



Strategic Management

Specialty

072-Finance, Banking, Insurance and Stock market

Institute

Institute of Education and Science in Economics, Management and International Business

Educational program

Finance and Banking

Department

Management (204)

Level of education

Master's level

Course type

Elective

Semester

2

Language of instruction

English

Lecturers and course developers



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Authored and co-authored over 60 scientific publications. Teaches courses: "Fundamentals of Management", "Strategic Management", "Operations management"

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General information

Summary

The course aims to gain the knowledge and skills needed to develop an effective business strategy at the business level and develop measures for its implementation

Course objectives and goals

- to develop an understanding of strategic management of the organization
- to form skills of conducting strategic analysis of the organization's environment, developing a mission, forming goals based on SMART technology, assessing competition based on the model of the five forces of competition and maps of strategic groups, choosing the type of competitive advantage.
- to develop key skills related to the effective implementation of the developed strategy

Format of classes

Lectures, workshops, consultations, self-study. The course ends with a differentiated grading.

Competencies

- GC 1. Ability to think abstractly, analyze and synthesize.
- GC 3. Ability to conduct sound research.
- GC 4. Ability to identify, state and solve problems.

GC 5. Ability to make informed decisions.

GC 7. Ability to motivate people and move towards a common goal.

GC 8. Ability to work in an international context. GC03. The ability for abstract thinking, analysis, synthesis.

PC 3. Ability to apply management skills in the field of finance, banking and insurance.

PC 4. Ability to evaluate the effectiveness of academic, analytical and methodological tools to justify management decisions in the field of finance, banking and insurance.

PC 7. Ability to search, use and interpret information necessary for solving professional and academic problems in the field of finance, banking and insurance.

Learning outcomes

LO06. To present research results in an accessible and reasoned manner orally and in writing, to participate in professional discussions.

LO09. To apply management skills in the field of finance, banking and insurance.

LO13. To assess the degree of tasks complexity at planning and results processing stages

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, workshops - 16 hours, self-study - 72 hours.

Course prerequisites

Fundamentals of Academic Research, Financial Management, Insurance Management

Features of the course, teaching and learning methods, and technologies

Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork, gamification, case studies

Program of the course

Topics of the lectures

Topic 1. Content of strategic management

Peculiarities of budgeting, long-term and strategic planning, differences in strategic enterprise management. Excellent characteristics of strategic enterprise management in Japan, Western and European countries. Obstacles to the development of strategic enterprise management in Ukraine.

Topic 2. The essence of the organization's strategy and approaches to its definition

The history of the concept of "strategy". Peculiarities of definitions of the term "Strategy" by different authors. Examples of successful application of investment and competitive strategies by enterprises of different countries of the world.

Topic 3. The main stages of strategic management. Formation of the mission of the enterprise

The main purpose of the mission is for both internal and external groups of people

Give examples of the missions of various enterprises and determine their compliance with the necessary wording requirements.

Topic 4. The second stage of strategic management - formulation of goals

Features of targeted enterprise management. Study of methods of goal formation. Advantages and disadvantages of SMART characteristics. Comparison with other target characterization technologies.

Topic 5. Strategy development - the third stage of strategic management. Analysis of the external environment of direct and indirect influence

Peculiarities and types of key factors of competitiveness (and key success factors) of the enterprise. Study of approaches to analyzing the attractiveness of the industry. Advantages and disadvantages of PEST - analysis and method of industry competition.

Topic 6. Strategy development - the third stage of strategic management. Competitive analysis
The history of Space analysis. Its advantages and disadvantages.
The history of the emergence of the mapping method. Features of building a map of strategic groups.

Topic 7. Strategy development - the third stage of strategic management. Situational analysis of the enterprise
History of SWOT (SWOT) analysis. Its advantages and disadvantages.
Types of micrologistics systems and their importance in strategic enterprise management.

Topic 8. Strategy development - the third stage of strategic management. Methods of portfolio analysis
The history of the emergence of the BKG matrix, the "product - market" model of I. Ansoff and the three-dimensional matrix of D. Abel. The history of the emergence of the McKinsey matrix (General Electric matrix), models: Shell / DPM (directed policy matrices), Hofer-Schendel; life cycle Arthur D Little.
Examples of the effective application of the PIMS model for Western enterprises and the study of the possibility of applying the model by enterprises of Ukraine.

Topic 9. Implementation of the strategic plan - the fourth stage of strategic management. Strategic control is the fifth stage of strategic management
Prerequisites for the emergence of the McKinsey 7S concept. Characteristics of approaches to managing the implementation of strategic changes. The main differences between strategic and operational control

Topic 10. Synergy effect
Features of the appearance of the term "synergy". Research on methods of determining synergism. Their advantages and disadvantages. Examples of positive and negative synergism at enterprises.

Topic 11. Balanced scorecard.
The history of the emergence of a balanced system of indicators. The main difference from the traditional management system «Du Pont». Examples of implementation of a balanced system of indicators at enterprises. Analysis of the advantages and disadvantages of the existing balanced models for evaluating the efficiency of the enterprise.

Topic 12. Strategic map of the goals of the balanced scorecard
The connection of the balanced system of indicators and the strategic map of goals with the system of motivation, budgeting, organizational structure, the culture of the enterprise and other components.
Modifications of the "classic" model of the balanced scorecard.

Topics of the workshops

Topic 1. Content of strategic management

Analysis of the school of strategic management. Obstacles to the development of strategic enterprise management in Ukraine.

Topic 2. The essence of the organization's strategy and approaches to its definition

Examples of successful application of investment and competitive strategies by enterprises of different countries of the world.

Topic 3. The main stages of strategic management. Formation of the mission of the enterprise. Examples of mission statements of various enterprises and determine their compliance with the necessary wording requirements.

Topic 4. The second stage of strategic management - formulation of goals. Analysis of the formation of goals at the enterprise. Advantages and disadvantages of SMART characteristics.

Topic 5. Strategy development - the third stage of strategic management. Analysis of the external environment of direct and indirect influence

Peculiarities and types of key factors of competitiveness (and key success factors) of the enterprise. PEST - enterprise analysis.

Topic 6. Strategy development - the third stage of strategic management. Competitive analysis. Space-method problem. Its advantages and disadvantages. Features of building a map of strategic groups.

Topic 7. Strategy development - the third stage of strategic management. Situational analysis of the enterprise. Carrying out a SWOT analysis on the example of well-known enterprises.

Topic 8. Strategy development - the third stage of strategic management. Methods of portfolio analysis. The history of the BKG matrix, McKinsey matrix (General Electric matrix).

Topic 9. Implementation of the strategic plan - the fourth stage of strategic management. Strategic control is the fifth stage of strategic management. The main differences between strategic and operational control

Topic 10. Synergy effect

Research on methods of determining synergism. Their advantages and disadvantages. Examples of positive and negative synergism at enterprises.

Topic 11. Balanced scorecard.

Examples of implementation of a balanced system of indicators at enterprises. Analysis of the advantages and disadvantages of the existing balanced models for evaluating the efficiency of the enterprise.

Topic 12. Strategic map of the goals of the balanced scorecard

Connection of the balanced system of indicators and the strategic map of goals with the motivation system, budgeting, organizational structure, enterprise culture and other components

Topics of the laboratory classes

This course does not include laboratory classes.

Self-study

The course involves the completion of an individual task - a presentation on the student's chosen enterprise using strategic management methods. The student must present his work to the group, answer questions, draw conclusions about the company's future development strategy

Course materials and recommended reading

1 Ansoff, I (1990) Strategic Management. McMillan <https://cutt.ly/dEZDld9>

2 Srivastava, RM, & Verma, S. (2012). Strategic management: Concepts, skills and practices. PHI Learning Pvt. Ltd. <https://cutt.ly/KELOAlr>

3 Trevisan, I. (2018). International strategic management. libreriauniversitaria. it Edizioni. <https://cutt.ly/mELOXsb>

4 Bhandari A., & Verma, P. Strategic management: Conceptual framework. McGraw Hill <https://cutt.ly/gEL06yB>

5 Andersen, TJ (2013). Short introduction to strategic management. Cambridge University Press. <https://cutt.ly/BEL2uxc>

6 Gupta, V., Gollakota, K., & Srinivasan, R. (2007). Business policy and strategic management: Concepts and applications. PHI Learning Pvt. Ltd. <https://cutt.ly/REL2n2w>

7 Brin, P & Nehme, M (2019) Corporate Social Responsibility analysis of theories and models, Eureka Social and Humanities, 22–30. <https://cutt.ly/PEZTrxH>

8 Brin P., Prokhorenko O., Nehme M., Trabulsi H. (2020) Strategic Contribution of a Business Process to Company's Performance. Journal of Information Technology Management, 12 (3), 82–99

<https://cutt.ly/tEZTEyr>

9 Management (2019) Krasnokutskaya NS, Linkova OY, Nashchekina OM etc. Kharkiv: 2019. 232 p.

10 Krasnokutskaya NS (2017) Strategic management: a textbook for students of economic specialties / NS Krasnokutskaya, IA Kabanets Kharkiv: NTU "KhPI", 2017. 460 p.

11 Thompson, A. A., Strickland, A. D. (2012). Strategic management. The art of strategy development and implementation

Assessment and grading

Criteria for assessment of student performance, and the final score structure

100% of the final grade consists of the results of the assessment in the form of defense of an individual task (20%), final test (30%) and current assessment (50%)..

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by

Date, signature

Head of the department
Olena PROKHORENKO

Date, signature

Guarantor of the educational program
Tetiana NAZAROVA