

STRATEGIC MANAGEMENT

COURSE SYLLABUS

Code and name of specialty	073 – Management	Institute	Institute of Education and Science in Economics, Management and International Business
Program name	Management of Organizations and Administration / Business Administration	Department	Management and taxation
Type of program	Educational and Professional	Language of instruction	English / Ukrainian

LECTURERS

Pavlo Brin, pavlo.brin@khpi.edu.ua



PhD (Economics), Associate Professor, Professor of Management and Taxation Department (NTU “KhPI”)
 Authored and co-authored over 150 scientific publications. Courses: Fundamentals of Management, Strategic Management, Fundamentals of Business Analysis

GENERAL DESCRIPTION OF THE COURSE

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	<ul style="list-style-type: none"> ● 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
Types of classes and control	Lectures, practical classes, consultations. Final control - exam
Term	7

Student workload (credits) / Type of course	5 / Mandatory	Lectures (hours)	32	Workshops (hours)	32	Self-study (hours)	86
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Program competences	<p>GC03. The ability to abstract thinking, analysis, synthesis.</p> <p>GC04. The ability to apply knowledge in practical situations.</p> <p>GC05. Knowledge and understanding the subject area and understanding the professional activity.</p> <p>GC09. The ability to learn and to master modern knowledge.</p> <p>GC11. The ability to adapt and perform in a new situation.</p> <p>GC12. The ability to generate new ideas (creativity).</p> <p>SC01. The ability to identify and describe the characteristics of organizations.</p> <p>SC02. The ability to analyze the results of organization activity, to compare them with the factors of the external and internal environment.</p> <p>SC03. The ability to identify prospects of organization development.</p> <p>SC04. The ability to determine the functional areas of the organization and the relationships between them.</p> <p>SC05. The ability to manage the organization and its units through the management functions realization</p> <p>SC06. The ability to act socially responsible and consciously.</p> <p>SC07. The ability to choose and to use modern tools of management.</p> <p>SC08. The ability to plan the organization activity and to manage the time.</p>
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Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership	Interactive lectures with presentations, discussions, workshops, case-based learning	Written assignment (CAS), practical assessment (CAS), online tests (CAS), exam (FAS)
LO 04. To show skills of identification of problems and justification of management decisions.	Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, research work, project-based learning	Written assignment (CAS), practical assessment (CAS), exam (FAS)
LO05. To describe the content of the functional areas of the organization	Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, research work, project-based learning	Written assignment (CAS), practical assessment (CAS), exam (FAS)
LO 08. To apply management methods to ensure the effectiveness of the organization.	Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork	Written assignment (CAS), online tests (CAS), exam (FAS)
LO16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical	Research work (fieldwork), workshops, project-based learning, individual and teamwork	Written assignment (CAS), data collection and reporting on fieldwork (CAS)
LO 17. To conduct research individually and/or in a group under the leadership of the leader.	Research work (fieldwork), workshops, project-based learning, individual and teamwork	Written assignment (CAS), data collection and reporting on fieldwork (CAS)

ASSESSMENT AND GRADING

Range s of points corresponding to grades	Total score (points) for all types of learning activities	ECTS grading scale	The national grading scale	Allocation of grade points
	90-100	A	excellent	<p>100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%).</p> <p>40% Final exam: written assignment (theory + problem solving) and its oral presentation.</p> <p>60% Continuous assessment: online tests and practical individual assignment.</p>
	82-89	B	good	
	74-81	C		
	64-73	D	satisfactory	
	60-63	E		

	35-59	FX	Unsatisfactory (with the exam retake option)	
	0-34	F	Unsatisfactory (with mandatory repetition of the course)	

Course policy Students are expected to attend classes regularly, to get to class on time and stay for the duration of the class. In the case of absence, students will be required to submit all assignments to make up for the missed classes. Students are also expected to come to class having read all the required material and being ready to productively participate in the class discussions. Written assignments should be submitted before the specified deadlines.

COURSE STRUCTURE AND CONTENT

Lecture 1-2	History of of strategic management	Workshop 1-2	The main differences between planning and strategic management	S e l f - s t u d y	Basic schools of strategic management, reading the proposed literature
Lecture 3-4	Levels of organizational strategy	Workshop 3-4	Corporate strategy, business strategy, functional strategies, operational strategies. The main components of the business strategy of the organization		Diversification of economic activity. The main components of corporate strategy. GE matrix
Lecture 5-6	The concept of strategic management area. Vision and mission for a non - diversified company (for a strategic business unit	Workshop 5-6	The difference between a need and a product. Different ways to meet needs. Substitute goods		The Ansoff's matrix
Lecture 7-8	Objectives. Types of goals. SMART setting technology. The concept of key performance indicator (KPI)	Workshop 7-8	Performance planning at the level of departments and employees		Indirect methods of measuring performance indicators
Lecture 9-10	Industry analysis. The main differences of industries.	Workshop 9-10	Analysis for various sectors of the economy		Analysis of statistical data by industries of Ukraine
Lecture 11-12	Assessment of rivalry using the model of the five forces of competition	Workshop 11-12	Assessment of the level of competition for different sectors of the economy		Product life cycle model. The Hofer matrix. ADL matrix.
Lecture 13-14	Map of strategic groups. Searching for the areas with less level of competition	Workshop 13-14	Definition of strategic groups		Vertical integration strategies
Lecture 15-16	The main types of competitive advantage. Market segmentation.	Workshop 15-16	Development of a strategy based on competitive advantage		Strategic marketing

Competitive advantages for different consumer groups

RECOMMENDED READING

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1. Ansoff, I (1990) Strategic Management. McMillan Retrieved from <https://cutt.ly/dEZDld9>
2. Srivastava, RM, & Verma, S. (2012). Strategic management: Concepts, skills and practices. PHI Learning Pvt. Ltd. Retrieved from <https://cutt.ly/KELOAlr>
3. Trevisan, I. (2018). International strategic management. libreriauniversitaria. it Edizioni. Retrieved from <https://cutt.ly/mELOXsb>
4. Bhandari A., & Verma, P. Strategic management: Conceptual framework. McGraw Hill Retrieved from <https://cutt.ly/gELO6yB>
5. Andersen, TJ (2013). Short introduction to strategic management. Cambridge University Press. Retrieved from <https://cutt.ly/BEL2uxc>
6. Gupta, V., Gollakota, K., Srinivasan, R. (2007). Business policy and strategic management: Concepts and applications. PHI Learning Pvt. Ltd. Retrieved from <https://cutt.ly/REL2n2w>

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1. Brin, P Nehme, M (2019) Corporate Social Responsibility analysis of theories and models, Eureka Social and Humanities, Retrieved from
2. <https://cutt.ly/PEZTrxH>
1. 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), Retrieved from <https://cutt.ly/tEZTEyr>
2. Kabanets I.A., Krasnokutskaya, N.S. & Nashchekina O.M., & Linkova O. Y. (2019) Management Kharkiv:
3. Krasnokutskaya N. S. (2017) Strategic management: a textbook for students of economic specialties Kharkiv: NTU "KhPI"
4. Thompson, A. A., Strickland, A. D. (2012). Strategic management. The art of strategy development and implementation.
5. Mescon, M., Albert, M., Hedoury, F. (1997). Fundamentals of management. DELO Publishing House.

Academic integrity

Students are expected to adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI".

The content of this syllabus is consistent with the Strategic Management course program.