

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

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.



Каріна НЕМАШКАЛО

СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ
робоча програма навчальної дисципліни (РПНД)

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

Статус дисципліни **обов'язкова**
Мова викладання, навчання та оцінювання **англійська**

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Тетяна ЛЕПЕЙКО

Гарант програми

Ольга МИРОНОВА

Харків
2023

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

APPROVED

at the meeting of the department
management and business
Protocol № 1 of 25.08.2023

AGREED

Vice-rector for educational and methodical work
Karina NEMASHKALO



STRATEGIC MANAGEMENT

Program of the course

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

Course status

mandatory

Language

English

Developers:
PhD (Economics),
Associate Professor
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2023**

INTRODUCTION

The program of studying the course "Strategic Management" is compiled according to the study programme of bachelors' preparation. The educational course "Strategic Management" belongs to the cycle of mandatory professionally oriented disciplines of bachelor's study for specialty 073 "Management", study programme "Business administration".

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

This course is designed to provide students with a comprehensive understanding of the principles, frameworks, and practices essential for effective strategic decision-making and organizational success. In today's fast-paced and ever-changing business environment, strategic management plays a pivotal role in guiding organizations towards their goals, fostering innovation, and ensuring long-term competitiveness.

The "Strategic management" course is structured to explore the key components of formulating, implementing, and evaluating strategies that align with an organization's mission and vision. From analyzing the external environment to crafting internal capabilities, students will delve into the intricate processes that leaders employ to shape the destiny of the organizations.

The 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 objectives of the course are:

- studying of the organizational foundations of entrepreneurial activity;
- mastering the basic principles strategic management;
- development of the skills of justifying the choice of the most effective strategies in business environment;
- studying the peculiarities of formulating the vision, mission of the organization and setting goals;
- acquisition of knowledge and skills of strategic analysis;
- development of the ability to justify the strategies' selection of the enterprise;
- studying methods of organization of strategic management at the enterprise.

The object of the course is the strategic process at an organization.

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

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
LO3	SC2; SC3; SC4; SC8
LO5	SC1
LO6	SC2; SC12
LO8	SC2; SC8; SC19
LO17	SC3
LO18	GC11
LO20	GC11
LO21	SC20

where LO3 – demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership;

LO5 – describe the content of the functional areas of an organization's activities;

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;

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;

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;

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;

SC12 – ability to analyze and structure organizational problems, to form reasonable decisions;

SC19 – ability to use methods of processing primary information on the economic foundations of the organization's functioning to form a system of the most urgent tasks;

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

GC11 – ability to adapt and act in a new situation.

COURSE CONTENT

Content module 1. Conceptual foundations of strategic management.

Topic 1. The Nature of Strategic Management.

The essence of strategic management. The concept of strategy. The concept of strategic management. Prerequisites for the formation of a strategic management system. Objects and problems of strategic management. Relationship of the basic

elements of strategic management. The main components of the strategic management system. Characteristics of the strategic management process. Approaches to defining the components of the strategic management process.

Evolution of strategic management. Benefits of strategic management.

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

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

Topic 3. The external environment analysis.

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

Topic 4. The Internal environment analysis.

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

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

Topic 5. Strategy in action.

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

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

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

Topic 6. The Competitive Strategy.

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

overview of the focus strategy. Conditions that facilitate the implementation of this strategy. Difficulties of implementing the focus strategy.

Strategic leadership.

Topic 7. Portfolio analysis and management of the strategic position of the enterprise.

The concept of "enterprise portfolio" in strategic management and the purpose of its development. The essence of the portfolio strategy of the enterprise and its variants depending on the industry attractiveness and organizational strength of the enterprise. Purpose and main stages of portfolio analysis.

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

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

Topic 8. Strategy review, evaluation, and control.

The essence of strategy review, strategy evaluation and strategy control.

Criteria of strategy review, evaluation, and control. Contemporary strategy evaluation difficulties. Strategy evaluation framework. Measuring Organizational Performance. Key financial ratios that are useful for evaluating strategies.

Contingency Planning and auditing.

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

Table 2

The list of practical (seminar) and laboratories studies

Name of the topic and/or task	Content
Topic 1. Practical task 1.	Game. Strategy matters.
Topic 2. Practical task 2.	Evaluating Mission Statements.
Topic 2. Practical task 3.	SMART goal setting.
Topic 3. Laboratory work 1.	The External Assessment.
Topic 4. Laboratory work 2.	The Internal Assessment.
Topic 4. Laboratory work 3.	SWOT analysis.
Topic 5. Practical task 4.	Developing Alternative Strategies.
Topic 6. Laboratory work 4.	Competitors' analysis.
Topic 7. Laboratory work 5.	BCG Matrix development.
Topic 8. Laboratory work 6.	Strategy evaluation.

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 test
Topic 1-8	Preparation for practical and laboratory classes
Topic 1-8	Performing a presentation of final project
Topic 1-8	Preparing for the final test

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

TEACHING METHODS

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

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

Visual demonstration (Topics 1–8).

Practical (practical and laboratory work (Topics 1–8), group works (Topic 1, Topic 2, Topic 8), case studies (Topics 2–7).

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, laboratory 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 an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The maximum score that a student can receive during an exam (examination) is 40 points. The minimum score for an exam (examination) to be considered passed is 25 points.

The final grade in the course is determined:

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

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

Current control: express tests (estimated at 8 points (three express tests during the semester – the total maximum number of points – 24)); competence-oriented tasks

on topics (four competence-oriented tasks each by 4 points, one competence-oriented task by 12 points and one competence-oriented task by 8 points during the semester, total maximum number of points – 36).

Semester control: Grading including Exam (40 points).

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

An example of an exam card 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 073 “Management”
Study Programme “Business Administration”
Course “Strategic Management”

Theoretical tests 1. Answer the test questions (14 points)

1. The technological segment of environmental analysis includes
 - A. institutions and activities involved with creating new knowledge and translating that knowledge into new outputs.
 - B. the determination of when machinery will need to be replaced in a given firm.
 - C. the need for new technology in order for a firm to gain a competitive advantage.
 - D. places where a firm’s technology will allow that firm to dominate a given market.

2. _____ is best described as an integrative management field that combines analysis, formulation, and implementation in the quest for competitive advantage.
 - A. Supply chain management
 - B. Integrated technology management
 - C. Strategic management
 - D. Inventory management

3. When a firm adopts a differentiation strategy to attain competitive advantage, it focuses on:
 - A. delivering unique features to its customers.
 - B. providing the lowest prices to its customers.
 - C. maximizing its profits by providing minimal customer service.
 - D. lowering costs by employing low-skill employees.

4. The technological segment of environmental analysis includes
 - A. institutions and activities involved with creating new knowledge and translating that knowledge into new outputs.
 - B. the determination of when machinery will need to be replaced in a given firm.
 - C. the need for new technology in order for a firm to gain a competitive advantage.
 - D. places where a firm’s technology will allow that firm to dominate a given market.

5. A company's mission should be customer-oriented because this helps the firm retain flexibility in changing environments.

- A. True
- B. False

6. New communication technology can impact seemingly unrelated industries such as the airline industry. This would be an example of a _____.

- A. threat of entry
- B. backward integration
- C. forward integration
- D. threat of substitute products

7. The five-forces model helps to determine both the nature of competition in an industry and the profit potential for the industry.

- A. True
- B. False

8. When an organization briefly describes what its business is about and why it does it, they have articulated a _____.

- A. Values statement
- B. Mission statement
- C. Strategic plan
- D. Competitive advantage

9. _____ tracks the evolution of environmental trends, sequences of events, or streams of activities.

- A. Environmental scanning
- B. Environmental monitoring
- C. Environmental surveying
- D. Competitive intelligence

10. A good mission statement has

- A. an employee orientation.
- B. a customer orientation.
- C. a shareholder orientation.
- D. an environmental orientation.
- E. a profit orientation.

11. The strengths and weaknesses of a SWOT analysis refer to the external conditions of the firm.

- A. True
- B. False

12. Emerging sociocultural changes in the environment include _____.

- A. changes in the ethnic composition
- B. the increasing educational attainment of women in the past decade
- C. progressively less disposable income by consumers
- D. changes in the geographic distribution of the population.

13. Economies of scale refer to the fact that as the:

A. quantity of product produced in a given time period increases, the cost of manufacturing each unit increases.

B. quantity of product produced in a given time period increases, the cost of manufacturing each unit remains constant.

C. quantity of product produced in a given time period increases, the cost of manufacturing each unit decreases.

D. quantity of product produced in a given time period decreases, the cost of manufacturing each unit decreases.

14. An effective mission statement should do all of the following EXCEPT:

A. include monetary amounts, numbers, percentages and ratios.

B. be inspiring.

C. reveal that the firm is environmentally responsible.

D. identify the utility of a firm's products.

E. be reconciliatory.

Stereotypical task (6 points)

Evaluate mission statements. On a clean sheet of paper, prepare a 9 x 2 matrix. Place the nine mission statement components down the left column and the following two companies across the top of your paper. Write *Yes* or *No* in each cell of your matrix to indicate whether you feel the particular mission statement includes the respective component.

Dole Food Co. Inc.

Dole Food Company, Inc. is committed to supplying the consumer and our customers with the finest, high-quality products and to leading the industry in nutrition research and education. Dole supports these goals with a corporate philosophy of adhering to the highest ethical conduct in all its business dealings, treatment of its employees, and social and environmental policies.

Columbia Sportswear Company

Design and deliver authentic, outdoor, high-value products for active consumers of all ages.

Diagnostic task (9 points)

Company specializes on the production of tires. The company's products are consumed in Ukraine, Russia, CIS countries and Western European countries. Initial data are given in the Tab. 1. This table contains volume of sales of seven products of the company and market share of the products

Table 1

Parameters of the company's portfolio

Products	Sales, pcs.		Market share next year,%	
	Previous year	Next year	company's	strongest competitor's
1	290	250	20	12
2	60	64	13	18
3	10	14	5	7
4	186	240	11	19
5	28	44	2	7
6	6	10	40	22
7	58	36	15	15

Form a product strategy of the enterprise using BCG Matrix. The criteria for the construction of two-dimensional matrix BCG are market growth (sales) of the company and relative market share. Make conclusion.

Heuristic task (11 points)

Conduct competitor analysis using Competitive Profile Matrix (CPM) of sport wear producers. The main competitors: NIKE, Adidas and PUMA will be compared to each other to find out their relative strengths and weaknesses.

To perform the CPM, identify exactly 10 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 extent possible.

Assign the weights and ratings.

You should compare the scores on each factor to identify where the company's relative strengths and weaknesses are.

Make conclusions about industry intensity and opportunities for NIKE's development.

Approved at the meeting of Management and Business Department,

Protocol №___ of «___» _____ 20__ year.

Examiner

PhD, Associate Professor Oksana MAZORENKO

Head of Department

Doctor of Economics, Professor Tatyana LEPEYKO

Assessment criteria

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

Theoretical tests (maximum score is 14 points).

Test tasks consist of 14 tests. **1 point** is given for each correct answer.

Stereotypical task (maximum score is 6 points).

5 – 6 is put, if practical tasks performed on the whole correctly using the right algorithm.

3 – 4 is put for full assimilation of the program material and ability to navigate in it, conscious application of knowledge to solve the problem of heuristics. Design of the completed task should be neat.

1 – 2 is put for a partial ability to apply theoretical knowledge to solve practical problems, for not acquiring a large piece of material.

0 is put for failure to do the task in general.

Diagnostic tasks (maximum score is 9 points).

8 – 9 is put for full assimilation of the program material and the ability to navigate in it, conscious application of knowledge to solve practical situations. When performing diagnostic tasks, the student must make correct conclusions about the proposed industrial situation and to formulate his own recommendation to improve the problem. Design of the completed task should be neat.

6 – 7 is put for full assimilation of the program material and ability to navigate in it, conscious application of knowledge to solve the problem of heuristics. Design of the completed task should be neat.

4 – 5 treats partial ability to apply theoretical knowledge to solve practical problems, if the task is partially completed; the student's responses demonstrated an understanding of basic material provisions of the discipline.

2 – 3 is put for acquiring a large piece of material, however, if a student performs a heuristic problem without sufficient understanding of the uses of educational materials and can not correctly performs all tasks.

0 – 1 is put for failure to do the task in general.

Heuristic tasks (maximum score is 11 points).

10 – 11 is put for deep knowledge of program material, the application to respond not only recommended, but additional literature and creative approach, a clear knowledge of concepts, methods, techniques, tools and financial sciences, ability to use them for specific practical problems, solving industrial situations. In the performance of heuristic problem, the student must provide the production version of the proposed decision on the situation and draw the appropriate conclusions. Design questions should be neat, logical and consistent.

8 – 9 is put for full assimilation of the program material and ability to navigate in it, conscious application of knowledge to solve the problem of heuristic, if all requirements are provided for evaluation "4 points" in the presence of minor mistakes (i.e. approach to solving problems is true, but there were inaccuracies in the calculation of certain parameters), or not quite complete withdrawal by the results obtained by solving the problem. Design of the completed task should be neat.

6 – 7 is put for the ability to apply theoretical knowledge to solve the problem of heuristic, if the majority of tasks one performed, and student's response demonstrated understanding of the conceptual material of the discipline.

4 – 5 is put for acquiring a large piece of material, however, if a student performs an heuristic problem without sufficient understanding of the uses of educational materials and can not correctly perform all tasks.

2 – 3 is put for a partial ability to apply theoretical knowledge to solve practical problems, for not acquiring a large piece of material, if the student can not correctly perform the task facing many difficulties in the analysis of economic phenomena and processes.

0 – 1 is put for failure to do the task in general.

RECOMMENDED LITERATURE

Main

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Information resources

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