

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
National Aviation University  
Educational and Research Institute of Economics and Management  
Faculty of Management and Logistics  
Department of Management International Business

APPROVED  
Acting University rector



2016

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Quality Management System

## CURRICULUM

**discipline**

**"Strategic management corporations"**

Industry knowledge: 07 "Management and Administration"

Specialty: 073 "Management"

Specialization: "Management and Administration  
(By economic activity) "

Course - Semester 1 - 2

Lecture classes - 51 Exam - 2 semester

Independent work - 69

Total (hours / credits ECTS) - 120 / 4.0

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Index SM-6-073 / 16-2.1.5

### QMS of NAU emergency 11.02.03-01-2016

Training program course "Strategic Management Corporation" developed on the basis of educational and professional programs, curriculum number NM-6-073 / 16 training specialists educational degree "Master", 073 specialty "Management" specialization "Management and Administration (By economic activity) "" and relevant regulations.

The curricula developed:

Professor, Department of Management  
International Business O.Harchyshyna \_\_\_\_\_

Assistant Management Department  
International Business \_\_\_\_\_ N. Liskovych

The curricula discussed and endorsed by the 073 graduating department specialty "Management" specialization "Management and administration (by economic activity)" - Department of Management International Business, protocol number from \_\_ " \_\_ " \_\_\_\_\_ 2016

Head of Department \_\_\_\_\_ W. Nowak

The curricula discussed and approved at a meeting of scientific and methodological editorial board of the research institute of economics and management, protocol number \_\_\_\_ of " \_\_\_\_ " \_\_\_\_\_ 2016

Head NMRR \_\_\_\_\_ O.Borysenko

AGREED  
Dean FML

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Director NNIEM

\_\_\_\_\_ O.Ilyenko

\_\_\_\_\_ Matveev

" \_\_\_\_ " he \_\_\_\_\_ 2016. " \_\_\_\_ " he \_\_\_\_\_ 2016

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Level Document - 3b

Planned interval between revisions - 1 year

**Advance copy**

### 1. EXPLANATORY NOTE

The curriculum of discipline "Strategic management corporations" developed on the basis of "the guidelines in the development and execution of training and working curriculum subjects", enacted by decree 16.06.2015r. №37 / Rose.

This training course is the theoretical basis of a body of knowledge and skills, which makes it possible to build tangible and intangible assets, helping to make informed management decisions based on the international experience of management, which provides development corporation under market conditions.

The purpose of teaching "Strategic management corporations" is to develop future managers in the modern understanding of the theoretical principles of strategic management corporations, as well as mastering basic methodological approaches to strategic analysis of internal and external environment corporation mission statement and goals of enterprise systems, developing strategies for the main types of commercial organizations.

The objectives of the study discipline are:

- study of modern concepts of strategic management of corporations;
- mastering modern methods of strategic analysis of external and internal environment of the corporate sector;
- knowledge about the interactions mission, strategic goals and strategic set of components of the corporation;
- studying the practice of strategic management of corporations in Ukraine and abroad;
- practical skills of corporate strategic analysis and design of individual components of its strategic recruitment;
- formation of skills to analyze the strengths and weaknesses of the corporation, to identify and evaluate opportunities and threats assembly matrix SWOT-analysis;
- development of previously acquired analytical skills and abilities in the study course.

A study of discipline a student must:

**Know:**

- modern concepts of strategic management;
- theoretical bases of strategic management of corporations in market conditions;
- organization and regulation create and manage corporate and integrated corporate structures such as Ukraine;
- features of functioning and management of the Corporation;
- theoretical and methodological principles of organization processes of strategic management in corporations;

**Be able:**

- analyze and summarize scientific and methodical approaches to anticipate and predict the future of modern corporations;
- classify corporate strategy;
- to define and compare the processes of integration, cooperation and specialization in the creation and development corporations;
- Define the types and characteristics of corporate associations of enterprises, according to domestic and foreign practice;
- analyze organizational management structure of corporations and corporate-type integrated structure;

Handout discipline is structured in a modular manner and consists of two training modules, namely:

- training module number 1 "**Module №1 "Conceptual framework of strategic management of corporations"**"
- training module №2 "**module №2" Applied aspects of strategic management corporations "** each of which is logically complete, relatively independent, integral part of the discipline, learning which provides for modular test and analyze the results of its implementation.

Discipline "Strategic Management Corporation" knowledge-based disciplines such as: "Public Administration", "Financial management" and the basis for the study of such subjects as "management consulting", "Management of security companies" and others.

### 2. The contents of these courses

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## **2.1. Module №1 «Conceptual bases of strategic management of corporations.»**

### **Topic 2.1.1. The theoretical basis of the strategic management of corporations.**

Place discipline in training Master in Management and Administration. The aim, object and fundamental problems of discipline. Strategic management corporations as functional and applied in management. The essence and peculiarities of strategic management of corporate sector. Review of scientific and methodological approaches to anticipate and predict the future of business organizations.

Approaches to the definition of "strategy", "Strategic Management", "strategic process", "strategic decision", "strategic management of corporations."

### **Topic 2.1.2. Features integrated functioning of the corporate type.**

The concept of integrated corporate structure type. Types of corporate associations of enterprises, domestic and foreign practice. Features of alliances, consortia, corporations, cartels, syndicates, concerns, holdings, trusts, pools, conglomerates, international and multinational corporations, financial-industrial groups. Advantages and disadvantages of different types of corporate associations.

### **Topic 2.1.3. Organization of strategic management processes in corporations.**

Characteristics of organizational structures of management of corporate business type. Authority and responsibility for implementation of strategic management processes at various levels of the corporation. Functional areas of strategic management of corporations, strategic financial management, strategic management, marketing, strategic management of operational activities, strategic management of foreign trade activities, strategic logistics management, strategic management staffing and so on.

### **Topic 2.1.4. External environment Corporation and its evaluation**

The concept and structure of the environment Corporation. Macro and methods of research. PESTEL analysis. Construction of scenarios. Analysis of the industry and sector. Competitive forces, the theory of five competitive forces of Porter. The dynamics of branch structure. Competitors and markets. Strategy group. Marketing segments. Establishing strategic customers. Evaluation of critical success factors. Opportunities and threats to the environment.

### **2.1.5 Subject. Strategic opportunities Corporation.**

Fundamentals of strategic opportunities. Resources and expertise. Limit strategic opportunities. The unique resources and core competencies. Efficiency costs. Opportunities for achieving and retaining competitive advantage. The value of strategic opportunities. The rarity of strategic opportunities. Originality strategic opportunities. Irreplaceable strategic opportunities. Dynamic strategic opportunities. Organizational knowledge. Assessment of strategic potential. The chain of values and net values. Map of activity. Benchmarking. SWOT analysis. Management's strategic potential. Restrictions in the management of strategic opportunities. The development of strategic opportunities. Personnel Management to develop strategic capabilities.

### **Topic 2.1.6. Strategic objectives and corporate social responsibility.**

Corporate power. The chain of authority. Reform of corporate governance. Management structure. The impact of government corporations on strategy. Selection of ownership. Business ethics and social responsibility. The social responsibility of corporations. The role of individuals and managers of social responsibility. The expectations of stakeholders. Map stakeholders. Authorities stakeholders. Sources and power indicators of internal and external stakeholders. Organizational goals. Values, Mission, Vision Corporation.

### **Topic 2.1.7. Corporate culture and strategy.**

Improvement strategies. Process improvement strategies. Gradual changes in strategy. Strategic growth. Ongoing strategic change. Transformational change. Impact history on its corporate strategy. Analysis of corporate history and historical factors in the formation and implementation of strategy. Corporate culture. National and regional culture. Cultural field corporation. Diagnosis of corporate culture. The impact of corporate culture on the formation and implementation of the strategy.

### **Topic 2.1.8. Business strategy of the corporation.**

The strategic business units. The basis of the competitive advantages of corporations. Strategic watch: concept and application in the analysis of the strategy of the corporation. Stabilization of competitive advantage. Stabilizing the price advantage. The stabilization advantages of differentiation. Strategic isolation. Answer a competitive threat. Competitive strategy hiperkonkurentnyh conditions. Competition and cooperation. Game theory. Simultaneous games. Consecutive games. Repeated games. Changing the rules of the game.

### **Topic 2.1.9. The strategic direction and competitive strategy.**

Strategic directions. The market penetration. Consolidation. Improving product. The development of the market. Diversification. Factors diversification. Related diversification. Unrelated diversification. Diversification and performance of the corporation. Value creation and the parent company. The activities of the parent company, which leads to the creation and destruction of value. Portfolio Management Corporation. Portfolio Manager. Manager synergies. Development Manager. Portfolio matrix. Matrix BCG. Matrix GE-McKinsey. Portfolio Matrix parent company.

## **2.2. Module №2 «Applied aspects of strategic management of corporations.»**

### **Topic 2.2.1. The international strategy of the corporation.**

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Factors internationalization. National and international sources of advantage. Diamond M. Porter. International net value. International strategy. Selection of the market and market entry. Characteristics of international markets. Competitive performance. Way to sign international markets. Internationalization and performance of the corporation. Roles subsidiaries in international portfolios multinational corporations.

**Topic 2.2.2. The innovative strategy of the corporation.**

Innovative dilemma. Technology push and market pressure. Grocery and process innovations. Technological innovations. Innovative business models. Spreading innovation. Diffusion of innovation curve. Innovators and followers. Benefits and challenges companies first implement innovations. Business. Stage of business growth. Business relations. Social Entrepreneurship.

**Topic 2.2.3. Strategic assessment methods and strategies.**

Methods of implementation strategies. Internal developments. Mergers and acquisitions. Strategic alliances. Assessment strategies. Expediency. Acceptability. Realistic. Criteria for evaluating the strategy.

**2.2.4 Subject. The development strategy of the corporation.**

Estimated development strategy. Strategic development through strategic leadership, vision and strategic role in the team. The strategic planning. The strategy imposed from the outside. Unpredictable development strategy. Gradual improvement plan. The process of resource allocation. Organizational policy. Cultural processes. Multiple processes creation strategy. Challenges in management development strategy. Management strategy in planning and implementation. Of learners. The development strategy in unpredictable and difficult conditions.

**Topic 2.2.5. Organization of the implementation strategy.**

Types of organizational structures in corporations. The functional structure. Multydyviziynna structure. The matrix structure. Transnational structure. The project structure. The choice of organizational structure. Strategic management processes. Direct supervision. Planning process. Cultural processes. Processes aimed at achieving economic results. Market processes. Relationship Management. Internal relations. External relations. Dilemmas that arise in managing strategic processes that focus on results.

**Topic 2.2.6. Source of corporate strategy**

HR. People as a resource. People and behavior. Organizing staff. Information management. Information and strategic ability of the corporation. Information and changing business models. Financial management. Management to create value. Financing strategic development. Financial expectations of stakeholders. Management of Technology. Technology and the competitive situation. Technology and strategic capacity of the corporation. Organization of technology development. Integrating resources.

**Topic 2.2.7. Management of strategic changes.**

Diagnosing the situation changes. Types of strategic changes. The importance of organizational contexts. Diagnosis cultural context. Analysis of field strength. Change Management: styles and roles. Strategic levers of change. Calls for the process of strategic change. Changing operational processes and daily work. Symbolic processes. Power and political processes. Tactics change. Managing Strategic Change Program. Radical restructuring and change of strategy in the opposite direction. Management revolutionary strategic changes. Management strategic evolutionary changes.

**Topic 2.2.8. Practical implementation of the strategy of the corporation.**

The role of managers in implementing strategy. Top managers and directors. Managers with strategic planning. Managers average. The strategic process. Strategic analysis. Draw attention to strategic issues. Strategic decisions. Communication on the strategy. Strategic methodology. Strategic master classes. Strategic projects. Testing hypotheses. Business case studies and strategic plans.

### 3. LIST RECOMMENDED SOURCES

**3.1. The main sources recommended**

3.1.1. Yevtushevskyy VA Corporate governance: a textbook / VA Yevtushevskyy. - K .: Knowledge, 2006. - 406 p.

3.1.2. Mostenska TL Corporate governance: a textbook / TL Mostenska, VA Novak, MG Lutsk, JG Simonenko. - K .: Caravel, 2008. - 384 p.

3.1.3. Johnson J., Scholes, K., R. Uytynhton Corporate Strategy: Theory and Practice. Per. with English. - M .: OOO "I. D. Williams ", 2007. - 800 p.

3.1.4. Tepman LN Management of the corporate / LN Tepman. - M .: Unity-Dana, 2009. - 240 p.

3.1.5. Ageev AB Creating Modern corporate management system in aktsyonernykh society. Questions of theory and practice / AB Ageev. - M .: Unity-Dana, 2009. - 288p.

**3.2 Other recommended sources**

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3.2.1 Ageev AB Creating Modern corporate management system in aktyonnykh society. Questions of theory and practice / AB Ageev. - M.: Unity-Dana, 2009. - 288p.

3.2.2 Mikhailov DM Effective Management of the corporate (in stages sovremennom): uchebnoe-practical posoby / DM Mikhailov. - M.: KNORUS, 2010. - 448 p.

3.2.3 Tip of directors - vzhad from the inside. Principles of Formation, management, analysis of the effectiveness / Leblank R., J. Hyllys; per.s English. - M.: Alpina Business Books, 2006. - 267 p.

3.2.4 Thompson ml. Arthur A. Strickland AJ. Stratehichesky management: concept and situation for analysis, 12th edition, per.s English. - M.: Publishing Home "Williams", 2006. - 928 p.

3.2.5. Harvard Business Review. The corporate Management: Textbook. - M.: Publishing Alpina Business Books, 2009. - 222 p.



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**REGISTRATION SHEET AUDIT**

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**(F 03.02 - 03)**

**SHEET ACCOUNTING CHANGES**

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**RECONCILIATION OF CHANGES**

	Signature	Initials, name	Position	Date
Developed				
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