

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.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



СТРАТЕГІЇ МЕНЕДЖМЕНТУ
робоча програма навчальної дисципліни (РПНД)

Галузь знань 07 Управління та адміністрування
Спеціальність 073 Менеджмент
Освітній рівень третій (освітньо-науковий)
Освітня програма Менеджмент

Статус дисципліни **вибіркова**
Мова викладання, навчання та оцінювання **англійська**

Розробник програми:
к.е.н., доцент

Оксана МАЗОРЕНКО

Завідувач кафедри
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Гарант програми

Василь ОТЕНКО

Харків
2023

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

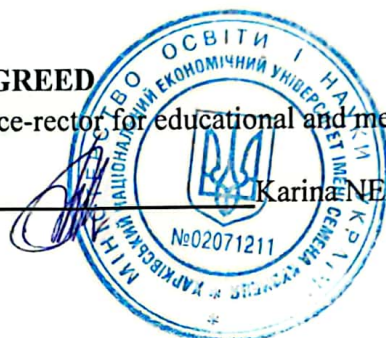
APPROVED

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



STRATEGIES OF MANAGEMENT

Program of the course

Field of knowledge **07 Management and administration**
Specialty **073 Management**
Study cycle **third (educational and scientific)**
Study programme **Management**

Course status **elective**
Language **English**

Developer:
PhD (Economics),
Associate Professor

Oksana MAZORENKO

Head of Management and
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**Kharkiv
2023**

INTRODUCTION

The program for studying the course “Strategies of Management” is compiled in accordance with the educational and scientific programme for training doctors of philosophy in the specialty “Management”. The course “Strategies of Management” belongs to the cycle of elective courses for training doctors of philosophy under the “Management” study programme.

Management strategies are a set of methods and tools used to manage an organization in the process of achieving goals. They include leadership strategies, administration, business management, etc.

Purpose of the course: mastering theoretical knowledge of strategic management, tools, methods of choosing strategies for the development of the organization and the acquisition of practical skills and abilities to use the concept of strategic management at an enterprise.

The tasks of the course are:

disclosure of the content of the categorical apparatus of strategic management;
study of models and methods of analysis of the internal and external environment;

study of various models of strategic management;

research of the strategic planning process, as well as the study of the strategic process;

mastering the skills of formulating, choosing and evaluating strategies taking into account the context of the environment;

study of strategic alternatives and methods of strategic analysis to substantiate the strategy;

studying the essence and structure of strategic potential, mastering the methods of its assessment.

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

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

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

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO01	GC02; GC04; SC01
LO02	SC02
LO07	GC04; SC01

where LO01. Apply modern tools and technologies for searching, processing and analyzing information, in particular, statistical methods for analyzing data of a large volume and/or complex structure, specialized databases and information systems;

LO02. Freely present and discuss with specialists and non-specialists the results of research, scientific and applied management problems in the national and English languages, competently reflect the results of research in scientific publications in leading international scientific publications; critically analyze foreign language scientific literature on the specialty;

LO07. Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and currents in the field of modern management, world experience in the implementation of existing management theories in the practice of modern enterprises;

GC02. The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems;

GC04. The ability to solve complex problems in the field of management based on a systematic scientific worldview and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management, a consistent process of thorough scientific research;

SC01. The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; organize and conduct research and innovation activities;

SC02. The ability to orally and in writing present and discuss the results of scientific research and/or innovative developments in Ukrainian and English, study scientific literature on management and administration and effectively use new information from various sources.

COURSE CONTENT

Content module 1. Methodological basics of strategic management

Topic1. Strategies of management: essence and features.

The essence and content of management strategies. The concept of strategic management. Prerequisites for the formation of a strategic management system. Objects and problems of strategic management. The concept of strategic management centers. The relationship of the main elements of strategic management. Methodological approaches to strategic management. The main components of the strategic management system. Characteristics of the stages of the strategic management process. Approaches to determining the components of the strategic management process.

Evolution of strategic management.

Experience and problems of using the enterprise management system in Ukraine.

Topic 2. Strategic management models.

Characteristics and types of management systems in a changing environment. Ranking of managerial tasks in strategic management.

Deviant and preventive nature of the enterprise management system. Management based on control. Management based on extrapolation. Management based on anticipation of change. Management based on flexible emergency solutions.

Management by ranking strategic objectives. Control of weak signals. Management in conditions of strategic surprises.

Modern models of strategic management: rational and alternative (limited rationality, incrementalism) models.

Topic 3. Strategic planning in the system of enterprise strategic management.

The essence and features of strategic planning, strategic planning versus long-term planning. Principles of strategic planning. The importance of enterprise strategic planning in a changing environment. Approaches to the organization of enterprise strategic planning.

Strategy as a set of rules for decision making. Levels of strategy in the system of strategic management. Classification of strategies. Approaches to strategy formation.

Strategic planning process. Stages of strategy development and implementation. Areas of strategic planning.

Topic 4. Strategic analysis of the enterprise and the choice of strategic positions.

Analysis of the external environment. Indirect environment. Direct Environment. Analysis of the competitive environment. Key success factors.

Analysis of the internal environment. The effectiveness evaluation of existing strategies.

Models and methods of the external and internal environmental analyses in the system of strategic analysis of the enterprise. Peculiarities of methodological tools in strategic analysis. Strategic information: types and sources.

Strategic analysis as a basis for determining the enterprise strategic position. The process of identifying the dominant competitive advantages of the enterprise, its position in the market. Strategic Management Areas: concept and characteristics.

The concept of strategic resource zone.

Models and methods of assessing the strategic position of the enterprise and the choice of strategic positions. Assessment of strategic flexibility (external and internal) and synergy.

Assessment of the enterprise competitiveness. Methods of assessing the enterprise competitiveness: based on the theory of effective competition, based on determining the competitiveness of goods, based on the theory of competitive advantage, the method of benchmarking.

Content module 2. Strategy development and its implementation.

Topic 5. Choosing the strategy and drawing up a strategic plan.

Strategic needs of the enterprise. Stages of strategy development: creating, proof, evaluation. Basic strategies. Generating strategic alternatives. The process of choosing an enterprise strategy. The concept of optimal strategy. Assess the factors that influence the choice of strategy. Evaluation of the chosen strategy. Features of strategy selection

for small and medium enterprises. The process of identifying strategic alternatives for enterprise development. Analysis of strategic alternatives. Using basic strategic approaches to justify strategic alternatives for enterprise development. Formation of an enterprise strategies portfolio.

The structure of the strategic plan. Characteristics of the strategic plan sections.

Strategic control in the process of strategy implementation: essence, characteristics, varieties. The process of strategic control.

Criteria for the strategy's effectiveness. External and internal effectiveness of enterprise strategies. Indicators of strategy effectiveness.

Topic 6. Competitive strategies.

Types of competitive strategies. General characteristics of competitive strategies.

Cost leadership strategy. Factors that contribute to the use of cost leadership strategies. The benefits of a cost leadership strategy in terms of the five forces of competition.

Differentiation strategy. Possible sources of uniqueness of the enterprise and its products. Types of differentiation. Organizational requirements of the differentiation strategy.

General characteristics of the focus strategy. Conditions that contribute to the implementation of the focus strategy. Difficulties in implementing a focus strategy.

Topic 7. Development of functional strategies.

Functional strategies, their role in specifying the chosen development strategy and in achieving goals.

Marketing strategy, its main elements and possible approaches to its implementation.

Financial strategy, its main elements.

Innovation strategy. Simulation strategies. Components of innovation strategy.

Production strategy and its components.

Topic 8. Contemporary management strategies.

Modern concepts of strategic management. Features of the modern strategic management concepts.

Evolutionary and revolutionary development. Thompson-Strickland concept. The concept of a balanced scores system. Conceptual management approach.

Modern management strategies and their characteristics.

Topic 9. Management of the enterprise strategic potential.

The concept of the strategic potential. Elements of strategic potential: management system, quantitative and qualitative composition of resources, organizational projects, goals. Features of strategic capacity management.

Factors influencing the choice of enterprise's potential management strategy. Competitiveness of potential. Competitive advantages and competitive status of the

enterprise. Approaches to the formation of strategic potential. Methods for assessing the competitiveness of enterprise potential. Levels of normative indicators of competitiveness of the enterprise strategic potential.

General assessment of the enterprise strategic potential to identify opportunities for the implementation of a set of strategies.

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

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Topic 1. Practical task 1.	The evolution of understanding and predicting the future of organizations. Prerequisites for the application of strategic management in organizations.
Topic 2. Practical task 2.	The essence of strategy and set of strategic.
Topic 3. Practical task 3.	The essence and types of strategic planning.
Topic 4. Practical task 4.	Evaluation of the internal and external environment of the organization for the purpose of choosing a strategy.
Topic 5. Practical task 5.	Analysis of product strategy.
Topic 6. Practical task 6.	Types of competitive strategies and methods of their selection.
Topic 7. Practical task 7.	Analysis of functional strategies.
Topic 8. Practical task 8.	Assessment of competitiveness. Building profiles of competitiveness.
Topic 9. Practical task 9.	Development of measures to overcome resistance to changes during strategy implementation.

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

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1-9	Search, selection and review of literature on a given topic
Topic 1-9	Preparation for the Express test
Topic 1-9	Preparation for practical classes
Topic 1-9	Performing a presentation
Topic 1-9	Preparing to the final control

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

TEACHING METHODS

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

discussions (topic 1 – 9), presentations (topic 5 – 6), illustrations (topic 1 – 9),

case studies (topic 3 – 8), work in small groups (topic 1 – 9), different individual (topic 1 – 9) and group tasks (topic 5 – 8).

During lectures and practical classes, the following teaching methods are used: explanatory and illustrative, reproductive, problem-based teaching, partially research-based, research teaching methods.

FORMS AND METHODS OF ASSESSMENT

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

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

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

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

Semester control is carried out in the form of a grading.

The final grade in the course is determined:

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

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

Current control: express tests (estimated at 8 points (two express tests during the semester – the total maximum number of points – 16)); competence-oriented tasks on topics (maximum score – 6 points (three competence-oriented tasks during the semester, total maximum number of points – 24)); presentation of an individual task (project) (maximum score – 40 points); final control work (maximum score – 20 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

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Information resources

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