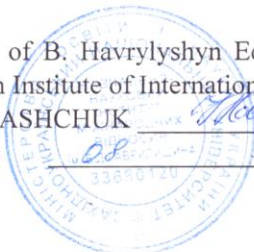


**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
WEST UKRAINIAN NATIONAL UNIVERSITY**

APPROVED

Director of B. Havrylyshyn Education and
Research Institute of International Relations
Iryna IVASHCHUK

« 31 » 2023



APPROVED

Interim Vice-Rector
for Academic Affairs and Research
Viktor OSTROVERKHOV

« 31 » 2023



COURSE OUTLINE

«STRATEGIC MANAGEMENT OF CORPORATIONS»

Degree of Higher Education

Master

Field of Knowledge

07 “Management and Administration”

Specialty

073 “Management”

Educational and Scientific Program


“International Management”

Department of International Economic Relations

Form of Study	Study year	Semester	Lectures (hrs.)	Seminars (hrs.)	ISW (hrs.)	Training, CPIT (hrs.)	Self-Study Work (hrs.)	Total (hrs.)	Exam (sem.)
Full-time	I	I	30	15	5	6	94	150	I

**Ternopil – WUNU
2023**

The course outline is compiled on the basis of the educational and scientific training program for the master of the field of knowledge 07 "Management and Administration", specialty 073 "Management", approved by the Academic Council of WUNU (protocol No.10 from 23.06.20230).

The course outline was compiled by Tetyana DLUHOPOLSKA, Ph.D., Associate Professor, Associate Professor of the Department of International Economic Relations 

The course outline was approved at the meeting of the Department of International Economic Relations, protocol No. 1 from August 29, 2023.

Head of Department
of International Economic Relations
Dr. of Econ. Sciences, Prof.



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Reviewed and approved by the assurance group of specialty 073 "Management", protocol No. 1 from August 31, 2023.

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Tetiana DLUHOPOLSKA

STRUCTURE OF THE COURSE “STRATEGIC MANAGEMENT OF CORPORATIONS”

1. Description of the discipline “Strategic Management of Corporations”

Discipline “Strategic Management of Corporations”	Field of knowledge, specialty, degree	Characteristics of the academic discipline
Number of credits ECTS – 5	Field of knowledge – 07 Management and Administration	Discipline status – <i>mandatory</i> Language of education – <i>English</i>
The number of credit modules – 4	Specialty – 073 Management	Year of training – <i>1</i> Semester – <i>1</i>
Number of content modules – 2	Degree of higher education – Master	Lectures – <i>30 h.</i> Practical training – <i>15 h.</i>
Total hours – 150		Independent work – <i>94 h.</i> Training, CPIT - <i>6 h.</i> Individual work – <i>5 h.</i>
Weekly hours – 10 h., of which 3 h.– auditorium		Type of final control – <i>exam</i>

2. The purpose and task of studying the discipline “Strategic Management of Corporations”

2.1. The purpose of studying the discipline.

The purpose of the course "Strategic Management of Corporations" is the formation of students' system of knowledge on the theory and practice of strategic management of corporations, acquisition of skills and abilities for strategic planning, environmental analysis, development and implementation of corporate strategies.

2.2. The task of studying the discipline

The main tasks of studying the discipline "Strategic management of corporations" are:

- analysis of theoretical approaches to strategic management, consideration of the strategic management system and the content of its main components, study of strategic planning methods, acquisition of skills in strategy development and implementation;
- formation of skills and abilities to increase the effectiveness of strategic management of corporations;
- acquisition of practical skills for conducting a strategic analysis of the corporation and designing individual components of its strategic set;
- formation of skills in conducting an analysis of the corporation's strengths and weaknesses, identification and assessment of opportunities and threats, compilation of a SWOT analysis matrix;
- study of the practice of strategic management of corporations abroad and implementation of this knowledge in Ukrainian realities.

2.3. Name and description of competences, the formation of which ensures the study of the discipline:

GC1. Ability to conduct research at the appropriate level.

SC1. Ability to select and use management concepts, methods and tools, including defined goals and international standards.

SC2. Ability to establish values, vision, mission, goals and criteria by which the organisation determines further ways of development, to develop and implement appropriate strategies and plans.

SC4. Ability to effectively use and develop the organisation's resources.

2.4. Prerequisites for studying the discipline

Acquisition of knowledge according to the unified entrance test in field of knowledge 07 Management and Administration and basic knowledge of the first (bachelor) level.

2.5. Learning outcomes.

The results of training according to the ESP:

PLO1. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PLO2. To identify problems in the organisation and justify methods of their solution

PLO3. To design effective management systems for organisations;

PLO5. To plan the organisation's activities in strategic and tactical terms;

PLO6. To possess the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;

3. Program of the educational discipline “Strategic Management of Corporations”

Content module 1. Theoretical and methodological foundations of corporate and strategic management

Topic 1. Basic principles of corporate management

The essence and economic nature of corporate management. Main features of modern corporate management. Principles of corporate governance in Ukraine. Subjects and objects of corporate management. Corporate enterprises. Compliance with the ratio of corporate rights and interests of different groups of shareholder-investors. Main directions of regulation of the corporate sector. Modern systems and models of corporate governance in Ukraine and the world. International standards of corporate governance.

Topic 2. General characteristics of strategic management of corporations

The essence and specifics of strategic management. Purpose, principles and functions of strategic management. Types of strategic management. Advantages of a strategic approach to corporate management. System of strategic management. Elements of the strategic management system. Concept and essence of strategy. Stages of the strategic management process. Defining the mission and forming the goals of the corporation. Classification of strategic goals. Building a tree of strategic goals. Determination of factors affecting the choice of strategic goals. Formation of a system of strategic goals and objectives. The influence of the internal and external environment on the corporation's strategy. Concept and content of strategic planning. Basic methods of strategic planning. Application of the SWOT method - analysis for the development of strategic alternatives. Strategic analysis. Selection of the corporation's strategy and control over its implementation. Implementation of the corporation's strategy. Methodology of formation and coordination of strategic options. Strategic management in international corporations.

Topic 3. Strategy of anti-crisis management of corporations.

The economic mechanism of the emergence of a crisis state of corporations. The place of anti-crisis management in the corporate strategy of enterprises and organizations. The crisis state of the corporation as an object of management. Justification of the mechanism of management of corporations in a state of crisis. The essence and classification of anti-crisis management

methods. Creation of a system of anti-crisis corporate management. The concept of building a system for diagnosing the level of a corporation's crisis state. Assessment of financial threats of the crisis. Methodical approaches to crisis analysis. Study of the factors of the strategic crisis of corporations. Crisis control.

Topic 4. Economic and financial strategies of the corporation

Concept of economic strategy. Product strategy. Product and market strategy. Resource and market strategy of the corporation. Pricing strategy. Modern pricing strategy of corporations. Integration strategy of the corporation. Planning the corporation's financial and investment strategy. Technological strategy of the corporation.

Content module 2. Strategies of corporations.

Topic 5. Marketing strategy

The inclusion of marketing in the strategic management of corporations. The market and its role in the economic mechanism of corporate management. The process of planning the corporation's market strategy. Marketing management in the corporation. Marketing strategies. Typology of marketing strategies.

Topic 6. Risk protection strategy of the corporation

The concept of risk and its features in today's changing conditions. Classification of risks. Basic approaches to risk management in the corporation. Economic risks and economic security of the enterprise. Social and economic security strategies. Assessment of the management system's susceptibility to risk. Methodology and system of risk assessment indicators in strategic management of corporations. Risk management methods. Ways to increase the effectiveness of risk management in corporations.

Topic 7. Competitive strategy of the corporation

Development of the concept of corporate management. Key characteristics of the assessment of the state of the corporation. Assessment of competitiveness of corporations. Internal indicators of the development of the financial microsystem of the corporation. Investments as a factor in increasing the competitiveness of the corporation. Analysis of operations management. Analysis of the human potential of the corporation. Analysis of the level of management in corporations of various types. Evaluation of the level of corporate culture. Information support of the corporation's competitiveness.

Topic 8. Implementation of strategic organizational changes in the corporation

The nature and goals of organizational corporate changes. Prerequisites and factors of successful implementation of organizational changes. Management of changes in the strategy of state support of the corporate sector of the economy. Social responsibility of corporations. The role of employees in management to implement changes. A strategy for overcoming resistance to change. Change management as a strategy for overcoming the crisis in the corporation.

Topic 9. Organization of the corporate controlling system

The essence of controlling, the reasons for its occurrence and the peculiarities of development in the strategic management of corporations. Purpose, subject, methods and objects of the corporate controlling system. Operational controlling in micro-level management. Decentralized controlling service. Relationship between operational and strategic controlling.

4. The structure of credit from the discipline “Strategic Management of Corporations”

№	Topic	Hours					
		Lectures	practical	ISW	IST	Training, CPIT	control measures
Content module 1. Theoretical and methodological foundations of corporate and strategic management							
1.	Basic principles of corporate management	2	2	10	-	3	current poll, tests
2.	General characteristics of strategic management of corporations	4		10	-		current poll, tests
3.	Strategy of anti-crisis management of corporations	2	2	10	1		current poll, tests, cases
4.	Economic and financial strategies of the corporation	4	2	12	1		current poll, tests, cases
Content module 2. Strategies of corporations							
5.	Marketing strategy	4	2	12	-	3	current poll, tests, cases
6.	Risk protection strategy of the corporation	4	2	10	1		current poll, tests, cases
7.	Competitive strategy of the corporation	4	2	10	1		current poll, tests, cases
8.	Implementation of strategic organizational changes in the corporation	4	2	10	-		current poll, tests cases, tasks
9.	Organization of the corporate controlling system	2	1	10	1		current poll, tests cases, tasks
Total:		30	15	94	5	6	

5. Topics of practical classes

Practical lesson 1

Topic: Basic principles of corporate management

Purpose: To acquaint students with the essence, main features of modern corporate management.

Questions for discussion:

1. The essence of corporate governance.
2. Subjects and objects of corporate management.
3. Modern systems and models of corporate governance in Ukraine and the world.
4. International standards of corporate governance.

Topic: General characteristics of strategic management of corporations

Purpose: To acquaint students with the content and types of strategic management at the level of corporations.

Questions for discussion:

1. The essence and types of strategic management.
2. Components of strategic management systems.
3. The influence of the internal and external environment on the corporation's strategy.
4. Selection of the corporation's strategy and control over its implementation.

Practical lesson 2

Topic: Strategy of anti-crisis management of corporations

Purpose: To acquaint students with the content and methods of anti-crisis management of corporations.

Questions for discussion:

1. The crisis state of the corporation as an object of management.
2. The essence and classification of anti-crisis management methods.
3. Creation of a system of anti-crisis corporate management.
4. The concept of building a system for diagnosing the level of a corporation's crisis state.

Practical lesson 3

Topic: Economic and financial strategies of the corporation

Purpose: To acquaint students with various types of corporate strategies and their planning features.

Questions for discussion:

1. Concept of economic strategy.
2. Product strategy.
3. Product and market strategy.
4. Resource and market strategy of the corporation.
5. Pricing strategy.
6. Modern pricing strategy of corporations.
7. Integration strategy of the corporation.
8. Planning the corporation's financial and investment strategy.
9. Technological strategy of the corporation.

Practical lesson 4

Topic: Marketing strategy

Purpose: To familiarize students with the marketing strategy of the corporation.

Questions for discussion:

1. The market and its role in the economic mechanism of managing corporations.
2. The process of planning the corporation's market strategy.
3. Marketing management in the corporation.
4. Marketing strategies.

Practical lesson 5

Topic: Risk protection strategy of the corporation

Purpose: To acquaint students with the strategy of risk protection in the context of overcoming and managing risks.

Questions for discussion:

1. The concept of risk and its features in today's changing conditions. Classification of risks.
2. Basic approaches to risk management in the corporation.
3. Social and economic security strategies.
4. Methodology and system of risk assessment indicators in the strategic management of corporations.
5. Risk management methods and ways to increase the effectiveness of risk management in various types of corporations.

Practical lesson 6

Topic: Competitive strategy of the corporation

Purpose: To acquaint students with the competitive strategy of the corporation.

Questions for discussion:

1. Development of the concept of corporate management.

2. Key characteristics of the assessment of the state of the corporation.
3. Internal indicators of the development of the corporation's financial microsystem.
4. Analysis of operations management and human potential of the corporation.
5. Analysis of the level of management in corporations of various types.

Practical lesson 7

Topic: Implementation of strategic organizational changes in the corporation

Purpose: To acquaint students with the peculiarities of change management in corporations.

Questions for discussion:

1. Nature and goals of organizational corporate changes.
2. Management of changes in the state strategy to support the corporate sector of the economy.
3. The role of employees in management to implement changes.
4. Strategy for overcoming resistance to change.
5. Change management as a strategy for overcoming the crisis in the corporation.

Practical lesson 8

Topic: Organization of the corporate controlling system

Purpose: To acquaint students with the purpose and methods of corporate controlling.

Questions for discussion:

1. The essence of controlling, the reasons for its occurrence and features of development in the strategic management of corporations.
2. Purpose, subject, methods and objects of the corporate controlling system.
3. Operational controlling in micro-level management. Decentralized controlling service.
4. Relationship between operational and strategic controlling.

6. CPIT

“Strategic management of corporations”

Complex practical individual **task** is conducted under the guidance of a teacher outside classroom time according to a separate schedule, taking into account the needs and capabilities of the student and involves his active and creative activity in mastering the material and acquiring the skills of independent thinking and self-control.

CPIT in the discipline “Strategic Management of Corporations” has the form of research questions that cover all topics of the discipline. The purpose of the implementation of CPIT is to master the skills of independent study of the material, to demonstrate the ability to conduct a proper search, systematization, generalization and consolidation of the acquired knowledge for in-depth study of the features of strategic management of corporations. CPIT is carried out in accordance with the requirements and rules brought to the students in advance and is one of the mandatory components of credit. Students receive assignments for the CPIT in the first two weeks of study and complete them throughout the semester.

The implementation of CPIT involves the disclosure of the content and a detailed description of one of the proposed topics of the student's choice in the form of a presentation.

Variants of CPIT in the discipline “Strategic Management of Corporations”

1. History of formation and development of strategic management.
2. Concept of corporation development strategy.
3. The essence of strategic planning and management.
4. Content and principles of strategic analysis.
5. Strategy planning and implementation.
6. Analysis of the corporation's resource potential.
7. Basic methods of strategic analysis.

8. SWOT analysis. Building a matrix of SWOT analysis.
9. PEST analysis. Building a PEST analysis matrix.
10. Building a "tree of goals".
11. Organizational culture in the system of strategic management of the corporation.
12. Social responsibility of the corporation in the system of strategic management.
13. Models of strategic choice.
14. I. Ansoff's opportunity matrix (goods /markets).
15. Typical competitive strategies according to M. Porter.
16. Models of strategic choice depending on the life cycle of the product.
17. Models of strategic choice based on the corporation's development cycle.
18. The essence and types of corporate diversification strategies.
19. Advantages and disadvantages of diversification strategies.
20. The essence and types of corporate integration strategies.
21. Advantages and disadvantages of integration strategies.
22. Theory and practice of implementing management of strategic alliances.
23. The essence and types of competitive strategies.
24. Types of corporate structures.
25. Organizational forms of corporations.
26. Models of corporate governance.
27. Distribution of corporation management functions.
28. Organizational structure of the corporation.
29. Management of authorized capital and share packages.
30. Management of intangible assets of corporations.
31. Strategic planning of the corporation's activities.
32. Strategic analysis of the internal environment of the corporation.
33. Strategic analysis of the external environment of the corporation.
34. Evaluation of the competitiveness of the corporation.
35. Formation of the corporation's activity strategy.
36. Models of strategic choice.
37. International strategies.
38. Functional strategies.
39. Financial strategy.
40. Marketing strategy.
41. HR strategy.
42. Production strategy.
43. Innovative strategy.
44. Strategic control in the activities of corporations.
45. Corporate culture in the strategic management system.
46. Anti-crisis management in corporations.
47. Change management in corporations.
48. Overcoming resistance in the process of strategic changes.
49. Effectiveness and stages of strategic control.
50. Social responsibility of the corporation in the system of strategic management.

7. Student's independent work

The student's independent work is the main means of the student's assimilation of the material in the time free from mandatory educational classes without teacher participation. When studying the discipline, it is recommended to conduct independent work in the following directions:

- 1) assimilation of theoretical material (presupposes study of lecture material, educational literature, special sources of information, analytical and factual materials);

- 2) mastering special economic tools and acquiring the skills of practical use of the acquired knowledge (for the performance of individual tasks on the topics of the discipline);
 3) study of the peculiarities of strategic management of corporations, etc.

№	Topic
1.	Basic principles of corporate governance
2.	General characteristics of strategic management of corporations
3.	Strategy of anti-crisis management of corporations
4.	Economic and financial strategies of the corporation
5.	Marketing strategy
6.	Risk protection strategy of the corporation
7.	Competitive strategy of the corporation
8.	Implementation of strategic organizational changes in the corporation
9.	Organization of the corporate controlling system

8. Organization and conduct of training

The discipline "Strategic management of corporations" forms a set of competencies necessary for work both in corporate-type companies and in organizations that regulate their activities. The discipline training is designed to structure the acquired theoretical knowledge and ensure its application in aspects of hard and soft skills.

The main requirements for training in the discipline "Strategic management of corporations" are the analysis of the activities of the selected company. This requires extensive knowledge of the discipline, the ability to search for the necessary information, analyze and systematize it, identify areas of legislative regulation, etc.

The training is offered in the form of building a SWOT analysis matrix.

The task. Choose one company from the list of TOP-100 companies of Ukraine 2023 (<https://uba.top/top-100>). Based on the study of its activities and the available information from the site, go through all the stages of building a SWOT matrix:

Stage 1. Draw a square and divide it evenly into four smaller ones. The upper left square should indicate strengths, the upper right should indicate weaknesses, the lower left should indicate opportunities, and the lower right should indicate threats.

Stage 2. Determine the strengths of the chosen company. List the key competitive advantages in the appropriate box. The following questions can help determine them:

What do we do better than others?

What unique resources do we possess, unlike our competitors?

What does the competitor consider our strengths?

Stage 3. Analyze the main weaknesses, those factors that negatively affect the business. It can be a lack of knowledge, skills, equipment, lack of necessary specialists in the team, etc. To identify these weaknesses, you need to ask the following questions:

What would customers improve in the business?

What might competitors consider weaknesses?

What processes could be improved in the business?

Stage 4. Write in the appropriate box the potential opportunities of your company - those external factors over which the company has no direct control, but which can bring success: for example, changing consumer trends, unplanned cooperation with well-known companies or media, etc.

Stage 5. Identify and predict as much as possible any threats that the company has already faced or may face in the future. For example, it can be a decrease in the number of customers, negative feedback about your company in social networks, the appearance of new strong competitors in the market, etc.

9. Assessment tools and methods of demonstrating learning outcomes

In the process of studying the discipline “Strategic management of corporations”, the following evaluation tools and methods of demonstrating learning results are used:

- current survey and testing;
- final testing and survey for each content module;
- team projects;
- abstracts, essays;
- presentations of the results of completed tasks and research;
- evaluation of the results of CPIT;
- modul works;
- exam.

10. Assessment criteria

The final grade for the course is calculated as follows:

<i>Credit module 1</i>	<i>Credit module 2</i>	<i>Credit module 3</i>	<i>Credit module 4</i>
20%	20%	20%	40%
1. Oral interview (testing) in classes (1-4 topics) 10 points per topic – max. 40 points 2. Written work – max. 60 points	1. Oral interview (testing) in classes (topics 5-9) – 5 points per topic – max. 30 points 2. Written work – max. 70 points	1. Preparation of CPIT – max. 40 points. 2. Protection of CPIT – max. 40 points. 3. Participation in trainings – max. 20 points	1. Test tasks (5 tests of 25 points each) – max 25 points; 2. Theoretical question – max 25 points; 3. Practical assignment – maximum of 50 points.

Student evaluation scale:

ECTS	Points	Content
A	90-100	excellent
B	85-89	good
C	75-84	good
D	65-74	satisfactorily
E	60-64	enough
FX	35-59	unsatisfactory with the possibility of reassembly
F	1-34	unsatisfactory with a mandatory repeat course

11. Tools, equipment and software, the use of which provides for the educational discipline

№	Designation	Topic number
1	Multimedia support for presenting presentations (multimedia projector, laptop)	1-9
2	Personal computers with Internet connection	1-9
3	Basic information technology software: MS Office, telecommunications software (Internet Explorer, Opera,	1-9

	Google Chrome, Firefox).	
4	Output data for PC processing	1-9

RECOMMENDED LITERATURE

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14. Посилкіна О. В. Стратегічне управління компанією : навч. посіб. / О. В. Посилкіна, О. В. Літвінова, А. Г. Лісна, К.С. Світлична. - Х. : НФаУ, 2020. – 218 с.
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