

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL
OF BUSINESS

Strategic Management

2024



SYLLABUS



Course and educational program	Strategic Management Management and Business Administration EP
Course description	The Strategic Management discipline is aimed at providing students with knowledge and skills of strategic management of the company by identifying competitive advantages on the market and applying them to improve the efficiency and productivity of activities. While studying the discipline, students will acquire the ability to assess the environment of the company, analyze the impact of external and internal threats, define the advantages and disadvantages of the company, design and implement long-term strategies in the process of operating activities.
Prerequisites for studying	A prerequisite for studying the Strategic Management discipline is the strategic management of business entities. The Strategic Management discipline is closely related to theoretical and practical problems of management, marketing, personnel management, economics, international business and other sciences.
Number of credits/hours	4 ECTS credits / 120 academic hours
Learning format	Blended learning
Classroom location	https://dist.ieu.edu.ua/course/view.php?id=662
Lecturer's full name	Oleksii Hutsaliuk , Doctor of Economics, Professor, Professor at the Department of Management, Finance and Business Administration
Department	Department of Management, Finance and Business Administration: 
Office location	42V Akademika Hlushkova Ave., Kyiv, room 511
Consulting	Every Tuesday from 2 p.m. to 3:30 p.m. by appointment via corporate e-mail
Lecturer's e-mail address	oleksiihutsaliuk@ieu.edu.ua
Course objectives	The key goal of the discipline is to provide students with

	<p>theoretical knowledge of strategic management of business entities as well as practical skills in implementing the long-term strategy.</p>
<p>Role of the academic discipline in achieving program learning outcomes</p>	<p> PLO 1. To critically comprehend, choose and apply proper scientific, methodical, analytical and legal tools for management in unpredictable conditions; PLO 3. To design efficient systems of corporate management; PLO 4. To ground and manage projects, generate entrepreneurial ideas; PLO 6. To have skills in making, grounding and implementing managerial decisions in unpredictable conditions, taking into account the current legislation, ethical considerations and social responsibility; PLO 10. To show leadership skills and abilities to work in a team, interact with people, affect their behavior for solving professional tasks; PLO 13. To be able to plan and conduct information, methodical, material, financial and staff support of the organization (subsidiary). PLO 15. To ground and apply investment tools in management activities; PLO 16. To be able to run businesses in the unstable competitive business environment. PLO 17. To be able to detect and investigate components of corporate financial security, ensure and keep its high level. </p>
<p>Learning outcomes</p>	<ul style="list-style-type: none"> - to know the essence and content of the main concepts of strategic management; - to analyze the main scientific and methodical approaches to the system and process of strategic management; - methods of determining the company's strengths and weaknesses; - procedures for assessing the competitive environment of the enterprise; - to determine sustainable development goals as a key element of building the company's strategic goals; - to identify the company's strengths and weaknesses; - to analyze the competitive environment of the company's functioning.
<p>Course content</p>	<p>Topic 1. Conceptual principles of the strategic management theory</p> <p>Topic 2. Analysis of competitive advantages: opportunities and threats</p> <p>Topic 3. Analysis of competitive advantages: strengths and weaknesses</p> <p>Topic 4. Globalization as a factor determining the strategic development of a company</p>

	<p>Topic 5. The concept of sustainable development as a factor in company's strategy in the 21st century</p> <p>Topic 6. Designing the company's development strategy</p> <p>Topic 7. Implementation of the company's long-term business strategy</p> <p>Topic 8. Analysis of strategies of national and international companies</p>
Books and materials	<ol style="list-style-type: none"> 1. Navas López, J. E., Guerras Martín, L. Á. Fundamentals of Strategic Management. Thomson Reuters, 2018. 301 pp. 2. Ihnatieva I.A. Strategic management: Textbook. Kyiv: Caravela, 2019. 464 p. 3. Sumets O.M. Strategic management: textbook. Kharkiv: KhNUIA, 2021. 208 p. 4. Strategic management. Study guide / M.P. Butko et al. Kyiv: Center for educational literature, 2016. 376 p. 5. Mjaku G. Strategic Management and Strategic Leadership. International Journal of Scientific and Research Publications. 2020. Vol. 10, issue 8. P. 914-918. DOI: https://www.ijsrp.org/research-paper-0820.php?rp=P10410437 (Accessed: 30.08.2023).
Technical requirements for the course	<p>To work on the Strategic Management course, you need regular access to a computer (or phone) and the Internet.</p> <p>In order to successfully study and pass the course exam, you should first explore the distance learning platform (Moodle) and study all folders that already contain or will contain information or materials for the course. You will also have to download and create documents, watch videos, or create them.</p> <p>You can use distance platforms only using corporate e-mail.</p> <p>If you are unable to attend the course, you should notify the Dean's Office or your class representative or the course lecturer directly.</p>
Learning process	<p>The Strategic Management course consists of lectures and practical classes.</p> <p><u>Lectures</u> use the following training methods: <i>lecture, conversation lecture, discussion, discussion of problematic issues, demonstration, analysis of various situations according to the lecture topic.</i></p> <p><u>Practical classes</u> use the following training methods: <i>questioning, testing, performing individual and team tasks, case studies, preparing reports and presentations, performing analytical and calculation works, solving specific problems and situations, brainstorming.</i></p>



					
Discipline features	Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/professional training/elective
	1 semester	1 st semester	available	1 st year	Professional training
Assessment policy	<p>You will have various ways to show your knowledge and skills during the semester. This includes how you attend classes, how and what you contribute to class discussions, how you perform and submit practical tasks and tests on time, how you perform independent work tasks, as well as your ability to present your report. Additionally, you have the opportunity to complete an individual research task performed individually or in a small group in the form of a student research paper.</p>				
	Activities during the semester		Maximum amount of points during the semester		
	Current work (attendance, oral questioning, solving calculation problems and tasks, situational exercises)		15		
	Reports with presentation (3 pcs.)		10		
	Tests (4 pcs.)		10		
	Modular test work (2 pcs.)		15		
	Individual research task (admission to the exam)		10		
	Total		60		
Grading scale	<p>The minimum amount of points that should be obtained by students for current educational activities during a semester to be admitted to the final control is 36 points. The grade for the discipline is defined as a sum of the final points for current activities and the points for the final control and is expressed due to the multipoint scale.</p> <p>The grade for the discipline completing with the exam is determined as the sum of points for current learning activities (at least 36), points for individual independent work of students (no more than 6) and points for the exam (at least 24).</p> <p>The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.</p> <p>The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.</p> <p>The overall final grade in points according to the national and ECTS scales is put into the examination and test register, academic card and credit book of students.</p>				
	National and ECTS grading scale				
			Grade according to the national scale		

Sum of points for all types of educational activities	ECTS grade	for exam, term paper, practical training	for Pass/Fail test
90-100	A	excellent	pass
82-89	B	good	
74-81	C		
66-73	D	satisfactory	
60-65	E		
30-59	FX	fail with possible repeated pass	fail with possible repeated pass
1-29	F	fail with obligatory repeated learning of the discipline	fail with obligatory repeated learning of the discipline

QR Code:



<p>How to find out your grade</p>	<p>To check your grades for tasks and read your lecturer's comments, you should check appropriate tabs on Moodle distance learning platforms. You can also obtain information about your grades directly from the course lecturer via corporate e-mail or by appointment on consulting days (room 505).</p>
<p>Course policy</p>	<p>To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures and seminars in the form of presentations, group work and discussion seminars. During classes and at the University, students should respect lecturers, staff and other students, attend classes according to the schedule, come on time and not leave classes without lecturer's permission. All academic assignments should be performed by the deadlines. The teaching staff should constantly advance their professional level, teaching skills, general culture, as well as provide students with appropriate conditions for learning educational programs according to the requirements for the content, level and capacity of education, and encourage their comprehensive professional development. Lecturers should follow the curriculum, not be late for classes, not allow any manifestations of corruption, discrimination, bullying, harassment and infringement of the students' rights.</p>

Students who miss the current control for *valid reasons* confirmed by documents have the right to take current control **within two weeks** after returning to studying.

Students who have missed classes *without valid reasons*, have not participated in current control activities, have not liquidated academic failure are not admitted to the final semester control of this discipline. In this case, an academic staff member puts a mark 'non-admission' in the exam record.

Repeated taking of the exam in the discipline is appointed in case of accomplishing all types of educational, independent (individual) work stipulated by the working program of the academic discipline and is carried out according to the approved schedule of academic failure liquidation.

QR Code:



All participants in the educational process rely on the academic integrity principles.

QR Code:



Late task performance, correction of grades, making up missed classes

Tasks should be submitted via Moodle by the deadlines stipulated in the course schedule on our website. Most tasks should be performed by 9 a.m. on the day of the next class to coordinate them with the course content and group activities. It is best practice to perform tasks as soon as possible after receiving them so that you have enough time to take an active part in the class.

If you need more time to perform the task, flexible deadlines are available. Completed tasks will be accepted until full credit until the last scheduled class in the discipline. Afterwards, the 40% partial credit based on the grade will be awarded within a week after the last day of class. Tasks that are not submitted at all will receive 0.

If you are going to miss classes for more than one week due to illness or other reasons, please contact your lecturer to arrange alternative options for performing tasks.

	<p>Note: deadlines work both ways, and meeting them ensures that your lecturer will provide prompt feedback on your tasks to make sure you keep up with the course.</p> <p>QR Code:</p> 
Lecturer's response time	Via corporate e-mail, within 24 hours.
Efficient communication	<p>Efficient communication is a two-way street!!!</p> <p>Therefore, the main recommendations for efficient communication include: corporate e-mail directly to the course lecturer; personal communication with classmates via social media/corporate e-mails/mobile phones; communication directly in the course on the Moodle distance platform; and a face-to-face meeting with the lecturer on consulting days.</p>
Policy of publication and distribution of course materials	<p>Students are not allowed to post, publish, sell, or otherwise publicly distribute course materials without the written permission of the lecturer.</p> <p>Such materials include, but are not limited to: lecture notes, lecture slides, video or audio recordings, tasks, problem sets, exams, other students' work, and answer keys.</p> <p>Students who sell, post, publish, or distribute course materials without written permission in order to get answers or otherwise can be subject to disciplinary action, up to and including being required to withdraw from the course. Besides, students are not allowed to make video or audio recordings of the class for their own use without the written permission of the lecturer.</p>
Expected student workload and engagement	<p>During this course, you should allocate some hours for independent study of some lecture materials in accordance with the course topics (approximately 5-6 hours per week).</p> <p>If you face circumstances requiring you to spend more time on any of the tasks, please inform your lecturer by e-mail.</p> <p>The deadline for submission can be extended only if the lecturer is informed in advance that you will not be able to submit the task on time. Students are expected to have a backup plan in case of computer malfunctions or Internet outages.</p>
Support services	<p>E-schedule Library Supervisor Repository</p>

Dean's Office	
Course schedule	
Lecture topic	Practical classes
Topic 1. Conceptual principles of the strategic management theory	1. <i>Oral questioning</i> 2. <i>Practical tasks</i>
Topic 2. Analysis of competitive advantages: opportunities and threats	3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Writing a report</i> 6. <i>Tests</i>
Topic 3. Analysis of competitive advantages: strengths and weaknesses	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
Topic 4. Globalization as a factor determining the strategic development of a company	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
Topic 5. The concept of sustainable development as a factor in company's strategy in the 21 st century	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Tests</i>
Topic 6. Designing the company's development strategy	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Test work</i>
Topic 7. Implementation of the company's long-term business strategy	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Presentation of reports</i>
Topic 8. Analysis of strategies of national and international companies	1. <i>Oral questioning</i> 2. <i>Solving practical tasks</i>

		<ol style="list-style-type: none"> 3. <i>Homework tasks</i> 4. <i>Checking questions submitted for independent study</i> 5. <i>Presentation of reports</i>
<p>Tips on successful study during the course</p>	<p>If you want to succeed in this discipline, you should be:</p> <ul style="list-style-type: none"> - persistent, attentive and curious; - creative, cheerful, and open to communication and discussions; - ready to acquire information and knowledge about the subject not only during lectures but also during extracurricular activities. <p>See you at classes!</p>	