

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**  
**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ**  
**ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
міжнародних економічних відносин  
Протокол № 1 від 28.08.2023 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної  
роботи

Каріна НЕМАШКАЛО



**СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань	<b>29 "Міжнародні відносини"</b>
Спеціальність	<b>292 "Міжнародні економічні відносини"</b>
Освітній рівень	<b>перший (бакалаврський)</b>
Освітня програма	<b>Міжнародний бізнес</b>

Статус дисципліни	<b>вибіркова</b>
Мова викладання, навчання та оцінювання	<b>англійська</b>

Розробник(и):

к.ф.-м.н., доц.

Завідувач кафедри

міжнародних  
економічних відносин

Гарант програми



Олена ЯРМОШ

Ірина ОТЕНКО

Наталія ПАРХОМЕНКО

**Харків**  
**2023**

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF  
ECONOMICS**

**APPROVED**

at the meeting of the department  
international economic relations

Protocol № 1 of 28.08.2023

**AGREED**

Vice-rector for educational and  
methodical work

  
Karina NEMASHKALO

**STRATEGIC MANAGEMENT  
Program of the course**

Field of knowledge  
Specialty  
Study cycle  
Study programme

**29 "International Relations"  
292 "International Economic Relations"  
first (bachelor)  
International Business**

Course status  
Language

**elective  
English**

Developers:  
PhD (Phys and  
Maths), Associate  
Professor

  
\_\_\_\_\_

Olena IARMOSH

Head of International  
Economic Relations  
Department

  
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Iryna Otenko

Head of Study Programme

  
\_\_\_\_\_

Nataliia PARKHOMENKO

Kharkiv  
2023

## INTRODUCTION

Modern management involves making management decisions in the conditions of an unstable, unpredictable, aggressive external environment. The successful operation of enterprises in conditions of competition increasingly depends on the strategic actions that will be chosen by the management. Today, international and national companies need to form such a development strategy that would allow them to maintain sustainable competitive advantages in the long term. This puts forward new requirements for the qualities of managers at all levels, aims at the formation of a personality with a creative type of thinking, initiative, independence and originality in decision-making. Such qualities of a specialist are formed by the regulatory discipline "Strategic Management".

The course "Strategic Management" belongs to the list of disciplines of the student's free choice. The discipline involves not only the study of theoretical material, but also the use of practical tools and techniques for the development, implementation, control and correction of enterprise strategies at the national and international levels. During the study of the discipline, a large number of cases based on real data of well-known companies are used. Also, based on their own experience, students develop knowledge, develop skills and attitudes necessary for a specialist in the field of international economic relations.

The purpose of teaching the course "Strategic Management" is to master the modern theoretical foundations of strategic management and practical skills of making strategic decisions in the process of managing the activities and development of enterprises in the international environment.

The main tasks of studying the course "Strategic Management" are:

assimilation of the main theoretical material on the development and implementation of strategy at the enterprise, strategic management in general;

development of independent work skills at all stages of strategy development, its viability check, strategic portfolio balance and implementation of strategic changes;

the organisation to act responsibly and carefully when making management decisions at the levels of corporate, functional and business strategy.

The object of the course is the system and process of strategic management at the level of the organisation (institution, enterprise).

The subject of the course is the theoretical concepts of strategic management, methodology and methods of development and implementation of the strategy of institutions (organisations, enterprises) at the national and international levels.

The learning outcomes and competencies formed by the course are defined in table 1.

### Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO2	SK14
LO4	GK10, SK9
LO7	GK8, SK16
LO10	SK8
LO11	SK4, IK
LO12	SK5, SK11
LO13	SK5
LO23	SK16

where GK8. Ability to abstract thinking, analysis and synthesis.

GK10. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).

SK4. The ability to substantiate the peculiarities of the implementation of forms of international economic relations at the mega-, macro-, meso- and micro-levels.

SK5. The ability to carry out a comprehensive analysis and monitoring of the state of world markets, to assess changes in the international environment and to be able to adapt to them.

SK8. The ability to determine the functional features, nature, level and degree of relationships between subjects of international economic relations of different levels and establish communications between them.

SK9. The ability to diagnose the state of research in international economic relations and the world economy in an interdisciplinary combination with political, legal, and natural sciences.

SK11. The ability to conduct research on economic phenomena and processes in the international sphere, taking into account cause-and-effect and spatio-temporal relationships.

SK14. Ability to communicate at professional and social levels using professional terminology, including oral and written communication in national and foreign languages.

SK16. Ability to constantly increase the theoretical level of knowledge, generate and effectively use it in practical activities.

IK. The ability to solve complex specialised tasks and practical problems in the field of international relations in general and international economic, in particular, as well as in the learning process, which involves the application of the latest theories and

methods in the implementation of complex studies of global economic relations, is characterised by the complexity and uncertainty of conditions .

LO2. Communicate freely on professional issues in national and foreign languages orally and in writing, use economic terminology professionally.

LO4. Systematize and organise the received information about processes and phenomena in the world economy; evaluate and explain the influence of endogenous and exogenous factors on them; formulate conclusions and develop recommendations taking into account the peculiarities of the national and international environment.

LO7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the obtained results.

LO10. Identify and single out the peculiarities of the functioning of subjects of international relations and models of their economic development.

LO11. To substantiate one's own opinion regarding the specific conditions for the implementation of forms of international economic relations at the mega-, macro-, meso- and macro-levels.

LO12. To carry out a comprehensive analysis of complex economic systems, to compare and compare their components, to evaluate and argue for evaluations of the effectiveness of their functioning.

LO13. Select and skillfully apply the analytical toolkit for researching the state and development prospects of individual segments of the international markets of goods and services using modern knowledge about the methods, forms and tools of regulation of international trade.

LO23. To be aware of the need for lifelong learning in order to maintain professional competence at a high level.

## **COURSE CONTENT**

### **Content module 1. Strategic management as a subsystem of enterprise management.**

#### **Topic 1. The essence of strategic management.**

- 1.1. Prerequisites for the development of the theory of strategic management.
- 1.2. Modern concept of strategic management.
- 1.3. The concept of "organisational strategy".
- 1.4. Strategic decisions in the organisation.
- 1.5. Strategic management of international companies.
- 1.6. Strategic management at the state and regional level (development of strategies for Ukraine, the Kharkiv region and the Kharkiv city).

#### **Topic 2. Levels of strategic decisions and typology of enterprise strategies.**

- 2.1. Levels of strategic decision-making.

- 2.2. General strategies of the enterprise.
- 2.3. General competitive strategies of the enterprise.
- 2.4. Functional strategies of the enterprise.

**Topic 3. Stages of strategic management and features of enterprise strategy formation.**

- 3.1. The main stages of strategic management.
- 3.2. The mission of the enterprise and the rules of its formation in the process of strategic management.
- 3.3. Classification of strategic goals. Building a "tree of strategic goals".
- 3.4. Peculiarities of enterprise strategy formation.

**Topic 4. Strategic planning.**

- 4.1. The essence and content of strategic planning.
- 4.2. Principles of strategic planning.
- 4.3. Strategic planning process.
- 4.4. Strategic plan.

**Topic 5. Strategic analysis of the enterprise's external environment.**

- 5.1. The external environment of the enterprise.
- 5.2. Factors affecting the instability of the external environment.
- 5.3. The internal environment of the enterprise and features of its analysis.
- 5.4. Peculiarities of analysing the environment of multinational companies.

**Content module 2. Organisation of strategic management at the enterprise.**

**Topic 6. Strategic potential of the enterprise and its competitive advantages formation.**

- 6.1. Models of studying the external environment.
- 6.2. Analysis and evaluation of the external environment.
- 6.3. Strategic analysis of the industry (competitive) environment of the organisation.
- 6.4. Consideration of the cultural aspect of the external environment of multinational companies.

**Topic 7. Types of strategic management.**

- 7.1. Management by choosing strategic positions. Management by ranking strategic tasks.
- 7.2. Weak signals and actions of the firm. Management in conditions of strategic surprises.
- 7.3. Competitiveness of the company's potential.
- 7.4. The essence, classification and main characteristics of the competitive advantages of the enterprise.

**Topic 8. Portfolio strategies and management of the company's strategic position.**

8.1. The concept of "portfolio" of the enterprise.

8.2 Strategic economic zone, its attractiveness and assessment.

8.3 Assessment of the company's strategic position and determination of prospective development directions.

**Topic 9. Generation of strategies and conditions for their implementation.**

9.1. The use of matrix models in the process of generating strategic alternatives of the organisation.

9.2. Criteria for choosing strategic alternatives.

9.3. "Strategic recruitment" of the organisation and requirements for its formation.

**Topic 10. Strategic control in the process of strategic transformations at the enterprise.**

10.1. Purpose and tasks of strategic control.

10.2. Implementation of strategic changes in the organisation.

10.3. Strategic changes at the state and regional level (development of strategies for Ukraine, the Kharkiv region and the Kharkiv city).

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

**The list of practical (seminar) / laboratory studies**

<b>Name of the topic and/or task</b>	<b>Content</b>
Topic 1. Practical study 1.	The essence of strategic management
Topic 2. Practical study 2.	Levels of strategic decisions
Topic 2. Laboratory study 1.	Typology of enterprise strategies
Topic 3. Practical study 3.	Stages of strategic management
Topic 3. Laboratory study 2.	Formation of enterprise strategy
Topic 4. Practical study 4.	Strategic planning
Topic 4. Laboratory study 3.	Strategic plan
Topic 5. Practical study 5.	Environment of the enterprise
Topic 6. Laboratory study 4.	Strategic analysis of the external environment
Topic 6. Laboratory study 5.	Strategic analysis of the internal environment
Topic 7. Practical study 6.	Strategic potential of the enterprise
Topic 7. Laboratory study 6.	Formation of competitive advantages of the enterprise
Topic 8. Laboratory study 7.	Portfolio strategies
Topic 8. Practical study 7.	Management of the strategic position of the enterprise
Topic 9. Practical study 8.	Matrix models of generating enterprise strategies

<b>Name of the topic and/or task</b>	<b>Content</b>
Topic 9. Laboratory study 8.	Matrix models of generating enterprise strategies
Topic 10. Practical study 9.	Strategic control in the process of strategic transformations at the enterprise
Topic 10. Laboratory study 9.	Implementation of strategic changes in the organisation

The list of self-studies in the course is given in table 3.

Table 3

### **List of self-studies**

<b>Name of the topic and/or task</b>	<b>Content</b>
Topic 1 – 10	Study of lecture material, familiarisation with the regulatory framework of Ukraine and other countries, international ratings, statistical materials
Topic 1 – 10	Preparation for practical and laboratory classes
Topic 1 – 10	Execution of individual tasks

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

### **TEACHING METHODS**

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal: lectures-discussions (topics 1-10), presentations and case studies (topics 1-10), debates, brainstorming (topics 2-10).

Face-to-face: demonstration of presentations on topics (1-10), interactive techniques and technologies (topics 1-10).

Practical and laboratory: individual creative tasks (topics 1-5), case studies (topics 6-10), graphic methods (topics 6, 8, 9), competence-oriented interactive classes, seminar-discussions, debates, scientific seminar (topics 1 -10).

### **FORMS AND METHODS OF ASSESSMENT**

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

**Current control** is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a



specific job and is evaluated by the amount of points scored: maximum amount is 60 points; minimum amount required is 35 points

**The final control** includes current control and an exam.

**Semester control** is carried out in the form of a semester exam.

*The final grade in the course* is determined with the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: practical tasks (20 points), individual creative task (10 points), colloquium (8 points), final test (10 points), final presentation (12 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

### **An example of an examination card**

Simon Kuznets Kharkiv National University of Economics

First (bachelor) level

Specialty 292 "International Economic Relations"

Course "International accounting"

#### **Examination card No. 1**

Task 1 (stereotypic task) (20 points)

1. What is the essential difference between strategic planning and long-term planning:

a) formalised methods are used in strategic planning, and expert methods are used in long-term planning

b) expert methods are used in long-term planning, and the method of planning from what has been achieved is used in strategic planning

c) in strategic planning, expert methods are used, in the long-term – the method of planning from what is understood

d) strategic planning differs from long-term planning only in the duration of the planning process

2. For which stage of the evolution of strategic management is the statement characteristic: it is used in the conditions of a stable external environment, it predicts the continuation of existing trends in the future:

a) operational planning

b) long-term planning

c) strategic planning

d) tactical planning

3. Views of company managers on what types of activities the company is going to engage in and what the long-term course of its activities is...:

a) strategic vision

b) mission of the enterprise

c) enterprise strategy

d) entire enterprises

4. A visual graphic representation of the subordination and interrelationship of goals, which demonstrates the division of the general (general) goal or mission into sub-goals, tasks and individual actions is...:

a) strategic vision

b) mission of the enterprise

c) goal tree

d) entire enterprises

5. Which of the following elements is part of the mission?

a) description of products (services) offered by the company

b) external image

c) characteristics of the market (consumers)

d) all answers are correct

6. What is not a feature of the external environment of the enterprise:

a) multivariate;

b) interdependence of factors;

c) high efficiency;

d) uncertainty?

7. Under the potential of the enterprise in strategic management is understood:

a) entrepreneurial abilities of the chief manager

b) the totality of the company's capabilities in the production of goods and services

c) volume of processed information, its reliability, timeliness

d) management, as a combination of theory, knowledge and skills

8. The tasks of strategic analysis of the environment are:

a) identification and assessment of strategic potential, assessment of market attractiveness, clarification of the company's strategic position

b) justification of the mission of the enterprise

c) justification of the company's goals

c) choice of strategy

9. SWOT-analysis of the enterprise allows:

a) to determine the strengths and weaknesses of the enterprise, as well as the opportunities and threats of the external environment

- b) identify strengths and weaknesses
- c) determine opportunities and threats of the external environment
- d) determine the company's strengths and capabilities

10. Competitor analysis aims to:

- a) identify weaknesses and strengths of competitors
- b) identify competitive forces that determine the attractiveness of the industry and the position of enterprises in the competition
- c) identify opportunities and weaknesses of the enterprise
- d) all answers are correct

11. The economic portfolio of the enterprise is:

- a) a list of characteristics of the company's products
- b) a system of strategies of various types developed by the enterprise
- c) a set of separate areas of enterprise activity
- d) means, stocks and sources that are available to the enterprise and can be used to achieve a certain goal

12. A strategic economic zone is:

- a) a separate group of types of products produced by the enterprise
- b) a separate segment of the enterprise's external environment to which it has (or tries to have) access
- c) a separate structural division of the enterprise
- d) a separate geographic market in which the company sells its products

13. Strategy is:

- a) the goal of management, which determines the model of the enterprise
- b) the position in the environment, which the enterprise occupies, is specified in certain indicators
- c) the philosophy that should guide the organisation that has it
- d) this is a general program of actions aimed at achieving the defined benchmarks of the enterprise's activity based on the assessment of its potential opportunities and forecasting the development of the external environment

14. The interval between the opportunities determined by the existing growth trends of the enterprise and the desired orientations necessary for solving urgent problems of growth and strengthening the enterprise in the long term is:

- a) problem
- b) strategic gap
- c) strategy
- d) strategic niche

15. Which strategy occupies the highest place in the hierarchy of strategies:

- a) business
- b) competitive

- c) portfolio
- d) functional

17. Competitive strategies (according to M. Porter's approach) include:

- a) cost leadership
- c) differentiation
- d) focusing
- e) all answers are correct

17. The strategy of differentiation consists in:

- a) reducing the number of areas of activity of the enterprise
- c) creation of products with unique specific properties, which allows satisfying a specific need of the consumer
- d) changes in the target market segment
- b) limiting the number of types of products produced

18. What position according to the BCG matrix is occupied by an enterprise whose business is highly competitive and occupies a large share in a rapidly growing market:

- a) "stars"
- b) "difficult children"
- c) "milch cows"
- d) "dogs"

19. The main purpose of strategic control is:

- a) control of the implementation of strategic plan measures
- b) collection, processing, use, storage, and up-to-date maintenance of strategic data bases that guarantee timely and reliable information provision of the organisation with regulatory, legal, reference-analytical, methodical, forecast and current information, as well as a set of software tools necessary for their analysis when forming strategic decisions
- c) facilitating the convergence of the actual and necessary results of the work performed, i.e. ensuring the fulfillment of the tasks (achievement of the goals) of the enterprise
- d) correction of the course of implementation of the strategic plan

20. The economic portfolio of the enterprise can be compiled from the following types of units of strategic analysis:

- a) strategic economic zones
- b) strategic business units
- c) strategic segments
- d) all answers are correct.

Task 2 (diagnostic task) (10 points)

1. Build the current business portfolio of JSC "Robotron" according to the method of the Boston Consulting Group. The economic portfolio consists of five SECs. The average industry growth rate is 8%. Information on the volume of sales of these SECs and their competitors is presented in the table. 1.

Table 1

Raw data for analysis

SECs	Sales volume of JSC "Robotron", million units	Number of competitors	Sales volume of main competitors, million units	Market growth rate, %
SEC 1	2,2	7	2,4; 2,2; 1,5	12
SEC 2	3,1	18	3,0; 2,8; 1,1	16
SEC 3	4,2	9	3,8; 3,6; 3,0	7
SEC 4	5,1	5	5,0; 4,8; 3,7	5
SEC 5	6,5	5	7,2; 1,6; 1,2	3

What strategic orientation would you recommend for each of them? JSC "Robotron" specialises in the production of industrial robots.

Task 3 (heuristic task) (10 points)

1. For each of the following global goals of the organisation, rewrite it considering the SMART criterion:

1. Increase the company's reputation among clients
2. Increasing the availability and quality of medical care

List the strategies that will contribute to the achievement of the specified goals.

Approved at the meeting of the international economic relations department of S. Kuznets KhNUE. Protocol No. \_ dated \_\_\_\_\_

Examiner \_\_\_\_\_ Olena IARMOSH  
Head of department \_\_\_\_\_ Iryna OTENKO

**Assessment criteria**

**The final grade for the exam** consists of the sum of the grades for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Individual tasks are evaluated as follows:

Task 1 (stereotypic task) (20 points)

For each correct test – 1 points.

Task 2 (diagnostic task) (10 points)

For a correctly solved problem.

For this task, the applicant can score the following number of points:

4 – the acquirer chooses the right approach to the task, but does not complete the task in general;

5 – the applicant is charged for not mastering a significant part of the program material; if the learner, when performing a heuristic task, applies the educational material without sufficient understanding and cannot perform the task correctly, faces significant difficulties in analysing phenomena and processes;

7-6 – is regarded as the ability to apply theoretical knowledge to solve a heuristic task, provided that the task is partially completed, and the applicant demonstrated an understanding of the main provisions of the material of the educational discipline when answering;

9-8 – stands for the complete assimilation of the program material and the ability to navigate in it, conscious application of knowledge to solve a heuristic task; provided that all the requirements provided for the assessment of "13 points" are met, in the presence of minor errors (that is, the methodical approach to solving the problem is correct, but inaccuracies were made) or incomplete conclusions based on the results of solving the problem;

10 – stands for in-depth assimilation of program material, application of not only recommended, but also additional literature and a creative approach for the answer; clear mastery of the conceptual apparatus, methods, and tools for social communication, the ability to use them to perform specific practical tasks, to solve situations. The applicant demonstrates conscious use of the methodological apparatus, understands the theoretical and methodological basis of the problem, which is the basis of the situation under consideration; uses the actual material of the academic discipline; applies an analytical approach; skilfully combines theory with practice when considering tasks; skilfully justifies his position, summarizes information and draws conclusions; presents reasoning qualitatively and clearly; competently presents the material; the material is presented in a logical, structured manner, the conclusions are grounded and logical. The design of the answer should be neat, logical, and consistent.

### Task 3 (heuristic task) (10 points)

For each correctly formulated goal, considering the SMART criterion and given strategies for its achievement – 5 points.

For this task, the applicant can score the following number of points for each wording:

2 – the acquirer chooses the right approach to the task, but does not complete the task in general;

3 – considers partial ability to apply theoretical knowledge to solve practical problems; provided that the task is partially completed, and the applicant has demonstrated an understanding of the main provisions of the subject material when answering;

4 – stands for complete completion of the task, but lack of a creative approach and demonstration of knowledge of additional material. In general, methodically, the task is performed correctly and the wording is clear;

5 – stands for the complete assimilation of the program material and the ability to navigate in it, the use of additional material, and manifestations of a creative nature. The applicant demonstrates conscious use of the methodological apparatus, understands the theoretical and methodological basis of the problem, which is the basis of the situation under consideration; uses the actual material of the academic discipline; applies an analytical approach; skilfully combines theory with practice when considering tasks; skilfully justifies his position, summarises information and draws conclusions; presents reasoning qualitatively and clearly; competently presents the material; the material is presented in a logical, structured manner, the conclusions are grounded and logical.

## RECOMMENDED LITERATURE

### Main

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2. Dovgan L.E., Karakai Yu.V., Artemenko L.P. Strategic management. K. : Center for Educational Literature, 2019, 440 p.

3. Ignatieva I.A. Strategic management: Textbook. K. : Caravela, 2019, 464 p.

4. Porter M. Competitive strategy. Techniques of industry and competitor analysis. K. : Our format, 2020, 424 p.

5. Sumets O. M. Strategic management: textbook; Ministry of Internal Affairs of Ukraine, Kharkiv National University of Internal Affairs affairs, Kremenich. flight. college, Kharkiv : KhNUVS, 2021, 208 p.

6. Management theory [Electronic resource]: study guide / I.A. Gruzina, I.O. Kinas, I.M. Break [etc.]; Kharkiv National University of Economics named after S. Kuznetsa. – Kharkiv: KHNEU named after S. Kuznetsia, 2021. – 137 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27798>.

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12. Rumelt R. A good strategy. Bad strategy. K. : Fabula, 2019, 324 p.

13. P.V. Pronoza. Ensuring financial stability in the face of global challenges: training manual [Electronic resource] / P.V. Pronoza, I.M. Chmutova, M.M. Berest. – Kharkiv: KHNEU named after S. Kuznetsia, 2021. – 203 p. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/28181>.

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15. Fundamentals of public organisation management: educational and methodological manual / col. author, Kharkiv: Madrid Printing House, 2023. 202 p. – Access mode: <https://ekhnuir.karazin.ua/handle/123456789/18172>.

16. The official website of the Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine. URL : <http://ief.org.ua>

17. Official website of the Ministry of Economic Development, Trade and Agriculture of Ukraine. URL : <http://www.me.gov.ua>

18. Methodology: Strategy. URL : <http://www.management.com.ua/strategy/>

19. Strategic Management Society. URL : <https://strategicmanagement.net/>

20. S. Kuznets KhNUE PTS website. Course "Strategic management". URL : <https://pns.hneu.edu.ua/course/view.php?id=8206>