

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, логістики та інновацій
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ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

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

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Мова викладання, навчання та оцінювання **англійська**

Розробник:
д.е.н., професор

 Олена ЯСТРЕМСЬКА

Завідувач кафедри
менеджменту, логістики та інновацій

 Олена ЯСТРЕМСЬКА

Гарант програми

 Тетяна КОЛОДІЗЄВА

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INTRODUCTION

The course of "Strategic Management" is one of the relevant types of management, the achievements of which enable managers to formulate and implement enterprise life strategies, course the direction of long-term development.

In the current conditions of Ukraine's economic development, achieving a stable position in the market and strengthening its competitive positions is of particular importance for enterprises. Its solution requires the application of a new management system capable of innovative, competitive, and entrepreneurial responses to changes in the external environment, allowing to manage these changes based on scientific methods of prediction, regulation, and adaptation to the goals of the enterprise. Such a system is strategic management, which includes the development and implementation of organizational strategy, as well as management of the strategic management process.

The purpose of studying the course of "Strategic Management" is to master competencies in strategic management and practical skills in making managerial decisions in the process of strategic management of the enterprise's activities and development.

The tasks of studying the course include:

- mastering the essence, basic concepts, and categories of strategic management;
- understanding the evolution of approaches to the formation and implementation of enterprise life strategies;
- understanding the content of approaches, the main processes of strategic management;
- determining the strategic advantages of the enterprise in the internal and external environment;
- justification of general, competitive, functional, resource, and product strategies of the enterprise;
- formation of an organizational structure adequate to the formed strategic set;
- achieving high motivation of personnel to participate in strategic management of the enterprise.

The object of the course is the process of strategic management of the enterprise.

The subject of the course is the theoretical concepts and approaches of strategic management of modern enterprises, methodologies, and management methods in the course of their activities.

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	SC3
LO5	SC3
LO6	SC2, SC12
LO7	SC3
LO8	SC2
LO12	SC7

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

LO5. Describe the content of the functional spheres of organization activity.

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

LO7. Demonstrate skills in organizational design.

LO8. Apply management methods to ensure the effectiveness of organization activity.

SC12. Evaluate the legal, social, and economic consequences of organization operation.

SC2. Ability to analyze the results of organization activity, comparing them with the factors influencing the external and internal environment.

SC3. Ability to determine the prospects for organization development.

SC7. Ability to select and use modern management tools.

COURSE CONTENT

Content module 1. Basic concepts of strategic management.

Topic 1. Conceptual foundations of strategic management theory. Preconditions for the development of strategic management theory. Key hypotheses of strategic management; dependencies on the external environment; adequacy; strategies, capabilities, and activities; multi-element nature; balance. Main schools and approaches in strategic management. Experience and problems of using the theory of strategic management in the development process of Ukrainian enterprises.

Topic 2. Levels of strategic decisions and typology of enterprise strategies. Preconditions for making strategic decisions in the process of enterprise management. Enterprise strategies according to classical and modern classification.

Topic 3. Stages of strategic management and features of enterprise strategy formation. The main stages of strategic management: strategic analysis, strategic planning, strategic analysis; strategic choice; strategy implementation. Enterprise mission and rules for formulating it in the process of strategic management. Classification of strategic goals. Building a tree of strategic goals. Determination of factors influencing the choice of strategic goals. Formation of a system of strategic goals and tasks.

Content module 2. Main functions and stages of strategic management.

Topic 4. Strategic planning. Principles of strategic planning. The significance of strategic planning for enterprise activities in conditions of external environment instability. Approaches to organizing strategic planning in an enterprise. Process of strategic planning. Characteristics of the goal-setting stage. Factors influencing the choice of strategic goals. Areas of setting strategic goals for the enterprise.

Topic 5. Strategic analysis of the enterprise external environment. Essence and objects of strategic analysis in the process of making strategic decisions. Types of enterprise external environment: variable or unstable; hostile; diverse; technically complex. Factors influencing the instability of the external environment. Methods and models for conducting strategic diagnostics of the enterprise environment. SWOT and TOWS analyses. Scientific approaches to determining the degree of external environment instability. Risks of the market environment and their role in strategic management of enterprises. Methods and indicators for evaluating risks of the enterprise market environment. Strategic analysis of the industry environment of the enterprise. Determination of key success factors (KSFs) and dynamic competencies of the enterprise depending on the specifics of the industry environment.

Topic 6. Strategic potential of the enterprise and formation of its competitive advantages.

The concept of "strategic potential of the enterprise." Elements of the strategic potential of the enterprise and factors influencing its formation and development. Methods and indicators for evaluating the strategic potential of the enterprise. Gaps between strategic goals and the potential of the enterprise. Features of managing the strategic potential of enterprises in various economic sectors. Methods of evaluating the strategic potential of the enterprise: economic-mathematical and expert based on statistical information and the method of dynamic competencies.

Topic 7. Types of strategic management. Deviant and preventive nature of management systems. Management systems in conditions of stable, dynamic external environment and in crisis situations. The concept of "strong" and "weak" signals of the external environment in the process of strategic management of the enterprise. Strategic reorganization of enterprises. Methodological approach to strategic reorganization. Strategic centers and strategic areas of management, zones of strategic interests.

Topic 8. Portfolio strategies and management of enterprise strategic position.

The concept of "enterprise portfolio" in strategic management and the purpose of its development. Essence of enterprise portfolio strategy. Use of matrices such as the Boston Consulting Group, McKinsey, Success Matrix, and others to assess the strategic position of the enterprise and determine strategically promising directions for its market development actions.

Topic 9. Strategy generation and conditions for their implementation.

Criteria for choosing strategic alternatives. Use of matrix models (Ansoff, Porter, etc.) in the process of generating enterprise strategies. Strategic set of the enterprise and requirements for its formation. Formation of functional and competitive

strategies: sales activities, quality of work life, personnel development management, innovation development, corporate image formation, brand effectiveness. Employee motivation in the process of strategy implementation.

Topic 10. Strategic control in the process of strategic transformations at the enterprise. The purpose and objectives of strategic control in managing enterprise activities in market conditions. Methods for evaluating the enterprise's chosen strategies. Criteria and indicators of strategy effectiveness.

The list of practical (seminar and laboratory) studies in the course is given in table2.

Table 2

The list of practical (seminar and laboratory) studies

Name of the topic and / or task	Content
1	2
Topic 1. Conceptual foundations of strategic management theory.	1. Round table with presentations by students for each approach to strategic management
Topic 2. Levels of strategic decisions and typology of enterprise strategies.	1. Discussion on the advantages and disadvantages of traditional and modern paradigms of strategic management
Topic 3. Stages of strategic management and features of enterprise strategy formation.	1. Solving tasks on the formation of the company's mission. 2. Testing.
Topic 4. Strategic planning. Principles of strategic planning.	1. Solving tasks on using SWOT and TOWS analysis matrices, forming a strategic plan using strategic gaps. 2. Testing.
Topic 5. Strategic analysis of the enterprise external environment.	1. Solving tasks on identifying enterprise strategies. 2. Conducting a laboratory work with data from companies on the Internet. 3. Testing.
Topic 6. Strategic potential of the enterprise and formation of its competitive advantages.	1. Solving tasks on evaluating strategic potential using the resource-based method and dynamic competencies method. 2. Conducting a laboratory work with data from companies on the Internet.
Topic 7. Types of strategic management.	1. Assessing the feasibility of establishing strategic management centers to implement enterprise reorganization strategies. 2. Conducting a laboratory work with data from companies on the Internet.

1	2
Topic 8. Portfolio strategies and management of enterprise strategic position.	1. Solving tasks on forming strategies and determining strategic positions of enterprises using portfolio approach matrices. 2. Conducting a laboratory work with data from companies on the Internet. 3. Solving situational tasks. Testing.
Topic 9. Strategy generation and conditions for their implementation.	1. Solving tasks on forming strategies and determining strategic positions of enterprises using portfolio approach matrices. 2. Conducting a laboratory work with data from companies on the Internet. 3. Solving situational tasks.
Topic 10. Strategic control in the process of strategic transformations at the enterprise.	1. Solving situational tasks.

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 1-10	Search, selection and review of literary sources and information from the Internet on a given topic.
Topic 1	Preparation of a presentation based on various strategies formation approaches.

Number of hours: lectures – 18 hours, practical classes - 20 hours, laboratory classes - 10 hours, and independent work - 102 hours. They are listed in the work plan (technological map) for the academic discipline.

TEACHING METHODS

During the teaching process of the course to achieve defined learning outcomes and activate the educational process, the following teaching methods are applied:

Verbal (lecture (Topics 1-10), lecture-dialogue (Topics 1, 3-6, 8-10)).

Visual (demonstration (presentations Topics 1-10)).

Seminar (Topics 1, 2), practical (Topics 3, 6, 9, 10), laboratory work (Topics 5 - 9), case method (Topics 3, 6, 8, 9, 10).

FORMS AND METHODS OF ASSESSMENT

The university uses a 100-point cumulative assessment system for evaluating the

learning outcomes of higher education students.

Current control is carried out during lectures, practical and laboratory classes to check the level of preparedness of the student for specific tasks and is evaluated by the total number of points, which should range from 35 to 60 points for admission to the exam. The semester control form is an exam, which is graded from 25 to 40 points: the maximum score for the discipline as a whole is 100 points; the minimum score is 60 points.

The final grade for the course is determined by summing up the points for current and semester control in the form of an exam.

The following control measures are used during the teaching of the course.

Current control: competency-oriented individual tasks (total score up to 30 points), presentation (up to 10 points), four written tests (maximum of 5 points for each).

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

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS
Specialty 073 Management, semester 7
Study programme "Logistics"
Course "STRATEGIC MANAGEMENT"

EXAM TICKET

Diagnostic task 1 (up to 5 points)

Justify the feasibility of using the entrepreneurship school for the formation and implementation of strategies for industrial enterprises in Ukraine in conditions of economic crisis.

Diagnostic task 2 (up to 5 points)

Formulate the mission statement for JSC "Macaroni Factory", founded in 2005, located in the district center. Explain the proposed formulation, identify the functions that the presented mission can perform, the technology of its development, and the main quality criteria.

Diagnostic task 3 (up to 12 points)

Determine the overall economic strategy of the enterprise where you completed your internship, indicating its name, using the SWOT analysis method, using a three-point scale to determine the impact of each internal and external environmental factor (3 - strong impact, 2 - moderate impact, 1 weak impact, 0 - factor does not affect) and such main factors:

internal environment: availability of production capacities, depreciation of equipment (physical and moral), availability of production areas, potential of auxiliary production, potential of labor resources (by categories), availability of raw materials, materials, components, fuel and energy resources, financial resources, production technology, product quality, its profitability, sufficient information for business activities;

external environment: formation of an order portfolio for the production of goods or provision of services, quality of supplies of raw materials, materials, components, etc., environmental condition, labor market situation, state influence (tax burden), society's attitude (territorial community) to the enterprise (whether there is support).

Explain the feasibility of implementing the chosen strategy for this enterprise.

Heuristic task (up to 18 points)

Using the BCG matrix, position the products of the enterprise, form a portfolio of orders, explain the feasibility of implementing the chosen product strategies based on the data in Table 1. Present the results in the form of the BCG matrix and a memorandum addressed to the deputy director of the enterprise for economic affairs.

Table 1

Source data

Indicator	Product 1	Product 2	Product 3	Product 4
Product share, unit share	0,15	2,45	1,02	0,34
Sales growth rate of the product, unit share	1,23	0,56	1,98	1,45
Volume of product sales in a specific market, %	20	34	10	12

Approved at the meeting of the department of management, logistics and innovation № ____ dated the «__» _____ 20__y.

Examiner

d.e.s., prof. Olena IASTREMSKA

Head of the department

d.e.s., prof. Olena IASTREMSKA

Evaluation criteria

The exam papers consist of four tasks: three diagnostic tasks and one heuristic task. Tasks are evaluated according to the scale provided in Table 4.

Table 4

The maximum number of points allowed for each task type

Task type	The maximum number of points allowed	The total number of points of each exam task
Diagnostic task 1	5	5
Diagnostic task 2	5	5
Diagnostic task 3	12	12
Heuristic task	18	18
Together		40

The total number of points assigned to a positive assessment for each task is taken as 100%.

The final grade for the exam is determined by summing the grades obtained for each task (Table 4).

RECOMMENDED LITERATURE

Main

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