

## Description of Discipline

Title of Discipline / Enterprise Strategy				
Semester	Duration	Type of Discipline	ECTS Credits	Student Workload
7	180	mandatory	6	50 hours of teaching, 130 hours of self-study

Requirements for Participation	Type of examination (oral, written, term paper, etc.)	Methods of teaching and learning (lectures, seminars, etc.)	Discipline Coordinator
Completed disciplines 'Microeconomics', 'Marketing', 'Internal Economic Mechanism of the Enterprise'; complete general secondary education	Written exam	Lectures, practical classes	O. Minina

Learning Outcomes
<p>C3. Ability to abstract thinking, analysis and synthesis.</p> <p>GC4. Ability to apply knowledge in practical situations.</p> <p>GC5. Ability to communicate in the state language both orally and in writing.</p> <p>GC7. Skills in the use of information and communication technologies.</p> <p>GC8. Ability to search, process and analyze information from various sources.</p> <p>GC9. Ability to adapt and act in a new situation.</p> <p>GC11. Ability to make informed decisions.</p> <p>GC13. The ability to act socially responsibly and consciously.</p> <p>SC1. Ability to show knowledge and understanding of the problems of the subject area, the basics of the modern economy at the micro, meso, macro and international levels.</p> <p>SC2. Ability to carry out professional activities in accordance with applicable regulations and legal acts.</p> <p>SC7. Ability to use computer technology and data processing software to solve economic problems, analyze information and prepare analytical reports.</p> <p>SC10. Ability to use modern sources of economic, social, managerial, accounting information for the preparation of official documents and analytical reports.</p> <p>SC12. The ability to independently identify problems of an economic nature in the analysis of specific situations, to suggest ways to solve them.</p> <p>SC13. Ability to conduct economic analysis of the functioning and development of economic entities, assessment of their competitiveness.</p> <p>SC14. Ability to analyze in depth problems and phenomena in one or more professional areas, taking into account economic risks and possible socio-economic consequences.</p> <p>SC16. Ability to assess the impact and take into account external and internal factors in planning activities and developing strategies for enterprise development.</p> <p>SC20. Be able to coordinate actions and control the process of formation and use of all types of resources and the production process at the enterprise in different areas of the enterprise.</p>

a SC21. Anticipate and evaluate the impact of external and internal factors and management decisions on the effectiveness of the enterprise in planning activities and developing strategies for its development.

SC22. Implement in the production system and enterprise management system developed measures and design solutions to improve the efficiency of the enterprise in conditions of uncertainty and risk.

SC24. Ability to give an objective assessment of the work of the enterprise and its divisions in terms of fulfillment of forecast indicators of production tasks and contractual obligations.

SC30. Ability to calculate the economic efficiency of projects, evaluate alternatives taking into account risks.

SC31. The ability to formulate management decisions, evaluate and choose their alternatives ”, think creatively.

SC32. Ability to prepare and conduct quantitative and qualitative marketing research, prepare reports on the state and dynamics of the market of goods and services.

SC33. Ability to calculate and forecast the pricing policy of the enterprise: prices, discounts, surcharges, justification of pricing strategies.

PLO2. Understand the principles of economics, features of economic systems.

PLO5. Apply analytical and methodological tools to substantiate proposals and make management decisions by various economic agents (individuals, households, enterprises and public authorities).

PLO9. To analyze the functioning and development of economic entities, to determine the functional areas, to calculate the relevant indicators that characterize the effectiveness of their activities.

PLO10. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

PLO5. Use information and communication technologies to solve socio-economic problems, prepare and present analytical reports.

PLO16. Be able to think abstractly, apply analysis and synthesis to identify key characteristics of economic systems at different levels, as well as the behavior of their subjects.

PLO17. Demonstrate flexibility and adaptability in new situations, in working with new objects, and in uncertain conditions.

PLO18. Analyze economic, economic, financial, innovative activities of enterprises, institutions, organizations.

PLO19. Be able to independently identify economic problems in the analysis of specific situations, to suggest ways to solve them.

PLO20. To form and evaluate indicators of efficiency of activity of the enterprises and establishments taking into account factors of external and internal environment.

PLO21. Be able to develop optimal plans for the enterprise as a whole and its individual units.

PLO23. Assess possible risks, socio-economic consequences of management decisions.

PLO25. Select and use the necessary scientific, methodological and analytical tools to manage economic activity.

PLO31. Master the skills of oral and written professional communication in state and foreign languages.

PLO32. Demonstrate basic skills of creative and critical thinking in research and professional communication.

PLO33. Ability to organize and conduct conferences, round tables, seminars, etc. in native and foreign languages.

PLO34. Be able to use communication technologies to maintain harmonious business and personal contacts as a prerequisite for business success.

PLO35. Discuss, explain, reproduce the results of their research, decisions.

PLO36. Ability to present and discuss the results obtained and transfer the acquired knowledge.

PLO38. Show skills of independent work, demonstrate critical, creative, self-critical thinking.

PLO39. Demonstrate the ability to act socially responsibly and consciously on the basis of ethical principles, to value and respect cultural diversity, individual differences.

PLO41. Ability to treat the work responsibly and achieve the goal in compliance with the requirements of professional ethics.

PLO42. Ability to adapt to new conditions, make decisions independently and initiate original research and innovation complex projects.

## Contents

### MODULE 1. THEORETICAL AND METHODOLOGICAL PRINCIPLES FOR DEVELOPING AN ENTERPRISE STRATEGY

**Topic 1: Enterprise strategy: basic concepts**

Enterprise strategy: concepts, characteristics, hierarchy. Stages of development of an enterprise strategy.

**Topic 2: Mission and goals of the enterprise**

Mission of the enterprise. Goals of the enterprise. Building a goal tree.

**Topic 3: Analysis of the external environment of the enterprise**

Macroenvironmental diagnostics and prognosis. Analyzing and forecasting microenvironment. Competitive environment. Assessing the impact of buyers on the enterprise. Analyzing the impact of suppliers. Assessing the impact of external partners on the enterprise.

**Topic 4: Analysis of the strategic potential of the enterprise**

The strategic potential of the enterprise as an object of strategic management. Assessment of enterprise competitiveness. SWOT analysis.

### MODULE 2. THE PROCESS OF CHOOSING, DEVELOPING AND IMPLEMENTING A STRATEGY

**Topic 5: Corporate strategy of the enterprise**

The essence and types of a corporate strategy. Portfolio analysis. Choosing a strategic solution using the BCG Matrix. Analysis of strategic positions using GE/McKinsey. Substantiation of the model chosen using the ADL-LC model.

**Topic 6: Competitive enterprise strategies (business strategies)**

The essence and types of competitive strategies of the enterprise. Characteristics. Cost leadership strategy. Broad differentiation strategy. Competitive strategy.

**Topic 7: Functional enterprise strategies**

Types of functional strategies. Marketing strategy. Production strategy. Staff strategy. Financial enterprise strategy.

**Topic 8: Strategic choice, decomposition and implementation of an enterprise strategy**

Choosing an enterprise strategy and factors influencing the choice. Limitations, criteria and methods of a strategic choice. Completion of strategy formulation and decomposition. Ensuring unity of current and strategic activities. Organization of strategic changes in the enterprise. Strategic leadership styles.

### Exemplary Literature

1. Afanasyev M.V., Seleznyova G.O. Enterprise strategy: Teaching method. manual. - H. : VD "INZHEK", 2007. - 272 p.
2. Berezin O.V. Enterprise strategy: Textbook. - K., 2010. - 220 p.
3. Klivets P.G. Enterprise strategy: Textbook. - K. : Akademvydav, 2007. - 320 p.
4. Kovalevskaya A.V. Enterprise strategy: Textbook in tests. - H. : KNAMG, 2011. - 156 p.
5. Kovtun O.I. Enterprise strategy [Set]. - K. : Lira-K, 2014. - 426 p.
6. Kovtun O.I. Enterprise strategy: textbook. - K. : Lira-K, 2014. - 680 p.
7. Kovtun O.I. Enterprise strategy: practicum. - K. : Lira-K, 2014. - 308 p.

#### Academic staff

Name	Academic degree	Position	Qualification / Academic Discipline	Full-time / Part-time	Area of Teaching

<p>Minina Oksana Valeriivna</p>	<p>PhD in Economics</p>	<p>Associate Professor at the Department of Theoretical and Applied Economics</p>	<p>Chernihiv National University of Technology (1997), specialty – Management in the Production Sphere, qualification – Manager; Chernihiv National University of Technology (2017), specialty – Environmental and Natural Resource Economics, qualification – Master in Environmental and Natural Resource Economics; PhD in Economics, 08.00.05 Developmant of Productive Forces and Regional Economics</p>	<p>Part-time</p>	<p>Microeconomics, Internal Economic Mechanism of the Enterprise, Enterprise Strategy, Pricing, Ecological Economics, Ecology, Controlling</p>
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