



## Syllabus Course Program



# Strategic Management

### Specialty

071-Accounting and Taxation

### Institute

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

### Educational program

Accounting, Auditing and Taxation

### Department

Management (204)

### Level of education

Master's level

### Course type

Elective

### Semester

2

### Language of instruction

English

## Lecturers and course developers



### Pavlo Brin

[Pavlo.Brin@khpi.edu.ua](mailto:Pavlo.Brin@khpi.edu.ua)

PhD in Economic Sciences, Associate Professor, Professor of Department of Management

Authored and co-authored over 200 scientific publications. Teaches courses: "Fundamentals of Management", "Strategic Management", "Fundamentals of Business Analysis"

[More about the lecturer on the department's website](#)

## 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 test.

### Competencies

- SC05. Ability to apply methods and techniques of analytical support for modern management systems, taking into account the enterprise development strategy under conditions of uncertainty, risk, and/or information asymmetry).
- SC08. Ability to perform administrative and managerial functions in the activities of business entities and public sector bodies.

## Learning outcomes

LO01. Ability to develop and enhance one's general cultural and professional level, independently master new methods of work, and gain knowledge for a comprehensive understanding of modern economic and management issues.

LO19. Ability to design, plan, and conduct exploratory and research work, ensuring their informational, methodological, material, financial, and personnel support.

## 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

The prerequisites for this course are First (bachelor) level of higher education as well as knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Accounting and Taxation

## 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

Lecture 1-2 History of of strategic management

Lecture 3-4 Levels of organizational strategy

Lecture 5-6 The concept of strategic management area. Vision and mission for a non - diversified company (for a strategic business unit

Lecture 7-8 Objectives. Types of goals. SMART setting technology. The concept of key performance indicator (KPI)

Lecture 9-10 Industry analysis. The main differences of industries.

Lecture 11-12 Assessment of rivalry using the model of the five forces of competition

Lecture 13-14 Map of strategic groups. Searching for the areas with less level of competition

Lecture 15-16 The main types of competitive advantage. Market segmentation. Competitive advantages for different consumer groups

### Topics of the workshops

Workshop 1 The main differences between planning and strategic management

Workshop 2 Corporate strategy, business strategy, functional strategies, operational strategies. The main components of the business strategy of the organization

Workshop 3 The difference between a need and a product. Different ways to meet needs. Substitute goods

Workshop 4 Performance planning at the level of departments and employees

Workshop 5 Analysis for various sectors of the economy

Workshop 6 Assessment of the level of competition for different sectors of the economy

Workshop 7 Definition of strategic groups

Workshop 8 Development of a strategy based on competitive advantage.

### Topics of the laboratory classes

This course does not include laboratory classes.

### Self-study

The topics of Self-studying: Basic schools of strategic management, reading the proposed literature

Diversification of economic activity. The main components of corporate strategy. GE matrix. The Ansoff's matrix. Indirect methods of measuring performance indicators. Analysis of statistical data by industries of Ukraine. Product life cycle model. The Hofer matrix. ADL matrix. Vertical integration strategies. Strategic marketing

## 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/KEL0Alr>
- 3 Trevisan, I. (2018). International strategic management. libreriauniversitaria. it Edizioni. <https://cutt.ly/mEL0Xsb>
- 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) Krasnokutska 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% Final assessment as a result of Final test (40%) and Continuous assessment (60%).

40% Final test: written assignment (theory + problem solving) and its oral presentation.

60% Continuous assessment: online tests and practical individual assignment.

### 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  
Tetyna DAVIDUK

