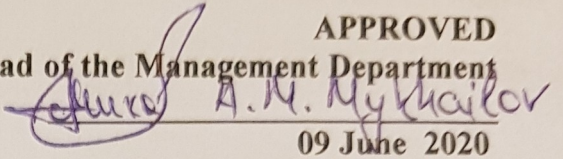


**Ministry of education and science of Ukraine  
Sumy National Agrarian University**

**Management Department**

**APPROVED**  
**Head of the Management Department**  
  
**09 June 2020**

**WORKING TRAINING PROGRAM OF ACADEMIC DISCIPLINE**

**Strategic Enterprise Management**

**073 "Management "**

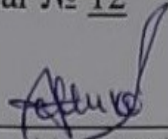
**EL «Bachelor»**

**Faculty: Economics and management**

The work program was approved at a meeting of the Department of Management.

Protocol from "09" 06.2020 year № 12

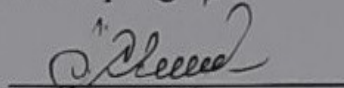
Head of the Department

  
(signature)

(Mykhailov A.N.)  
(surname and initials)

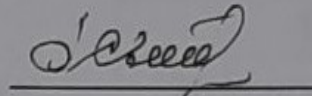
**Confirmed:**

Guarantor of educational and professional program

  
(signature)

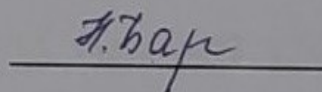
(Strochenko N.I.)  
(surname and initials)

Dean of the Faculty of Economics  
and Management

  
\_\_\_\_\_

(Strochenko N.I.)

Methodist of the Department  
of education quality,  
licensing and accreditation

  
\_\_\_\_\_

(N. Baranik)

Registered in the electronic data base: 21.07 20 20 year  
date

### 1. Description of the course

Name of indicators	Branch of knowledge, direction of preparation, education and qualification level	Characteristic of discipline
		full-time education
The number of credits - 2	The branch of knowledge: 07 "Management and administration"	<b>Regulatory</b>
	<b>073"Management"</b>	
Modules –2		<b>Year of preparation:</b>
Content modules: 4		2020-2021
		<b>Course</b>
		4
		<b>Semester</b>
The total number of hours - <b>90</b>		8
		<b>Lectures</b>
Weekly hours for full-time students: classroom -3 independent work of the student -6	Education and qualification level: <b>bachelor's degree</b>	20 h.
		<b>Practical, seminar</b>
		10 h.
		<b>Independent work</b>
		<b>Individual tasks</b>
		60 h
		<b>Kind of control:</b> Exam

Ratio of number of hours of classroom training for independent and individual work are:  
for full-time students – 33%/67% (30/60)

### 2. Objectives of the course.

**Discipline is aimed** at mastering theoretical knowledge on strategic management of the organization. Involves the formation of skills in methods of strategic plans of the organization.

**The task of discipline** is to obtain theoretical and practical knowledge and skills in strategic management at the AIC in market conditions in order to achieve not only the "survival" of enterprises, but also continuous development, realize their potential.

The study of the discipline " The study of the discipline "Strategic Enterprise Management " involves the formation of students' competencies:

Programme competence		Code
<b>General</b>		
1	Ability to think abstractly, analyze, synthesize, and establish relationships between socioeconomic phenomena and processes.	3K 1
2	Ability to apply conceptual and basic knowledge, understanding the subject area and the profession of manager.	3K 2.
3	Ability to work in a team and establish interpersonal interaction in solving professional problems.	3K 5.
4	Ability to learn and acquire modern knowledge.	3K 6.
<b>Professional (special)</b>		
1	Ability to identify and describe the characteristics of the organization	ΦK 1

2	Ability to analyze the results of the organization, compare them with the factors of external and internal environment, to determine the prospects for development of the organization.	ФК 2
3	Ability to manage the organization and its departments through the implementation of management functions	ФК 4
4	Ability to choose and use modern management tools	ФК 5

### 2.3 Program learning outcomes

As a result of studying the discipline "Strategic Enterprise Management" the student must be able to demonstrate the following learning outcomes:

No	Program learning outcomes	Code
1	Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership	ППН 3
2	Demonstrate skills to identify problems and justify management decisions	ППН 4
3	Apply management methods to ensure the effectiveness of the organization	ППН 8

### 3. The program of the course

(Methodological Council of the faculty «28» January 2019., protocol №3 ,  
Methodological Council of the University on approbation)

#### Module 1. Essence of strategic management

**Topic 1.** Conceptual foundations of the theory of strategic management. Objectives of strategic management. Models of Strategic Management. Requirements and problems of using strategic management for businesses.

**Topic 2.** Levels of strategic decision-making and strategy typology Company. Corporate business, functional and operational level strategic decisions. Strategies for Enterprise Resource Planning and peculiarities of their choice. Strategic recruitment. The production strategy. The marketing strategy of the company. Working strategy. Innovation strategy. Strategy enterprises in foreign markets.

**Topic 3.** Stages of Strategic Management and features formation of business strategy. Main stages of strategic management. The Company Mission. Construction of wood strategic goals. Formation of strategic goals and objectives.

**Topic 4.** Strategic Planning. Principles strategic planning. Approaches organization to strategic planning company. The strategic planning process

**Topic 5.** Strategic analysis of the environment of the enterprise. Types of external environment of the enterprise. Features of the strategic analysis of the environment enterprise production and nonproduction spheres. Methods of SWOT- analysis. Risks market environment. Methods and indicators for risk assessment of the market environment of the company.

#### Module 2. Generating strategies and conditions for their implementation

**Topic 6.** The strategic potential of the company and forming its competitive advantage. The concept of the strategic potential of the company. Methods and performance evaluation of the strategic potential of the company. Essence, Classification and main characteristics of competitive. Company benefits . Technology development and the development of competitive. Company's core competencies and methods of identification.

**Topic 7.** Types of Strategic Management. Management systems in the stable, dynamic external environment and in a crisis situation. Ranking of administrative tasks on the degree of urgent solution. Control of monitoring based on extrapolation, prediction of change.

**Topic 8.** Portfolio management strategies and strategic positions company. The term "portfolio company " and its purpose. The strategic areas of management. The appeal SZEM and its evaluation. Strategic segmentation in the management strategic position of the company. Drawing up strategic balance and nature methods of analysis of competitive advantages (matrix Mc Kinsey , GAP, LOTS-analysis, curve experience).

**Topic 9.** Strategic control in the process of strategic change in company. The main objectives of senior management at the stage of evaluation strategies. The challenge of strategic control. Comparison and performance evaluation.

**Topic 10.** Change management in organizations. Signs resistance to change. Methods for managing resistance to change. Strategic Leadership and overcoming resistance to change .

### 4. Structure of the course

Titles the semantic modules and topics	Volume of hours					
	full-time education					
	Total	including				
L		P	Lab	Ind	I.W.	
1	2	3	4	5	6	7
<b>Module 1. Essence of strategic management</b>						
<b>Semantic module 1.</b>						
Topic 1. Conceptual foundations of the theory of strategic management	7	2	-			5

Topic 2. Levels of strategic decision-making and strategy typology Company	12	2	-			10
Topic 3. Stages of Strategic Management and features formation of business strategy.	7	2	-			5
<b>Total for semantic module 1</b>	<b>26</b>	<b>6</b>	<b>-</b>			<b>20</b>
<b>Semantic module 2.</b>						
Topic 4. Strategic Planning	9	2	2			5
Topic 5. Strategic analysis of the environment of the company	9	2	2			5
<b>Total for semantic module 2</b>	<b>18</b>	<b>4</b>	<b>4</b>			<b>10</b>
<b>Total hours for module 1</b>	<b>44</b>	<b>10</b>	<b>4</b>			<b>30</b>
<b>Module 2. Generating strategies and conditions for their implementation</b>						
<b>Semantic module 3.</b>						
Topic 6. The strategic potential of the company and form its competitive advantage	9	2	2			5
Topic 7. Types of Strategic Management	12	2	-			10
Topic 8. Portfolio strategy and management of the strategic position of the company	9	2	2			5
<b>Total for semantic module 3</b>	<b>30</b>	<b>6</b>	<b>4</b>			<b>20</b>
<b>Semantic module 4.</b>						
Topic 9. Strategic control in the strategic transformation of the company	9	2	2			5
Topic 10. Change management in the organization	7	2	-			5
<b>Total for semantic module 4</b>	<b>16</b>	<b>4</b>	<b>2</b>			<b>10</b>
<b>Total hours for module 2</b>	<b>46</b>	<b>10</b>	<b>6</b>			<b>30</b>
<b>Total hours for discipline</b>	<b>90</b>	<b>20</b>	<b>10</b>			<b>60</b>

### 5. Topics and plan lectures

№	Topic name	Volume of hours
1.	Topic 1. Conceptual foundations of the theory of strategic management Conceptual foundations of the theory of strategic management. Objectives of strategic management. Models of Strategic Management.	2
2.	Topic 2. Levels of strategic decision-making and strategy typology Company Levels of strategic decision-making Strategy typology Company. Corporate, business, functional and operational level strategic decisions.	2
3.	Topic 3. Stages of Strategic Management and features formation of business strategy. Main stages of strategic management. The Company Mission. Construction of wood strategic goals.	2
4.	Topic 4. Strategic Planning Principles strategic planning. The strategic planning process	2
5.	Topic 5. Strategic analysis of the environment of the company Types of external environment of the enterprise. Features of the strategic analysis of the environment enterprise production and nonproduction spheres. Methods of SWOT- analysis.	2
6.	Topic 6. The strategic potential of the company and form its competitive advantage The concept of the strategic potential of the company. Methods and performance evaluation of the strategic potential of the company..	2
7.	Topic 7. Types of Strategic Management Management systems in the stable, dynamic external environment and in a crisis situation. Ranking of administrative tasks on the degree of urgent solution.	2
8.	Topic 8. Portfolio strategy and management of the strategic position of the	2

	company The term "portfolio company" and its purpose. Strategic segmentation in the management strategic position of the company. Drawing up strategic balance and nature methods of analysis of competitive advantages (matrix Mc Kinsey , GAP, LOTS- analysis and other).	
9.	Topic 9. Strategic control in the strategic transformation of the company The main objectives of senior management at the stage of evaluation strategies. The challenge of strategic control.	2
10.	Topic 10. Change management in the organization Signs resistance to change. Methods for managing resistance to change.	2
	<b>Total</b>	<b>20</b>

## 6. Topics of practical Lessons

<b>№</b>	<b>Topic name</b>	<b>Volume of hours</b>
1	Topic 1. Develop mission and objectives tree research enterprise. Consider the different planning methods and their applicability in research company.	2
2	Topic 2. Conduct a SWOT- analysis of the company to submit summary data in a matrix.	2
3	Topic 3. Consider the company's core competencies and methods of identification.	2
4	Topic 4. Consider the BCG matrix, Mc Kinsey, GAP, LOTS, PIMS- analysis, ADL model.	2
5	Topic 5. Identify areas to overcome resistance to change.	2
	<b>Total</b>	<b>10</b>

## 7. Independent work

<b>№</b>	<b>Topic name</b>	<b>Volume of hours</b>
1	Topic 1. Conceptual foundations of the theory of strategic management Requirements and problems of using strategic management for businesses.	5
2	Topic 2. Levels of strategic decision-making Strategies for Enterprise Resource Planning and peculiarities of their choice. Strategic recruitment. The production strategy. The marketing strategy of the company. Working strategy. Innovation strategy. Strategy enterprises in foreign markets.	10
3	Topic 3. Stages of strategic management and especially the formation of enterprise strategy Formation of strategic goals and objectives.	5
4	Topic 4. Strategic Planning Approaches organization to strategic planning company.	5
5	Topic 5. Strategic analysis of the environment of the company Risks market environment. Methods and indicators for risk assessment of the market environment of the company.	5
6	Topic 6. The strategic potential of the company and form its competitive advantage Essence, Classification and main characteristics of competitive. Company benefits. Technology development and the development of competitive.	5
7	Topic 7. Types of Strategic Management Control of monitoring based on extrapolation, prediction of change.	10
8	Topic 8 . Portfolio management strategy and strategic position of the company The strategic areas of management. The appeal SZEM and its evaluation. Drawing up strategic balance and nature methods of analysis of competitive	5

	advantages (matrix Mc Kinsey , GAP, LOTS- analysis and other).	
9	Topic 9. Strategic control in the process of strategic change in company. Comparison and performance evaluation.	5
10	Topic 10. Managing change in organizations Strategic Leadership and overcoming resistance to change .	5
	<b>Total</b>	<b>60</b>

## 8. Teaching Methods

### 1. Teaching Methods for Knowledge:

1.1. Verbal: narrative, explanation, discussion (heuristic and reproductive), lecture, instruct, work with the book (read, transfer, discharge, scheduling, reviewing, summarizing, making tables, charts, reference compendia etc.).

1.2. Visual: demonstration, illustration.

1.3. Practical: Practical work, exercise, production practices.

### 2. Methods for studying the nature of the logic of knowledge.

2.1. Analytical

2.2. Synthesis

### 3. Methods for studying the nature and level of independent mental activity of students.

3.1. Problem (problem-information)

3.2. Partly-search (heuristic)

3.3. Exploratory

3.4. Reproductive

3.5. Explanatory demonstration

**4. Active learning methods** - use of technical training, brainstorming, debates, roundtables, business and role-playing games, training, use of problem situations, self-knowledge, the use of educational tests and controlling the use of basic lectures)

**5. Interactive learning technology** - the use of multimedia technology.

## 10. Methods of control

1. Rating control of a 100-point scale assessment ECTS

2. An intermediate control during the semester (interim certification)

3. Criteria assess of the current work of students:

- The level of knowledge demonstrated in practical classes;

- Active in the discussion of issues brought to the class;

- Quick control during classes;

- Self study topics in general or specific issues;

- Perform analytical calculation tasks;

- Writing essays, abstracts, thesis;

- Test results;

- Writing assignments during the tests;

- Production situations, cases and more.

## 11. Distribution points that get students

Current testing and independent work				IW	Total for module & I.W.	IW	Ex	Total
Module 1 0 – 35		Module 0– 35						
SM1	SM 2	SM 3	SM 4					
T1,2,3	T4,5,6	T7,8,9	T10,11,12, 13	15	55 (40+15)	15	30	100
10	10	10	10					

### Grading scale: national and ECTS

Total points for all the educational activities	Mark ECTS	Ukrainian mark	
		For the exam, course project (work) practices	For the test
90 – 100	<b>A</b>	Excellent	Passed
82-89	<b>B</b>	Good	
75-81	<b>C</b>	Satisfactory	
69-74	<b>D</b>		
60-68	<b>E</b>		
35-59	<b>FX</b>	Bad	No passed
1-34	<b>F</b>		Repeated study of the course

#### 12. Methodological support

1. Strategic Enterprise Management: lecture notes for students 4-year field of study 073 "Management", 074 "Public administration" full-time and part-time courses in agrarian higher educational institutions - Sumy: SNAU 2016.- 57 p.

2. Strategic Enterprise Management: workbook to carry out the practical tasks for students 4-year field of study 073 "Management", 074 "Public administration" full-time and distance learning in agrarian higher educational institutions - Sumy: SNAU, 2015.- 63 p.

3. Strategic Enterprise Management: methodological guidelines for individual work for students 4-year field of study 073 "Management", 074 "Public administration" full-time and distance learning in agrarian higher educational institutions- Sumy: SNAU 2016.- 31 p.

4. Moodle-<https://cdn.snau.edu.ua/moodle/course/view.php?id=2884>

#### 13. References

1. Bourgeois L. J. Strategic Management. Concepts for managers / L. J. Bourgeois, Irene M. Duhaime, J. L. Stimpert. – Fort Worth : The Dryden Press, Harcourt Brace College Publishers, 2019. – 346 p.

2. Emmett S. Is Your Strategy Evaluation Biased/S. Emmett, W. A. Talyer// Strategic Finance. – Montvale : IMA, 2013. – Vol. 95. – Issue 11. – P. 27–34.

3. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise 1st Edition (2014) by J.-C. Spender (Author) Hardcover: 340 p.

4. Shifting Your Strategy from Products to Customers Hardcover (2013). Harvard Business Review Press; 1st Edition edition. 240 p.

5. Paul N. Gooderham. Global Strategy and Management Theory and Practice (2019). Edward Elgar Publishing Ltd. is registered in the UK 392 p