

5. *Largest chain of fast food restaurants* (McDonald's, Subway, Papa John's, Dairy Queen, Dunkin' Donuts, Domino's Pizza, Burger King, Starbucks, Pizza Hut, KFC).

6. *Food industry companies* (Nestlé S.A., The Procter & Gamble Company, Unilever Group, PepsiCo, Inc., The Coca-Cola Company, Associated British Foods, Groupe Danone, Mars).

7. *Electronics* (Apple Inc., Samsung Electronics Co., Panasonic Corporation).

8. *Services* (PriceWaterHouseCoopers, Ernst&Young, Deloitte, KPMG, Ukrtransgaz, Southern Railway).

9. *Construction companies* (VINCI, BECHTEL, CCCC Ltd, SKANSKA, BUDIMEX).

10. *Airfreight* (American Airlines Group, Deutsche Lufthansa, Delta Air Lines, Emirates, Delta Air Lines).

11. *Car manufacturers* (General Motors, Renault-Nissan, PSA, Toyota, Ford, Chrysler, Volkswagen, Daimler AG, BMW).

12. *Telecommunication companies* (China Mobile Ltd., Verizon Communications Inc., Vodafone Group plc, AT&T, Telefonica, Kyivstar, Orange).

13. *IT companies* (IBM, Microsoft Corporation, Oracle Corporation, Hewlett Packard Enterprise, SAP, CSC, CA Technologies).

14. *Banks* (UniCredit Group, Privat Bank, Bank of America, Credit Agricole, Raiffeisen Bank, OTP Bank, BNP Paribas Group).

15. *Tourism industry* (Disneyland Park, Hilton Hotels and Resorts, Legoland, Radisson Hotels, Sheraton, Walt Disney World Resort).

In the process of completing the course work, the student should cover the theoretical issues of the chosen topic as much as possible.

The main principles of the study are objectivity and scientific approach.

Analysis of statistical data, thorough analysis of facts and consideration of existing relationships are used in the process of interpreting the results and formulating conclusions.

The principle of objectivity means that the student studies the topic of the course work in continuous connection with practice, confirming statistics and facts. To complete the course work, students can use materials from literary sources and official statistics.

3. Assessment of the course work

The course work is assessed according to the following criteria:

independence of performance;

logic and detail of the plan;

completeness and depth of the topic coverage;

availability of illustrations (tables, figures, diagrams, etc.);

number of sources used (at least ten);

use of digital information and reflection of practical experience;

availability of specific proposals;

quality of formatting;

presentation of results;

defence.

The course work must comply with the principles of academic integrity. The person responsible for checking for academic plagiarism, appointed by the decision of the department, carries out the check using software and hardware tools for checking for signs of plagiarism, which are publicly available on the Internet.

At the request of the Management and Business department, the teaching and methodological department may carry out a check using the StrikePlagiarism.com service.

The quality of the course work is assessed in accordance with the following requirements:

timely submission of the course work to the department. The deadline is set annually – 4 weeks before the end of the semester;

the content of the course work should be carried out in accordance with the content requirements;

theoretical generalisation of existing approaches to solving a problem and the use of advanced modern methodology and scientific and methodological tools;

the course work must be completed in accordance with the requirements for the course work.

The maximum possible grade for the quality and timely submission of the course work is 60 points; the minimum required grade is 35 points.

The defence of the course work is organised at the Management and Business Department two weeks before the examination period in accordance with the schedule approved by the Head of the Department.

Defence is conducted in the form of student's presentation of the completed course work. During the defence of the course work, the student must be able to answer questions about the research methodology, its main results and assess the prospects for further research. The maximum possible grade for the course work defence is 40 points; the minimum required grade is 25 points.

The final grade for the course work in the course "Strategic Management" is based on a 100-point cumulative grading system.

4. Requirements as to the structure and content of the course work

Requirements for the structure of the course work

The course work is based on the study of domestic and foreign literature in the speciality: books, periodicals, scientific papers, legislative acts, special literature, as well as textbooks (as an auxiliary source, used extremely rarely), statistics, etc.

The course work should contain the following sections (in the order listed below):

1. The title page of the course work. It must be completed according to the template (Appendix A) and contain the signatures of the student and the members of the commission.

2. The contents of the course work.

3. Introduction.

4. The main part, which consists of the following parts: company overview; vision, mission and objectives; analysis of the company's environment; analysis of the competitive environment; a set of strategies.

5. Conclusions.

6. A list of references.

7. Appendices.

The structure of the course work and the volume of its individual sections depend on the specific industry and the studied enterprise, but it must be formed in compliance with the following conditions:

the volume of the course work is 25 – 30 pages (including literature and without appendices);

auxiliary tables and technical documentation should be placed in the appendices;

the number of pages in individual sections is not clearly regulated, but must meet the requirements of sufficient information and validity of decisions and conclusions.

The course work consists of sections and subsections. At the end of each section, conclusions must be drawn.

The content of each section depends on the industry and enterprise of the course work and the coursework plan, that are agreed with the supervisor. However, there are general requirements for the size of each section, which are given below.

The approximate number of pages per section is as follows:

Introduction: 1 – 2 pages;

Company overview: 2 – 3 pages;

Vision, mission and objectives: 3 – 5 pages;

Analysis of the company's environment: 5 – 6 pages;

Analysis of the competitive environment: 2 – 3 pages;

A set of strategies: 6 – 7 pages;

Conclusions: 1 – 2 pages.

Requirements as to the content of a course work

INTRODUCTION

The introduction is a short section (usually no more than 1 – 2 pages) designed to explain the relevance of the research. It includes a brief history or relevant background that leads to the formulation of the problem under consideration.

The purpose of the introduction is to provide sufficient background information to enable the reader to understand and evaluate the results of the study.

The introduction sets out the relevance of the strategic approach in modern business, substantiates the relevance of the topic, defines the purpose, objectives and practical significance of the study, indicates the object and subject of the study, briefly describes the methods and sources of information used for the study, and presents the results containing elements of novelty (proposals).

The relevance statement should be brief. A few sentences are enough to express the main point.

The introduction contains a statement of the purpose of the course work and the tasks that need to be solved to achieve this goal.

The object of the course work is the process or phenomenon that generates the problem situation and is selected for research. The subject of the course work determines the topic of the course work.

The introduction also contains a list of research methods used in the course work. The research methods should not just be listed separately from the content, but should also briefly describe what each method is investigating.

THE MAIN SECTION

The main section of the course work consists of the following subsections: the company overview; vision, mission and goals; analysis of the company's environment; analysis of the competitive environment; and a set of strategies. The title of each section should reflect the nature of the covered issues. It is not allowed to use the names "theoretical section", "practical section", etc.

Company overview

This part describes the investigated company. Here, you should provide a brief history of the company, the company's location, describe the nature of the company's activities and products/services, and give description of a customer.

In the course work, it is necessary to reflect the current state and development prospects of the industry. It is necessary to consider the structure, the role of industry in the economy; in shortened form to describe the capacity of the market, trends in its growth and main competitors of the investigated company; assess the likelihood of new customers as well as to assess the future development of the company.

Vision, mission and objectives

Specify the vision and mission statement of the company. Evaluate current mission statement of the company using mission statement evaluation matrix, identify elements of the mission. As a result of analysis draw conclusions about mission and vision statement of the company, their correspondence. Answer the questions: Does the mission disclose the company's activities? How is the mission formulated? Does it meet the requirements? What does the company have to do to improve the mission?

Then, formulate the ultimate critical goal for the investigated company using the SMART approach. For better results use the SMART approach for goal setting (fill the table of SMART goal setting). This goal should correspond and support mission and vision of a company.

Develop a Goal Tree Diagram for the company under study. Give explanation of the Goal Tree.

Write a one-page summary of your research findings.

Analysis of the company's environment

Environmental analysis is a very important and very complicated process for developing a strategy of the company. It requires careful monitoring of the processes occurring in the environment, evaluation factors and linking those factors and the strengths and weaknesses of the company, and the opportunities and threats that exist in the external environment.

A company studies the environment to ensure a successful progress towards their goals.

Environmental analysis includes:

1. An Internal Factor Evaluation Matrix (IFE).
2. An External Factor Evaluation Matrix (EFE).
3. SWOT Analysis.

Constructing an IFE Matrix (IFE)

Identify exactly 10 strengths and 10 weaknesses for your company, no more and no less. Your factors should be detailed and actionable rather than vague.

Assign weight to each factor. Weights reveal how important a factor is to being successful in the industry. All weights are industry-based. A factor of 0.10 for example is 5 times more important than a factor of 0.02 for being successful in the industry. Do not be afraid to include factors with lower weights though. To have a factor make your top 10 list, justify its importance, yet it still may be relatively a lot less important to the industry than other factors you include. Also, be mindful with respect to what industry your company operates.

Then, assign 1 – 4 ratings to each factor. In contrast to weights that are industry-based, ratings are company-based and reveal how well your firm is performing.

Develop an IFE Matrix for your company. Sum and evaluate a weighted score for the internal environment of your company.

Draw conclusions about strengths and weaknesses of the company, describe the company potential.

Developing an EFE Matrix (EFE)

Identify exactly 10 opportunities and 10 threats, no more no less. Your factors should be detailed and actionable rather than vague. Keep in mind, both opportunities and threats should be external in nature. Ask yourself "Does the firm have control over this factor?" If the answer is yes, then it cannot be an opportunity or threat.

Assign to each factor a weight that ranges from 0.0 (not important) to 1.0 (very important). Weights reveal how important a factor is to being successful in the industry.

Ratings again are company-based and reflect how well the firm is addressing the particular factor. Assign a rating between 1 and 4 to each key external factor to indicate how effectively the firm's current strategies respond to the factor.

Prepare an EFE Matrix for your company, evaluate each factor and calculate total weighted score for the organization.

Write a one-page summary of your research findings.

SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

Develop a SWOT Matrix; fill in the matrix key opportunities and threats, strengths and weaknesses of the investigated company. Using the assessing methodology evaluate factors and calculate score for each of the four quadrants (SO, ST, WO, WT) of a SWOT Matrix.

Analyze the results and formulate strategies for the company for each alternative. Justify the best alternative for the company.

Write a one-page summary of your research findings.

Analysis of the competitive environment

Explain the intensity of competition in the industry. Identify 2 main competitors for the company under study. Give a brief description of competitors, their activity and product/services.

Conduct competitor analysis for the studied companies using the Competitive Profile Matrix (CPM).

To perform the CPM, enter exactly 12 critical success factors, no more and no less. In a CPM, factors do not need to be overly specific, but they should be divisional in nature to the widest possible extent.

After entering in 12 critical success factors, enter in a weight for each factor; weights are industry-based. It is okay for some factors to receive a low weight and a factor or two to receive a high weight.

After entering in the weights and identifying your company and two rival firms, enter in a Rating (company-based) for each organization. Do not assign the companies the same rating; take a stand; make a choice.

Evaluate and compare the results for each company.

Write a one-page summary of your research findings.

A set of strategies

Firstly, describe current strategies of the investigated company. Assess effectiveness of the current strategies.

A strategy set is a system of different types of strategies that are being developed by a company for a certain period of time. This system reflects the specifics of a company's functioning and development and the level of its claim to a place in the external environment.

The process of developing a strategic set is an activity which is carried out at all levels of management hierarchy. There are the following strategies:

common to the enterprise as a whole;

a general competitive strategy;

a general, functional and trade type.

Based on preliminary analysis from previous sections, develop a set of strategies for the studied company.

A set of strategies for the company under study must include:

1) justification of the general strategy for a company using the Grand Strategy Matrix;

2) justification of the competitive strategy for the company under study using Porters' generic strategies model;

3) justification of the strategies for particular business units of the company under study using portfolio analysis – the BCG Matrix.

The Grand Strategy Matrix

The Grand Strategy Matrix has emerged into a powerful tool in devising alternative strategies. This matrix is based on four important elements:

rapid market growth;

slow market growth;

strong competitive position;

weak competitive position.

These elements form a four quadrant matrix in which all organizations can be positioned in such a way that identification and selection of an appropriate strategy becomes an easy task. Moreover, this matrix helps in adopting the best strategy based on the current growth and competitive state of the firm. A large scale firm segregated into many divisions can also plot its divisions in this four-quadrant Grand Strategy Matrix for formulating the best strategy for each division.

The Grand Strategy Matrix is shown in Fig. 1.

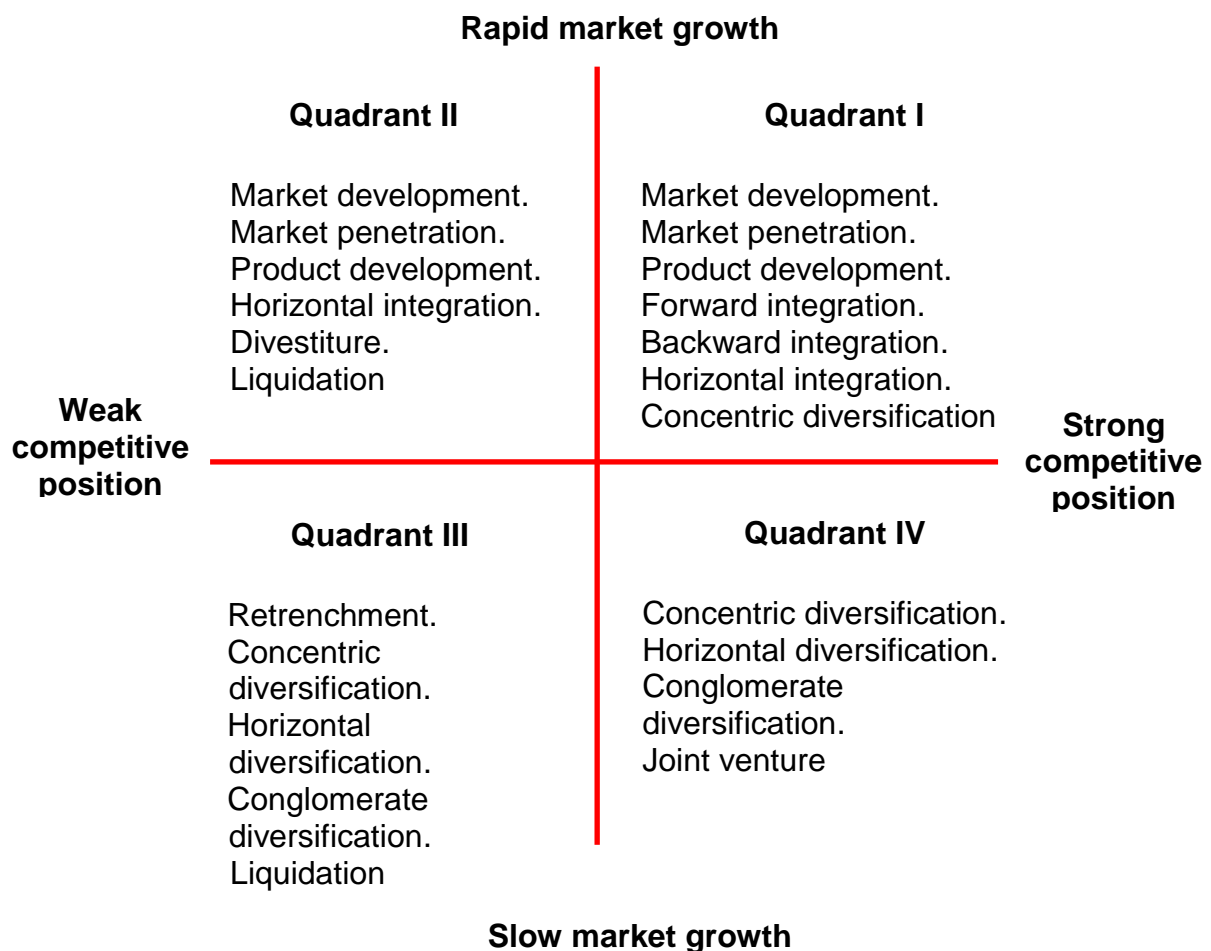


Fig. 1. The Grand Strategy Matrix

Explain your choice for strategies in the Grand Matrix.

Competitive strategy

Using Porters' generic strategies model, choose a competitive strategy for your company. Justify your choice.

Portfolio analysis: the BCG Matrix

This technique is particularly useful for multidivisional or multiproduct companies. The divisions or products comprise the organization's business portfolio. The composition of the portfolio can be critical to the growth and success of the company. The BCG matrix considers two variables, namely:

- market growth rate;
- relative market share.

Identify 5 strategic business units of your company. Develop a BCG Matrix. It is excellent to develop a BCG based on the geographic region, and construct another one according to the product (if you have data).

Write a one-page summary of your research findings.

CONCLUSIONS

Conclusions make the final stage of the course work. Conclusions summarize the most important theoretical and practical points of the course work in terms of the purpose and objectives of the course work. The sequence of conclusions should correspond to the set of objectives set out in the introduction.

A LIST OF REFERENCES

The list of references is placed after the conclusions. It consists of literary sources used by the student in writing the course work, namely regulations, textbooks, monographs, articles in periodicals, websites, etc. Unpublished sources (financial statements, technical documentation, other internal documents of the enterprise, lecture notes prepared by the applicant, etc.) should not be included in the list of references. The number of sources depends on the novelty of the problem and the degree of its legal regulation. The recommended total number of sources in the list of references should be at least 10 items. Sources published no more than 5 years before the research was written are preferred.

APPENDICES

The course work may contain appendices that reflect the relevant information base for analyzing the activities of the enterprise and they should be properly formatted. The appendices may also contain auxiliary material that is used for a comprehensive understanding of the course work.

Requirements for the formatting of the course work

General requirements

The course work should be printed by computer on one side of a sheet of white A4 paper (210×297 mm), line spacing 1.5, up to thirty lines per page (except for the title page, for which the line spacing is 1.3).

Margins must have the following sizes: 25 mm left, 15 mm right, 20 mm top, 20 mm bottom.

The main text font is Normal, Times New Roman, size 14. It is not allowed to highlight certain words or parts of the text (except for headings and titles of tables, figures) in bold, italic, and so on.

Indentation should be 1.25 cm, the alignment of the main text should be in width. Widow lines are not allowed.

Numbers cannot be separated from units of measurement, they must be placed on the same line.

The style of the work formatting must be unified all over the course work. Printing should be clear and black. The text density of the course paper should be the same.

Interrogative and exclamation marks in the course work are unacceptable.

The titles of the structural parts of the course work, namely, contents, introduction, sections, a list of references, etc. are printed in capital letters (font size 14, bold).

The titles of sections and subsections are single-spaced. The titles of subsections are printed in lowercase letters (except for the first capital), font size 14, bold. Between the text of the previous subsection and the title of the current subsection a blank line is left. Directly after the subsection title there is no empty line. There is no full stop at the end of any title.

Each section starts with a new page. Each new subsection begins on the same page as the end of the previous subsection. Subsections are separated by a single empty line.

The last page of each section must be at least 2/3 completed by the text.

Numbering

Numbering of sections, subsections, figures, tables, formulas is given in Arabic numbers without the sign "No".

The first page of the course work is the title page, which is included in the total number of the course work pages. Page number is not given on the title page.

Page numbers are printed starting from the second page of the introduction to the end of the last page of appendices inclusively, in the upper right corner without a full stop. For page numbering font Times New Roman, size 12 is used.

Before the section title its number in Arabic numerals is placed, followed by a full stop. The word "section" is not written.

Subsections are numbered within each section. The subsection number consists of the section number and the number of the subsection in this section with a full stop between these numbers.

Lists

In the course work, lists (numbered or bulleted) may be required when reckoning certain objects, events or their properties. General rules for using such lists are as follows.

1. If a list is quite voluminous (consisting of several sentences), it is advisable to use a numbered list. Each list item starts on a new line with a capital letter, a dot at the end position. Numbering should be in Arabic numerals, a dot after the number.

2. If logic requires the implementation of numbering list positions with a small number of positions, use a numbered list. The numbering is carried out in Arabic numerals or lowercase Latin letters, with a bracket after the number. Each list item starts with a new line in lowercase letters, a semicolon at the end position. At the end of the last position of a dot is put.

3. If necessary, use a multilevel list (if some or all of the list contain "nested" lists) which should follow the same rules as for bulk items lists.

4. In all other cases, use a bulleted list. Each list item starts with a new line in small letters, a semicolon at the end position. At the end of the last position a dot is put. Markers are not used, or used as a marker line (dash). Do not use other types of markers (a circle, a flower, a hand, etc.).

5. The style of the list design (size, indentation, tabs) must be the same throughout the work.

Figures

Figures (diagrams, charts, graphs) should be placed immediately following text where they are mentioned for the first time, or on the next page. Figures, whose dimensions are larger than A4, A3 should be placed on a sheet after mention in the text or in the Appendices.

If an appendix contains reference information (photos, drawings, diagrams, charts, graphs, maps), make sure that the text contains references to it.

Each figure in the main text of the course work or appendix must be referenced in the text.

All figures, regardless of whether they are graphs, charts, diagrams, etc., should be indicated by the word "Fig." with a capital letter and numbered consecutively within a section, with the exception of figures presented in the appendices. Most figures should contain a section number and a sequence number, with a dot between them. The figure number and its title and explication (if any) are placed consequently just under the figure. Between the number of the figure and its name there is a dot, e.g. "Fig. 1.2. HR management objectives" [10]. An example of a figure is presented in Fig. 2.

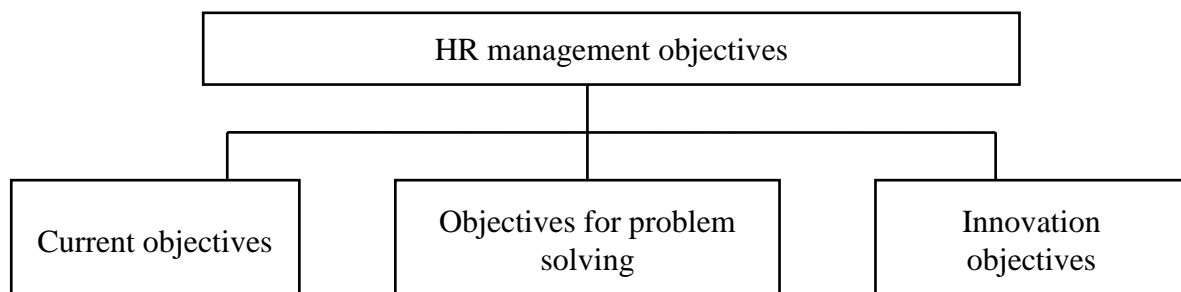


Fig. 1.2. HR management objectives

Fig. 2. An example of presenting a figure

Figures should be made using a computer and be black and white. Colored figures are allowed only in appendices.

Tables

Tables are numbered consecutively within the section. Near the right margin of the sheet, leaving a blank line after the text, the word "Table" with its number is placed. Most tables should consist of the section number and the serial number of the table, between which there is a dot. There is no dot after the table number, for example, "Table 3.2" means the second table of the third section.

On the next line, symmetrically to the text, give the name of the table.

The word "Table" and the table name starts with a capital letter. The word "Table", its number and title are in bold. Do not leave a space between the table heading and the table itself. A sample table is given in Fig. 3.

Table 3.2

Calculation of integrated grade of new equipment quality and effectiveness

Criterion	Avg weighted	Weight
Producer	4	0.36
Functional capabilities of the equipment	4.24	0.37
Guarantee	2.79	0.1
After-sales service	1	0.06
Equipment cost	3.60	0.11

Fig. 3. A sample table

Each table must include a header with the names of the columns (sometimes with the names of the lines). The table header font must be bold.

The tables are placed after the first mentioning them in the text or, failing that, on the next page. The table is placed so that it can be read without turning the unit of work or intertwined with turning clockwise.

All the tables of the course work must be referenced in the text.

All the parts of the table transferred to another worksheet are not entitled, but the words "Continuation of table" and its number are provided at the right margin, for example: "Continuation of table 2.1". On the last page instead of "Continuation of table" write "End of table". The words "Continuation of table", "End of table" and the number of tables are given in bold.

For tables, font 14, 12 or 10 pts Times New Roman may be used, line spacing must be single.

Tables sized 2 full sheets or more are transferred to the appendix.

Formulas

Formulas in the course work are performed using standard mathematical editors Microsoft Office (e.g., Microsoft Equation 3.0) and numbered (if more than one) within the section. Formulas are placed symmetrically to the text, with a comma immediately following the formula, or no punctuation. Styles of all the formulas in the work must be the same.

Most formulas consist of the section number and the serial number of the formula in the section with a dot between them. The formula number is given in parentheses at the right margin of the sheet. No dot is placed between the formula and its number and after the formula number in parentheses.

Directly under the formula, there must be an explanation of all symbols and numerical values of the coefficients used in the formula (including the symbol indicating the value for which the calculation formula is being developed) in the order in which it appears in the formula.

A sample of a formula is given in Fig. 4.

$AEE = I_a - C_a,$	(2.2)
<p>where AEE is the annual economic effect, ths UAH; I_a is the additional marginal income during the year, ths UAH; C_a is the additional costs during the year, ths UAH.</p>	

Fig. 4. A sample formula

According to the example, it is the second formula of the second section.

References

When writing a course work, students must make references to the source materials or individual results presented in the course work (theoretical sources, reference materials, etc.), as well as to tables, equations, figures and appendices to the course work.

If information materials from textbooks, monographs, review articles and other multi-page sources are used, the reference must accurately indicate the number of pages, figures, tables, formulas from the source referred to in the report.

The source in the text must be cited with the serial number indicated in the reference in two brackets, for example, "[4, pp. 21 – 22]" (the fourth number in the reference, pages 21 – 22), or "... in [14, 21, 30] ..." [16].

A reference to a figure contains a serial number, for example: "Fig. 1.4" in lowercase letters.

A reference to a formula indicates the serial number of the formula in parentheses, for example: "... in (2.3)".

When referring to a table in the text, the word "table" is written with a lowercase letter, for example: "... in table 1.4".

In repeated references to tables, illustrations and formulas, the word "see" is used, for example, "see table 1.2".

The list of references must be drawn up in accordance with the requirements of State Standard of Ukraine 8302:2015 (DSTU 8302:2015) (an example of the formatting can be found by following the link http://lib.znau.edu.ua/jirbis2/images/phocagallery/2017/Pryklady_DSTU_8302_2015.pdf).

Sources in the list of references are given in alphabetical order (in alphabetical order according to the first author's surname or the title in case of absence of information about the author). First, sources in Ukrainian are presented, followed by sources in other languages. Sequential numbering should be used in the list of sources.

When including individual sources in the list of references, it is necessary to provide all the original data: full name of the author(s), title of the work, location and name of the publisher (the latter is optional), year of publication, total number of pages (for periodicals – page range of the article to which the reference is made). Also, the following general requirements must be taken into account when compiling a list of references:

initials and surname of the author are not detached from each other, that is always placed on the same line;

titles and other details of sources from foreign languages are not translated;

abbreviation of the word "page" ("p.") is always placed on the same line with the corresponding number;

it is not allowed to cite a journal (newspaper) number as a separate item in the list of references – only a separate article can be an item in the list of references;

similarly, it is not recommended to give a link to an entire website – the reference should be a separate page that is designed as an article (with certain differences from an article in a paper edition). An exception may be websites with statistics, background information – in the event of repeated references in the text of the course work on different pages of the site as it is allowed to draw the line item list of references;

URL address of the website, both in the main text of the paper and in the list of references, cannot be given in underlined font;

the requirements for punctuation and the font used (according to the sample) should be strictly observed, do not replace the dash with a hyphen, make the necessary indents between the structural elements of the list of references and punctuation marks, use italics in situations required by the standard.

A sample of the formatting of references depending on their type is provided in Appendix B of the guidelines. It should be noted that in the work, the list of references is not presented in a table, as presented in Appendix B, but in a numbered list.

You can use an online reference generator to create a list of references <https://www.grafiati.com/uk/blogs/dstu-8302-2015-referencing-generator/>.

APPENDICES

Appendices are drawn up as an extension of the course work immediately after the list of references, as a separate part, and are placed in the order of appearance of references in the text of the course work. Appendices should begin with a title page, on which the word "APPENDICES" is symmetrically placed. Each appendix must also begin with a title page with the word "APPENDIX" and the corresponding letter symmetrically placed on the page, in bold. For example: "APPENDIX A". On

the next line, its name should be given in small letters, in bold, for example: **"Organizational structure of enterprise management"**. The words "additional", "appendix", appendix number and title in quotation marks are not given.

The appendices must be identified consecutively in capital letters of the English alphabet, for example: "APPENDIX A", "APPENDIX B", etc.

Figures, tables and formulas in the appendices are numbered in each appendix, e.g. "Fig. E.2" is the second figure in APPENDIX E, (A.1) is the first formula in APPENDIX A. Figures, tables, and formulas in the appendices must be drawn up in accordance with the general requirements for a course work.

Recommended literature

Main

1. Лепейко Т. І. Менеджмент [Електронний ресурс] : навчальний посібник / Т. І. Лепейко, О. М. Миронова. – Харків : Вид. ХНЕУ, 2010. – 204 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/30823>.

2. Менеджмент [Електронний ресурс] : навчально-практичний посібник для самостійного вивчення дисципліни у схемах, таблицях, тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець ; за заг. ред. В. В. Ушкальова. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 392 с. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/26540>.

3. Менеджмент у структурах видавничо-поліграфічного комплексу [Електронний ресурс] : навчальний посібник / Т. І. Лепейко, Т. П. Близнюк, А. В. Котлик та ін. – Харків : ХНЕУ, 2011. – 352 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/30822>.

4. Пономаренко В. С. Стратегічне управління розвитком підприємства : навчальний посібник / В. С. Пономаренко, О. І. Пушкар, О. М. Тридід. – Харків : ХДЕУ, 2002. – 639 с.

5. Тертичка В. В. Стратегічне управління : підручник / В. В. Тертичка. – Київ : К.І.С., 2017. – 932 с.

Additional

6. Ковтун О. І. Стратегія підприємства : підручник / О. І. Ковтун ; рекомєнд. МОН. – Львів : Новий Світ-2000, 2018. – 426 с.

7. Мінцберг Г. Анатомія менеджменту. Ефективний спосіб керувати компанією / Г. Мінцберг ; пер. з англ. Р. Корнута. – Київ : Наш формат, 2018. – 397 с.

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

9. David F. Strategic Management: A Competitive Advantage Approach, Concepts / F. David. – 16th edition. – Pearson, 2016. – 432 p.

10. Mazorenko O. V. The criteria for choosing an export strategy of enterprise / O. V. Mazorenko // Бізнес-інформ. – 2019. – № 8. – С. 253–258 ; [Електронний ресурс]. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/22720>.

11. Pererva I. Use of creative marketing in the implementation of enterprise strategy / I. Pererva, O. Myronova // Economics of Development. – 2023. – No. 22 (2). – P. 28–40 ; [Electronic resource]. – Access mode : <http://repository.hneu.edu.ua/handle/123456789/29814>.

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

13. Strategic management : syllabus of the educational discipline for students of specialty 073 "Management" of the first (bachelor) level : [Electronic resource] / compiled by O. Mazorenko. – Kharkiv : KhNUE, 2019. – 9 p.

Information resources

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

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

16. Мазоренко О. В. Стратегічний менеджмент / О. В. Мазоренко // Сайт ПНС ХНЕУ ім. С. Кузнеця. – Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=606>.

Appendices

Appendix A

An example of the title page of a course work

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

Management and Business Department

Course work grade _____

Defence grade _____

Final grade _____

Date of admission to the department _____

COURSE WORK
in the course "STRATEGIC MANAGEMENT"
on the topic "Strategic Analysis _____"
company's name

student

group 6.03.073.040.20.2 _____ Serhii PETRENKO

Commission:

_____	_____	_____
_____	_____	_____
_____	_____	_____

Kharkiv, 2024

Examples of references in the list of references

Type of source	Examples of formatting
1	2
Laws and regulations	<p>1. Господарський Кодекс України від 16.01.2003 р. № 436-IV. <i>Відомості Верховної Ради України</i>. 2003. № 18, № 19–20, № 21–22. Ст. 144.</p> <p>2. Про Державну програму економічного і соціального розвитку України на 2010 рік : Закон України від 20.05.2010 р. № 2278-17. <i>Відомості Верховної Ради України</i>. 2010. № 33. Ст. 470.</p> <p>3. Про схвалення Державної програми розвитку промисловості на 2003–2011 роки : Постанова Кабінету Міністрів України від 28.06.2003 р. № 1174. <i>Офіційний вісник України</i>. 2003. № 31. Ст. 1628.</p>
Official standards	<p>4. ДСТУ ISO 9001: 2001. Системи управління якістю. [Чинний від 2001-06-27]. Київ, 2001. 24 с. (Інформація та документація).</p> <p>5. British Standard BS 6079-1:2000. Project management – Part 1 : Guide to Project management. BSI British Standard Institute. 2000. 182 p. (Information and documentation).</p>
Laws, regulations, standards posted on the Internet	<p>6. Про Державну програму економічного і соціального розвитку України на 2010 рік : Закон України від 20.05.2010 р. № 2278-17. URL: http://zakon.rada.gov.ua/cgi-bin/laws/main.cgi?nreg=2278-17 (дата звернення: 12.10.2023).</p>
Books: monographs, textbooks, study guides, dictionaries, etc. (one author)	<p>7. Близнюк Т. П. Вплив циклічності розвитку економіки на інноваційну діяльність підприємства : монографія. Харків : ФОП Александрова К. М., 2008. 352 с.</p> <p>8. Fayol H. General and Industrial Management. Connecticut, USA : Martino Fine Books. 2013. 142 p.</p>
Books: monographs, textbooks, study guides, dictionaries, etc. (two to three authors)	<p>9. Лепейко Т. І., Котлик А. В. Процесний підхід до управління конкурентоспроможністю підприємства : монографія. Харків : Вид. ХНЕУ, 2012. 316 с.</p> <p>10. Huerkamp M. J., Mallon D., Percifield G. Facility Design, Planning, and Renovation; 2nd edition. Boca Raton : Taylor & Francis, 2018. 430 p.</p> <p>11. Thomas A. Stewart. Intellectual capital. The new wealth of organizations. New York, 2019. 254 p.</p>
Books: monographs, textbooks, study guides, dictionaries, etc. (four authors)	<p>12. Організація маркетингового управління діяльністю підприємств машинобудівного кластера в умовах глобалізації : монографія / Лепейко Т. І., Пилипенко А. А., Пушкар О. І., Березовський К. М. Харків : ТОВ "Золоті сторінки", 2015. 664 с.</p> <p>13. Corporate social responsibility across Europe / Habisch A., Jonker J., Wegner M., Schmidpeter R. Germany : Springer. 2004. 395 p.</p>

Appendix B (continuation)

Table B.1 (continuation)

1	2
Books: monographs, textbooks, study guides, dictionaries, etc. (more than four authors)	14. Концептуальні засади управління підприємством як економічною системою : монографія / за заг. ред. В. О. Коюда. Харків : Вид. ХНЕУ, 2007. 414 с. 15. Менеджмент у структурах видавничо-поліграфічного комплексу : навчальний посібник / Лепейко Т. І. та ін. Харків : Вид. ХНЕУ, 2011. 352 с.
Without an author	16. Міжнародні відносини : монографія / за ред. М. А. Березовського. Київ : ЦУЛ, 2016. 162 с. 17. An Encyclopedia of Keynesian Economics, Second edition / edited by Th. Cate. Edward Elgar Publishing, Incorporated, 2013. 704 p.
Part of a publication (monograph)	18. Лепейко Т. І., Котлик А. В. Сучасні підходи до виділення підсистем підприємства. <i>Концептуальні засади управління підприємством як економічною системою</i> : монографія / за ред. В. О. Коюда. Харків : Вид. ХНЕУ, 2007. С. 26–47. 19. Griffith R. Preface: A look Forward to the future of internationalization. <i>Cross-Cultural Undergraduate Internships: A Toolkit for Empowering the Next Generation</i> / edited by D. de Gennaro, M. Marino. Emerald Publishing Limited. 2023. P. xxi–xxiii.
Multi-volume editions	20. Бондаренко В. Г., Канівська І. Ю., Парамонова С. М. Теорія ймовірностей і математична статистика. У 2 ч. Київ : НТУУ "КПІ", 2006. Ч. 1. 125 с. 21. Бюджетна система України: історія, стан та перспективи : у 3 т. / Акад. прав. наук України. Львів : Право, 2012. Т. 2 : Бюджетний менеджмент / заг. ред. Ю. П. Бубряка. 476 с. 22. Енциклопедія рослин / редкол. : І. М. Деркач та ін. Київ : ЦУЛ, 2016. Т. 8. 812 с. 23. Котлик А. В. Критика застосування методу радару для оцінки конкурентоспроможності підприємства. <i>Актуальні проблеми економічного та соціального розвитку виробничої сфери</i> : матеріали VI Міжнародної науково-теоретичної конференції молодих вчених і студентів, м. Донецьк, 21–22 травня 2009 р. Донецьк : ДВНЗ ДонНТУ, 2009. Т. 1. С. 291–294.
Translated editions	24. Брігхем Є. В. Основи фінансового менеджменту / пер. з англ. В. Біленького та ін. Київ : Молодь, 1997. 998 с.
Articles in periodicals (magazines, newspapers)	25. Котлик А. В. Побудова системи показників для оцінки конкурентоспроможності бізнес-процесів підприємства. <i>Управління розвитком</i> . 2011. № 21 (118). С. 30–32. 26. Котлик А. В. Цілеорієнтований підхід до ідентифікації бізнес-процесів підприємства. <i>Бізнес Інформ</i> . 2013. № 2. С. 193–196. 27. Масловська Л. Ц., Савчук В. А. Оцінка результативності і ефективності виробництва органічної агропродовольчої продукції. <i>Агросвіт</i> . 2016. № 6. С. 23–28.

Appendix B (continuation)

Table B.1 (continuation)

1	2
Articles in periodicals (magazines, newspapers)	<p>28. Cieciora M., Bołkunow W., Pietrzak P., Gago P. Key criteria of ERP/CRM systems selection in SMEs in Poland. <i>Online Journal of Applied Knowledge Management</i>. 2020. No. 1. P. 125–136.</p> <p>29. Dankevych Ye. M., Dankevych V. Ye., Chaikin O. V. Ukraine agricultural land market formation preconditions. <i>Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis</i>. 2017. Vol. 65, No. 1. P. 259–271.</p> <p>30. Voynarenko M. P., Dzhuliy V. M., Dzhuliy L. V., Yemchuk L. Modeling of intangible assets development and improvement processes in the enterprise management. <i>Periodicals of Engineering and Natural Sciences</i>. 2019. Vol. 7, No. 2. P. 618–628.</p>
Collections of scientific papers	<p>31. Наумов О. Б., Мартинова О. В. Концептуальні підходи до формування механізму адаптаційних систем управління якістю текстильної продукції. <i>Економіка: проблеми теорії та практики</i> : зб. наук. праць. Дніпропетровськ, 2008. Вип. 238. Т. 4. С. 968–977.</p>
Proceedings of conferences	<p>32. Грузіна І. А. Інформатизація як передумова соціально-економічного розвитку регіону. <i>Актуальні проблеми розвитку галузевої економіки та логістики</i> : матеріали II наук.-практ. конф. Харків : Вид-во НФаУ, 2013. С. 108–110.</p> <p>33. Котлик А. В. Критика застосування методу радару для оцінки конкурентоспроможності підприємства. <i>Актуальні проблеми економічного та соціального розвитку виробничої сфери</i> : матеріали VI Міжнародної науково-теоретичної конференції молодих вчених і студентів, м. Донецьк, 21–22 травня 2009 р. Донецьк : ДВНЗ ДонНТУ, 2009. Т. 1. С. 291–294.</p> <p>34. Zehetner A., Zehetner D., Lepeyko T., Blyznyuk T. Generation Z's expectations of their leaders: a cross-cultural, multi-dimensional investigation of leadership styles. <i>ECMLG 2022 18th European Conference on Management, Leadership and Governance</i>. Lisboa, Portugal. 2022 (November). Vol. 18. No. 1. P. 447–455.</p>
Abstracts of dissertations	<p>35. Барабась Д. О. Управління конкурентними перевагами підприємства (на прикладі підприємств швейної галузі) : автореф. дис ... канд. економ. наук : 08.06.01. Київ, 2003. 18 с.</p>
Dissertations	<p>36. Беседовський О. М. Прийняття управлінських рішень: процесний підхід : дис ... канд. економ. наук : 08.06.01. Харків, 2004. 241 с.</p> <p>37. Zehetner-Hirtenlehner D. Formation of leadership style in the process of generational transition in enterprise management : PhD in Management. Kharkiv, 2023. 268 p.</p>
Internet resources: books, articles, including those without authors, company websites	<p>38. Інформаційне суспільство: глобальне, європейське, українське. <i>E-Ukraine</i> : вебсайт. URL: http://www.e-ukraine.org.ua/book (дата звернення: 15.08.2023).</p> <p>39. Мазоренко О. В. Е-рекрутмент як альтернатива традиційним інструментам управління персоналом. <i>Фінансовий простір</i>. 2015. № 3 (19). URL: https://fp.cibs.ubs.edu.ua/index.php/fp/issue/view/19 (дата звернення: 10.09.2023).</p>

Appendix B (the end)

Table B.1 (the end)

1	2
	<p>40. Що таке органічні продукти і чим вони кращі за звичайні? <i>Екологія життя</i> : вебсайт. URL: http://www.eco-live.com.ua (дата звернення: 12.07.2023).</p> <p>41. The best platform for cross-functional work. <i>Asana</i> : website. URL: https://asana.com/ (дата звернення: 11.09.2023).</p> <p>42. Trello brings all your tasks, teammates, and tools together. <i>Trello</i>: website. URL: https://trello.com/ (дата звернення: 11.09.2023).</p> <p>43. What is Project Management? <i>Project management institute</i> : website. URL: https://www.pmi.org/about/learn-about-pmi/what-is-project-management_(дата звернення: 03.09.2023).</p>

Contents

Introduction.....	3
Guidelines for writing a course work	6
1. The procedure for completing a course work	6
2. Topics for a course work.....	7
3. Assessment of the course work	9
4. Requirements as to the structure and content of the course work...	10
Recommended literature	26
Main.....	26
Additional.....	27
Information resources	27
Appendices.....	28

НАВЧАЛЬНЕ ВИДАННЯ

СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ

**Методичні рекомендації
до виконання курсової роботи
для здобувачів вищої освіти
спеціальності 073 "Менеджмент"
освітньої програми "Бізнес-адміністрування"
першого (бакалаврського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

Укладачі: **Мазоренко** Оксана Володимирівна
Перерва Іванна Миколаївна
Василик Сергій Костянтинович

Відповідальний за видання *Т. І. Лепейко*

Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Подано перелік можливих галузей і підприємств для виконання курсової роботи. Розглянуто основні положення, які допоможуть здобувачам вищої освіти в підготовці та презентації курсових робіт із навчальної дисципліни. Наведено зміст і вимоги до написання курсової роботи.

Рекомендовано для здобувачів вищої освіти спеціальності 073 "Менеджмент" освітньої програми "Бізнес-адміністрування" першого (бакалаврського) рівня.

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Видавець і виготовлювач – ХНЕУ ім. С. Кузнеця, 61166, м. Харків, просп. Науки, 9-А

*Свідоцтво про внесення суб'єкта видавничої справи до Державного реєстру
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