

Syllabus
of the discipline “**Strategic Management**”
Specialty 073 - Management
Specialization “Business Administration”
Level of education – bachelor
4 course, 1 semester, 5 credits
(lectures – 34 hours, practicals – 40 hours, independent work – 76 hours)

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A brief summary of the discipline. This academic discipline allows students to acquire the necessary theoretical bases and practical skills concerning methods and tools of analysis of enterprise’ external and internal environment; form skills and abilities for determining the strategic set of enterprises, the development and implementation of the enterprise’ strategy. Also, it teaches to demonstrate the skills of applying the main approaches and methods of effective communication in making strategic decisions.

As a result of learning the discipline students must have the following **competence:** the study of the discipline provides the formation of the ability to formulate, choose and implement strategy of an enterprise based on environmental strategic analysis.

Content of the discipline

Structure of lectures

Topic 1. Strategic management: the nature and characteristics

The concept of strategic management. Formation prerequisites of strategic management. Objects and strategic management problems. Methodological and methodical approaches to strategic management. The main components of the strategic management. Characteristics of the phases of strategic management. Evolution of strategic management. The modern paradigm of strategic management.

Topic 2. Models of strategic management

Characteristics and types of control systems in a changing environment. Ranging management problems in strategic management. Strategic Management by ranking tasks. Managing strategic surprises.

Topic 3. Strategic planning in strategic management

Description and characteristics of strategic planning. The principles of strategic planning. The value of strategic planning of the company in a changing external environment. Approaches to the organization of strategic planning in business. Strategy in form and content. Strategy as a set of rules for decision-making. Distinctive features of the strategy. Levels of strategy in the strategic management system. Classification of strategies. Approaches to formulating strategies. Schools of strategies. The strategic planning process. Strategic plans of the enterprise.

Topic 4. A strategic analysis of the company and the choice of the strategic position

Analysis of the external environment. Environment indirect impact. Environment immediate impact. Analysis of the competitive environment in the industry. Analysis of the internal environment. Evaluating the effectiveness of existing strategies. Models and methods of analysis of the external environment and internal environment in the strategic analysis of the company. Models and methods for assessing the strategic situation of the company and the choice of the strategic position. Assessment of competitiveness. Methods for assessing the competitiveness of enterprises. The SWOT analysis.

Topic 5. The selection strategy and preparation of the strategic plan

The concept and definition of strategic business needs. Developing strategies. Stages of strategy development. Basic strategies. Approaches to the choice of the basic strategy. Generation of strategic alternatives. The strategy selection. Assessment of the chosen strategy. Analysis of strategic alternatives. Using basic strategic approaches for the study of strategic alternatives development. A portfolio of company strategies. The structure of the strategic plan. Performance measurement strategies.

Topic 6. Competitive strategy

Types of competitive strategies. An overview of competitive strategies.

Topic 7. Development of functional strategies

The chosen functional strategies and their role in specifying development strategy, it's goals. Marketing strategy. Financial strategy. Innovation strategy. Simulation strategy. The strategy of production and its components.

Topic 8. Strategic enterprise management capabilities

The concept of the strategic potential of the company. Elements of the strategic potential. Features of the strategic potential. Factors that influence the choice of strategies for managing a potential business. Competitiveness potential.

Competitive advantage and competitive status of the company. Approaches to the formation of a strategic capacity. Methods for evaluating the competitive potential of the company.

Topic 9. The organization of strategic management at the enterprise

Features of the management system of strategic management. Evaluation of strategic changes in the company in the process of implementation of the strategy. Matching of the company's organizational structure to the chosen strategy. Areas of structural change according to the chosen strategy. Corporate culture in the system support strategy.

Structure of practical classes

Topic 1. Strategic management: the nature and characteristics

Case study. Mission, aims and objectives

Topic 2. Models of strategic management

Evaluating mission statements.

Topic 3. Strategic planning in strategic management

Developing goals tree for a company

Topic 4. A strategic analysis of the company and the choice of the strategic position

The External Assessment. The Internal Assessment. SWOT-analysis.

Topic 5. The selection strategy and preparation of the strategic plan

Classifying some year strategies. Developing alternative strategies.

Topic 6. Competitive strategy

The methods of portfolio analysis.

Topic 7. Development of functional strategies

Elements of functional strategies.

Topic 8. Strategic enterprise management capabilities

Assessment of competitiveness of products.

Topic 9. The organization of strategic management at the enterprise

Characteristics of development programs.

Evaluation criteria

Taking into account the importance of each form of current control, the success of student training of the course is evaluated in the corresponding scores (Table 1) by the formula:

$$R = 3*A + 3*B + C + D + 17*E + 20*F + G,$$

where R is the final maximum score that a student can obtain for the successful completion of all forms of current control;

A is the maximum number of points a student can get for the task on the topic ($A = 4$);

B is the maximum number of points a student can get for the theoretical control work on the content of the content module ($B = 4$);

C is the maximum number of points a student can get for the practical control work ($B = 12$);

D is the maximum number of points a student can get for completing an essay ($B = 5,5$);

E is the maximum number of points a student can get for active work at a lecture ($E=0,5$);

F is the maximum number of points a student can get for active work at a practicals ($F=0,5$);

G is a is the maximum number of points a student can get for final control ($G=40$).

Summary evaluation of the discipline in accordance with the Methods of transferring indicators of students' success into university assessment scale ECTS is converted to the grade on a scale of ECTS (tab. 2).

Table 2

Transference of University Characteristics of Students' Progress into the System of the ECTS Scale

Assessment of the Simonh Kuznets Kharkiv National Univresity of Economics scale	ECTS assessing scale	Assessment due to the national scale	
		для екзамену, курсового проекту (роботи), практики	для заліку
1	2	3	4
90 – 100	A	excellent	passed
82 – 89	B	good satisfactory	passed
74 – 81	C		
64 – 73	D		
60 – 63	E	unsatisfactory	not passed
35 – 59	FX		

Form of control. Current control

Recommended literature

1. Боумэн К. Основы стратегического менеджмента : пер. с англ. – М. : Банки и биржи, ЮНИТИ, 1997. – 176 с.
2. Забелин П. В. Основы стратегического управления : учеб. пособ. / П. В. Забелин, Н. К. Моисеева. – М. : Информационно-внедренческий центр "Маркетинг", 1998. – 196 с.
3. Мескон М. Х. Основы менеджмента : пер. с англ. – М. : "Дело", 1992. – 702 с.
4. Немцов В. Д. Стратегический менеджмент / В. Д. Немцов, Л. Е. Довгань. – К. : ТОВ "УВПК "ЕксОб", 2001. – 558 с.
5. Фазй Л., Рэнделл Р. Курс МВА по стратегическому менеджменту / Пер. с. англ. – М.: Альпина Бизнес Букс, 2004. – 608 с.
6. Хмиль Т.М., Василик С.К., Шишмарева Л.О. Стратегический менеджмент: Учебное пособие. – Х.: ИД «ИНЖЕК», 2004. – 136 с.
7. Шершньова З.С., Оборська С.В. Стратегічне управління: Навч. посіб. – К.: КНЕУ, 1999. – 384 с.
8. David Fred R. Strategic management: concepts and cases / Fred R. David. – 13th ed. – Florence: Prentice Hall, 2011. – 685 p.
9. Ritson N. Strategic management / N. Ritson. – Frederiksberg: Ventus Publishing Aps, 2008. – 56 p.