

REPUBLIC OF UZBEKISTAN
MINISTRY OF PRESCHOOL AND SCHOOL EDUCATION
CHIRCHIK STATE PEDAGOGICAL UNIVERSITY



"APPROVED"

Vice-Rector for Academic Affairs

D. Akhmadjanov

2025

SYLLABUS

for the course Strategic Management
(Full-time, 3rd Year)

Field of Knowledge:	100 000 – Education
Area of Education:	110 000 – Education
Specialty:	60411200 – Management



COURSE SYLLABUS

Academic Year:	2025/2026		
Course title:	Strategic Management		
Type:	Compulsory		
Course code:	STRMAN6		
Year of study:	4		
Mode of study:	Undergraduate (Bachelor)		
Mode of study:	Full-time		
Forms of training sessions and the number of hours allocated per semester:	Total overload	5th semester	6th semester
	180	180	—
Lecture	30	30	—
Practical sessions	—	—	—
Laboratory sessions	—	—	—
Seminar sessions	60	60	—
Independent study	90	90	—
Credit value:	6	6	—
Assessment:	Mid-term 1	written	—
	Final Term	written	—
Responsible Department for the course:	Department of Management		

Information about the course instructor

Teacher:	Abdurahimova Dilshoda Abdukhalim kizi
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Phone number	(97) 5489807
Organization:	Department of Management, Chirchik State Pedagogical University
Reviewers:	J.E. Usarov – Professor, Doctor of Pedagogical Sciences, Dean of the Faculty of Pedagogy, Chirchik State Pedagogical University. B. Sh. Shodmonov – Associate Professor of the Department of Economic Security, Tashkent State University of Economics

Course purpose (CP)

CPI	It consists in developing knowledge, skills, and competencies in line with the program profile for studying both the theoretical and practical aspects of the functioning and development of the modern market economy, as well as for examining the economic activities of market actors within various market structures.
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Prerequisite knowledge required for mastering the course

1.	Macroeconomics
2.	Fundamentals of Innovative Economics

Learning outcomes (LO)

	<i>In terms of knowledge:</i>
LO1	to have an understanding of forming knowledge, skills, and competencies aligned with the program specialization in studying methods of enterprise management and ensuring its competitiveness under market competition conditions;
LO2	managing enterprises in accordance with environmental changes and carrying out all procedures of strategic management—from the inception of strategy development to its implementation;
LO3	ability to collect and use the information necessary to address the main current issues of the economy;
LO4	it should involve teaching the necessity of adapting an enterprise to an ever-changing external environment and how to manage the enterprise in alignment with such changes.
	<i>In terms of skills:</i>
LO5	to facilitate the acquisition of methodological approaches necessary for logically analyzing the essence of economic phenomena and processes;
LO6	to reveal the pressing issues of creating a modern developed market economy based on the modernization, liberalization, and deepening of economic reforms;
LO7	to develop the ability to forecast economic processes and ensure economic security;
LO8	it should cultivate practical skills in understanding, analyzing, and evaluating the essence of microeconomic indicators, as well as in applying theoretical knowledge in practice.

Course content

Type of sessions: Lecture (L)	Hours
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First semester		
L1	Introduction - Subject, purpose, objectives, methods, and history of strategic management.	2
L2	The strategic management process.	2
L3	The strategic management perspective: an imperative throughout the organization.	2
L4	Ensuring coherence in strategic direction.	2
L5	Industry Structure and Firm Strategy: The Five Forces Model.	2
L6	Changes over Time: Industry Dynamics.	2
L7	Competitive Advantage and Firm Performance.	2
L8	Business Models: Putting Strategy into Action.	2
L9	Strategic and Social Entrepreneurship.	2
L10	Innovation and the Industry Life Cycle.	2
L11	Digital economy: a fundamental shift in the business environment.	2
L12	National Competitive Advantage: World Leadership in Specific Industries.	2
L13	Strategic Control-and-Reward Systems.	2
L14	Corporate Governance.	2
L15	Strategy and Business Ethics.	
Total		30

Type of sessions: Seminar (S)		
First semester		
S1	Evolution of Strategic Management: From Classical to Modern Approaches.	2
S2	Key Methods and Tools for Analyzing Strategic Decisions.	2
S3	Stages of the Strategic Management Process: Analysis, Formulation, and Implementation.	2
S4	Case Studies on Strategic Planning in Global Companies.	2
S5	The Role of Strategic Thinking at All Organizational Levels.	2
S6	Leadership and Culture in Shaping Strategic Perspectives.	2
S7	Aligning Vision, Mission, and Strategy in Practice.	2
S8	Overcoming Barriers to Strategic Coherence in Organizations.	2
S9	Applying Porter's Five Forces Model to Contemporary Industries.	2
S10	Limitations and Critiques of the Five Forces Model.	2
S11	Industry Evolution and Disruptive Change.	2
S12	Adapting Strategies to Technological and Market Shifts.	2
S13	Sources of Sustainable Competitive Advantage.	2
S14	Measuring and Linking Competitive Advantage to Firm Performance.	2
S15	Business Model Innovation: Frameworks and Examples.	2
S16	Designing and Testing Business Models in a Digital Economy.	2
S17	The Strategic Role of Entrepreneurship in Driving Growth.	2

S18	Social Entrepreneurship: Balancing Profit and Purpose.	2
S19	Innovation as a Driver in Different Stages of the Industry Life Cycle.	2
S20	Managing Innovation: Radical vs. Incremental Approaches.	2
S21	Strategic Implications of the Digital Economy.	2
S22	E-Business Models and Digital Transformation Strategies.	2
S23	Porter's Diamond Model and National Competitiveness.	2
S24	Case Studies of Countries with Industry-Specific Global Leadership.	2
S25	Designing Strategic Control Systems for Effective Management.	2
S26	Reward Systems and Their Impact on Strategic Outcomes.	2
S27	Corporate Governance and Its Role in Strategic Management.	2
S28	The Impact of Governance Failures: Lessons from Corporate Scandals.	2
S29	Integrating Ethics into Strategy: Challenges and Best Practices.	2
S30	Corporate Social Responsibility as a Strategic Imperative.	2
Total		60

Independent study (IS)		
IS1	Evolution of strategic management: from military roots to corporate practice.	2
IS2	Core objectives and functions of strategic management in modern organizations.	2
IS3	Methods of strategic analysis: qualitative vs. quantitative approaches.	2
IS4	Historical schools of strategy: classical, evolutionary, processual, systemic.	2
IS5	Stages of the strategic management process: formulation, implementation, evaluation.	2
IS6	Tools for effective environmental scanning and analysis.	2
IS7	Strategy formulation in uncertain and volatile environments.	2
IS8	Strategy implementation challenges and case-based solutions.	2
IS9	Top-down vs. bottom-up perspectives on strategy.	2
IS10	The role of middle managers in translating strategy into action.	2
IS11	Building a culture of strategic thinking at all levels.	2
IS12	Case discussion: how successful firms align strategy across functions.	2
IS13	Mission, vision, and values as tools of coherence.	2
IS14	Aligning functional strategies with corporate goals.	2
IS15	Managing trade-offs between short-term and long-term strategic priorities.	2
IS16	Real-world cases of failed strategic coherence and lessons learned.	2
IS17	Understanding industry attractiveness through Porter's Five Forces.	2
IS18	Applying the Five Forces in emerging industries (e.g., renewable	2

	energy).	
IS19	Critiques and limitations of Porter's model in the digital era.	2
IS20	Group activity: analyzing an industry with the Five Forces framework.	2
IS21	Industry life cycles: birth, growth, maturity, and decline.	2
IS22	Disruptive change and industry transformation.	2
IS23	Case study: the dynamics of the telecommunications or automotive industry.	2
IS24	Scenarios for managing uncertainty in dynamic industries.	2
IS25	Resource-based view: tangible and intangible resources.	2
IS26	Dynamic capabilities and sustaining competitive advantage.	2
IS27	Measuring firm performance: financial and non-financial metrics.	2
IS28	Case comparison: why some firms consistently outperform.	2
IS29	Elements of a successful business model.	2
IS30	Digital platforms and new forms of business modeling.	2
IS31	Case seminar: analyzing Amazon, Uber, or Tesla's business models	2
IS32	Designing innovative business models in traditional industries	2
IS33	Entrepreneurship, intrapreneurship, and social entrepreneurship	2
IS34	The role of social enterprises in sustainable development	2
IS35	Strategic entrepreneurship and innovation ecosystems	2
IS36	Group project: developing a plan for a social enterprise	2
IS37	Innovation as a driver of competitive advantage	2
IS38	Linking R&D strategy to industry stages	2
IS39	Managing innovation portfolios across product life cycles	2
IS40	Case study: Apple, Google, or Samsung's innovation trajectory	2
IS41	Strategic challenges in the era of digital transformation	2
IS42	E-commerce and platform economics in strategy formulation	2
IS43	AI and big data in shaping business strategy	2
IS44	Risks and ethical dilemmas of the digital economy	2
IS45	Porter's Diamond model and national competitiveness	2
Total		90

VIII. Requirements for earning credits:

Full mastery of the theoretical and practical concepts of the course, the ability to accurately present analytical results, to think independently about the studied processes, to create and innovate, and to complete written or oral tasks and assignments in current and midterm assessments, as well as to pass final examination tests.

IX. Criteria for assessing and monitoring students' knowledge in the course

Students' learning outcomes are evaluated using a 100-point rating system. The conversion of scores into grades is carried out according to the ECTS (European Credit Transfer System).

Scores for assessing learning outcomes are determined according to the following procedure:

For completing assignments during classroom sessions – current assessment (CA); For completing independent study tasks – independent work assessment (IWA)		For performance during the midterm assessment – midterm assessment score (MAS);		For performance during the final assessment – final assessment score (FAS)
<i>Maximum score for current assessment</i> 15+15=30 points: ΣCC = CA + IWA		<i>Maximum score for midterm assessment: 20 points:</i> ΣMC = MAS + IWA		<i>Maximum score for final assessment (FAS): 50 points</i>
ΣJN + ΣON > A student who has earned 30 points is allowed to take the final assessment.				
Module (course) mastery indicator (MI) ΣMI= ΣCC + ΣMC + FAS ΣMI ≥ The module (course) is considered successfully mastered if a minimum of 60 points is achieved.				
Criteria for assessing students' learning outcomes:				
Level	5-point grading scale	Mastery in percentage	In traditional way	Assessment criteria
For the Academic Affairs Department		For the professor (instructor)		
A+	4,51 – 5	91 - 100	Excellent	The student quickly masters the material independently, makes no mistakes, actively participates in classes, and provides complete and accurate answers to questions.
A	4,26 – 4,5	86 – 90		The student independently masters the material without making mistakes and provides complete and precise answers to questions.
B+	4,01–4,25	81 – 85	Good	The student has a good grasp of the material and can express it logically; actively participates in classes; provides complete and accurate answers to questions, but makes minor, non-critical mistakes.

B	3,51 – 4,0	71 – 80		The student has a good grasp of the material and provides complete and accurate answers to questions, but makes minor, non-critical mistakes.
C+	3,26 – 3,5	66 – 70	Satisfactory	The student knows the main material but has difficulty expressing it clearly; lacks accuracy and completeness in answering questions; makes some mistakes when presenting the material; and experiences difficulties in communication.
C	3,0 – 3,25	60 – 65		The student knows the main material but has difficulty expressing it clearly; answers to questions lack precision and completeness; and there are occasional errors in presenting the material.;
F	Less than 3.0	Below 59	Unsatisfactory	Has not mastered the material; cannot answer questions; does not participate in the classes.

List of main resources and additional resources and informational sources

Main sources	
1.	I. R. Musurmanov, K.M. Khurramov, A.N. Rasulov. Strategic Management. Study guide. – Tashkent: “ZEBO PRINT”, 2024.
2.	Yo‘ldoshev N.K, and others Strategic Management. Study guide. - T.:TDIU, 2003.
3.	Лапыгин Ю.Н. Стратегический менеджмент. Учебное пособие. – М.: Эксмо, 2010.
4.	Маленков Ю.А. Стратегический менеджмент. Учебник. – М.: Проспект, 2009.
5.	Ergashxo‘jayeva Sh.J. Strategik marketing. O‘quv qo‘llanma. T.: TDIU,
6.	Ergashxodjayeva Sh.Dj., Qosimova M.S.,Yusupova. Marketing. Darslik.Iqtisodiyot nashr. 2018 y.284 b.
Additional sources	
1.	O‘zbekiston Respublikasi Konstitutsiyasi - T.: O‘zbekiston. 2023. - 43 b.
2.	O‘zbekiston Respublikasi Prezidenti Shavkat Mirziyoyevning Oliy Majlisga Murojaatnomasi, 2017 yil, 22 dekabr.
3.	Mirziyoyev Sh.M. Buyuk kelajagimizni mard va olijanob xalqimiz bilan birga quramiz. - Toshkent: “O‘zbekiston” NMIU, 2017. - 488 b.

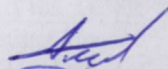
4.	Mirziyoyev Sh.M. Erkin va farovon, demokratik O‘zbekiston davlatini birgalikda barpo etamiz. - Toshkent: “O‘zbekiston” NMIU, 2017. - 56 b.
5.	Mirziyoyev Sh.M. Qonun ustuvorligi va inson manfaatlarini ta‘minlash -yurt taraqqiyoti va xalq farovonligining garovi. - Toshkent: “O‘zbekiston” NMIU, 2017.-48 b.
6.	Mirziyoyev Sh.M. Tanqidiy tahlil, qat’iy tartib-intizom va shaxsiy javobgarlik - har bir rahbar faoliyatining kundalik qoidasi bo‘lishi kerak. -Toshkent: “O‘zbekiston” NMIU, 2017. - 104 b.
7.	O‘zbekiston Respublikasini yanada rivojlantirish bo‘yicha harakatlar strategiyasi to‘g‘risida”gi O‘zbekiston Respublikasi Prezidentining 2017 yil 7 fevraldagi PF-4947-sonli Farmoni.
8.	O‘zbekiston Respublikasi Prezidentining 2017 yil 29 dekabrda “O‘zbekiston Respublikasining 2018 yilgi asosiy makroiqtisodiy ko‘rsatkichlari prognozi va Davlat byudjeti parametrlari to‘g‘risida”gi NK-3454-son qarori.
9.	Bazarova F.T.Marketing. T.:”Iqtisod-moliya”, 2015 yil, - 445 b.
10.	Котлер Ф. Основы маркетинга. Учебное пособие. -М.: Вильямс, 2016. 656 с.
11.	11. Маркетинг: теория, методика, практика: Учебное пособие /Т.С.Бронникова. М.: КНОРУС, 2010. - 208 с.
12.	Носова Н.С. Конкурентная стратегия компании, или маркетинговые методы конкурентной борьбы. Учебное пособие. - М.: Издательски торговая корпорация «Дашков и К ». 2016.- 256 с.
13.	Xerbert. N. Kesson. Marketing-savdo san’ati.T.Yangi asravlodi. 2016 y. - 187 b.
14.	Frank T. Rothaermel Strategic Management. New York, NY.: McGraw-Hill Education. 2017.
15.	Gregory G. Dess., GERRY Mcnamara., Alan B. Eisner., Seung-Hyun (Sean) Lee., Steve Sauerwald. Strategic Management. New York, NY.: y McGrawHill Education. 2021.
Informational sources:	
1.	www.gov.uz - O‘zbekiston Respublikasi hukumat portali
2.	www.lex.uz - O‘zbekiston Respublikasi Qonun hujjatlari ma’lumotlari milliy bazasi
3.	www.mf.uz - O‘zbekistan Respublikasi iqtisodiyot va moliya vazirligi sayti.
4.	www.soliq.uz - O‘zbekiston Respublikasi Davlat soliq qo‘mitasi sayti.
5.	www.cbu.uz - O‘zbekiston Respublikasi Markaziy banki sayti.
6.	www.wordbank.org - Jahon banki sayti.
7.	www.imf.org -Xalqaro valyuta jamg‘armasi sayti.
8.	www.cspi.uz - Chirchiq davlat pedagogika universiteti sayti.

This Syllabus was approved by the Minutes of the meeting of the Department of “Management” No. ___, dated _____ 2025.

This Syllabus was approved by the Minutes of the meeting of the Faculty of
“Pedagogy” No. ___, dated ___ 2025


This Syllabus was confirmed by the Minutes of the meeting of the Council of
Chirchik State Pedagogical University No. ___, dated ___ 2025..

**Head of the Academic and
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