

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Ivan Franko National University of Lviv
Faculty of Economics
Department of Management

Approved at the meeting of the Department
of Management
of the Faculty of Economics
Ivan Franko National University of Lviv
(Protocol No. 1 of August 30, 2024)

Head of Department _____
Prof. Oleksandr Kundytskyi

COURSE SYLLABUS

“Modern Technologies of Strategic Management”

delivered within the Educational and Scientific Doctoral Programme “Management”
for applicants of the third (educational and scientific) level of higher education
in specialty 073 “Management”

Lviv, 2024

Course Syllabus
MODERN TECHNOLOGIES OF STRATEGIC MANAGEMENT
Academic year 2024–2025

Course title	Modern Technologies of Strategic Management
Course location	79000, Ukraine, Lviv, 18 Svobody Ave., Faculty of Economics, Ivan Franko National University of Lviv
Faculty and department responsible for the course	Faculty of Economics Department of Management
Field of study and specialty	Field: 07 “Management and Administration” Specialty: 073 “Management”
Course instructor	Nataliia Chopko , PhD (Economics), Associate Professor Associate Professor of the Department of Management
Instructor contact information	nataliya.chopko@lnu.edu.ua; chopko_n@yahoo.com ; Profile page:: https://econom.lnu.edu.ua/employee/chopko-n-s Office: Lviv, 18 Svobody Ave., room 304.
Office hours / consultations	Consultations are provided according to the schedule approved by the department (room 304, Faculty of Economics). Additional consultations are available on lecture days (by prior arrangement). Online consultations via Skype or similar platforms are possible upon request.
Course webpage	https://econom.lnu.edu.ua/academics/postgraduates
Course description	The course “Modern Technologies of Strategic Management” is an elective academic discipline within the doctoral programme in Management (specialty 073 “Management”). It is taught in the 4th semester and is worth 3 ECTS credits .
Course overview	The course is designed to equip doctoral students with key theoretical and practical knowledge required for developing corporate strategies. It covers both conceptual foundations of strategic management and analytical tools necessary for creating an enterprise development strategy
Course aim and objectives	Aim: To develop theoretical knowledge, analytical capacity and practical skills in strategic decision-making within the process of managing enterprise activities and development in a competitive market environment. Main learning objectives: <ul style="list-style-type: none"> - Conduct critical analysis of modern strategic management concepts. - Explore new approaches to organisational environment diagnostics. - Study methods for assessing enterprise competitiveness. - Analyse modern models and techniques of strategy development. - Master effective systems for strategic decision-making.
Course duration	1 semester, 90 hours total.
Course workload	3 ECTS credits, 90 academic hours, including 48 contact hours (32 hours of lectures, 16 hours of practical/seminar sessions) and 42 hours of independent work
Expected Learning Outcomes	Upon successful completion of the course, a doctoral student will be able to: Knowledge (what the student should know): <ul style="list-style-type: none"> • Modern approaches to managerial activity in organisations, including their laws and regularities.

- Requirements for building a strategic management system in a modern enterprise, taking into account organisational, financial-economic, socio-psychological and information-analytical support.
- Basic principles and methods of strategic management and professional implications of strategic decision-making.
- Methodological and organisational foundations of goal-setting in enterprises.
- Specific features of strategic evaluation methods in the system of strategy implementation.

Skills (what the student should be able to do):

- Conduct critical analysis of strategic management concepts, identify their strengths and limitations, and substantiate the need for strategic thinking among Ukrainian professionals.
- Apply systems thinking in strategic planning of organisational activities.
- Forecast future developments and formulate strategy.
- Use and systematise analytical results obtained through strategic management models.
- Implement research findings in practice (strategic assessment, evaluation of strategic potential, matrix-based methods, etc.).
- Master and independently apply new strategic management technologies in organisations.

Competencies developed through the course

General competencies (GC):

GC02. Ability to search, process and analyse information from various sources.

GC04. Ability to solve complex problems in management based on a systematic scientific worldview combined with ethical and academic integrity principles.

Professional (special) competencies (SC):

SC02. Ability to present and discuss scientific research and innovative developments orally and in writing in Ukrainian and English; ability to work with scientific literature in management and effectively use new information.

SC06. Ability to organise one's own scientific activity, think critically, perform tasks professionally and improve personal pedagogical and research skills.

Programme learning outcomes (PLOs)

After completing the course, doctoral students will achieve the following programme outcomes:

PLO01. Apply modern tools and technologies for searching, processing and analysing information, including statistical analysis of large and complex datasets, specialised databases and information systems.

PLO04. Develop and implement scientific and applied projects that allow rethinking existing knowledge and creating new integrated knowledge/practice in management, while considering ethical, social, economic, environmental and legal aspects.

PLO05. Demonstrate deep understanding of general principles and methods of management science and research methodology, and apply them in own academic and teaching practice.

PLO06. Plan and conduct scientific and applied research in management and related interdisciplinary fields, critically analyse results, justify funding proposals for research projects.

PLO07. Test and implement research results in managerial practice.

	PLO09. Apply modern methods and methodologies of management to solve complex tasks and practical managerial situations in enterprises and organisations
Keywords	Strategic management, trends and patterns of strategic management, strategic assessment of the enterprise, strategic potential of the enterprise
Course Format	Full-time / evening form of study
	Lectures, seminar discussions and consultations are conducted to ensure better understanding of course topics.
Course Topics	Topic 1. Conceptual foundations of strategic management Topic 2. Types of strategic management Topic 3. Methodology of strategic analysis and enterprise development forecasting Topic 4. Strategic goals and the process of strategizing Topic 5. Formation of enterprise strategic potential Topic 6. Modern tools of strategic planning Topic 7. Methodology for evaluating the effectiveness of development strategies Topic 8. Innovative technologies of strategic management in enterprises
Literature for the Course	<p>Core literature:</p> <ol style="list-style-type: none"> 1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с. 2. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с. 3. Тертичка В. В. Стратегічне управління: підручник. Київ: «К.І.С.», 2017. 932 с. 4. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с. 5. Mintzberg H., Ahlstrand B., Lampel J. <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i>. – 2nd ed. – New York : Free Press, 2020. – 432 p. <p>Supplementary literature:</p> <ol style="list-style-type: none"> 1. Байда Б. Ф., Чопко Н. С., Стрільчук Р. М Стратегічний потенціал та управління розвитком організації в умовах змінного бізнес-середовища. Агросвіт. 2023. № 3-4. С. 113-117. DOI: https://doi.org/10.32702/2306-6792.2023.3-4.11 2. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. <i>Postmodern Openings</i>. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420 3. Кривов'язюк І.В. Функціонування та розвиток підприємств в умовах кризи: системноаналітичний підхід: Монографія. – Луцьк: ЛНТУ, 2012. – 392 с. 4. Чопко Н.С. Стратегічний аналіз рівня залученості та лояльності персоналу в організації/ Н. Чопко, М. Вівчар, М. Смолій //Інфраструктура ринку. – 2020. – Вип. 40/2020. http://www.market-infr.od.ua/uk/2020 . 5. Zolkover, A., Kaplina, A, Loboda, O., Kyrychenko, N., & Chopko, N. (2021). Features of the Influence of Human Capital on Economic Development: The Case of Ukraine. <i>Journal of Eastern European and Central Asian Research (JEECAR)</i>, 8(3), 425–437. DOI: https://doi.org/10.15549/jeecar.v8i3.763

6. Чопко Н. С. Вдосконалення системи стратегічного управління розвитком молодіжними громадськими організаціями в Україні / Копильчак Б. В., Чопко Н. // Проблеми економіки. - 2020. - № 1(43). - С. 89-98.

7. Shatilo, O., Derevianko, O., Voichenko, K., Shevchuk, N., & Magdaliuk, O. (2023). Strategic development of motor transport enterprises' innovative processes in Ukraine. *Journal of Eastern European and Central Asian Research (JEECAR)*, 10(7), 940–955. <https://doi.org/10.15549/jeecar.v10i7.1326>

8. Стратегічне управління: Навч. посібник / В.Л. Дикань, В.О. Зубенко, О.В. Маковоз, І.В. Токмакова, О.В. Шраменко. – К.: Центр учбової літератури, 2013. – 272 с

9. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с

10. Петрович Й.М. Стратегічне управління конкурентоспроможністю промислового підприємства: монографія / Й.М. Петрович, О.В. Кривешко, І.О. Ступак. - Львів: Видавництво Нац. ун-ту "Львівська політехніка", 2012. - 228 с.

11. Ставицький О. В. Особливості розвитку стратегічного управління в Україні / О. В. Ставицький // Ефективна економіка. - Режим доступу : <http://www.economy.nayka.com.ua/index.php?operation=1&iid=646>

Core literature

1. Savchuk V. Menedzhment v umovakh nevyznachenosti. *Business Intelligence dlia TOPiv*. Kyiv: Laboratoriia, 2024. 544 s.
2. Savchuk V., Kovalov D. *Stratehuvannia v umovakh nevyznachenosti*. Kyiv: Laboratoriia, 2024. 206 s.
3. Tertychka V. V. *Stratehichne upravlinnia: pidruchnyk*. Kyiv: "K.I.S.", 2017. 932 s.
4. Chepeliuk M. I. *Instrumentarii stratehichnoho upravlinnia v konteksti suchasnykh kontseptsii ta trendiv svitovoho ekonomichnoho rozvytku: monohrafiia*. Kharkiv: FOP Liburkina L. M., 2021. 396 s.
5. Mintzberg H., Ahlstrand B., Lampel J. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. 2nd ed. New York: Free Press, 2020. 432 p.

Supplementary literature

1. Baida B. F., Chopko N. S., Strilchuk R. M. *Stratehichnyi potentsial ta upravlinnia rozvytkom orhanizatsii v umovakh zminnoho biznes-seredovyshcha*. Ahrosvit. 2023. № 3–4. S. 113–117. DOI: <https://doi.org/10.32702/2306-6792.2023.3-4.11>
2. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. *Enterprise Development Strategies in a Post-Industrial Society*. *Postmodern Openings*. 2022. 13(1 Sup1), 173–183. DOI: <https://doi.org/10.18662/po/13.1Sup1/420>
3. Kryvov'aziuk I. V. *Funktsionuvannia ta rozvytok pidpriemstv v umovakh kryzy: systemnoanalychnyi pidkhid: monohrafiia*. Luts'k: LNTU, 2012. 392 s.
4. Chopko N. S., Vivchar M., Smolii M. *Stratehichnyi analiz rivnia zaluchenosti ta loialnosti personalu v orhanizatsii*. *Infrastruktura rynku*. 2020. Vyp. 40/2020. <http://www.market-infr.od.ua/uk/2020>
5. Zolkover, A., Kaplina, A., Loboda, O., Kyrychenko, N., & Chopko, N. (2021). *Features of the Influence of Human Capital on Economic*

	<p><i>Development: The Case of Ukraine</i>. JEECAR, 8(3), 425–437. DOI: https://doi.org/10.15549/jeecar.v8i3.763</p> <p>6. Chopko N. S., Kopylchak B. V. Vdoskonalennia systemy stratehichnoho upravlinnia rozvytkom molodizhnymy hromadskymy orhanizatsiiamy v Ukraini. Problemy ekonomiky. 2020. № 1(43). S. 89–98.</p> <p>7. Shatilo, O., Derevianko, O., Boichenko, K., Shevchuk, N., & Magdaliuk, O. (2023). <i>Strategic development of motor transport enterprises' innovative processes in Ukraine</i>. JEECAR, 10(7), 940–955. https://doi.org/10.15549/jeecar.v10i7.1326</p> <p>8. Stratehichne upravlinnia: Navch. posibnyk. / V. L. Dykan, V. O. Zubenko, O. V. Makovoz, I. V. Tokmakova, O. V. Shramenko. Kyiv: Tsentr uchbovoi literatury, 2013. 272 s.</p> <p>9. Shevchenko L. S. Stratehichniy innovatsiinyi menedzhment: navch. posib. Kharkiv: Nats. yuryd. un-t imeni Yaroslava Mudroho, 2019. 155 s.</p> <p>10. Petrovych Y. M., Kryveshko O. V., Stupak I. O. Stratehichne upravlinnia konkurentospromozhnistiu promysloвого pidprijemstva: monohrafiia. Lviv: Vydavnytstvo Nats. un-tu "Lvivska politehnika", 2012. 228 s.</p> <p>11. Stavyt'skyi O. V. Osoblyvosti rozvytku stratehichnoho upravlinnia v Ukraini. Efektyvna ekonomika. Rezhym dostupu: http://www.economy.nayka.com.ua/index.php?operation=1&iid=646</p>																														
Final Assessment	Form of final control: written exam at the end of the semester																														
Prerequisites	To study this course, doctoral students are required to have basic knowledge in such disciplines as management, strategic management, corporate governance, economic analysis and justification of managerial decisions, economic diagnostics, and other subjects sufficient for understanding the conceptual framework of this course and for working with academic sources on the topic.																														
Teaching methods and techniques to be used during the course	Presentations, lectures, integrated modules and assignments; electronic materials of the course and other related courses available on the Moodle platform; collaborative learning (group projects, joint developments), project-based learning, discussion, preparation of joint scientific papers and research activities.																														
Required equipment	The study of the course " <i>Modern Technologies of Strategic Management</i> " requires the use of commonly used software and operating systems, as well as electronic materials available on the Moodle platform.																														
Assessment criteria (separately for each type of learning activity)	<p>Evaluation is based on a 100-point scale, distributed as follows:</p> <table border="1"> <thead> <tr> <th>Component</th> <th>% of final grade</th> <th>Max points</th> </tr> </thead> <tbody> <tr> <td>Practical classes</td> <td>20%</td> <td>20</td> </tr> <tr> <td>Modular control (2 modules)</td> <td>20%</td> <td>20</td> </tr> <tr> <td>Individual assignment</td> <td>10%</td> <td>10</td> </tr> <tr> <td>Final exam</td> <td>50%</td> <td>50</td> </tr> <tr> <td>Total</td> <td>100%</td> <td>100</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Knowledge Assessment Criteria</th> <th>points</th> <th>Max points</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>1. Participation in seminar/practical sessions – 20 points max</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Assessment criteria</td> <td colspan="2">20 points</td> </tr> </tbody> </table>	Component	% of final grade	Max points	Practical classes	20%	20	Modular control (2 modules)	20%	20	Individual assignment	10%	10	Final exam	50%	50	Total	100%	100	Knowledge Assessment Criteria		points	Max points	1.	1. Participation in seminar/practical sessions – 20 points max				Assessment criteria	20 points	
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the doctoral student fully possesses the study material, freely, independently and argumentatively presents it during oral presentations and written answers, deeply and comprehensively reveals the content of theoretical questions and practical tasks, using required and additional literature. Correctly solved all test tasks.	5
the doctoral student sufficiently possesses the study material, presents it in a reasoned way during oral presentations and written answers, mainly reveals the content of theoretical questions and practical tasks, using required literature. However, some questions lack sufficient depth and argumentation, and minor inaccuracies or small mistakes are allowed. Correctly solved the majority of test tasks.	4
the doctoral student generally possesses the study material, presents its main content during oral presentations and written answers, but without deep and comprehensive analysis, justification and argumentation, without using the required literature, allowing certain significant inaccuracies and mistakes. Correctly solved half of the test tasks.	3
the doctoral student does not fully possess the study material. Presents it in a fragmented, superficial way (without argumentation or justification) during oral presentations and written answers, insufficiently reveals the content of theoretical questions and practical tasks, allowing significant inaccuracies, and correctly solved a minority of test tasks.	2
the doctoral student does not possess the material.	0
3. Individual work of the doctoral student (IWS)	
Criterion	10 points
Work completed and defended according to schedule, includes explanations and conclusions, full scope	10
Work defended, but completed partially, with violation of deadlines or requirements	6-8
Work not defended and completed partially, with violation of deadlines or requirements	2-6
Work not completed	0
2. Module Control (2 modules × 10 points = 20 points total)	
Criterion	20 points
1. Assessment criteria – 20 points 1. First level (10 tasks) – multiple-choice test tasks. A task is considered correct if the correct answer is marked on the test card. Each correct answer = 0.2 points (max 10 × 0.2 = 2 points). 2. Second level (6 tasks) – short-answer questions. Considered correct if the doctoral student provides correct definitions, references, interpretations, short comments. Each correct answer = 0.5 points (max 6 × 0.5 = 3 points). 3. Third level (2 tasks) – extended-answer questions (full justification of the answer). These tasks require consistent and logical explanations, necessary references, and indication of facts supporting the statement. If needed, thoughts should be illustrated with charts, graphs, tables. Assessment: 2.5 points per task (max 2 × 2.5 = 5 points).	
4. Exam	
50	
The semester exam as a form of final control is mandatory for all doctoral students. The examination paper contains 3 tasks of 3 difficulty levels.	
Level Task	Max points
1 2 theoretical questions (10 points each)	20
2 20 multiple-choice test questions (1 point each)	20
3 Practical situational task with full solution and explanation	10
The exam result depends on the total number of points. The grade received on the exam is final.	

Written work.

Doctoral students are expected to complete an individual written assignment.

Academic integrity.

Doctoral students' work is expected to represent their own original research or reasoning. Lack of references to used sources, fabrication of sources, cheating, or interference with the work of other doctoral students constitute, but are not limited to, examples of possible academic dishonesty. Detection of academic dishonesty in a doctoral student's written work is grounds for the instructor to refuse to accept the work, regardless of the scale of plagiarism or deception.

Attendance.

Attendance is an essential component of learning. All doctoral students are expected to attend all lectures and practical sessions of the course. Doctoral students must inform the instructor if they are unable to attend a class. In any case, doctoral students are required to meet all deadlines established for all types of written work specified in the course.

Literature.

All literature that doctoral students cannot find on their own will be provided by the instructor exclusively for educational purposes and may not be passed on to third parties. Doctoral students are encouraged to use additional literature and sources beyond those included in the recommended list.

Grading policy.

The final grade takes into account the points obtained through current testing, independent work, and final testing. At the same time, attendance and activity during practical sessions are mandatory components; absence or lateness is unacceptable; the use of mobile phones, tablets or other devices for non-academic purposes during class is prohibited; cheating and plagiarism are not tolerated; failure to submit assignments on time is penalised, etc.

Grading Scale: National and ECTS

Total points	ECTS	National grade (exam / coursework / internship)	National grade (pass/fail)
90–100	A	excellent	passed
81–89	B	good	—
71–80	C	—	—
61–70	D	satisfactory	—
51–60	E	—	—
0–50	FX	unsatisfactory (with right to retake)	not passed (with right to retake)

List of Examination Questions

1. Conceptual foundations of strategic management.
2. Strategic management: approaches to its interpretation.
3. Evolution of the development of strategic management.
4. Types of strategic management.
5. Selection of a management system for an enterprise.
6. Modern criteria for evaluating the effectiveness of strategic management.
7. Main approaches to conducting strategic analysis.
8. Modern tools for researching the enterprise's environment.
9. Strategic assessment of the enterprise.
10. Key success factors.
11. Methodology for forecasting the development of the enterprise environment.
12. Main stages of goal-setting.
13. Formation of the system of strategic goals and objectives.
14. Determining the factors that influence the choice of strategic goals.
15. Formation of the strategic potential of the enterprise.
16. Methods and indicators for evaluating the strategic potential of the enterprise.
17. Stages and principles of strategic planning.

	<ul style="list-style-type: none"> 18. Formal and informal aspects of strategic planning. 19. Approaches to the process of strategy development. 20. Quantitative and qualitative methods for evaluating strategy effectiveness 21. Formation of a regional development strategy 22. Formation of criteria for evaluating an enterprise's development strategy 23. Methods for assessing the implementation of an enterprise's strategy 24. Technologies for managing the innovative development of enterprises 25. Formation of a system of strategies for the innovative development of an enterprise
Survey	A course evaluation questionnaire will be provided upon completion of the course.

Week / Date / Hours	Topic, Outline, Key Points	Type of Activity (lecture, discussion, group work, independent work)	Literature / Online Resources	Assignments, hours	Deadline / Submission date
1-2	Topic 1. Conceptual Foundations of Strategic Management - Strategic management: approaches to its interpretation - Evolution of the development of strategic management - Experience and challenges of applying strategic management theory in the development of Ukrainian enterprises under market conditions	Lecture	1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с. 2. Mintzberg H., Ahlstrand B., Lampel J. <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i> . – 2nd ed. – New York : Free Press, 2020. – 432 p. 3. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. <i>Postmodern Openings</i> . 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420 4. Чопко Н. С. Вдосконалення системи стратегічного управління розвитком молодіжними громадськими організаціями в Україні / Копильчак Б. В., Чопко Н. // Проблеми економіки. - 2020. - № 1(43). - С. 89-98. 5. Стратегічне управління: Навч. посібник / В.Л. Дикань, В.О. Зубенко, О.В. Маковоз, І.В. Токмакова, О.В. Шраменко. – К.: Центр учбової літератури, 2013. – 272 с	To explore the concepts of “strategic management”, “strategy”, “strategic development”, as well as the principles and methods of strategic management 4 hours	According to the schedule
2	Seminar Session 1 Questions for group discussion 1. What are the main approaches to interpreting strategic management in modern academic literature? 2. How have the concepts of strategic management evolved — from classical models to contemporary adaptive strategies? 3. What are the specific features of applying strategic management in Ukrainian enterprises operating under market conditions? 4. What key challenges do Ukrainian enterprises	Practical session, Independent work	1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с. 2. Mintzberg H., Ahlstrand B., Lampel J. <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i> . – 2nd ed. – New York : Free Press, 2020. – 432 p. 3. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. <i>Postmodern Openings</i> . 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420 4. Чопко Н. С. Вдосконалення системи стратегічного управління розвитком молодіжними громадськими організаціями в Україні / Копильчак Б.	To understand and master the concepts of “strategic management”, “strategy”, “strategic development”, as well as the principles and methods of strategic management 2 hours (in-class) 5 hours of independent work	According to the schedule

	face when implementing strategic management? 5. What experience (successful or negative) do Ukrainian companies have in using strategic management theory to ensure sustainable development?		В., Чопко Н. // Проблеми економіки. - 2020. - № 1(43). - С. 89-98. 5. Стратегічне управління: Навч. посібник / В.Л. Дикань, В.О. Зубенко, О.В. Маковоз, І.В. Токмакова, О.В. Шраменко. – К.: Центр учбової літератури, 2013. – 272 с 6. Ставицький О. В. Особливості розвитку стратегічного управління в Україні / О. В. Ставицький // Ефективна економіка. - Режим доступу : http://www.economy.nayka.com.ua/index.php?operation=1&iid=646		
3-4	Topic 2. Types of Strategic Management - Management in stable, dynamic and crisis environments - Management based on flexible emergency decision-making - Management through the restructuring of strategic tasks - Management based on weak signals - Management under conditions of strategic surprises - Choosing a management system for the enterprise - Modern criteria for evaluating the effectiveness of strategic management	Lecture	1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с. 2. Mintzberg H., Ahlstrand B., Lampel J. <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i> . – 2nd ed. – New York : Free Press, 2020. – 432 p. 3. Тертичка В. В. Стратегічне управління: підручник. Київ: «К.І.С.», 2017. 932 с. 4. Shatilo, O., Derevianko, O., Boichenko, K., Shevchuk, N., & Magdaliuk, O. (2023). Strategic development of motor transport enterprises' innovative processes in Ukraine. <i>Journal of Eastern European and Central Asian Research (JEECAR)</i> , 10(7), 940–955. https://doi.org/10.15549/jeeclar.v10i7.1326 5. Стратегічне управління: Навч. посібник / В.Л. Дикань, В.О. Зубенко, О.В. Маковоз, І.В. Токмакова, О.В. Шраменко. – К.: Центр учбової літератури, 2013. – 272 с	To study the characteristics, advantages and disadvantages of the examined types of strategic management, and to identify the main criteria of effective strategic management 4 hours	According to the schedule
4	Seminar Session 2 Questions for group discussion 1. What are the key features of strategic management in stable, dynamic and crisis environments? 2. How does management based on flexible emergency decision-making help an enterprise adapt to unpredictable changes? 3. What is the essence of management based on weak signals, and how	Practical session, Independent work	1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с. 2. Mintzberg H., Ahlstrand B., Lampel J. <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i> . – 2nd ed. – New York : Free Press, 2020. – 432 p. 3. Тертичка В. В. Стратегічне управління: підручник. Київ: «К.І.С.», 2017. 932 с. 4. Shatilo, O., Derevianko, O., Boichenko, K., Shevchuk, N., & Magdaliuk, O. (2023). Strategic development of motor transport enterprises' innovative processes in Ukraine. <i>Journal of Eastern European</i>	To explore the characteristics, advantages and disadvantages of the examined types of strategic management, and to identify the main criteria of effective strategic management 2 hours (in-class) 5 hours of independent work	According to the schedule

	<p>does it help prevent strategic surprises?</p> <p>4. What approaches to restructuring strategic tasks are used to improve management effectiveness?</p> <p>5. According to which modern criteria is the effectiveness of strategic management in an enterprise evaluated?</p>		<p>and Central Asian Research (JEECAR), 10(7), 940–955. https://doi.org/10.15549/jeecar.v10i7.1326</p> <p>5. Стратегічне управління: Навч. посібник / В.Л. Дикань, В.О. Зубенко, О.В. Маковоз, І.В. Токмакова, О.В. Шраменко. – К.: Центр учбової літератури, 2013. – 272 с</p>		
5-6	<p>Topic 3. Methodology of Strategic Analysis and Enterprise Development Forecasting</p> <ul style="list-style-type: none"> • Main approaches to conducting strategic analysis • Modern tools for analysing the enterprise’s business environment • Strategic assessment of the enterprise • Strategic analysis of the industry environment of the enterprise. <p>Competitor behaviour analysis</p> <ul style="list-style-type: none"> • Key success factors • Methodology for forecasting the development of the enterprise environment 	Lecture	<p>1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с.</p> <p>2. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>3. Байда Б. Ф., Чопко Н. С., Стрільчук Р. М Стратегічний потенціал та управління розвитком організації в умовах змінного бізнес-середовища. Агросвіт. 2023. № 3-4. С. 113-117. DOI: https://doi.org/10.32702/2306-6792.2023.3-4.11</p> <p>4. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p> <p>5. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с</p>	To master the main methods of assessing the enterprise’s operating environment; to study the criteria and factors of enterprise development 4 hours	According to the schedule
6	<p>Seminar Session 3 Questions for group discussion</p> <p>1. What are the main approaches used for conducting strategic analysis of an enterprise?</p> <p>2. What modern tools are applied to study the external and internal environment of an enterprise?</p> <p>3. How is the strategic assessment of an enterprise carried out, and which</p>	Practical session, Independent work	<p>1. Савчук В. Менеджмент в умовах невизначеності. Business Intelligence для ТОПів. Київ. Лабораторія. 2024. 544 с.</p> <p>2. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>3. Байда Б. Ф., Чопко Н. С., Стрільчук Р. М Стратегічний потенціал та управління розвитком організації в умовах змінного бізнес-середовища. Агросвіт. 2023. № 3-4. С. 113-117.</p>	To master the main methods of assessing the enterprise’s operating environment and to study the criteria and factors of enterprise development 2 hours (in-class) 6 hours of independent work	According to the schedule

	<p>indicators are taken into account?</p> <p>4. What is involved in the strategic analysis of the industry environment, and how does it help evaluate competitor behaviour?</p> <p>5. Which key success factors determine the competitiveness of an enterprise in the market?</p> <p>6. Which methods of forecasting the development of the enterprise environment are the most effective under conditions of instability?</p> <p>1.</p>		<p>DOI: https://doi.org/10.32702/2306-6792.2023.3-4.11</p> <p>4. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. <i>Postmodern Openings</i>. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p> <p>5. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с</p>		
7-8	<p>Topic 4. Strategic Goals and the Process of Strategizing</p> <ul style="list-style-type: none"> • Key stages of goal-setting • The importance of the mission for an enterprise oriented toward strategic development • Formation of a system of strategic goals and objectives • Identification of factors influencing the choice of strategic goals 	Lecture	<p>1. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>2. Тертичка В. В. Стратегічне управління: підручник. Київ: «К.І.С.», 2017. 932 с.</p> <p>3. Zolkover, A., Kaplina, A, Loboda, O., Kyrychenko, N., & Chopko, N. (2021). Features of the Influence of Human Capital on Economic Development: The Case of Ukraine. <i>Journal of Eastern European and Central Asian Research (JEECAR)</i>, 8(3), 425–437. DOI: https://doi.org/10.15549/jee-car.v8i3.763</p> <p>4. Чопко Н. С. Вдосконалення системи стратегічного управління розвитком молодіжними громадськими організаціями в Україні / Копильчак Б. В., Чопко Н. // Проблеми економіки. - 2020. - № 1(43). - С. 89-98.</p>	To study the specifics of goal-setting in an enterprise and the methods for evaluating the enterprise's strategic goals 4 hours	According to the schedule
8	<p>Seminar Session 4 Questions for group discussion, case study</p> <p>1. What stages are included in the process of goal-setting within strategic enterprise management?</p> <p>2. What is the significance of a company's mission for shaping its strategic development?</p> <p>3. How is the system of strategic goals and objectives of an enterprise formed, and which principles underlie it?</p> <p>4. What internal and external factors influence</p>	Practical session, Independent work	<p>1. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>2. Тертичка В. В. Стратегічне управління: підручник. Київ: «К.І.С.», 2017. 932 с.</p> <p>3. Zolkover, A., Kaplina, A, Loboda, O., Kyrychenko, N., & Chopko, N. (2021). Features of the Influence of Human Capital on Economic Development: The Case of Ukraine. <i>Journal of Eastern European and Central Asian Research (JEECAR)</i>, 8(3), 425–437. DOI: https://doi.org/10.15549/jee-car.v8i3.763</p> <p>4. Чопко Н. С. Вдосконалення системи стратегічного управління розвитком молодіжними громадськими організаціями в Україні / Копильчак Б.</p>	To discuss the specifics of goal-setting in an enterprise and the methods for evaluating the enterprise's strategic goals 2 hours (in-class) 6 hours of independent work	According to the schedule

	the choice of strategic goals of an enterprise?		В., Чопко Н. // Проблеми економіки. - 2020. - № 1(43). - С. 89-98.		
9-10	<p>Topic 5. Formation of the Strategic Potential of the Enterprise</p> <ul style="list-style-type: none"> • Elements of the enterprise's strategic potential and the factors influencing its formation and development • Methods and indicators for evaluating the strategic potential of the enterprise • Specific features of managing strategic potential in enterprises across different sectors of economic activity 	Lecture	<p>1. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>2. Байда Б. Ф., Чопко Н. С., Стрільчук Р. М Стратегічний потенціал та управління розвитком організації в умовах змінного бізнес-середовища. Агросвіт. 2023. № 3-4. С. 113-117. DOI: https://doi.org/10.32702/2306-6792.2023.3-4.11</p> <p>3. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>4. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p>	To explore the methodology for calculating the strategic potential of an enterprise 4 hours	According to the schedule
10	<p>Seminar Session 5 Questions for group discussion</p> <p>1. Which elements constitute the strategic potential of an enterprise, and which factors influence its formation and development?</p> <p>2. Which methods and indicators are used to evaluate the strategic potential of an enterprise?</p> <p>3. What specific features of managing strategic potential are characteristic of enterprises in different sectors of economic activity (e.g., industry, IT, agriculture)?</p>	Practical session, Independent work	<p>1. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>2. Байда Б. Ф., Чопко Н. С., Стрільчук Р. М Стратегічний потенціал та управління розвитком організації в умовах змінного бізнес-середовища. Агросвіт. 2023. № 3-4. С. 113-117. DOI: https://doi.org/10.32702/2306-6792.2023.3-4.11</p> <p>3. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>4. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p>	To explore and master the methodology for calculating the strategic potential of an enterprise 2 hours (in-class) 5 hours of independent work	According to the schedule
11-12	<p>Topic 6. Modern Tools of Strategic Planning</p> <ul style="list-style-type: none"> • Stages and principles of strategic planning 	Lecture	1. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.	Selecting the optimal toolkit for strategic planning of enterprise	According to the schedule

	<ul style="list-style-type: none"> Models of strategic planning Formal and informal aspects of strategic planning Approaches to the process of strategy development The strategic programme as an instrument for strategy implementation The strategic project as an instrument for strategy implementation 		<p>2. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p> <p>3. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>4. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с</p> <p>5. Mintzberg H., Ahlstrand B., Lampel J. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. – 2nd ed. – New York : Free Press, 2020. – 432 p.</p>	development 4 hours	
12	<p>Seminar Session 6 Questions for group discussion</p> <ol style="list-style-type: none"> What key stages and principles of strategic planning are applied in modern enterprise management? Which models of strategic planning are the most effective for different types of enterprises? What is the difference between the formal and informal aspects of strategic planning? Which approaches are used in the process of strategy development, and how can the optimal one be selected for a particular enterprise? What role do the strategic programme and the strategic project play in the implementation of the chosen enterprise strategy? 	Practical session, Independent work	<ol style="list-style-type: none"> Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420 Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с Mintzberg H., Ahlstrand B., Lampel J. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. – 2nd ed. – New York : Free Press, 2020. – 432 p. 	Selecting the optimal toolkit for strategic planning of enterprise development 2 hours (in-class) 5 hours of independent work	According to the schedule
13-14	<p>Topic 7. Methodology for Evaluating the Effectiveness of Development Strategies</p> <ul style="list-style-type: none"> Quantitative and qualitative methods for 	Lecture	<p>1. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI:</p>	To master the principles of constructing a methodology for evaluating the effectiveness of an enterprise's	According to the schedule

	<p>evaluating strategy effectiveness</p> <ul style="list-style-type: none"> • Formation of criteria for assessing an enterprise's development strategy • Methods for evaluating the implementation of an enterprise's strategy 		<p>https://doi.org/10.18662/po/13.1Sup1/420</p> <p>2. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>3. Кривов'язюк І.В. Функціонування та розвиток підприємств в умовах кризи: системноаналітичний підхід: Монографія. – Луцьк: ЛНТУ, 2012. – 392 с</p> <p>4. Чопко Н.С. Стратегічний аналіз рівня залученості та лояльності персоналу в організації/ Н. Чопко, М. Вівчар, М. Смолій //Інфраструктура ринку. – 2020. – Вип. 40/2020. http://www.market-infr.od.ua/uk/2020 .</p> <p>5. Петрович Й.М. Стратегічне управління конкурентоспроможністю промислового підприємства: монографія / Й.М. Петрович, О.В. Кривешко, І.О. Ступак. - Львів: Видавництво Нац. ун-ту "Львівська політехніка", 2012. - 228 с.</p>	<p>development strategy, and to develop a set of criteria for assessing the effectiveness of the enterprise's strategy</p> <p>4 hours</p>	
14	<p>Seminar Session 7</p> <p>Questions for group discussion</p> <p>1. Which quantitative and qualitative methods are used to evaluate the effectiveness of an enterprise's development strategy?</p> <p>2. How is the system of criteria for assessing an enterprise's development strategy formed?</p> <p>3. Which methods make it possible to evaluate the level of implementation of the enterprise's strategic goals and objectives?</p>	<p>Practical session, Independent work</p>	<p>1. Chopko, N., Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., & Skomorovskyi, A. Enterprise Development Strategies in a Post-Industrial Society. Postmodern Openings. 2022. 13(1 Sup1) P. 173-183. DOI: https://doi.org/10.18662/po/13.1Sup1/420</p> <p>2. Чепелюк М. І. Інструментарій стратегічного управління в контексті сучасних концепцій та трендів світового економічного розвитку : монографія. Харків : ФОП Лібуркіна Л. М., 2021. 396 с.</p> <p>3. Кривов'язюк І.В. Функціонування та розвиток підприємств в умовах кризи: системноаналітичний підхід: Монографія. – Луцьк: ЛНТУ, 2012. – 392 с</p> <p>4. Чопко Н.С. Стратегічний аналіз рівня залученості та лояльності персоналу в організації/ Н. Чопко, М. Вівчар, М. Смолій //Інфраструктура ринку. – 2020. – Вип. 40/2020. http://www.market-infr.od.ua/uk/2020 .</p> <p>5. Петрович Й.М. Стратегічне управління конкурентоспроможністю промислового підприємства: монографія / Й.М. Петрович, О.В. Кривешко, І.О. Ступак. - Львів: Видавництво Нац. ун-ту "Львівська політехніка", 2012. - 228 с.</p>	<p>To discuss the principles of constructing a methodology for evaluating the effectiveness of an enterprise's development strategy, and to develop a set of criteria for assessing the effectiveness of the enterprise's strategy</p> <p>2 hours (in-class) 5 hours of independent work</p>	<p>According to the schedule</p>

15-16	<p>Topic 8. Innovative Technologies of Strategic Enterprise Management</p> <ul style="list-style-type: none"> Technologies for managing the innovative development of enterprises: production, financial, and marketing Formation of a system of strategies for the innovative development of an enterprise Evaluation and criteria of enterprise development Development of a strategic map of the enterprise 	Lecture	<p>1. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>2. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с</p> <p>3. Mintzberg H., Ahlstrand B., Lampel J. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. – 2nd ed. – New York : Free Press, 2020. – 432 p.</p>	To explore the principles of forming the innovative development of an enterprise; the factors for measuring the level of innovative development; and the elements of the strategic planning system for development 4 hours	According to the schedule
16	<p>Seminar Session 8 Questions for Group Discussion</p> <p>1. What production, financial, and marketing technologies are used to manage the innovative development of enterprises?</p> <p>2. How is the system of enterprise innovation development strategies formed, and what factors influence its effectiveness?</p> <p>3. What criteria are used to assess the level of enterprise development in the context of strategic management?</p> <p>4. What is a corporate strategy map, and how does it help implement innovative strategies?</p>	Practical session, Independent work	<p>1. Савчук В. Ковальов Д. Стратегування в умовах невизначеності. Київ. Лабораторія. 2024. 206 с.</p> <p>2. Шевченко Л. С. Стратегічний інноваційний менеджмент: навч. посіб. Харків: Нац. юрид. ун-т імені Ярослава Мудрого, 2019. 155 с</p> <p>3. Mintzberg H., Ahlstrand B., Lampel J. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. – 2nd ed. – New York : Free Press, 2020. – 432 p</p>	Understand the principles of forming the innovative development of an enterprise; the factors for measuring the level of innovative development; the elements of the strategic development planning system 2 hours (in-class), 5 hours of independent work	According to the schedule
Total				90 hours	