

WORK PROGRAMME OF THE DISCIPLINE:

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| COURSE TITLE | SUSTAINABLE STRATEGIC MANAGEMENT |
| LEVEL OF HIGHER EDUCATION (DEGREE) | FIRST (BACHELOR) |
| FIELD OF STUDY | 07 MANAGEMENT AND ADMINISTRATION |
| MAJOR | 073 MANAGEMENT |
| PROGRAM SUBJECT AREA | MANAGEMENT (ENGLISH) |
| STATUS OF THE DISCIPLINE | Compulsory |
| MODE OF STUDIES | FULL-TIME, PART-TIME, E-LEARNING |
| TOTAL NUMBER OF HOURS/ ECTS CREDITS | 90 HOURS /3 ECTS CREDITS |
| LANGUAGE OF INSTRUCTION | ENGLISH |
| LECTURER | BIELOVA OLENA IHORIVNA Assoc. Prof., Ph.D. |
| LECTURER'S PROFILE | https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/belova-olena-igorivna |
| TEL. NUMBER | +38 063-655-38-38 (Viber) |
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| CONSULTATIONS | <i>consultations on campus:</i> - <i>Online consultations:</i> consultations in MS Teams (Fridays 13:30- 14:30) https://teams.microsoft.com/l/meetup-join/19%3ameeting_MTZhNzgwZTktdNDQ4ZC00MGM5LTkzOWYtYTU2NzkzN2U0NWQy%40thread.v2/0?context=%7b%22Tid%22%3a%22cf94ad9d-2983-43f5-9909-722602ea2165%22%2c%22Oid%22%3a%220a60f68c-9f8a-4238-b108-23a5cbbf3c72%22%7d |

1. Brief summary of the course

Sustainable Strategic Management is a comprehensive course designed to provide students with the knowledge and tools necessary to develop and implement sustainable strategies in modern organizations. The course explores the intersection of strategic management and sustainability, emphasizing how businesses can achieve long-term competitive advantage while addressing social, environmental, and economic challenges. Students will examine frameworks and models for integrating sustainability into strategic planning, decision-making, and performance evaluation. The course focuses on sustainable value creation, stakeholder engagement, and corporate social responsibility (CSR). It highlights the importance of ethical leadership, governance, and innovation in promoting sustainable growth.

Through case studies, group discussions, and practical exercises, students will learn to assess sustainability risks and opportunities, align business practices with sustainable development goals (SDGs), and design strategies that balance profitability with environmental and social impact. Key topics include sustainable supply chain management, circular economy principles, and performance measurement tools such as sustainability reporting and environmental, social, and governance (ESG) metrics. By the end of the course, students will have a solid understanding of how to formulate and implement strategies that drive sustainable development, build stakeholder trust, and ensure long-term organizational success in an increasingly complex and dynamic global environment.

2. Learning outcomes

General Competencies (GS):

GS 3. Ability to abstract thinking, analysis, synthesis.

GS 5. Knowledge and understanding of the subject area and understanding of professional activity.

GS 10. Ability to conduct research at the appropriate level.

GS 12. Ability to generate new ideas (creativity).

Professional Competencies (PC):

PC 3. Ability to analyze the results of the organization, to compare them with the factors of external and internal environment.

PC 4. Ability to identify functional areas of the organization and the relationships between them

PC 5. Ability to manage the organization and its departments through the implementation of management functions.

PC 7. Ability to choose and use modern management tools.

PC 8. Ability to plan the activity of organization and manage time.

PC 12. Ability to analyze and structure the problems of the organization, to form justified decisions

PC 15. Ability to form and demonstrate leadership qualities and behavioral skills.

Program learning outcomes (PLO):

PLO 4. Demonstrate skills to identify problems and justify managerial decisions.

PLO 5. Describe the content of the functional fields of the organization activity.

PLO 6. Demonstrate skills of search, collection and analysis of information, calculation of indicators to justify managerial, innovation and investment decisions.

PLO 7. Demonstrate organizational design skills.

PLO 8. Apply management methods to ensure the effectiveness of the organization activity.

PLO 9. Demonstrate skills of interaction, leadership, teamwork.

PLO 16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

IC. Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

3. Course scope

| Type of class | Total number of hours/ ECTS credits - 90 HOURS /3 ECTS CREDITS | | |
|---|--|-----------|------------|
| | full-time | part-time | e-learning |
| lectures | 28 | 14 | 14 |
| seminars / practical / laboratory classes | 14 | 14 | 14 |

| | | | |
|-----------------|----|----|----|
| Individual work | 48 | 62 | 62 |
| CREDIT | - | - | - |

4. Prerequisites

Introduction to Management, International Management, Controlling, Human Resources Management.

5. Hardware and software

PC / laptop, Internet access, camera, microphone

6. Course policies – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

Forms of academic dishonesty include:

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

7. Programme of the course

Topic 1: Contemporary Concepts of Sustainable Strategic Management

This topic introduces the foundational principles and contemporary concepts of sustainable strategic management. It explores the evolution of sustainability in business strategy and highlights its role in creating long-term value for stakeholders. The topic examines the balance between economic growth, environmental protection, and social responsibility, emphasizing frameworks such as the Triple Bottom Line and Corporate Social Responsibility (CSR). Key models, including stakeholder theory and shared value creation, are analyzed to illustrate how sustainability is integrated into strategic decision-making. Practical examples of sustainable business practices and global trends in sustainability provide insights into the dynamic nature of sustainable strategic management.

Topic 2: Mission, Vision, and Values of Sustainable Strategic Management

This topic focuses on the development of mission statements, visions, and core values aligned with sustainable principles. It emphasizes the role of sustainability in shaping the strategic identity of organizations and driving long-term success. Students explore methods for defining and articulating a sustainable mission that reflects the organization's commitment to economic, environmental, and social goals. The topic also examines how a clear vision guides decision-making and inspires stakeholders. Attention is given to embedding sustainability values into corporate culture and governance practices, ensuring alignment with global standards such as the United Nations Sustainable Development Goals (SDGs).

Topic 3: Objectives of Sustainable Strategic Management

This topic examines the goals and objectives of sustainable strategic management, emphasizing their alignment with broader organizational strategies. It highlights the dual focus on financial performance and sustainability outcomes, including resource efficiency, social equity, and environmental stewardship. Students learn to develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives that integrate sustainability into key performance indicators (KPIs). The topic also covers methods for prioritizing goals, managing trade-offs between competing interests, and ensuring adaptability to external changes. Practical tools for setting targets related to carbon reduction, waste minimization, and social impact assessment are explored.

Topic 4: Analysis of Sustainable Strategic Management

This topic focuses on analytical tools and techniques used to assess sustainability-related risks and opportunities. It introduces methods such as SWOT analysis, PESTEL analysis, and scenario planning to evaluate external and internal factors influencing sustainable strategies. The topic emphasizes sustainability audits, materiality assessments, and stakeholder analysis to identify key challenges and priorities. Students also examine the role of data analytics and sustainability reporting in decision-making. Case studies demonstrate how organizations use these tools to monitor performance, track progress, and adapt strategies in response to emerging sustainability trends and regulations.

Topic 5: Strategic Set of Sustainable Strategic Management

This topic explores the development of strategic plans and frameworks that incorporate sustainability into business operations. It introduces the concept of a “strategic set,” including competitive positioning, resource allocation, and growth strategies. Students analyze approaches such as differentiation through sustainability branding and the adoption of circular economy practices. The topic highlights the importance of integrating sustainable supply chains, green technologies, and renewable energy solutions. Tools for portfolio management, value chain analysis, and strategic partnerships are discussed, demonstrating how businesses can align their strategies with sustainable development objectives.

Topic 6: Decisions in Sustainable Strategic Management

This topic examines decision-making processes in sustainable strategic management. It focuses on balancing economic, social, and environmental priorities to make informed and ethical choices. The topic introduces decision-making frameworks such as cost-benefit analysis, life cycle assessment, and risk assessment. Students learn to evaluate long-term impacts, manage uncertainty, and address stakeholder expectations through participatory decision-making. Special attention is given to adaptive strategies that respond to climate change, resource scarcity, and regulatory pressures. Examples of best practices highlight how organizations implement sustainability-driven decisions to enhance resilience and innovation.

Topic 7: Potential of Sustainable Strategic Management

This topic highlights the transformative potential of sustainable strategic management in achieving competitive advantage and driving innovation. It examines opportunities for businesses to create value through sustainability leadership, eco-efficiency, and social impact initiatives. Students explore trends such as green technologies, impact investing, and sustainable entrepreneurship. The topic also addresses barriers to implementation, including cultural resistance and resource constraints, offering strategies to overcome these challenges. Key themes include fostering a sustainability mindset, building stakeholder trust, and leveraging sustainability as a driver of growth and reputation. Case studies illustrate successful examples of sustainable transformation in diverse industries.

8. Course scheme

| Topic | Number of hours | | | | | | | | | Control form |
|---|-----------------|---------------------|-----------------|-----------|---------------------|-----------------|------------|---------------------|-----------------|-----------------|
| | Full-time | | | Part-time | | | E-learning | | | |
| | Lectures | Seminars /practical | Individual work | Lectures | Seminars /practical | Individual work | Lectures | Seminars /practical | Individual work | |
| Topic 1. Contemporary concepts of sustainable strategic management | 4 | 2 | 6 | 2 | 2 | 9 | 2 | 2 | 9 | S, T, CS, P |
| Topic 2. Mission, vision and values of sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 9 | 2 | 2 | 9 | IA, S, T, CS, P |
| Topic 3. Objectives of sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 9 | 2 | 2 | 9 | S, T, CS, P |
| Topic 4. Analysis of sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 9 | 2 | 2 | 9 | IA, S, T, CS, P |
| Topic 5. Strategic set of sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 9 | 2 | 2 | 9 | S, T, CS, CA, P |
| Topic 6. Decisions in sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 9 | 2 | 2 | 9 | S, T, CS, P |
| Topic 7. Potential of sustainable strategic management | 4 | 2 | 7 | 2 | 2 | 8 | 2 | 2 | 8 | S, T, CS, P |
| Total hours | 28 | 14 | 48 | 14 | 14 | 62 | 14 | 14 | 62 | - |
| FINAL CONTROL/ CREDIT | - | | | - | | | - | | | - |
| TOTAL | 90 | | | 90 | | | 90 | | | - |

Control form

IA – individual assignments
 S – survey
 T – test, mid-term tests
 CA – calculation assignments
 CS – solving case-studies
 P – oral presentation
 E - exam

9. Individual tasks

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

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| Content of an individual educational and research task (educational project) |
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The individual task consists of three types of questions, task options posted on the moodle platform:

1. Open question:

- o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information.
- o Tests your understanding of the topic, ability to formulate your own opinions and argue your position.

2. Calculation task:

- o Involves performing certain calculations using formulas or economic models.
- o Tests knowledge of economic methods and the ability to apply them in practice.

3. Situational task:

- o Presents a real economic problem or case that needs to be analyzed and a solution proposed.
- o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions.

Requirements for completing the task:

- Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions.
- Argumentation: Each statement must be supported by arguments and references to sources.
- Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement.
- Originality: Answers must be your own and contain no plagiarism.
- Design: The work must be designed in accordance with the requirements specified on the moodle platform.

10. Teaching methods

In the process of studying the discipline "**Sustainable Strategic Management**", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the main concepts and tools of the discipline.
2. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.
3. Practical classes: focus on the application of particular tools.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.
2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.
3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

11. Control methods

Control measures are used to determine the success of training. Control measures include final control.

The final control is carried out to evaluate the learning results after the end of the study of the discipline according to the working curriculum.

When studying this course, the following form of final control is used: credit.

12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100) and the national scale.

General course evaluation system: Participation in the work during the semester / exam – 80%/20%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of arguments are evaluated. The assignments should be presented in Moodle.

13.1. Scoring scheme for the course

| Type of educational activity | Max score | Max total score |
|---|-----------------------------|-----------------|
| Solving case-studies (2 x 15 points) | 30 | |
| Calculation assignments (2 x 15 points) | 30 | |
| Surveys / Individual work (2 x 10 points) | 20 | |
| Total for practical tasks | 80 | |
| | Final test | 20 |
| | Total for the course | 100 |

13.2. Conditions for awarding points

1. Solving Case-Studies (Maximum Score – 30 Points)

Assessment Criteria:

Completeness of the Solution (12 Points):

Clear explanation of all steps in the problem-solving process with correct justification of formulas, tools, and methods applied.

Accuracy of Answers (12 Points):

All numerical calculations and results must be precise and supported by evidence or logical reasoning.

Clarity of Presentation (6 Points):

Logical organization of solutions, proper structure, and use of correct terminology and formatting standards.

Breakdown:

2 Case-Studies × 15 Points Each = 30 Points Total

2. Calculation Assignments (Maximum Score – 30 Points)

Assessment Criteria:

Completeness of the Solution (12 Points):

Detailed demonstration of calculations, use of correct formulas, and logical flow in presenting solutions.

Accuracy of Answers (12 Points):

Correct numerical results, including intermediate steps and final outputs.

Clarity of Presentation (6 Points):

Proper organization, legible formatting, and consistent use of symbols and units.

Breakdown:

2 Assignments × 15 Points Each = 30 Points Total

3. Surveys / Individual Work (Maximum Score – 20 Points)

Assessment Criteria:

Depth of Analysis (6 Points):

Thorough research, critical evaluation of data, and integration of sources to support arguments.

Structure and Formatting (4 Points):

Logical organization, adherence to formatting guidelines, and proper citation of sources.

Originality and Creativity (4 Points):

Innovative approaches, personal conclusions, and practical recommendations.

Responses to Questions (6 Points):

Active participation in discussions, ability to defend ideas, and engagement in presenting results.

Breakdown:

2 Activities × 10 Points Each = 20 Points Total

4. Final Test (Maximum Score – 20 Points)

Assessment Criteria:

Number of Correct Answers (20 Points):

The test includes 20 questions, with 2 points awarded for each correct answer.

Emphasis is placed on evaluating theoretical knowledge, practical application, and understanding of core concepts in controlling.

Breakdown:

Final Test = 20 Points Total

5. Total Evaluation for the Course

Practical Tasks (Case-Studies, Assignments, and Individual Work): 80 Points

Final Test: 20 Points
Grand Total: 100 Points

13.3. Final assessment criteria

| University scale | Ukrainian Grade |
|------------------|-----------------|
| 90 and higher | excellent |
| 70–89 | good |
| 50–69 | satisfactory |
| 1–49 | unsatisfactory |

14. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Sustainable strategic management / Сталий СМ (англ.)_Бєлова О.І. <https://dist.krok.edu.ua/course/view.php?id=2366>

15. Recommended literature

Basic

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability* (14th ed.). Pearson

Additional

1. Porter, M. E., & Kramer, M. R. (2011). *Creating Shared Value: How to Reinvent Capitalism and Unleash a Wave of Innovation and Growth*. Harvard Business Review, 89(1/2), 62–77.
2. Hart, S. L. (2007). *Capitalism at the Crossroads: Aligning Business, Earth, and Humanity*. Wharton School Publishing.
3. Epstein, M. J., & Buhovac, A. R. (2014). *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts* (2nd ed.). Berrett-Koehler Publishers.

16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

Work programme of the discipline:

Compiled by: Associate Professor of Department of Marketing and Behavioral Economics, PhD in Economics - Olena Bielova.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).