

Work programme of the discipline:

Course title	ENTERPRISE DEVELOPMENT STRATEGIES
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	ELECTIVE
Mode of studies	FULL-TIME, PART-TIME, E-LEARNING
Total number of hours/ ECTS credits	150 HOURS / 5 ECTS credits
Language of instruction	English
Lecturer	ANDRIEIEVA VITA ANATOLIIVNA ASSOC. PROF., PH.D.
Lecturer's profile	https://www.krok.edu.ua/ua/pro-krok/spivrobotniki/andreeva-vita-anatolijivna
Tel. number	+380506945673
E-mail	AndrieievaVA@krok.edu.ua
Consultations	CONSULTATIONS IN MS TEAMS: WEDNESDAY, 18:00 P.M.-18.30 P.M. https://teams.microsoft.com/v2/?meetingjoin=true

1. Brief summary of the course.

The strategies of enterprises development is a course that will provide support to you throughout the semester in all facets of your learning. Your teacher is the person who will provide you with direct support and assistance/ She is also the person who will oversee your progression toward completing your goals. Below you will find a list of expectations and targets that we will work together to accomplish during the course of the semester. The course is directed to students aiming to become entrepreneurs as well as managers or project leaders focused on (international) business development. The course provides deepened theoretical and practical knowledge about strategy, innovation, entrepreneurship, networking and business growth and at the same time, systematically incorporates sustainability and internationalization aspects. The aim is to develop capabilities and skills to act upon business and societal opportunities, needs and challenges, in order to develop successful businesses and innovations in a global and changing business environment.

2. Learning outcomes.
3. Course scope.

Type of class	Total number of hours/ ECTS credits - 150 HOURS /5 ECTS CREDITS		
	full-time	part-time	e-learning
Total number of hours / mode of studies			
lectures	28	14	14
seminars / practical / laboratory classes	22	7	7
Individual work	100	129	129

4. Prerequisites

Enterprise Economics and Finance, Sustainable Strategic 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
Unit 1. Enterprise and business development strategy.

Strategic Business Development Opportunities. Strategy the idea in practice. The concept of enterprise development. Business development strategy a high growth approach. Strategic management. Strategic planning. Sustainable competitive position. National strategy business development. Competitive advantage.

Unit 2. International business strategies of enterprises: SWOT analysis and PEST analysis.

Steps for preparing an international strategy. Four types of international business strategies. Law integration and law responsiveness. Multi domestic business strategy. SWOT analysis: bringing

international and external factors together. PEST analysis. Applications of PEST analysis. Free PESTLE analysis templates.

Unit 3. Facility location strategy and industry clusters.

Facility location strategy. Location selection factors. Location strategy. This source of regional growth. National and regional sources of growth. Industry clusters seven key drivers of growth. Clusters and local economies. Cluster theory rent rates and taxes markets and local environment.

Unit 4. Cluster-based economic development strategies.

Economic development strategy. Regional economics impact analysis and economic trends. Strategic vision. General economic development strategies. Cluster strategies. Types of clusters. Cluster based economic development strategies: five types of cluster strategies.

Unit 5. Social enterprise development strategy.

Corporate social responsibility and corporate social innovation. Social entrepreneurship and social enterprise. Social enterprise in Europe. The two conceptions of social enterprises. Tolerance for risk proactiveness and innovativeness. The area of social entrepreneurship. Main characteristics benefits of a legal form and status. Social investment markets.

Unit 6. Regional Economic Development Strategy.

Economic development indicators. Measuring development. Factors influencing development. Human development indicators. Development indexes. Economic periphery. Regional economic development. Regional economics. Top six reasons that economic development is important to a region's economy. Economic growth and economic development.

Unit 7. The five competitive forces that shape strategy by Michael Porter.

Forces that shape competition. Understanding Porter's 5 forces: Competitive rivalry, the bargaining power off supplies, the bank gaining power of customers, the threat of new entrants, the threat of substitute products or services. Typical steps in industry analysis.

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	
Unit 1. Enterprise and Business Development Strategy.	4	4	20	2	1	20	2	1	20	W, P, IA
Unit 2. International Business Strategies of Enterprises: SWOT Analysis, PEST Analysis.	4	4	20	2	1	20	2	1	20	W, P, IA

Unit 3. Facility Location Strategy and Industry Clusters.	4	4	20	2	1	20	2	1	20	W, P, IA
Unit 4. Cluster-Based Economic Development Strategies.	4	4	10	2	1	20	2	1	20	W, P, IA
Unit 5. Social Enterprise Development Strategy.	4	2	10	2	1	20	2	1	20	W, P, A
Unit 6. Regional Economic Development Strategy	4	2	10	2	1	20	2	1	20	W, CS, IA
Unit 7. Social Entrepreneurship: Green Economy and Eco-Innovation	4	2	10	2	1	9	2	1	9	W, CS, IA
Total hours	28	22	100	14	7	129	14	7	129	-
FINAL CONTROL/ Credit										-
TOTAL		150		150			150			-

Control form:

W – workshop

P – oral presentation

CS – solving case-studies

IA – individual assignments

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.

Content of an individual educational and research task (educational project)

<p>The individual task consists of task options posted on the moodle platform:</p> <p>1. Workshops:</p> <ul style="list-style-type: none"> - Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information. - Tests your understanding of the topic, ability to formulate your own opinions and argue your position. <p>2. Case study:</p> <ul style="list-style-type: none"> - Presents a real economic problem or case that needs to be analyzed and a solution proposed. <p>Requirements for completing the task:</p> <ul style="list-style-type: none"> • 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.
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10. Teaching methods

In the process of studying the discipline "Economic theory and economic history", 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 marketing.

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.

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 presentations (5), workshops (5), case-studies (2) and final test.

Presentations are carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final test is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

When studying this course, the following form of semester 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, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / exam – 60/40%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your 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
Oral Presentations (5 x 5 points)	25	
Workshops (5 x 5 points)	25	
Individual work (1 x 10 points)	10	
Total	60	
Semester-module control work		40
Total for the course		100

13.2. Conditions for awarding points

1. Oral presentation (Maximum Score – 5 Points)
 - Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
 - Visual Presentation in Power Point (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.
 - Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.
2. Workshops (Maximum Score – 5 Points)
 - Correctness of Answers (3 Points): Answers to questions must be accurate and correct.
 - Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.
3. Individual Work (Maximum Score – 10 Points)
 - Depth of Research (3 Points): Quality of topic analysis, use of various sources of information and literature.
 - Structure and Formatting (2 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
 - Originality and Creativity (3 Points): Presence of personal conclusions, recommendations, and interesting ideas.

- Responses to Questions (2 Points): Engagement in presenting work results, participation in discussions, and feedback.

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

Dear students: all educational and methodological materials (lecture plans, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Strategies of enterprises development (Vita Anatoliivna Andrieieva): <https://dist.krok.edu.ua/course/view.php?id=220>

15. Recommended literature

Basic

1. Watson D. (2000). *Managing strategy*. McGraw-Hill Education (UK).
2. SWOT – analysis: strategic skills. URL: <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://talentandculture.wvu.edu/files/d/6ed4bddf-91fe-4f08-9904-c13b8b30cbe8/swot-analysis-tool.pdf>
3. Dunaime M., Hitt A. *Strategic management*. URL: https://books.google.com.ua/books?hl=uk&lr=&id=VX0_EAAAQBAJ&oi=fnd&pg=PP1&ots=TFj-aA3M9I&sig=w_Cf_jirkpvLzHJ11krijTwXtfE&redir_esc=y#v=onepage&q&f=false
4. Blue ocean strategy. URL: <https://innovatestsite.wordpress.com/2015/12/11/blue-ocean-strategy/>

Additional

5. Malysheva, T. V., Shinkevich, A. I., Kharisova, G. M., Nuretdinova, Y. V., Khasyanov, O. R., Nuretdinov, I. G., ... & Kudryavtseva, S. S. (2016). The sustainable development of competitive enterprises through the implementation of innovative development strategy. *International Journal of Economics and Financial Issues*, 6(1), 185-191.
6. Mironova, N., Koptieva, H., Liganenko, I., Sakun, A., & Chernyak, D. (2022). Modeling the selection of innovative strategy for development of industrial enterprises. *innovation*, 8(9), 10.
7. Zahorskyi, V., Lipensev, A., Mazii, N., Bashtannyk, V., & Akimov, O. (2020). Strategic direction of state assistance to enterprises development in Ukraine: managerial and financial aspects.6. Adam Szirmai (2009), *Industrialization as an engine of growth in developing countries*, UNUWIDER Working Paper No. 2011/75. URL: <http://collections.unu.edu/view/UNU:330>
8. Fedorova, N., Glinscaya, A., Panfilov, I., Voronina, E., & Markovskaia, E. (2024). Cost-effectiveness of development strategy implementation: Key metrics and analysis methods for successful enterprise management. In *BIO Web of Conferences* (Vol. 116, p. 05003). EDP Sciences.
9. Abosedo, A. J., Obasan, K. A., & Alese, O. J. (2016). Strategic management and Small and Medium Enterprises (SMEs) development: A review of literature. *International Review of Management and Business Research*, 5(1), 315..
10. Asqarova, A. M., Xonkeldiyeva, K. R., Abdukarimova, R. A., Xudoyberdiyeva, X. B., & Egamberdiyeva, N. B. (2021). Theories Of Marketing Strategies To Increase The Competitiveness Of Light Industry Enterprises. *The American Journal of Management and Economics Innovations*, 3(01), 40-42.
11. Zhang, C., Zhou, B., & Tian, X. (2022). Political connections and green innovation: The role of a corporate entrepreneurship strategy in state-owned enterprises. *Journal of Business Research*, 146, 375-384.

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.

Compiled by: Associate Professor of the Department of Economics and Finances, Vita Andrieieva.

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