

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
Faculty of Economics and Management
Public Management and Administration Department

MODULE SYLLABUS

STRATEGIC MANAGEMENT OF AGRICULTURAL BUSINESS

(compulsory)

Speciality	Management
Educational program	Organizational management and administration
level of higher education	the second (master's)

Author Svitlana LUKASH Phd, Associate Professor of Public Management and Administration Department

Module syllabus agreed at the Public Management and Administration Department meeting	Protocol №20 dated June 3 2025
	Head of Public Management and Administration Department <u>Alina BRYCHKO</u> Alina BRYCHKO

Approved by:

Guarantor of the Academic program Alvina ORIEKHOVA

Dean of the Faculty Svitlana LUKASH

Syllabus review (attached) is provided by: Liudmyla DASHUTINA

Tetyana KHARCHENKO

Representative of the Department of Education Quality assurance, licensing and accreditation N. Baranik (N. Baranik)

Registered in electronic data base 28.08. 2025

line with the policy of the University / faculty

The provided assessment methods allow to assess the degree of achievement of learning outcomes in the educational component

The workload of students is adequate to the volume of the educational component

Recommended learning resources are sufficient to achieve learning outcomes

The literature is relevant

The list of educational resources contains the necessary software products to achieve learning outcomes

Lecturer at the Department of Public Management and Administration Tetyana KHARCHENKO

Information on reviewing the work program (syllabus):

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title	Strategic Management of Agricultural Business		
2.	Faculty/Department	Faculty of Economics and Management / Public Management and Administration Department		
3.	Type (compulsory or optional)	compulsory		
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Educational program «Organizational management and administration», second level of higher education, specialty D3 «Management»		
5.	Module can be suggested for (to be filled in for optional types)			
6.	Level of the National Qualifications Framework	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7		
7.	Semester and duration of module	The discipline is taught in the 2d semester		
8.	ECTS credits number	5 credits (150 hours)		
9.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		44	30	
		76		
10.	Language of instruction	English		
11.	Module leader	Svitlana Lukash PhD, Associate Professor of Public Management and Administration Department		
11.1	Module leader contact information	Email: svitlana.lukash@snaeu.edu.ua SNAU, building of the Faculty of Economics and Management, aud. 310 e		
12.	Module description	The educational component "Strategic Management of Agrarian Business" is aimed at mastering a system of theoretical knowledge, competencies and practical skills in the field of strategic management of agrarian business; at mastering the methodological foundations of preparing and making strategic management decisions in the field of agrarian business in the context of sustainable development.		
13.	Module aim	mastering theoretical knowledge and practical skills in the field of strategic management, making strategic management decisions to ensure the activities and development of agribusiness enterprises in Ukraine in conditions of sustainable development.		
14.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	1. The educational component is based on the study of such educational components as "Organizational Management", "Change and Project Management". 2. The educational component is the basis for professional internship.		
15.	The policy of academic integrity	When completing individual tasks and passing intermediate and final examinations, applicants must adhere to the rules of academic integrity set forth in the "Code of Academic Integrity of the SNAU" and "Regulations on the Prevention and Detection of Academic Plagiarism in Sumy NAU" (approved by the Academic Council of the SNAU No. 6 dated 12/26/2017),		

		<p>In particular, for violating the rules of academic integrity (in one form or another provided for by the Code) while studying for the OC, persons studying at the university may be held liable for the following forms of liability:</p> <ul style="list-style-type: none"> – re-taking the assessment; – re-taking the course; – warning; – reprimand; – expulsion from the university; (Part 5 of Article 48 of the draft Law) <p>The facts of violation of the norms of the Code of Academic Integrity by any participant in the educational process (applicant or teacher) must be reported to the Academic Integrity Council in accordance with the procedure specified in the Code (Section 4).</p> <p>In order to prevent plagiarism, individual tasks are formed and performed in the form of individual practical tasks and tasks for independent performance, which make compilation and plagiarism impossible.</p>
16	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=6182
17	Keywords	Agribusiness, strategic management, Strategy for the Development of Agriculture, Rural Areas, agrarian business, enterprises, Strategic plans, Strategic programs, environment, competitive advantages, Strategic control, Motivation system, environmental imperatives, food security system

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	Program learning outcomes to be achieved by the EC (indicate the number according to the numbering given in the EP)				How assessed
	PLO1	PLO2	PLO5	PLO14	
MLOs 1. demonstrate knowledge of the formation, development, forms and types of agrarian business; understand the theoretical foundations of strategic management of agrarian business; know the typology of strategies in agrarian business	x				Multiple choice tests; analytical task.
MLOs 2. demonstrate skills in forming a strategic set and making strategic management decisions in agrarian business; perform the main stages of strategic management; develop strategic plans, programs and projects aimed at achieving sustainable development goals		x	x	x	Multiple choice tests; computational and analytical task.
MLOs 3. perform strategic diagnostics of the agrarian business environment; demonstrate skills in managing the competitiveness and resource potential of agrarian business; identify risks and apply methods for managing them.	x	x		x	Multiple choice tests; computational and analytical task.
MLOs 4. demonstrate skills in forming portfolio strategies and drawing up a strategic balance of the enterprise; skills in forming and analyzing competitive advantages; form strategic-type organizational structures; exercise strategic control and manage strategic changes; ensure the effectiveness of motivation in the system of strategic management in agrarian business.	x	x			Multiple choice tests; analytical task.
MLOs 5. demonstrate skills in strategic management of agribusiness based on environmental imperatives to ensure national food security and achieve sustainable development goals				x	Multiple choice tests; analytical task.

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lc	Pc	Labs		
Topic 1. Formation and development of agribusiness in Ukraine. 1. Theoretical foundations and features of agribusiness. 2. Current state and tools for ensuring inclusive development of agribusiness.	2	-		3	key resources: 1-3 additional 2,3,7
Topic 2. Forms and types of agribusiness. 1. Forms of conducting modern agribusiness. 2. Types of agribusiness. 3. Organizational transformations of agribusiness in Ukraine.	2	2		4	key resources: 2,3 additional 6
Topic 3. Theoretical foundations of strategic management of agribusiness. 1. Purpose, objectives and functions of strategic management of agribusiness. 2. Models of strategic management in agribusiness. 3. Principles of strategic management of agribusiness based on the principles of achieving sustainable development goals.	2	2		3	key resources: 1-3 additional 4,5,12
Topic 4. Typology of strategies of agribusiness enterprises. 1. Classification of strategies of agribusiness enterprises. 2. Production strategy of agribusiness. 3. Ecological strategy of agrarian business. 4. Innovative strategies for the development of agribusiness in Ukraine in the post-war period.	2	2		3	key resources: 1-3 additional 4,6
Topic 5. Formation of strategic recruitment in agrarian business. 1. The concept of strategic recruitment in agrarian business. 2. Resource management strategies in agrarian business. 3. Main provisions of the Strategy for the Development of Agriculture and Rural Areas in Ukraine for the period until 2030.	2	-		4	key resources: 1,2 additional 6
Topic 6. Making strategic management decisions in agrarian business. 1. Levels of strategic decision-making in agrarian business. 2. Methods and criteria for making strategic management decisions. 3. Making strategic decisions under conditions of uncertainty.	2	2		3	key resources: 1,2 additional 6
Topic 7. The main stages of strategic management and features of forming the strategy of agrarian business enterprises. 1. Formation of a system of strategic goals and objectives in agrarian business.	2	-		3	key resources: 1,2 additional 2,14

2. Conceptual model of strategic management in agrarian business.					
Topic 8. Strategic plans in agrarian business. 1. Concept, purpose and principles of strategic planning. Strategic plan. 2. Approaches to organizing strategic planning in agrarian business. 3. Barriers to strategic planning in agrarian business.	2	-		4	key resources: 1,2 additional 14
Topic 9. Strategic programs and projects in agrarian business. 1. Concept, content and purpose of a strategic program in agrarian business. 2. Development and implementation of projects in agrarian business in order to achieve sustainable development goals.	2	-		3	key resources: 1,2 additional 10
Topic 10. Strategic diagnostics of the environment of agrarian business enterprises. 1. Concept and types of environment in agrarian business. 2. Methodology for conducting PEST analysis of the external environment. 3. Methodology for conducting and SWOT analysis of agrarian business enterprises.	2	2		3	key resources: 1,2,3 additional 8
Topic 11. Competitiveness of enterprises as a subject of strategic management in agribusiness. 1. Competitiveness as a factor of success in agribusiness. 2. Factors ensuring competitiveness in agribusiness. 3. Features of managing competitiveness in agribusiness.	2	2		4	key resources: 1-2 additional 6
Topic 12. Resource potential management in the system of strategic management of agribusiness enterprises. 1. The concept and components of resource potential in agribusiness. 2. Methods and indicators of assessing strategic potential.	2	2		3	key resources: 1-2 additional 5
Topic 13. Risks in the system of strategic management of agribusiness. 1. Risks as an object of management in agribusiness. 2. Methods of risk management in agribusiness.	2	2		3	key resources: 1-3 additional 9
Topic 14. Formation of portfolio strategies in agribusiness. 1. The concept of "enterprise portfolio" and its purpose. 2. Strategic position and strategic business areas. Strategic market segmentation.	2	1		4	key resources: 1-3 additional 2,3,7
Topic 15. Strategic balance of agribusiness enterprises. 1. The essence of strategic balance. 2. Drawing up a strategic balance of agribusiness enterprises.	2	1		3	key resources: 1-3
Topic 16. Formation of competitive advantages in agribusiness. 1. The essence, classification and main characteristics of competitive advantages of an enterprise in agribusiness. 2. Types of strategies of an agribusiness enterprise depending on its position in the industry.	2	-		3	key resources: 1-3

Topic 17. Main methods of analysis of competitive advantages in agribusiness. 1. General Electric/McKinsey matrix. 2. GAP analysis method. 3. LOTS analysis method. 4. BCG model.	2	-		4	key resources: 1-3 additional 6
Topic 18. Organizational support of strategic management of agribusiness enterprises. 1. Main characteristics of organizational support of strategic management. 2. Relationship between strategy and organizational structure. 3. Characteristics of organizational structures of strategic management in agrarian business	2	2		3	key resources: 1-3 additional 2,3,7
Topic 19. Strategic control in agrarian business. 1. Main tasks of top management at the stage of strategy assessment in agrarian business. 2. Comparison and evaluation of activity results in the process of strategic management.	2	2		4	key resources: 1-3 additional 11
Topic 20. Management of strategic changes in agrarian business. 1. Signs of resistance to change. 2. Methods of managing resistance to change. 3. Strategic leadership.	2	2		4	key resources: 1-3 additional 13
Topic 21. Motivation system in strategic management of agrarian business. 1. The concept and role of motivation in strategic management. 2. Types of motivation in strategic management and formation of strategic behavior.	2	2		4	key resources: 1-3 additional 6
Topic 22. Strategic management of agrarian business enterprises based on environmental imperatives. 1. Environmental imperatives of modern agrarian business. 2. Legal principles of compliance with environmental safety in agrarian business. 3. Strategic management of agrarian business on the basis of ecological and economic safety and sustainable development.	2	2		4	key resources: 1-3 additional 15
Topic 23. Strategic management of agrarian business in the food security system. 1. Food security as a component of national security and sustainable development. 2. The relationship between strategic management and food security of the state.	2	-		3	key resources: 1-3 additional 2,3,7
Total	44	30	-	76	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
MLOs 1. demonstrate knowledge of the formation, development, forms and types of agrarian business; understand the theoretical foundations of strategic	Lecture, thematic discussion, explanation, practical lesson.	14	Elaboration of theoretical material	14

management of agrarian business; know the typology of strategies in agrarian business				
MLOs 2. demonstrate skills in forming a strategic set and making strategic management decisions in agrarian business; perform the main stages of strategic management; develop strategic plans, programs and projects aimed at achieving sustainable development goals	Lecture, thematic discussion, explanation, practical lesson.	10	Elaboration of theoretical material, Completion of an individual analytical task.	12
MLOs 3. perform strategic diagnostics of the agrarian business environment; demonstrate skills in managing the competitiveness and resource potential of agrarian business; identify risks and apply methods for managing them.	Lecture, thematic discussion, explanation, practical lesson.	14	Elaboration of theoretical material, Completion of an individual analytical task.	14
MLOs 4. demonstrate skills in forming portfolio strategies and drawing up a strategic balance of the enterprise; skills in forming and analyzing competitive advantages; form strategic-type organizational structures; exercise strategic control and manage strategic changes; ensure the effectiveness of motivation in the system of strategic management in agrarian business.	Lecture, thematic discussion, explanation, practical lesson.	16	Elaboration of theoretical material	16
MLOs 5. demonstrate skills in strategic management of agribusiness based on environmental imperatives to ensure national food security and achieve sustainable development goals	Lecture, thematic discussion, explanation, practical lesson.	20	Elaboration of theoretical material	20
Total		74		76

5. ASSESSMENT

5.2. Summative assessment

5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Individual assignment, testing	35/35 %	At 7 weeks
2.	Individual assignment, testing	35/35 %	At 14 weeks

3.	Exam (by tickets)	30/30 %	According to the session schedule
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5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Testing	<8 points	8-10 points	11-13 points	14-15 points
	provided the correct answer to less than 60% of the tasks	provided the correct answer to 60% -74% of tasks	given the correct answer to 75% - 89% of tasks	provided the correct answer for 90% or more of the tasks
Individual work	< 12 points	12-15 points	16-17 points	18-20 points
	Task requirements not met	Most of the requirements are met, but some components are missing or insufficiently disclosed	All requirements of the task are fulfilled	All the requirements of the task are fulfilled, creativity is demonstrated, the results are presented within the general discussion
Exam	0-5 points	5-15 points	15-27 points	27-30 points
	The student is not sufficiently oriented in the theoretical material	The student is not sufficiently oriented in the theoretical material, but some components are disclosed	The student is sufficiently oriented in the theoretical material,	The student is well versed in the theoretical material

5.3. Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
1.	Oral feedback from the teacher regarding clarification of specific situations during classroom work	constantly
2.	Oral questioning during classes and feedback from the teacher during classroom work and practical tasks	constantly
3.	Oral feedback from the teacher on the completion of individual tasks in practical classes	according to the schedule of practical classes
4.	Oral feedback from the teacher and candidates on the results of individual tasks for independent completion	14 weeks

Self-assessment can be used both an element of formative and summative assessment.

5.4 Total number of OK points and rating scale

The total number of points for the educational component is 100 points.

5.4.1 Assessment scale in force at the University

Sum of points	ECTS	Estimation by national scale	
		examination	credit
90 – 100	A	excellent	

82-89	B	good	credited
75-81	C		
69-74	D	satisfactorily	
60-68	E		
35-59	FX	unsatisfactorily, repeated passing is possible	not credited, repeated passing is possible
1-34	F	unsatisfactorily, repeated discipline's studying is needed	not credited, repeated discipline's studying is needed

6. LEARNING RESOURCES

6.1. Key resources

1. Dem'yanenko S. I. Agrarian management: textbook. Kyiv: KNEU, 2018. 520 p.
2. Ignatieva I.A. Strategic management: textbook. Kyiv: Karavela, 2019. 464 p.
3. Mazur K. V., Kubay O. G. Management of an agricultural enterprise: textbook. Vinnytsia: TVORY, 2020. 284 p.
4. Strategic management: textbook / V.L. Dykan et al. Kyiv: "Center for Educational Literature", 2019. 272 p.
5. Strategic management: lecture notes. A visual teaching aid for students studying in the specialty 073 "Management", specialization "Management and Business Administration" / Igor Sikorsky Kyiv Polytechnic Institute; compiled by L. P. Artemenko. Electronic text data (1 file: 17.2 MB). Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2021. 342 p. URL: <https://ela.kpi.ua/handle/123456789/45891>
6. Strategic management: a textbook / M. M. Budnik, G. S. Nevertiy, N. M. Kurylova. K.: Publishing house "Kondor", 2020. 292 p.
7. Sumets O. M. Strategic management: a textbook. Kharkiv. National University of Internal Affairs,

6.2. Guidelines

1. Electronic course on the subject "Strategic Management of Agricultural Business", posted at: <https://cdn.snau.edu.ua/moodle/course/view.php?id=6182>

6.3. Additional resources

1. Main Farming News of Ukraine. URL: <https://www.seeds.org.ua/didzhitalizaciya-agrobiznesu-nadaye-konkurentni-perevagi-oleksij-gladishev11/>
2. Internet portal for managers Management.com.ua. URL: <http://www.management.com.ua>
3. National agricultural portal "Latifundist.com". URL: <http://latifundist.com/>
4. Proposal. Main magazine on agribusiness. URL: <https://propozitsiya.com/ua>
5. Risks, opportunities, priorities. Balance of power in agribusiness. AgroElita. All-Ukrainian agricultural magazine. URL: <https://agroelita.info/ryzyky-mozhlyvosti-priorytety-balans-syl-v-ahrobiznesi/>
6. Trypillya. Agricultural holdings of Ukraine. URL: <https://tripoli.land/agrokholdingi-ukrainy>
7. Ukrainian Institute of the Future. Ukraine is the world supermarket of ecological products. URL: <https://strategy.uifuture.org/ukraina%E2%80%93sv%D1%96toviy-supermarket-ekolog%D1%96chnix-produkt%D1%96v.html#6-6-1>
8. Ukrainian Agrarian Business Club. Doing Agribusiness in Ukraine. URL: https://www.ucab.ua/ua/doing_agribusiness
9. AgroPortal. Agricultural News of Ukraine and the World. URL: <https://agroportal.ua>
10. AgroPortal. Projects. URL: <https://agroportal.ua/proyekti>
11. Doing Business. Measuring Business Regulations. URL: <http://www.doingbusiness.org/rankings>

12. Kurkul. Official online assistant for farmers. URL: <https://kurkul.com/akademija-fermerstva?Filters%5b%5d=129>
13. The Global Competitiveness Report. URL: <http://reports.weforum.org>
14. The Global Innovation Index. Analysis. URL: <https://www.globalinnovationindex.org/analysis-indicator>
15. The Index of Economic Freedom: Country Rankings. URL: <https://www.heritage.org/index/ranking>
16. Ilyin V.Yu. Dominant investment strategies for the formation of production portfolios of agricultural enterprises. Economic Bulletin. Series: finance, accounting, taxation. Issue 3. 2019. P. 59–71. URL: <https://core.ac.uk/download/pdf/268453039.pdf>
17. Kadyrus I.G., Donskykh A.S., Tereshchenko V.A. Formation of a development strategy for an agricultural enterprise. Electronic scientific professional publication "Effective Economist". No. 7. 2020. URL: http://www.economy.nayka.com.ua/pdf/7_2020/66.pdf
18. Lagodienko V.V., Fedorchuk O.M., Protosvitska O.I. Management of the competitiveness of agricultural enterprises in conditions of sustainable development. Ukrainian Journal of Applied Economics and Technology. No. 2. 2020. P. 289-289–295. URL: <http://ujae.org.ua/upravlinnya-konkurentospromozhnistyu-agrarnyh-pidpryyemstv-v-umovah-stalogo-rozvytku/>
19. Oriekhova A.I., Khromushyna L.A., Holub I.O. Global goals as the basis for forming a strategy for the development of agricultural enterprises. Eastern Europe: economics, business and management. 2024. No. 2 (43). URL: <http://www.easterneurope-ebm.in.ua/index.php/vipusk-43-2024>
20. Peredalo Kh.S., Shkril A.O. Resistance to change in the context of implementing new strategic decisions in organizations. Electronic scientific professional publication "Effective Economy". No. 12. 2020. URL: http://www.economy.nayka.com.ua/pdf/12_2020/83.pdf

6.4. Computer Applications and soft

- 1 Electronic repository of Sumy NAU // [electronic resource]. - Access point: <http://repo.sau.sumy.ua/>
- 2 Google Cloud & Docs software - for providing methodological materials, communication with students (placement of completed tasks).
- 3 Software of the distance learning system Moodle 3.11 - for the organization of distance learning of students (access to teaching materials, communication with the teacher, the implementation of various types of assessment).
- 4 Software Zoom Video Communications, Inc. v. 5.6.1 - to organize training via video link (if necessary).