

Syllabus
of the educational component _____
(the code of the educational course (EC) in the educational program (EP))

Enterprise strategy

Subject name	Enterprise strategy
Higher education level	First (bachelor's degree)
Moodle course webpage	https://dl2022.khadi-kh.com/course/view.php?id=1914
Volume of the educational component	4 credits ECTS (120 hours)
Form of final control	Credit Test
Consultation	According to the schedule
Department name	Economics and Entrepreneurship
Teaching language	English
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Summary of educational component:

The goal of the course is a formation of competences in strategic planning, development, implementation and analysis of strategies of modern business entities.

Subject course: the methodology of enterprise strategy development.

The main tasks of the study of the academic discipline are:

- introducing students to the theory and modern practice of strategic planning, development, implementation and analysis of enterprise strategies;
- acquisition by students of the ability to analyze enterprise strategies at different strategic levels;
- consolidation of the skills of self-justification of strategic alternatives;
- development of research and organizational abilities of students during strategic planning, development, implementation and analysis of strategies of modern business entities;
- acquiring skills of independent use of strategic analysis tools.

Prerequisites:

Management; Entrepreneurship and business culture; Social economy; Marketing; Forecasting socio-economic processes; Business planning.

Student's competences upon completion of this Course will be:

- to be able of abstract thinking, analysis and synthesis;
- to adapt and act in a new situation;
- to make informed decisions;
- to independently identify problems of an economic nature when analyzing specific situations, to propose ways to solve them;
- to deeply analyze problems and phenomena in one or more professional areas, taking into account economic risks and possible socio-economic consequences.

Program Learning Outcomes (PLO) will be:

To apply analytical and methodical tools to substantiate proposals and make managerial decisions by various economic agents (individuals, households, enterprises and state authorities).

To demonstrate basic creative and critical thinking skills in researching and professional communication.

To perform an interdisciplinary analyze of socio-economic phenomena and problems in one or more professional areas, taking into account risks and possible socio-economic consequences.

Be able to think abstractly, apply analysis and synthesis to identify the key characteristics of economic systems of various levels, as well as the peculiarities of the behavior of their subjects.

To demonstrate flexibility and adaptability in new situations, in working with new objects, and in uncertain conditions.

Thematic Plan

Session	Theme (Lecture Classes (LC), Practical Classes (PC), Individual Work (IW))	Hours	
		Full-time learning	Part-time learning
1	2	3	4
1	LC. Enterprise strategy: concept, evolution	1	-
	PC. -	-	-
	IW. Strategies of domestic enterprises. Features and main stages of developing the company's strategy	5	4
2	LC. Mission and goals of the enterprise	1	1
	PC. Mission and strategic goals of the enterprise	2	-
	IW. Variants of building a "tree of goals" of the enterprise, Ishikawa diagram. Cash Flow simulator game	12	10
3	LC. Strategic context of the enterprise	1	-
	PC. Cause and effect analysis of strategic situations	2	1
	IW. Problems of implementing selected strategies that arise in domestic enterprises in modern economic conditions	5	4
4	LC. Evaluation of the external environment of the enterprise	2	2
	PC. PEST analysis as a tool for analyzing the external environment of the enterprise	2	-
	IW. Description of the position of the specified SMZ of the enterprise. Synergism effect, its essence and types. Enterprise Skills Grid. Profile of the company's capabilities	12	16
5	LC. Analysis of the strategic potential of the enterprise	2	1
	PC. SWOT analysis as a method of strategic planning	2	1
	IW. Matrix methods of formation and analysis	10	16
6	LC. Corporate strategy of the enterprise	2	1
	PC. -	-	-
	IW. Classification of competitive strategies by characteristics.	4	4
7	LC. The method of developing the corporate strategy of the enterprise	1	-
	PC. Methodological basis of developing the McKincey matrix	2	-
	IW. Principles of corporate strategy formation	9	14
8	LC. Business Strategies	2	1
	PC. Development of the BCG matrix	2	1
	IW. Concept of entrepreneurial strategies	4	6

1	2	3	4
9	LC. Strategies for diversifying the company's activity	1	-
	PC. -	-	-
	IW. Management of diversified enterprises	10	16
10	LC. Strategies of external development of the enterprise	1	-
	PC. -	-	-
	IW. Criteria for choosing an international strategy	4	
11	LC. Alternativeness in strategic choice	1	-
	PC. M. Porter's matrix of competitive strategies	2	-
	IW. Typical approaches to the development of enterprise strategies	6	8
12	LC. Decomposition of the enterprise's corporate strategy	1	-
	PC. Technology of applying the SPACE method. Development of ADL/LC matrix	2	1
	IW. Strategic planning in Microsoft Whiteboard. Strategic benchmarking	7	12
Total	Lecture Classes (LC)	16	6
	Practical Classes (PC)	16	4
	Individual Work (IW)	88	110

Individual educational and research task (if available):

Teaching methods:

- 1) verbal:
 - 1.1 traditional: lectures, explanations, storytelling, etc.;
 - 1.2 interactive (non-traditional): problem lectures, discussions, etc.;
- 2) visual: method of illustrations, method of demonstrations
- 3) practical:
 - 3.1 traditional: practical classes;
 - 3.2 interactive (non-traditional): business games, quizzes, brainstorming method, case method.

Grade policy:

Formative Assessment

1 The current success of applicants for the performance of educational types of work in training sessions and for the performance of independent work tasks is evaluated using a four-point rating scale with subsequent transfer to a 100-point scale. During the evaluation of the current academic performance, all types of work stipulated in the training program are taken into account.

1.1 Lecture classes are evaluated by determining the quality of performance of specified tasks.

1.2 Practical classes are evaluated by the quality of performance of a control or individual task, performance and design of practical work.

1.3 Seminar classes are evaluated by the quality of the performance of an individual task/abstract.

2 Evaluation of the current performance of higher education applicants is carried out at each practical session on a four-point scale ("5", "4", "3", "2") and entered in the log of academic performance:

– «excellent»: the applicant flawlessly mastered the theoretical material, demonstrates in-depth knowledge of the relevant topic or academic discipline, the main

provisions;

- «good»: the applicant has mastered the theoretical material well, possesses the main aspects from primary sources and recommended literature, presents it in a reasoned manner; has practical skills, expresses his thoughts on certain problems, but certain inaccuracies and errors are assumed in the logic of the presentation of theoretical content or in the analysis of practical material;

- «satisfactory»: the applicant has mainly acquired theoretical knowledge of the educational topic or discipline, orients himself in primary sources and recommended literature, but answers unconvincingly, confuses concepts, answers additional questions uncertainly, does not have stable knowledge; when answering questions of a practical nature, reveals inaccuracy in knowledge, does not know how to evaluate facts and phenomena, connect them with the future profession;

- «unsatisfactory»: the applicant has not mastered the educational material of the topic (discipline), does not know scientific facts, definitions, hardly orients himself in primary sources and recommended literature, lacks scientific thinking, practical skills are not formed.

3 The final score for the current activity is recognized as the arithmetic mean sum of points for each lesson, for individual work, current control works according to the formula:

$$K_{current} = (K_1 + K_2 + \dots + K_n) / n ,$$

where $K_{current}$ – final evaluation of success based on the results of current control; K_1, K_2, \dots, K_n – evaluation of the success of the current control measure; n – number of measures of current control.

Grades are converted into points according to the calculation scale (Table 1).

Table 1 – Recalculation of the average grade for the current activity into a multipoint scale

4-point scale	100-point scale	4-point scale	100-point scale	4-point scale	100-point scale	4-point scale	100-point scale
5	100	4.45	89	3.90	78	3.35	67
4.95	99	4.4	88	3.85	77	3.3	66
4.9	98	4.35	87	3.80	76	3.25	65
4.85	97	4.3	86	3.75	75	3.2	64
4.8	96	4.25	85	3.7	74	3.15	63
4.75	95	4.20	84	3.65	73	3.1	62
4.7	94	4.15	83	3.60	72	3.05	61
4.65	93	4.10	82	3.55	71	3	60
4.6	92	4.05	81	3.5	70	from 1.78 to 2.99	from 35 to 59
						retaking	
4.55	91	4.00	80	3.45	69	from 0 to 1.77	from 0 to 34
4.5	90	3.95	79	3.4	68	retaking	

Summative Assessment

1 An applicant of higher education receives a credit in the last lesson in the discipline based on the results of the current evaluation. The average score for the current activity is converted into points on a 100-point scale, according to the conversion table (Table 1).

Applicants of higher education who have an average current score in the discipline lower than "3" (60 points) can increase their current score in the last session by taking tests in the discipline.

Evaluation of knowledge of applicants by means of testing is carried out according to a scale:

- «Excellent»: not less than 90% of correct answers;
- «Very good»: from 82% to 89% of correct answers;
- «Good»: from 74% to 81% of correct answers;
- «Satisfactory»: from 67% to 73% of correct answers;
- «Satisfactory enough»: from 60% to 66% of correct answers;
- «Unsatisfactory»: less than 60% of correct answers.

2 The conditions for receiving a credit are:

- making up all missed lessons;
- average current grade in the discipline not lower than "3" (60 points).

3 For performing individual independent work and participating in scientific events, applicants are awarded additional points.

3.1 Additional points are added to the sum of points scored by the student of higher education for the current educational activity.

3.2 The number of additional points awarded for different types of individual tasks depends on their volume and importance:

- prize places in the discipline at the international / all-Ukrainian competition of scientific student works – 20 points;
- prize places in the discipline at the all-Ukrainian Olympiads – 20 points;
- participation in the international / all-Ukrainian competition of scientific student works – 15 points;
- participation in international / all-Ukrainian scientific conferences of students and young scientists – 12 points;
- participation in all-Ukrainian Olympiads in the discipline – 10 points;
- participation in Olympiads and scientific conferences of the KhNAHU in the discipline – 5 points;
- performance of individual scientific and research (educational and research) tasks of increased complexity – 5 points.

3.3 The amount of additional points may not exceed 20 points.

4 The learning result is evaluated:

- on a two-point scale (passed/failed) according to Table 2;
- on a 100-point scale according to Table 3.

Table 2 – The scale for transferring points to the national evaluation system

100-point scale	National Scale
from 60 points to 100 points	credited
less than 60 points	not credited

Table 3 – The scale for evaluating the knowledge of students based on the results of the final control of the academic discipline

Score in points	Evaluation on a national scale		Evaluation according to the ECTS scale	
	exam	credit	Grade	Criteria
90-100	Excellent	Credited	A	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are formed, all educational tasks stipulated in the training program have been completed, the quality of their performance was evaluated with a number of points close to the maximum
80–89	Good	Credited	B	The theoretical content of the course is fully mastered, without gaps, the necessary practical skills for working with the mastered material are mainly formed, all educational tasks stipulated in the training program have been completed, the quality of performance of most of them was evaluated with a number of points close to the maximum
75-79			C	The theoretical content of the course is fully mastered, without gaps, some practical skills of working with the mastered material are insufficiently formed, all educational tasks stipulated in the training program have been completed, the quality of performance of none of them has been evaluated with the minimum number of points, some types of tasks have been completed with errors
67-74	Average		D	The theoretical content of the course is partially mastered, but the gaps are not of a significant nature, the necessary practical skills for working with the mastered material are basically formed, most of the educational tasks stipulated in the training program have been completed, some of the completed tasks may contain errors
60–66			E	The theoretical content of the course is partially mastered, some practical work skills have not been formed, many educational tasks stipulated in the training program have not been completed, or the quality of some of them has been evaluated with a number of points close to the minimum
35–59	Below average	Not credited	FX	The theoretical content of the course is partially mastered, the necessary practical work skills have not been formed, most of the educational tasks stipulated in the training program have not been completed, or the quality of their performance has been evaluated with a number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of the performance of educational tasks (with the possibility of re-compilation)
0–34	Failing		F	The theoretical content of the course has not been mastered, the necessary practical work skills have not been formed, all completed educational tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of the performance of educational tasks (with a mandatory repeat course)

Course policy:

- the course involves working in a team where the environment is friendly, creative, open to constructive criticism;
- mastering the discipline involves mandatory attendance at lectures and practical classes, as well as independent work;
- independent work involves the study of certain topics of the discipline that are made in accordance with the program for independent processing, or were considered briefly, providing answers to theoretical questions and test tasks;
- all the tasks stipulated in the training program must be completed in due time;
- if the student is absent from the classes for good reason, he or she presents the tasks completed during the independent preparation and consultation of the teacher;
- while studying the course, students must adhere to the rules of academic integrity set forth in the following documents: "Rules of academic integrity of participants in the educational process of the KhNAHU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_dobroch_1.pdf), "Academic integrity. Checking the text of academic, scientific and qualification works for plagiarism" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_85_1_01.pdf), "Code of ethics for participants in the educational process at KNADU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_MEK_1.pdf).
- in the case of detection of plagiarism, the applicant receives 0 points for the task and must re-perform the tasks provided for in the syllabus;
- write-offs during control work are prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing.

Recommended literature:**Basic**

1. Aliekperov, A. (2021). Creating Business and Corporate Strategy. An Integrated Strategic System. Routledge. 132.
2. Clegg, St., Schweitzer, J., Whittle, A., Pitelis, Ch. (2022). Strategy: Theory and Practice (4th Ed). Sage Publishingl. 744.
3. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2019). Strategic Management: Concepts and Cases (Competitiveness and Globalization) (13th Ed). Cengage Learning. 768
4. Pidun, U. (2019). Corporate Strategy: Theory and Practice. <http://doi.org/10.1007/978-3-658-25426-1>
5. Puranam, P., Vanneste, B. (2016). Corporate Strategy: Tools for Analysis and Decision-Making. Cambridge: Cambridge University Press. <https://doi.org/10.1017/CBO9781316343234>

Additional sources:

1. Business Strategy: Course Book (2010). BPP Learning Media. 318.
2. Johnson, G., Scholes, K., Whittington, R. (2008). Exploring Corporate Strategy: Text and Cases (8th Ed). Pearson College Div. 878.
3. Lenox, M. Foundations of Business Strategy. University of Virginia (USA). Online Course by Coursera. URL: <https://www.coursera.org/learn/uva-darden-foundations-business-strategy?isNewUser=true#reviews>
4. Osterwalder A., Pigneur Yv. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers (The Strategyzer series). John Wiley and Sons, 2010. 288 p.
5. Reeves, M., Haanæs, K., Sinha, J. (2015) Your Strategy Needs a Strategy: How to

Choose and Execute the Right Approach. 281. URL: <https://www.pdfdrive.com/your-strategy-needs-a-strategy-how-to-choose-and-execute-the-right-approach-e167373991.html>

6. Stalk, G., Butman, J. (2008) Five Future Strategies You Need Right Now. Harvard Business Press. 120.

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