

Lviv Institute
Private joint stock company
"Institution of higher education
"Interregional Academy of Personnel Management"
 (name of the training unit)

Department of Management, Economics and Tourism

Approved:
 Deputy Director for Teaching and
 Educational Work

Approved at a meeting of the Department of
 Management, Economics and Tourism
 (name of the department)

 (signature)
Ph.D., Assoc.Prof. Parfenyuk EI
 (Full name)
31.08.2021

Protocol № 01/21/22 dated 31.08.2021
 Head of Department _____
 (signature)
Ph.D., Assoc.Prof. Danilyuk LG
 (Full name)

SYLLABUS OF THE COURSE

Strategic management

specialties: 073 Management
 (code and name of the specialty)

educational level: the second (master's) level
 (name of educational level)

educational program: Economics and Business Administration
 (name of educational program)

specialization: _____
 (if available) (name of specialization)

Developer (s) of the syllabus of the discipline:

Marta Volodymyrivna Olikhovska, Candidate of Economic Sciences,
Associate Professor, Associate Professor of the Department of Management,
Economics and Tourism

Teacher:

Marta Volodymyrivna Olikhovska, Candidate of Economic Sciences,
Associate Professor, Associate Professor of the Department of Management,
Economics and Tourism

The syllabus was considered and approved at a meeting of the Department
of Management, Economics and Tourism

Protocol dated 31.08.2021 № 01/21/22 _

Head of the Department _____ L. Danyliuk
(signature)

The syllabus is agreed with the guarantor (head) of the educational program
"Economics and Business Management"
(name of educational program)

31.08. 2021

Head (guarantor) of the educational program _____
(signature)

Syllabus checked

31.08.2021

Deputy Director of
educational and methodical and educational work _____ EI Parfenyuk
(signature)

Prolonged:

for 20 __ / 20__ a.y. _____ (signature) (_____) (full name), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____) (full name), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____) (full name), " ____ " ____ 20 __, protocol № ____

for 20 __ / 20__ a.y. _____ (signature) (_____) (full name), " ____ " ____ 20 __, protocol № ____

PJSC HEI "Interregional Academy of Personnel Management"

Lviv Institute

Department of Management, Economics and Tourism

Subjects	Strategic management
Teacher (s)	Marta Volodymyrivna Olikhovska
Portfolio teacher (s)	<i>http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-orhanizatsiy/osobovyy-sklad/ken-dotsent-olikhovska-marta-volodymyrivna/</i>
Contact phone	+38 (098) -251-30-90
E-mail:	<i>olih.marta@gmail.com</i>
Discipline page on the site	<i>http://li-maup.edu.lviv.ua/kafedry/kafedra-menedzhmentu-ekonomiky-ta-turyzmu/metodychne-zabezpechennya-navchalnykh-dystsyplin-opp-ekonomika-ta-upravlinnya-biznesom-2y-mahisterskyy-riven/obov%2080%99yazkovi/stratichnyy-menedzhment/</i>
Consultations	<i>Tuesday, 2 p.m., 15.50-16.30, room 202</i>

1. Short annotation to the discipline. World experience has shown that a strategic approach to business management has many advantages. The chosen strategy allows the company to clearly define its tasks, directs managers to forward thinking, leads to a clear coordination of efforts that begin staff, makes the organization more prepared for sudden changes and crises.

The program provides students with theoretical and practical skills in strategic management of organizations of different forms of ownership and different legal forms, taking into account the specifics of their operation in market relations.

2. Objective: "Strategic Management" is the acquisition of theoretical knowledge on strategic management of the enterprise, tools, methods of developing strategies for enterprise development and the acquisition of practical skills to use the concept of strategic management in the enterprise.

3. Task: "Strategic Management" is a **theoretical** training of students on:

- ✓ essence, basic concepts and categories of strategic management;
- ✓ evolution of strategic management;
- ✓ content of processes and technologies of strategic management;
- ✓ principles and functions of strategic management;
- ✓ essence and classification of enterprise strategies;
- ✓ strategic planning process;
- ✓ formation of strategic goals;
- ✓ generating strategic alternatives;
- ✓ determination of the strategic position of the enterprise;

- ✓ formation of strategic potential;
- ✓ management of strategic changes in the enterprise; and **practical** training and skills on:
- ✓ assessment of the external environment;
- ✓ organization of strategic planning;
- ✓ definition of strategic goals;
- ✓ strategy development;
- ✓ formation of a strategic plan;
- ✓ conducting strategic segmentation;
- ✓ evaluation of the current strategy;
- ✓ assessment of potential competitiveness;
- ✓ determination of the competitive status of the enterprise;
- ✓ assessment of strategic position;
- ✓ drawing up a program of strategic change.

4. Course format: *daily (online)*

5. Program learning outcomes (integrated, professional competencies):

Table 1

Competence	The degree of formation of competence	Evaluation
Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.	Partly, in the process of performing situational tasks provided by professional activities for the specialization of the educational program	Current in shape questioning, testing, use of games and practical exercises
Ability to conduct research at the appropriate level.	Partly, along with other educational components of the educational program	Current in form through speeches and discussions
Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).	Partly, along with other educational components of the educational program	Current in the form of a personal model of learning, namely the example of psychological training.
Skills in the use of information and communication technologies.	Partly, along with other educational components of the educational program	Current in the form of PC and multimedia devices
The ability to motivate people and move towards a common goal.	Partly, along with other educational components of the educational program	Boundary in the form of discussion of life situations
Ability to generate new ideas (creativity).	Partly, along with other educational components of the educational program	A milestone in the form of writing a business plan
Ability to abstract thinking, analysis and synthesis.	Partly, along with other educational components of the educational program	Boundary in form constructive practices and warm-up games

Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	Partly, along with other educational components of the educational program	Current and boundary in the form of active dialogue, different types of games for the development of practical thinking of students
Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans.	Partly, along with other educational components of the educational program	Current in the form of development strategies, strategic plan for the enterprise
Ability for self-development, lifelong learning and effective self-management.	Partly, along with other educational components of the educational program	Current in shape practicing situations through situational exercises
Ability to effectively use and develop the organization's resources.	Partly, along with other educational components of the educational program	Current in the form of holding SWOT analysis
Ability to create and organize effective communications in the management process.	Partly, in the process of performing situational tasks provided by professional activities for the specialization of the educational program	Current in the form of situational tasks
Ability to form leadership qualities and demonstrate them in the process of managing people.	Partly, along with other educational components of the educational program	Current in shape speeches, project defense, lectures
Ability to develop projects, manage them, show initiative and entrepreneurship.	Partly, along with other educational components of the educational program	Boundary in form warm-up games
Ability to use psychological technologies to work with staff.	Partly, along with other educational components of the educational program	Current in the form of a presentation and solution of case problems
Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.	Partly, along with other educational components of the educational program	Current in shape active dialogue, discussions
Ability to manage the organization and its development.	Partly, along with other educational components of the educational program	Current in shape use of means of individualization, ie own ideas.

Ability to develop and implement business organization strategies.	Completely, correlated with the purpose of the course	Final modular boundary (exam) in the form of oral examination, testing, solution of situational exercises
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5. Course duration. 90 hours (2 ECTS credits), of which: 34 hours of classroom work; 56 hours - independent work.

6. Discipline status: *training cycle, compulsory discipline*

7. Prerequisites: the program is arranged in accordance with the annotation of the educational and professional training program, based on the study of such normative disciplines as "Fundamentals of Management", "Marketing", "Business Economics", "Management of Organizations". The program of the normative academic discipline "Strategic Management" is connected with all disciplines that characterize the object of management or its separate functions - economic, financial, accounting, marketing.

8. Hardware and software / equipment - *use of PC and multimedia equipment*

9. Course policy:

- Provides teamwork.
- The climate in the audience is friendly, creative, open to constructive self-irony.
- Execution of tasks in due time.
- Working off missed classes is possible during self-training and teacher consultations.
- Adherence to academic integrity.
- Presentations and reports must be author's and original.

10. Course content: The course consists of three content modules. Each module, in turn, consists of a seminar part:

- Content module 1 "Introduction to the discipline" Strategic Management "(lecture topics 1-6, seminar topics 1-3);
- Content module 2 "Organization of the application of strategy in the enterprise" (lectures 7-10, seminars 4-7);

11. Forms and methods of teaching.

The main types of educational classroom classes are **lectures and practical classes, consultations.**

The teaching *material* provides a combination of such forms and methods of teaching as lectures *using the technology of cooperative* learning (personal learning and search activities) through the use of psychological training, various types of games, studying problem situations and more.

Lecture-visualization includes a visual form of presentation of lecture material by technical means of teaching. Reading such a lecture is reduced to a detailed or brief comment by the teacher of the visual materials being viewed.

When conducting *seminars and practical classes*, a combination of such forms and methods of teaching as work in groups and individually with the use of technologies for the development of practical thinking, which increases the mental learning of students. During practical classes games, practical exercises, situational tasks, discussions, listening to research

speeches and construction projects and construction of business plans of enterprises, etc. are used.

You work with information at home, in particular using the Internet (*see recommended literature*), perform oral and written assignments during classes, give reports and presentations prepared both as a group and individually, model behavior in specific professional situations. The course program includes the following projects:

- Speech on the topic of the **individual task** (*topics and evaluation criteria, see: Working curriculum of the discipline, paragraph 7.3.*).
- Speech-informing on the topics of seminars.

12. Assessment of knowledge is carried out in accordance with the "Regulations on the assessment of academic achievement of higher education students in PJSC" IAPM University "(<https://drive.google.com/file/d/1ENRncPY-dU2qLke7awVKn1OdfG88Hg8D/view>).

Achievement assessment system

Type of student activity	Maximum number of points per unit	Module 1		Module 2	
		number of units	maximum number of points	number of units	maximum number of points
Attending lectures	1	6	6	4	4
Attending seminars	1	3	3	4	4
Work on seminars and practical classes	10	3	30	4	40
Performing tasks for independent work	5	1	5	1	5
Execution of modular work	25	1	25	1	25
Execution of INDZ	30	-	-	-	-
Together	-	69		78	
Maximum number of points: 147					
147: 100 = 1.47. The student scored X points; Calculation: X: 1.47 = total number of points.					

13. Tasks for independent work and criteria for its evaluation.

During the study of the course 2 *independent works* are performed (*tasks for independent work see: Working curriculum of the discipline, item 7.2.*) . **Evaluation criteria:**

- Deep answer, logical and consistent teaching - 2 points
- Compliance with the topic and design requirements - 1 point.
- Skillful combination of theoretical research with management practice - 2 points.

The maximum number of points for independent work is 5 points.

14. Forms of modular control and evaluation criteria.

Current control takes place during the study of the discipline in seminars and practical classes in the form of: surveys, testing, use of games and practical exercises, speeches and discussions, personal learning model, psychological training, use of PC and multimedia devices, discussion of life situations, writing a business plan, constructive practices and warm-up games, active dialogue, different types of games for the development of development strategies, strategic plan for the company, SWOT-analysis, speeches, project defense, lectures, warm-up games, case studies, active dialogue, discussions, acquaintance with business plans of the organizations, viewing of performances of successful businessmen and discussion in group of priorities of firm, in particular in the field of cooperation with collective, etc.

- The answers meet the requirements - 3 points;
- The student shows understanding of the researched topic and argues it on practical use - 2 points;

- Confident performances and defense of scientific theses in public - 3 points;
- Analysis of different points of view and sources of used literature - 2 points;

The maximum number of points is 10 points.

Modular control occurs at the end of the study of blocks of content modules and is carried out in the form of individual tasks-cases in the form of a presentation on the subject of independent study of the material of the relevant content module (5 minutes with slides). During the module control the following components are evaluated:

- Prepared slides for the performance - 5 points
- Relevance and completeness of the topic - 10 points
- Clarity and accuracy of the submitted information - 5 points
- Independence and creativity in the project - 5 points

The maximum number of points is 25 points.

15. Forms of semester control and assessment criteria: *Exam.*

It takes the form of individual work on the relevant topic of the course (see the *working curriculum of the discipline*).

16. Indicative list of questions for the semester complex control (see: *Working curriculum of the discipline, item 7.5*).

17. Scale of conformity of assessments

The sum of points for all types of educational activities	ECTS assessment	Score on a national scale	
		for exam, course project (work), practice	for offset
90 - 100	A	perfectly	credited
82-89	B	fine	
75-81	C		
68-74	D		
60-67	E	satisfactorily	
35-59	FX	unsatisfactory with the possibility of reassembly	not credited with the possibility of re-assembly
1-34	F	unsatisfactory with mandatory re-study of the discipline	not enrolled with mandatory re-study of the discipline

18. Recommended sources (literature):

Basic :

1. Іванов Ю. Б. Стратегія підприємства: Підручник./ Іванов Ю. Б., Тищенко О.М., Чечетова-Терашвілі Т. М., Ревенко О. В. Х.: ВД „ІНЖЕК”, 2009. - 560с.
2. Ігнат'єва І.А. Стратегічний менеджмент: підручник К.: Каравела, 2008. - 480 с.
3. Сладкевич В.П. Стратегічний менеджмент організацій: Підручник. - К.: МАУП, 2008.
4. Саєнко М. Г. Стратегія підприємства: Підручник.// М.Г. Саєнко - «Економічна думка», Тернопіль: - 2006. - 390 с.
5. Шершньова З.Є. Стратегічне управління: Підручник. - Вид. 2-ге, перероб. і доп. - К.: КНЕУ, 2004. - с. 699.

Additional :

6. Портер М. Конкурентное преимущество: Как достичь высокого результата и

- обеспечить его устойчивость / Пер. с англ. - М.: Альпина Бизнес Букс, - 715 с.
7. Прокопчук Л.О. Стратегический менеджмент: учебник для вузов / Л.О. Прокопчук. - СПб. : Изд-во Михайлова В.А., 2004. - 511 с.
 8. Рейдед Р. Бенчмаркинг как инструмент определения стратегии и повышения прибыли. - М.: Стандарты и качество, 2007. - 248 с.
 9. Скібіцький О.М. Стратегічний менеджмент: Навч. посібник. - К.: ЦНЛ, - с. 312.
 10. Стратегический менеджмент / Под. ред. Петрова А.Н. - СПб.: Питер, 2006. - 496 с.
 11. Стратегічний менеджмент: Підручник / І.М. Писаревський, О.М.Тищенко, М.М. Поколюдна, Н.Б. Петрова; ред. Аляб'єв; Харк. нац. акад. міськ. госп- ва. - Х.: ХНАМГ, 2009. - 287 с.
 12. Сумець О. М., Бондаренко М. І. Стратегічний менеджмент: Навч. посіб. К.: Хай-Тек Прес, 2010. - 240 с.
 13. Тарнавська Н., Напора О. Стратегічний менеджмент: практикум: навч. посіб. Тернопіль: Карт-бланш, 2008. - 287 с.
 14. Теоретичні основи конкурентної стратегії підприємства: Монографія / За заг. ред. Ю.Б. Іванова, О.М.Тищенка. - Х.: ВД «ІНЖЕК», 2006.- 384 с.
 15. Тищенко О.М. Стратегічне управління. Підручник./ Тищенко О.М.,Хміль Т.М., Василик С.К., Чечетова-Герашвілі, Т.М.Ревенко О.В. - Х.: ВД „ІНЖЕК”, 2009. - 280 с.
 16. Томпсон А. А., Стрикленд А. Дж. Стратегический менеджмент: концепции и ситуации для анализа. - М.: Издательский дом «Вильямс», 2003. - 928 с.
 17. Управління конкурентоспроможністю підприємства: Навч. посіб. / С.М. Клименко, Т.В. Омеляненко, Д.О. Барабан, О.С. Дуброва, А.В. Вакуленко. - К.: КНЕУ, 2008. - 520 с.
 18. Философова Т. Г. Конкуренция и конкурентоспособность: учеб. пособие. - М. : ЮНИТИ-ДАНА, 2007. - 271 с.
 19. Чандлер А. Стратегия и структура: пер. с англ. - М.: Мир, 1988. - 464с
 20. Шаров Ю.П., Вишинська Н.І. Стратегічний менеджмент: Опорний конспект лекцій. - Д.: Вид-во ТОВ «Днепррост», 2007. - 92 с.
 21. Шифрин М.Б. Стратегический менеджмент.- СПб.: Питер, 2008.- 240 с.
 22. Яцура В.В., Харко В.Ю. Стратегічний менеджмент: питання і відповіді. Навч. посіб. - Львів: Видавничий центр ЛНУ ім. І. Франка, 2010.

Electronic resources :

- 1.Етичний кодекс викладача та студента [Івано-Франківський національний технічний університет нафти і газу]. – Назва з екрану. – Режим доступу: http://nung.edu.ua/files/attachment_news/etic_codex.pdf.
- 2.Про Етичний кодекс ученого України. – Назва з екрану. – Режим доступу: www.nas.gov.ua/legaltexts/DocPublic/P-090415-2-0.pdf.
- 3.Baksalova, O. M. (2009). Formuvannia efektyvnoi systemy motyvatsii pratsi na pidpriemstvi [An effective system of labor motivation formation at the enterprise]. *Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky. Bulletin of the Khmelnytsky National University. Economic sciences*, 6, Vol. 3, 194-197 [in Ukrainian].
- 4.Bilichenko, O. S. (2012). Klasychni i suchasni modeli motyvatsii trudovoi diialnosti [Classical and modern models of motivation work]. *Visnyk ahrarnoyi nauky Prychornomia – Journal of agricultural science of Black Sea*, 4, 119-125 [in Ukrainian].
- 5.Cite This for Me. – Назва з екрану. – Режим доступу: <http://www.citethisforme.com/>.
- 6.Maslow A. A Theory of Human Motivation. *Psychological Review*. 1943. Vol. 50. № 4. P. 370-396.
- 7.McGregor D. The Human Side of Enterprise. N.Y. : McGraw-Hill, 1960. 256 p.
- 8.Porter L. W., Edward E. Lawler Managerial Attitudes and Performance. Homewood : Richard D. Irwin, 1968. 165 p

9. VAK.in.ua - Автоматичне оформлення джерел по ВАК України. – Назва з екрану.
– Режим доступу: <http://www.vak.in.ua/>.
10. Vroom V. H. Work and motivation. New York : R.E. Krieger Publishing Company, 1964. 331 p. URL : <http://garfield.library.upenn.edu/classics1985/A1985AKX9100001.pdf>.

V. EDUCATIONAL-METHODICAL MAP OF THE DISCIPLINE "STRATEGIC MANAGEMENT "

Total: 120 hours, of which 20 hours. - lectures, 14 hours. - seminars, independent work - 86 hours.

Scores for the semester	147 points							
Modules	Content module I				Content module II			
Module name	Introduction to the discipline "Strategic Management" (69)				"Organization of strategy implementation in the enterprise" (78)			
Lectures	1 (1 point)	2 (1 point)	3-4 (2 points)	5-6 (2 points)	7 (1 point)	8 (1 point)	9 (1 point)	10 (1 point)
Lecture topics	Review introductory lecture	Strategic management: essence and features	Strategic management models	Strategic analysis of the enterprise and the choice of strategic positions	Strategic planning in the system of strategic management of the enterprise	Choosing a strategy and drawing up a strategic plan	Management of strategic potential of the enterprise	Organization of strategic management at the enterprise
Seminar practical classes	1 (10 points)		2 (10 points)	3 (10 points)	4 (10 points)	5 (10 points)	6 (10 points)	7 (10 points)
Topics seminar to occupy	Strategic management: essence and features		Models of strategic management	Strategic analysis of the enterprise and the choice of strategic positions	Strategic planning in the system of strategic management	Choosing a strategy and drawing up a strategic plan	Strategic capacity management	Organization of strategic management at the enterprise
Independent work	1 (5 points)				2 (5 points)			
Current control	modular control work №1 (25 points)				modular control work №2 (25 points)			
Execution of INDZ	30 points							