

General information about the academic discipline

Name of the academic discipline	Strategic management of the enterprise
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures: 20 hours Seminar classes: 14 hours Independent work by students: 56 hours
Terms of study of the discipline	8 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Iryna Lihanenko
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management (Program Guarantor)
Areas of scientific research	Strategic management of business development and marketing strategies in the context of digital transformation; formation of corporate culture, crisis management, and ensuring the economic security of enterprises.
Links to the registers of identifiers for scientists	Google Scholar: https://surl.li/tsmvep ORCID: https://orcid.org/0000-0003-0716-289X SCOPUS: https://surl.li/xvnyp
Contact information	
E-mail:	menedzmentuk@gmail.com
Department phone	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/liganenko-portfolio-a.pdf

Discipline's description.

The development of market relations in Ukraine is taking place in an unstable external business environment. This necessitates the flexible adaptation of enterprises to external changes in the process of achieving their further development goals based on the use of modern achievements in management science. In this regard, in-depth study of strategic management is becoming particularly relevant, and the role and importance of the process of developing and implementing enterprise strategy is growing. Modern managers have to analyse the external environment thoroughly in order to make timely changes to the enterprise's production course. Currently, the task is to teach managers to think strategically and provide them with knowledge of the basic principles, methods and tools of strategic management. Strategic management is designed to broaden the horizons of foresight and thus enable the enterprise to respond in a timely and appropriate manner to changes in its external environment. Strategic management as a concept of enterprise management allows us to view the organisation as a single entity, to explain from a systemic perspective why some enterprises develop and prosper, while others undergo restructuring or face bankruptcy, and, in general, why there is a constant redistribution of roles among the main market participants.

The subject of the discipline is the study of the theoretical foundations and acquisition of practical skills in the process of strategic management and strategic planning, forecasting, prediction, study of methods and techniques for forming the mission of the enterprise, its goals and long-term objectives, and developing rational ways to achieve them in conditions of environmental instability and incomplete information about its future state.

The aim of the discipline is to reveal the essence of strategic enterprise management and to ensure that higher education students acquire the necessary theoretical foundations, methodological approaches and practical skills regarding the principles, methods of construction and functioning of the system of development and implementation of organisational strategies.

This course is aimed at a thorough study of theoretical foundations and practical issues, designed to provide students with the skills to analyse the impact of external factors on the enterprise's activities and to ensure the enterprise's resilience to negative changes in the external environment through the timely development and implementation of enterprise development strategies, provided that its potential is used effectively.

The objectives of the discipline:

1. Critically analyse contemporary concepts of strategic enterprise management, identify the advantages and disadvantages of their application, justify the need for strategic thinking among Ukrainian specialists, and reveal the most common and new approaches to analysing the organisation's environment and methods for determining its competitiveness.
2. Define methodological principles for formulating the organisation's goals, to characterise models and methods for developing a system of strategies in the

form of a "strategic set", taking into account the chosen business policy within the framework of an effective system of strategic management decision-making;

3. Justify the basic requirements for building a strategic management system for a modern enterprise, taking into account the organisational, financial, economic, socio-psychological and information-analytical support for the implementation of strategic plans.

Prerequisites for the discipline:

Basic knowledge of the following subjects: "Economic theory"; "Management"; "Marketing"; "Business economics"; "Fundamentals of business management".

Post-requisites for the discipline:

The knowledge and skills acquired by students in the course of studying the academic discipline "Strategic management of the enterprise" contribute to the successful completion of pre-diploma practice by higher education applicants, as well as to the high-quality preparation and defence of their qualification work.

Programme competences

General competences	GC9. Ability to learn and acquire up-to-date knowledge. GC11. Ability to adapt and act in new situations. GC12. Ability to generate new ideas (creativity).
Special competences	SC1. Ability to identify and describe the characteristics of an organization. SC3. Ability to determine the prospects for the organization's development. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC7. Ability to select and apply modern management tools. SC8. Ability to plan organizational activities and manage time effectively. SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel. SC12. Ability to analyze and structure organizational problems and develop well-founded decisions. SC16. Ability to think strategically, formulate business ideas, manage investments, organize own entrepreneurial activities of socially responsible business. SC17. Ability to independently identify economic problems and propose ways to solve them for analysis, forecasting, planning and optimization in management.
Intended learning	ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify

outcomes	managerial decisions. ILO7. Demonstrate skills in organizational design. ILO8. Apply management methods to ensure the effective operation of an organization. ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel. ILO12. Evaluate the legal, social, and economic implications of an organization's operations. ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical.
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Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods		
		Lec ture s	Se min ars	Ind epe nde nt wor k			
8th semester							
Content module 1. Theoretical and methodological foundations of strategic enterprise management							
Topic 1.	The essence and content of strategic enterprise management	2	1	5	Teaching methods: verbal (lecture; conversation; educational discussion); inductive method; deductive method; tradutive method; analytical; synthetic; practical; explanatory-illustrative; problem-based method; partial-search; research; interactive methods (situation analysis; discussions, debates, polemics; dialogue, synthesis of opinions; brainstorming; skills practice; situational modelling, discussion questions); modelling of professional activity; innovative teaching methods (competence-based; project-based research); case method.		
Topic 2.	Mission, vision and goals of an enterprise in the strategic management system	2	1	5			
Topic 3.	The external environment of the enterprise and its strategic analysis	2	1	5			
Topic 4.	Internal environment of the enterprise: strategic potential and resources	2	1	5			
Topic 5.	Strategic process and levels of enterprise strategies	2	2	7			
Content module 2. Development, implementation and evaluation of enterprise development strategies							
Topic 6.	Types and models of enterprise development	2	2	7	Assessment methods: oral assessment (oral questioning, assessment of participation in discussions and other interactive teaching methods); written assessment (tests,		

	strategies				
Topic 7.	Methods for developing and selecting the optimal strategy	2	1	5	independent work, essays); test control (closed-form tests: alternative tests, matching tests); self-control and self-assessment method; assessment of case tasks.
Topic 8.	Organisational support for strategy implementation	2	1	5	
Topic 9.	Strategic control and evaluation of strategy implementation effectiveness	2	2	6	
Topic 10.	Innovative approaches and current trends in strategic enterprise management	2	2	6	
Modular test					
Total:		20	14	56	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment											Modular assessment task	Exam	Total points
Topics	To pi c 1	To pi c 2	To pi c 3	To pi c 4	To pi c 5	To pi c 6	To pi c 7	To pi c 8	To pi c 9	To pi c 10		20	40	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3				
Independent work	1	1	1	1	1	1	1	1	1	1				

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Strategic management of the enterprise" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Strategic management of the enterprise":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;

- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;

- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the academic discipline "Strategic management of the enterprise" is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated

		theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline “Strategic management of the enterprise” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments

aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Strategic management of the enterprise".

Recommended sources of information:

Basic literature:

1. Hreshchak, M. G., Kuzmin, O. E., Melnyk, O. G. Strategic Management of an Enterprise. Kyiv: KNEU, 2021. 456 p.
2. Pastukh K. V. Strategic Management: Lecture Notes for Bachelor's Students. Kharkiv: O. M. Beketov National University of Water and Environmental Engineering, 2020. 60 p.
3. Strategic Management: Textbook. M. M. Budnik, G. S. Nevertii, N. M. Kurylo. Kyiv: Kondor Publishing House, 2020. 292 p.
4. Strategic Management: Teaching and Methodological Manual / Snitko Ye.O., Zavgorodnia Ye.Ye. Starobilsk: Publishing House of Taras Shevchenko National University of Luhansk, 2021. 129 p.
5. Bratus, G. A., Goncharenko, M. F., Chervinska, L. P., Kryvoberets, M. M. Regional strategies for business development in the context of post-war reconstruction of the Ukrainian economy // Business Navigator. 2025. No. 1 (78)
6. Bratus G.A., Kalina I.I., Mazur Y.V. Economic security as a strategic priority for the development of the national economy // Scientific Bulletin of Uzhhorod National University. Series: International Economic Relations and World Economy. 2025. No. 55. pp. 160-164. DOI: <https://doi.org/10.32782/2413-9971/2025-55-24>
7. Mazur, Yu. V., Bratus, G. A., & Kalina, I. I. (2025). Elements of the economic security strategy of the national economy in the context of risks and threats. Current Issues of Sustainable Development, 2(6), 262-267. [https://doi.org/10.60022/2\(6\)-32S](https://doi.org/10.60022/2(6)-32S)
8. Iryna Kalina, Nataliia Shulyar. Strategy for the development of digital technologies for business processes in an enterprise in conditions of economic uncertainty: monograph. Recommended for publication by the Academic Council of the Interregional Academy of Personnel Management (Minutes No. 7 of 5 July 2023). 2023. 168 p.
9. Duhaime I. M. (Ed.). Strategic Management: State of the Field and Its Future. Oxford: Oxford University Press, 2021. – 550 p.
10. David F. R., David F. R. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition. 17th ed. Pearson, 2022. – approx. 600 p.
11. Lynch R., Barish O., Chau V. S., Thornton C., Warner K. S. Strategic Management. 10th ed. SAGE Publications, 2024. – 760 p.

12. Sushil & Dhir S. Strategic Management: Reflecting Strategic Flexibility, Innovation and Entrepreneurship. Singapore: Springer, 2024. – 537 p.
13. Thompson A.A., Strickland A.J. Strategic management: concepts and cases. Boston: McGraw-Hill, 2003. 450 p.
14. Ansoff I.H. Strategic management. New York: Palgrave Macmillan, 2007. 251 p.
15. Porter M.E. Changing patterns of international competition. California Management Review, 1986. pp. 9-40.
16. Bowman C. Strategic Management. Bloomsbury Publishing, 1987. 407 p.

Additional literature:

1. Belova A.I. System of strategic management of enterprise restructuring: goals, problems and prospects: monograph. Kyiv: KNUBA, 2014. 292 p.
2. International Strategic Management: Textbook/ Edited by V. P. Gorina. Kyiv: Znannya, 2022.
3. Oliynyk, A. Economic mechanism of business process management: strategic and anti-crisis aspects. Agrosvit. 2022. No. 21–22. P. 52–60.
4. 2. Strategic Management: Textbook / Edited by A. A. Mazaraky. Kyiv: Kyiv National University of Trade and Economics, 2021.
4. Strategic management: textbook / Edited by L. M. Savchuk. Lviv: Lviv Polytechnic, 2022.
5. Strategic Planning and Enterprise Management: Textbook / Edited by O. V. Zakharchenko. Kyiv: Centre for Educational Literature, 2020.
6. Strategic Analysis in Enterprise Management: Textbook / Edited by I. M. Sokolova. Kyiv: Znannya, 2021.
7. Rudnytska, O., & Komarovskiy, A. (2023). Strategic enterprise management as an important component of the management system. Economy and Society, (57). <https://doi.org/10.32782/2524-0072/2023-57-128>.
8. Pererva, I. O., Yedinak, V. Yu. Strategic enterprise management as the main tool in the hands of a modern manager. Innovation and Sustainability. 2022. Issue No. 3. Pp. 159–164.
9. Biletska, I., & Yablon, V. (2025). Strategic management as a tool for ensuring stable enterprise development. Modeling the development of the economic systems, (1), 26–31. <https://doi.org/10.31891/mdes/2025-15-4>
10. Turilo, A., Korolenko, R., & Nepsha, A. (2024). Strategic management of the enterprise: Essence and features. Journal of Kryvyi Rih National University, 22(1), 89-94. <https://doi.org/10.31721/2306-5451-2024-1-58-89-94>

Information resources:

1. Official website of the Verkhovna Rada of Ukraine [Electronic resource] / Access mode: <http://www.rada.gov.ua>.
2. Official website of the Cabinet of Ministers of Ukraine [Electronic resource] / Access mode: <http://www.kmu.gov.ua>
3. Official website of the Ministry of Economic Development, Trade and Agriculture of Ukraine. URL: <https://www.me.gov.ua/?lang=ukUA>
4. Official website of the Ministry of Finance of Ukraine. – Access mode:

www.minfin.gov.ua.

5. Official website of the Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine. URL: http://ief.org.ua
6. Official website of the Ministry of Economic Development and Trade of Ukraine. – Access mode: www.me.gov.ua.
7. Official website of the Vernadsky National Library of Ukraine. – Access mode: www.nbuu.gov.ua.
8. Official website of the State Statistics Service of Ukraine. Access mode: www.ukrstat.gov.ua