



Syllabus of the course "Strategic management"

Speciality	D3 Management F6 Information Systems and Technologies
Study Programme	Management and Information Technologies
Study cycle (Bachelor, Master, PhD)	the first (Master's) level of higher education
Course status	mandatory
Language	English
Term	2 year, 3 semester
ECTS credits	5
Workload	Lectures – 30 hours. Practical studies – 20 hours. Laboratory studies – 10 hours. Self-study – 90 hours.
Assessment system	Grading including Exam
Department	Department of International Economics and Management, Nauky Avenue 9-A, c. Kharkiv, building 1, auditorium 304 Phone: +38(057)702-18-32 (additional 346) website: https://kafmeim.hneu.edu.ua
Teaching staff	Nadiya DEKHTYAR, PhD (Economics), associated professor
Contacts	nadiya.dekhtyar@hneu.net +380663056847
Course schedule	Lectures: according to the schedule Laboratory classes: according to the schedule Practical studies: according to the schedule
Consultations	at the Department of International Economics and Management: face-to-face sessions in accordance with the consultation timetable; individual sessions, chat via the PNS and Zoom

Learning objectives and skills:

The course **aims** to provide students with a system of theoretical knowledge, practical skills and abilities for working with modern tools to assess the external and internal environment of IT enterprises and to design strategies to enter the global market.

Structural and logical scheme of the course

Prerequisites	Postrequisites
Advanced Fields of Management	Pre-diploma practice
Analytics for Data Driven Decisions in International Management	Master thesis
Risk Management and Management Control	

Course content

Content module 1. Foundations of strategic and macro-environmental analysis

Topic 1. Principles and the nature of strategy: integrating the basic approaches to building strategies at various management levels with the "5 Ps" (plan, ploy, pattern, position, perspective) to define strategic intent.

Topic 2. External environmental scanning and national competitiveness. Applying PESTEL and Porter's Five Forces alongside methods for assessing the IT industry's competitiveness via national digital profiles and regional infrastructure.



Topic 3. Strategic leadership, vision, and state development. Aligning corporate leadership roles and "stretch goals" with the classification of state digital development strategies and ethical core values.

Topic 4. Internal assessment and the resource-based view (RBV). Utilizing the resource approach and value chain analysis to identify core competencies and internal sources of competitive advantage.

Topic 5. Tools for enterprise strategic analysis: evaluating the internal and external environment of IT enterprises through benchmarking and specific software overview tools for strategic data processing.

Content module 2. *Strategising competitive business models and global expansion within the digital economy*

Topic 6. Competitive and business-level strategy. Generic strategies development (cost leadership vs. differentiation) and "Blue Ocean" value innovation across different levels of management.

Topic 7. Digital and platform strategies. Managing multi-sided ecosystems, network effects, and architectural innovation driven by emerging technologies.

Topic 8. Modeling scenarios for digital products. Using the decision tree method to model development scenarios for digital products based on selected competitive strategies.

Topic 9. Global strategic management. Applying the CAGE distance framework and determining entry modes (alliances, M&A, etc.) for international expansion.

Topic 10. Corporate strategy and scope. Managing the corporate portfolio using matrices, and exploring vertical and horizontal integration.

Content module 3. *The strategy implementation through organizational design, financial planning, and risk mitigation.*

Topic 11. Organizational design and data flow regulation. Managing the strategy-structure relationship and regulating IT company activities through the integrated planning of data flows.

Topic 12. Performance management and strategy execution systems. Implementing management by objectives (MBO), OKRs, and the balanced scorecard to align personnel skills with organizational goals.

Topic 13. Strategic financial and material flow planning. Planning financial and material flows in the short, medium, and long term using EPS/EBIT analysis and projected financial statements.

Topic 14. Anti-crisis management and strategic control. Monitoring threshold values and managing uncertainty through turnaround strategies and strategic scanning. Transition from standard operations to survival or recovery modes.

Topic 15. Sustainability and project-led strategic advance. Balancing high-risk initiatives using project management frameworks (PMBOK) while integrating the Triple Bottom Line and ESG factors.

Teaching environment (software)

(Multimedia projector, S. Kuznets PNS, Corporate Zoom system)

Assessment system

Assessment of students' learning outcomes is carried out by the University according to the cumulative 100-point system.

Current control is carried out during lectures and practical (seminar) classes and aims to assess the level of students' readiness to perform particular tasks, and is assessed by the amount of scored points.

The maximum amount during the semester – 60 points; the minimum amount required is 35 points. Final control is carried out at the end of the semester in the form of an exam (the maximum amount is 40 points, the minimum amount required is 25 points).

Current control includes the following assessment methods: assignments on a particular topic; testing; presentations, and essay writing.

More detailed information on assessment and grading system is given in the technological card of the course.



Course policies

Teaching of the academic discipline is based on the principles of academic integrity.

Violation of academic integrity includes academic plagiarism, fabrication, falsification, cheating, deception, bribery, and biased assessment.

Education seekers may be brought to the following academic responsibility for breach of academic integrity: repeated assessment of the corresponding type of learning activity.

More detailed information about competencies, learning outcomes, teaching methods, assessment forms, self-study is given in the Course program