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STRATEGIC MANAGEMENT

Syllabus BOK 2.6 MGMT-321

Quarter/Year: Fall/2025

Instructor: Bielova Olena, PhD, Associate Professor

ECTS Credits: 6

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US Credits: 3

Prerequisites: - Principles of Management

Course Description

This course is to provide students with the understanding of strategic management through practical and theoretical work. Specific focus on: strategic management features; value of professional strategic management; aspect of strategic success; understanding methods of strategic analysis; understanding strategic potential of organization and formation of its competitive advantages.

Course Outcomes

PH1. Responsibly treat professional self-improvement, realizing the need for lifelong learning, show tolerance and readiness for innovative changes.

PH4. Systematize and streamline the information received on the processes and phenomena in the world economy; evaluate and explain the influence of endogenous and exogenous factors on them; formulate conclusions and develop recommendations, considering the peculiarities of the national and international environment.

PH5. Possess the skills of introspection (self-control), be understandable for representatives of other business cultures and professional groups of different levels (with specialists from other fields of knowledge / activities) on the basis of appreciating diversity, multiculturalism, tolerance and respect for them.

PH6. Plan, organize, motivate, evaluate and increase the effectiveness of teamwork, conduct research in a group under the leadership of a leader, taking into account today's requirements and features in a limited time.

PH7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

PH8. Understand, highlight and describe new phenomena, processes and trends of global development, mechanisms and tools for the implementation of economic policy and world integration / disintegration processes, including Euro-Atlantic integration.

PH9. Understand and be able to apply, in accordance with other requirements of the educational program, modern theories and methods of solving specialized complex problems and practical problems in the field of international trade in goods and services, international capital flow, international monetary and financial relations, mobility of human resources, international technology transfer.

PH10. Identify and highlight the features of the functioning of the subjects of international relations and models of their economic development.

PH11. Substantiate own opinion regarding the specific conditions for the implementation of forms of international economic relations at the mega-, macro-, meso- and micro-levels.

PH13. Select and skillfully apply analytical tools for studying the state and development prospects of individual segments of the international markets for goods and services using modern knowledge about the methods, forms and tools for regulating international trade.

PH14. Understand and apply theories, principles, means and tools for the implementation of international monetary and financial and credit relations.

PH15. Determine the functional features, nature, level and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.

PH18. Investigate economic phenomena and processes in the international sphere based on an understanding of categories, laws; highlighting and summarizing trends, patterns of functioning and development of the world economy, taking into account the cause-effect and space-time relationships.

PH19. Understand and apply current legislation, international regulations and agreements, reference materials, current standards and specifications, etc. in the field of international economic relations.

PH20. Defend the national interests of Ukraine, taking into account the security component of international economic relations.

PH23. Recognize the need for lifelong learning in order to maintain a high level of professional competence.

PH24. Substantiate the choice and apply information and analytical tools, economic and statistical calculation methods, complex analysis techniques and methods of monitoring world markets.

PH25. Present the results of the research on the basis of which recommendations and measures for adaptation to changes in the international environment are developed.

Competencies

IK. The ability to solve complex specialized tasks and practical problems in the field of international relations in general and international economic, in particular, as well as in the learning process, which involves the use of new theories and methods in conducting comprehensive research of world economic relations, is characterized by complexity and uncertainty.

3K3. Ability to learn and be modernly trained.

3K4. Ability to plan and manage time.

3K11. Ability to work in a team.

CK4. Ability to substantiate the peculiarities of international economic relations forms implementation on mega-, macro-, meso- and micro-levels.

CK8. The ability to determine the functional features, nature, level and degree of relationships between the subjects of international economic relations at different levels and to establish communication between them.

CK12. Ability to use regulatory documents and reference materials in the implementation of professional activities in the field of international economic relations.

Internationality

The international aspect of the course includes analysis of modern methods and techniques of strategic management used by the world's leading companies over the past decades.

Communications

For individual issues, students should contact the professor ONLY by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video consultations in Zoom.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be

viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

**Course-level Grading guidelines:
Bachelor**

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 400 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Test / Assignment / Project – 75 points (several times during the course)

Consultations – 45 points

Midterm exam – 120 points

Final exam – 160 points

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of working on lecture materials (including consultations) and 7 academic hours of personal work.

Personal work includes tasks completing.

Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covered topics from previous lectures (weeks 1-8). It included multiple choice questions and cases (essays) and took about 1 hour.
- The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1 hour. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Schedule

Date / time	Topic	Form of activity	Grades
see schedule in Moodle	CONSULTATIONS	Attendance	45 points
	TOPIC 1 <i>STRATEGY DEFINING AND STRATEGY EVOLUTION</i>	► <i>Practical assignment 1</i>	5 points
	TOPIC 2 <i>CONTEMPORARY STRATEGIC MANAGEMENT CONCEPTS</i>	► <i>Practical assignment 2</i>	5 points
	TOPIC 3 <i>TYPES OF STRATEGIES AND PRINCIPLES OF STRATEGIC MANAGEMENT</i>	► <i>Practical assignment 3</i>	5 points
	TOPIC 4 <i>THE ESSENCE, CONTENT AND STRUCTURE OF THE STRATEGY</i>	► <i>Practical assignment 4</i>	5 points
	TOPIC 5 <i>APPROACHES TO THE FORMATION OF MISSION AND A SYSTEM OF ORGANIZATION'S STRATEGIC GOALS</i>	► <i>Practical assignment 5</i>	5 points
	TOPIC 6 <i>DECISIONS IN STRATEGIC MANAGEMENT</i>	► <i>Practical assignment 6</i>	5 points
	TOPIC 7 <i>STRATEGIC THINKING IN STRATEGIC MANAGEMENT</i>	► <i>Practical assignment 7</i>	5 points
	TOPIC 8 <i>STAGES OF STRATEGIC MANAGEMENT</i>	► <i>Practical assignment 8</i>	5 points
Information will be a week before from the Dean's office	MID-TERM	► TESTS + TASKS	120 points
	TOPIC 9 <i>FEATURES OF ORGANIZATION STRATEGY FORMING</i>	► <i>Practical assignment 9</i>	5 points
	TOPIC 10 <i>STRATEGIC PLANNING</i>	► <i>Practical assignment 10</i>	5 points
	TOPIC 11 <i>ORGANIZATIONAL ENVIRONMENTS IN STRATEGIC MANAGEMENT</i>	► <i>Practical assignment 11</i>	5 points
	TOPIC 12 <i>PORTFOLIO ANALYSIS OF THE ORGANIZATION</i>	► <i>Practical assignment 12</i>	5 points
	TOPIC 13 <i>SWOT IN STRATEGIC MANAGEMENT (Part 1)</i>	► <i>Practical assignment 13</i>	5 points
	TOPIC 14 <i>SWOT IN STRATEGIC MANAGEMENT (Part 2)</i>	► <i>Practical assignment 14</i>	5 points
	TOPIC 15 <i>STRATEGIC POTENTIAL OF ORGANIZATION AND FORMATION OF ITS COMPETITIVE ADVANTAGES</i>	► <i>Practical assignment 15</i>	5 points
Information will be a week before from the Dean's office	FINAL-TERM	► TESTS + TASKS	160 points

Reccomended Materials

- Strategic Management. 2nd edition, McGraw-Hill Irwin Ed., New York French S. 2009.
- Strategic Management Identity. American Journal of Industrial and Business Management, 2022. <https://www.scirp.org/journal/ajibm/>
- Analysis of Enterprise Strategic Management Issues and Coping Strategies Based on Big Data Analysis. EBLDM 2020. <https://doi.org/10.1051/e3sconf/202021401017>
- Conceptual Framework for the Strategic Management: A Literature Review— Descriptive. 2020. <https://www.hindawi.com/journals/je/2020/6253013/>
- Strategic Management and Strategic Leadership. IJSRP, Volume 10, Issue 8, August 2020 Edition [ISSN 2250-3153] <https://www.ijsrp.org/research-paper-0820.php?rp=P10410437>
- Planners' perceptions of the strategic management process. Journal of Management Studies/ Grant M R. 2008a.
- Strategic thinking or strategic planning? Long Range Planning, 31(3):481-487 Hitt M, Freeman E and Harrison J (Eds). 2006.
- The Blackwell Handbook of Strategic Management. Blackwell Publishing, Oxford, UK Hrebiniak L and Joyce W. 2006.
- Implementing Strategy: An Appraisal and Agenda for Future Research. Chapter 22 in: Hitt M, Freeman E and Harrison J (Eds). 2006 Edition.
- The Blackwell Handbook of Strategic Management. Blackwell Publishing, Oxford, UK Joyce W. 2000. Strategic thinking: can it be taught? Long Range Planning 31(1):120-129 Liedka J M. 2006.
- Strategy Formulation: The Roles of Conversation and Design. Chapter 3 in: Hitt M, Freeman E and Harrison J (Eds). 2006 Edition. The Blackwell Handbook of Strategic Management. Blackwell Publishing, Oxford, UK
- Porter M. 1998. What is Strategy? in: The strategy Reader. Segal-Horn S., Ed. (1998). Blackwell Publishing, Milton Keynes, UK. p. 73-100

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 4 від 26.08.2025 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Зав.кафедри



Л.В.Жарова

Викладач



О.І.Бєлова