



## Syllabus Course Program



# Strategic Management

**Specialty**

073-Management

**Educational program**

International Business

**Level of education**

Bachelor's level

**Semester**

7

**Institute**

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

**Department**

Management (204)

**Course type**

Mandatory

**Language of instruction**

English

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## Lecturers and course developers

**Pavlo Brin**

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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 final exam.

**Competencies**

- GC03. The ability for abstract thinking, analysis, synthesis.
- GC04. The ability to apply knowledge in practical situations.
- GC05. Knowledge and understanding of the subject area and understanding of the professional activity.
- GC09. The ability to learn and to master modern knowledge.
- GC11. The ability to adapt to a new situation and take an action.

- GC12. The ability to generate new ideas (creativity).
- SC01. The ability to identify and describe the characteristics of organizations.
- SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.
- SC03. The ability to identify prospects for organizational development.
- SC04. The ability to determine the functional areas of an organization and the relationships between them.
- SC05. The ability to manage an organization and its units through performing management functions.
- SC06. The ability to act in a socially responsible and conscientious manner.
- SC07. The ability to choose and use modern tools of management.
- SC08. The ability to plan the organization activity and to manage time.

## **Learning outcomes**

- LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
- LO 04. To demonstrate the ability to identify problems and justify managerial decisions.
- LO 05. To describe the content of the functional areas of an organization
- LO 08. To apply management methods for ensuring the effectiveness of an organization.
- LO 10. To possess the skills of justifying effective instruments for motivating the personnel of an organization.
- LO 11. To demonstrate the skills of situation analysis and communications in various areas of an organization's activities.
- LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.
- LO 17. To conduct research individually and/or in a group under the supervision of a leader.

## **Student workload**

The total volume of the course is 150 hours (5 ECTS credits): lectures - 32 hours, workshops - 32 hours, self-study - 86 hours.

## **Course prerequisites**

Theory of Organization, Fundamentals of Management, Marketing, Innovation 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**

- 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 1-2 The main differences between planning and strategic management

Workshop 3-4 Corporate strategy, business strategy, functional strategies, operational strategies. The main components of the business strategy of the organization

Workshop 5-6 The difference between a need and a product. Different ways to meet needs. Substitute goods

Workshop 7-8 Performance planning at the level of departments and employees

Workshop 9-10 Analysis for various sectors of the economy

Workshop 11-12 Assessment of the level of competition for different sectors of the economy

Workshop 13-14 Definition of strategic groups

Workshop 15-16 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) 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% Final assessment as a result of Final exam (40%) and Continuous assessment (60%).

40% Final exam: 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**  
Olena CHAIKOVA