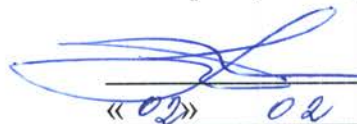


**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**NATIONAL AVIATION UNIVERSITY**  
 Faculty of Transport, Management and Logistics  
 Management of Foreign Economic Activity of Enterprises Department

AGREED

Dean of Faculty of  
 Transport, Management and Logistics

  
 Tetiana MOSTENSKA  
 «02» 02 2023

APPROVED

Vice-Rector for Academics

  
 Anatoli POLUKHIN  
 «06» 02 2023



Quality Management System

**COURS TRAINING PROGRAM**  
 on  
**"Strategic Management of Corporations"**

Educational and Professional Program: "Management of Foreign Economic Activity"  
 Field of study: 07 "Management and Administration"  
 Specialty: 073 "Management"

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Laboratory classes	Self-study	HW/CGP	TP/CP	Form of semester control
Full-time:	2	120/4,0	18	18	-	84	-	-	Graded Test - 2 s.
Extramural	1, 2	120/4,0	6	6	-	108	1 HW – 2 s.	-	Graded Test - 2 s.

Index: CM-7-073-2/21-3.5.

Index: CM-7-073-2 pt/22-3.5.



The Course Training Program on "Strategic Management of Corporations" is developed on the basis of the Educational and Professional Program "Management of Foreign Economic Activity", Master Curriculum № CM-7-073-2/21, CM-7-073-2pt/22 and Master Extended Curriculum № ECM-7-073-2/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

Developed by:

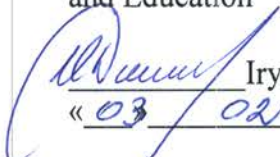
Associated Professor of Management of Foreign  
Economic Activity of Enterprises Department  Maksym KOLESNYK

The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity", Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № 01 of "01" February 2023.

Guarantor of Educational and Professional Program  Valentyna NOVAK

Head of the Department  Oksana KYRYLENKO

Vice-Rector on International Collaboration  
and Education

 Iryna ZARUBINSKA  
«03/02 2023.

Document level – 3b

The Planned term between revisions – 1 year

**Master copy**



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## INTRODUCTION

The Course training program (CTP) on " Strategic Management of Corporations" is developed based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTE

#### 1.1. Place, goal, tasks of the educational subject.

This educational subject is the theoretical and practical basis of the set of knowledge and skills that form the profile of a specialist in the management of foreign economic activity.

**The purpose** teaching subject is the formation of students' theoretical and practical knowledge in the field of Strategic Management of Corporations is the formation of future specialists' knowledge of strategic management of corporations, taking into account the internationalization of modern knowledge.

**Tasks** the study of an academic subject is:

The main purpose of teaching the subject "Strategic management of corporations" is the form-acquiring knowledge of risk management as a specialized type of activity in future specialists-capabilities taking into account the internationalization of modern knowledge.

The tasks of studying the academic subject are:

- studying the practice of strategic management of corporations in Ukraine and abroad;
- acquiring practical skills in conducting strategic analysis of the corporation and designing individual components of its strategic set;
- formation of skills in analyzing the strengths and weaknesses of the corporation, identifying and assessing opportunities and threats, drawing up a SWOT-analysis matrix, PEST-analysis;
- acquisition of skills in the formation and implementation of corporate strategy of the enterprise;
- formation of skills in managing organizational culture and social responsibility of the corporation.

#### 1.2. Learning outcomes that the subject makes possible to achieve.

As a result of studying the subject, the student must achieve the following learning outcomes:

- **PLO 1.** Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;
- **PLO 2.** Identify problems in the organization and justify the methods of solving them;
- **PLO 3.** Design effective management systems of organizations;
- **PLO 4.** Justify and manage projects, generate business ideas;
- **PLO 5.** Plan the activities of the organization in strategic and tactical sections;
- **PLO 14.** Use modern diagnostic methods of production, commercial, innovation and investment activities at enterprises of various spheres of activity.

#### 1.3. Competences that the educational discipline makes it possible to acquire.

As a result of studying the academic discipline, the student should acquire the following competencies:

- **GC 3.** Skills of using information and communication technologies;
- **GC 4.** Ability to motivate people and move towards a common goal;
- **GC 6.** Ability to generate new ideas (creativity);
- **GC 7.** Ability to abstract thinking, analysis and synthesis;



- GC 8. Ability to analyze and synthesize based on logical arguments and verified facts. The ability to analyze and structure the enterprise's problem and develop solutions (ie entering a new market/market environment);
- GC 9. Acquisition of flexible thinking, openness to the application of physical knowledge and competencies in a wide range of possible workplaces and everyday life;
- GC 17. The ability to evaluate and analyze socio-economic processes and phenomena on a global (mega-), macro-, meso- and macro levels.
- PC 1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;
- PC 2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;
- PC 14. Ability to effectively use and develop resources in the organization;
- PC 17. The ability to search from various information sources, use this information to make decisions and develop their alternative options based on the use of information systems and computer technologies

#### 1.4. Interdisciplinary connections.

The educational discipline "Strategic management of corporations" is based on knowledge and subject, such as: "Management", "Strategic Management", "Management of Foreign Economic Activity" and is a basis for studying such subjects as: "Project and risk management", "International Management and Marketing", "Leadership and Conflict Management" and others.

## 2. PROGRAM OF EDUCATIONAL DISCIPLINE

### 2.1. Content of the subject.

The educational material of the discipline is structured on a modular principle and consists of two training modules, namely: educational module № 1 "**Conceptual principles of Strategic Management of Corporations**" and educational module № 2 "**Applied aspects of Strategic Management of Corporations**", each of which is a logically completed, relatively independent, integral part of the subject, the mastery of which involves conducting a modular control work and analyzing the results of its implementation.

### 2.2. Modular structuring and integrated requirements for each module.

#### Module № 1. "**Conceptual principles of strategic management of corporations**"

**Integrated requirements of module No. 1:** analyze the results of the organization's activities, the list to compare them with factors influencing the external and internal environment; determine the prospects of the organization's development; work in a team and establish interpersonal interaction when solving professional tasks; evaluate the performed works, ensure their quality and motivate the staff of the organization; understand the principles of psychology and use them in professional activities; search with the involvement of various information sources and computer technologies, use the entire set of information to develop alternative options and make decisions.

#### **Topic 1. Peculiarities of the organization of Corporate Management.**

Features of the corporate management system. Forms of corporate governance. Modern problems of corporate governance formation. The relationship between the owner and the manager. Shareholders, their status, general characteristics of rights and obligations. Groups of shareholders and their participation in the management of a joint-stock company. Control package of shares and control



over the activities of the joint-stock company. Typical violations of shareholders' rights. Protection of shareholders' rights. Securities traders and trade organizers as participants in corporate governance. The role of the National Depository System of Ukraine in corporate management. Corporate governance and the state.

### **Topic 2. Peculiarities of functioning of corporate-type integrated structures.**

Integration and concentration. Vertical and horizontal integration. The concept of integrated structures of corporate type. Prerequisites, mechanisms of formation and functioning of various types of integrated corporate structures and organizational and legal forms of corporate governance. Classification of organizational forms of integration of enterprises and types of integrated corporate structures. Advantages and disadvantages of integrated corporate structures. The essence of the processes of mergers and acquisitions of companies. Advantages and disadvantages of mergers and acquisitions. Features of the functioning of integrated corporate structures in Ukraine.

### **Topic 3. Organization of strategic management processes in corporations.**

The essence of strategic management in corporations. The essence, principles and objectives of corporate strategy. Development of corporate strategy. Options for company strategies. Management of state corporate rights. The essence and forms of corporate control. The market of corporate control. Segments and participants of the corporate control market. Processes of the corporate control market (reorganization, mergers, acquisitions, spin-offs, divisions). Level of corporate control. Classification of mergers and acquisitions processes. Characteristics of mergers and acquisitions processes in terms of consistency, focus, industry, geography, nationality; in terms of cost, tools, sources of financing, completeness, openness and reporting.

### **Topic 4. The external environment of the corporation and its assessment.**

Forms and functions of state regulation in the corporate governance system. Normative-legal base of corporate governance in Ukraine. Infrastructure of the corporate governance environment. External counterparties in corporate governance. Securities traders: types and basic rules of regulation. Legislative requirements for the activities of stock exchanges. State Property Fund of Ukraine: tasks, functions, instruments of influence. National depository system of Ukraine: essence, goals, objectives, functions.

### **Topic 5. Strategic capabilities of the corporation.**

Problems and prospects of corporations development in Europe, USA, Japan, Ukraine. Areas of opportunities and their sources. Production and organizational capabilities. Development of intellectual capabilities of corporations. Innovation and investment opportunities. Forms, mechanisms and directions of investment in innovative activities of corporations. Innovative strategies as a means of maintaining the sustainability of the corporation and the implementation of strategic opportunities.

## **Module № 2 "Applied aspects of strategic management of corporations."**

**Integrated requirements of module № 2:** act socially responsibly and consciously; choose and use modern research tools; create and organize effective communications in the management process; analyze and structure problems of the organization, form reasonable solutions; understand the principles and norms of law and use them in professional activity; form and demonstrate leadership qualities and behavioral skills; make an assessment of the economic activity of the enterprise and find optimal ways of its improvement; independently perform experiments and critically describe, analyze



and evaluate experimental data; to adhere to the system of universal human values in relations between managers and employees.

### **Topic 1. Corporate culture and strategy.**

The concept of corporate culture. Mechanism of corporate culture formation. Cultural and socio-behavioral components of the formation of corporate culture of joint stock companies. Peculiarities of corporate culture in domestic joint-stock companies. The nature of corporate conflicts in joint-stock companies. Typology of corporate conflicts.

### **Topic 2. Social goals and Social Responsibility of the corporation.**

The concept of social responsibility. Features of economic, socio-psychological and organizational responsibility. The main characteristics of responsibility. Sources of responsibility. System and mechanism of social responsibility. External and internal social responsibility in corporations. Social responsibility and image of the corporation. The relationship between sustainable responsibility and sustainable development of the corporation. Efficiency of corporate social responsibility implementation.

### **Topic 3. Strategic methods and organization of the strategy implementation process.**

Strategies implementation methods. Internal development. Mergers and acquisitions. Strategic alliances. Evaluation of strategies. Expediency. Admissibility. Be realistic. Strategy evaluation criteria. Types of organizational structures in corporations. Functional structure. Multidivisional structure. Matrix structure. Transnational structure. Project structure. Choice of organizational structure. Methods of forming a corporate structure. Management of strategic processes.

### **Topic 4. International strategies of the corporation.**

Factors of internationalization. National and international sources of competitive reweight M. Porter's diamond. The international essence of value creation. International strategies. Market selection and market entry. Market structures in international markets. Characteristics of international markets. Competitive characteristics. Choosing the optimal strategy. Strategy implementation. Monitoring the implementation of the corporation's international strategy.

## **2.3. Training schedule of the subject**

ref. no.	Topic name (thematic section)	Total, hours								
		Full-time				Extramural				
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study	
1	2	3	4	5	6	7	8	9	10	
<b>2 semester</b>						<b>1 semester</b>				
<b>Module № 1 «Conceptual principles of Strategic Management of Corporations»</b>										
1	2	3	4	5	6	7	8	9	10	
1.1.	Peculiarities of the organization of corporate management	11	2	2	7	7	2	-	5	
1.2.	Features functioning of integrated structures of the corporate type	11	2	2	7	5	-	-	5	



ref. no.	Topic name (thematic section)	Total, hours							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
1.3.	Organization of strategic management processes in corporations	12	2	2	8	7	2	-	5
1.4.	The external environment of the corporation and its assessment	12	2	2	8	7	2	-	5
1.5.	Strategic capabilities of the corporation	10	2	-	8	4	-	-	4
1.6.	Modular control work № 1	4	-	2	2	-	-	-	-
<b>Total according to module № 1</b>		<b>60</b>	<b>10</b>	<b>10</b>	<b>40</b>	<b>30</b>	<b>6</b>	<b>-</b>	<b>24</b>
<b>Module № 2 «Applied aspects of Strategic Management of Corporations»</b>									
2.1.	Corporate culture and strategy	13	2	2	9	16	<b>2 semester</b>		
							-	-	16
2.2.	Social goals and Social Responsibility of the corporation	13	2	2	9	18	-	2	16
2.3.	Strategic methods and organization of the strategy implementation process	16	2	2	12	16	-	2	24
2.4.	International strategies of the corporation	14	2	-	12	16		2	20
2.5.	Performing Homework (Control) work (Ext.)	-	-	-	-	8	-	-	8
2.6.	Modular control work № 2	4	-	2	2	-	-	-	-
<b>In total, according to module №2</b>		<b>60</b>	<b>8</b>	<b>8</b>	<b>44</b>	<b>90</b>	<b>-</b>	<b>6</b>	<b>84</b>
<b>In just 1 semester</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>6</b>	<b>-</b>	<b>24</b>
<b>In just 2 semesters</b>		<b>120</b>	<b>20</b>	<b>20</b>	<b>80</b>	<b>90</b>	<b>-</b>	<b>6</b>	<b>84</b>
<b>All by academic subject</b>		<b>120</b>	<b>20</b>	<b>20</b>	<b>80</b>	<b>120</b>	<b>6</b>	<b>6</b>	<b>108</b>

#### 2.4. Homework and control work (extramural form of study)

Homework and control work (extramural form of study) is performed in the first semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.

#### 2.5. The list of questions for preparation for the final control work (extramural form of study).

The list of questions and the content of tasks for the preparation of the final control work (extramural form of study), developed by leading teachers and approved by the minutes of the meeting of the department and brought to the attention of students.





### 3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

#### 3.1. Teaching methods

The methods of teaching the subject "Strategic Management of Corporations" are ways of joint activity and communication of a teacher and students, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 073 "Management".

Depending on the source of knowledge, during training sessions, both practicals and lecture, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practicals (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the discipline "Strategic Management of Corporations" are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

- methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;
- reproductive and problem-search; methods of educational work under the guidance of a teacher and methods of independent work of students;
- methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;
- methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

#### 3.2. List of references (basic and additional)

##### Basic references

3.2.1. Стратегічне управління корпораціями : навч. посіб./ Л.І. Скібіцька, В.В. Матвеев, В.І. Щелкунов, С.М. Подреза. – К. : «Центр учбової літератури», 2016. - 480с.

3.2.2. Абрамов Я. Принципи корпоративного управління у світі. Чи слід їх запроваджувати в Україні? / Я.Абрамов. - [Електронний ресурс]. - Режим доступу: [http://contora.com.ua/m\\_resource/s\\_stat1/](http://contora.com.ua/m_resource/s_stat1/)

3.2.3. Арабова Н. Корпоративний секретар у зарубіжних компаніях [Електронний ресурс] / Н. Арабова, М. Грачова // Україна фінансова: інформаційно-аналітичний портал Українського агентства фінансового розвитку. – Режим доступу: [http://www.ufin.com.ua/analit\\_mat/sdu/081.htm](http://www.ufin.com.ua/analit_mat/sdu/081.htm).

3.2.4. Gerardus Blokdyk. (2021) Strategic Management Process A Complete Guide Paperback. 5STARCOoks. 314 pages

3.2.5. Kolesnyk M.V. (2022) Diffusion of social values of international company as factor of sustainable development and competitive growth. Вчені записки Таврійського національного університету імені В. І. Вернадського. том 33 (72)., №2, pp.43-48

3.2.6 Kolesnyk M.V. (2022) Issues of current modification of business models under the influence of socially oriented management. Український журнал прикладної економіки та техніки. Том 7. №2, pp. 225-233

##### Additional references

3.2.7. Ігнат'єва І.А. Корпоративне управління: підруч. / І.А. Ігнат'єва, О.І. Гарафонова. – К.: Центр учбової літератури, 2017. – 600 с.

3.2.8. Мальська М., Мандюк Н., Занько Ю. Корпоративне управління. Теорія і практика: навч. посіб. К.: Центр навчальної літератури, 2017. 360с.



3.2.9. Стратегічний менеджмент : навч. посіб. / За заг. ред. Бутка М. П. [М.П. Бутко, М.Ю. Дітковська, С.М. Задорожна та ін.] – К. : «Центр учбової літератури», 2016. – 376 с.

3.2.10. Тихомирова Є. Корпоративні комунікації: посіб. для студ. вищ. навч. закл. / Є. Тихомирова. – Луцьк: ФОП Захарчук В.М., 2018. – 216 с.

### 3.3. Internet Information Resources

3.3.1. Господарський кодекс України від 16.01.2003 р. № 436-IV (з уточненнями та доповненнями) URL: <https://zakon.rada.gov.ua/laws/show/436-15>

3.3.2. Закон України «Про акціонерні товариства» від 17.09.2008 р. № 514-VI (з уточненнями та доповненнями) URL: <https://zakon.rada.gov.ua/laws/show/514-17>

3.3.3. Закон України «Про відновлення платоспроможності боржника або визнання його банкрутом» (з уточненнями та доповненнями). URL: <http://zakon4.rada.gov.ua/laws/show/2343-12>

3.3.4. Закон України «Про господарські товариства» від 19.09.1991 р. № 1576-XII - (з уточненнями та доповненнями). URL: <https://zakon.rada.gov.ua/laws/show/1576-12>

## 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT.

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	
	Full-time	Extramural
	Module № 1	
Carrying out tasks on practicals	2 semester	1 semester
	10 points × 4 = 40	-
<i>For admission to complete module test №1, a student must receive not less than</i>	24	-
Carrying out Module Test № 1	10	-
<b>Total by the Module № 1</b>	<b>50</b>	<b>-</b>
Kind of Academic Work	Module № 2	
Carrying out tasks on practicals	2 semester	2 semester
	15 points × 2 = 30	15 points × 2 = 30
Carrying out Module Test	10 points × 1 = 10	10 points × 1 = 10
Carrying out the Control work (extramural form of study)	-	30
<i>For admission to complete module test №2, a student must receive not less than</i>	24	-
Carrying out Module Test № 2	10	-
<b>Total by the Module № 2</b>	<b>50</b>	<b>70</b>
<b>Final control work</b>	<b>-</b>	<b>30</b>
<b>Total by the subject</b>	<b>100</b>	

The credit rating is determined (in points and on a national scale) based on the results of all



types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The final module rating grade obtained by the student based on the results of the fulfillment and defense of the **course project** in points, according to the national scale and the ECTS scale is recorded in the module control sheet, as well as in the student's academic card, individual curriculum (academic record) and Diploma Supplement, for example *92/Ex/A*, *87/Good/B*, *79/Good/C*, *68/Sat/D*, *65/Sat/E*, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement



(Ф 03.02-01)

### АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	Усеєво	07.02.23	Шевченко Т.І.		

(Ф 03.02-02)

### АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки
1	Колесник М		07.02.23	

(Ф 03.02-04)

### АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності
1	Колесник М.І.	06.06.23р		адекватно конт. М.І. Колесник 06.06.23р.

(Ф 03.02-03)

### АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02-32)

### УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				