

Guidance for homework on discipline «STRATEGIC MANAGEMENT OF CORPORATIONS»

1 General

The aim of the course is to deepen the theoretical knowledge and skills of independent decision-making on various aspects of strategic management in the functioning of market conditions.

During the homework a student works out literature, captures the essence of the subject of theoretical research, collect factual data, processes it and developing specific proposals.

In practice homework is submitted to the Department no later than two weeks before the end of session.

If there are significant shortcomings homework may be returned for revision.

The homework must be defended before the exam in the discipline.

2 Subjects of homework

Each topic is necessary to place symbols (...) to specify the name of a particular corporation for conditions which performed home work.

1. Evaluation of strategic **options** ... corporation in high competition conditions [*in-depth analysis of the external environment: challenges and their transformation into opportunities or threats*].
2. Creation / improvement of **corporate diversification** strategy [*multi-market positioning*].
3. Creation / improvement of the **integration strategy** of the corporation [*or the creation of an outsourcing multinational corporation such as Samsung*].
4. Creation / improvement of **international strategy** of the corporation.
5. Creation / improvement of **general marketing strategies** [*cost leadership, differentiation or focusing on a segment*] ... corporation.
6. Creation / improvement strategies **absorption** in case ... corporation.
7. Creation / improvement **CSR** [*corporate social responsibility*] strategic management system ... corporation.

[Students who know the Ukrainian language can fulfill this topic using the training manual in Ukrainian, which I sent to Alexandra]

8. Creation / improvement of organizational **structure** with strategy ... corporation [*correspondence of the corporation structure to the chosen strategy*].
9. Management of strategic changes ... corporation [*for example risk or stakeholder management*].

3 Guidance for sections of the homework [structure].

Homework includes the following **sections** (general description):

Content (1 page).

Introduction (1 - 2 pages).

1. **The theoretical part** (6 – 10 p.)
 - 1.1. **Theoretical questions about problems**
2. **The analytical part 2** (10 – 15 p.)
 - 2.1 **Brief description of organization** [analysis of the economic, marketing and financial (period - minimum three years in 3 years) situation].

Guidance: !! You may take material for this section from your previous works [training materials].

2.2 **Analysis of external environment: macro level - general economic factors** [inflation, general economic activity, investment climate, etc.), micro level - near environment (consumers, suppliers, actual competitors, etc.)]

Guidance: This section is very important for the strategist, since strategic goals must always be oriented into the external environment!

(Lease look at the text in the relevant textbook and my lectures and this link <http://www.revistaespacios.com/a18v39n12/a18v39n12p22.pdf>).

2.3 **General analysis by SWOT-matrix**

Guidance: This matrix must be filled in accordance with the algorithm that we performed in the class.

(Also see the text and Fig. 3. 'Matrix of SWOT-analysis' in the file 'Lecture 26_03_2019')

3 **Project part** (5 – 10 p).

3.1 **Ways to solve the current and strategic problems [determined subject of work]** in the organization.

Guidance: Justify [create or improve] the new logical vision of the strategy and propose it in the configuration of "strategy tree" [vision, mission, strategic directions for development [Target Guides], strategic goals, etc.]

(Please look at text and Fig. 1. 'Strategy tree' in file 'Lecture 26_03_2019' and an additional file that will help you to formulate the components of the strategy in the form of a "strategic tree" in the right way)

3.3 **Proposals for achieving the determined goals of the topic of work.**

Guidance: Offer general guidelines for implementation and provision of strategic and tactical goals.

Conclusions (1 - 2 pages).

The list of sources used (1 - 2 pages).

The total amount of the home must make about 25-35 pages.

In the "Content" lists all structural elements of the home work with the number of page from which to start a structural element.

In the "Introduction" substantiates the relevance and practical importance of the topic, and then formulated the object and purpose of the study, and the goal of the main tasks to be solved to achieve it. To start this section only recommended after completion of the work.

In the theoretical part deals with general theoretical study investigated problem (subsection 1.1): essence, classification performance, current trends, possible instructional techniques to solve the problem. The information base of the unit serves domestic and foreign specialist literature, periodical publication. The text links are required for all used literature. The second question (subsection 1.2) should consider the international experience of solving problems and study examples.

In the analytical part (subsection 2.1) describes the first object of study: full name, address, type of ownership, legal form, type of business (industry, trade, etc.), belonging to the organization and control of capital (national, foreign, mixed) history and development organization, the range of manufactured products (services), place the organization on the world market, OSU, communications organization with other business entities. This section should be completed brief conclusions on the diagnosis of the organization in terms of its financial - economic status.

Analysis of the organization and its external environment (section 2) by SWOT-matrix should show the dynamics and critical positions in order to identify the Shortcomings and Opportunities of its operation. It describes the current state of the problem in terms of a specific organization; defined methods, including means of direct observation; revealed shortcomings untapped reserves et al., which reduce the effectiveness of the organization too.

The project area (section 3) contains main question: formulate proposals to improve subject of research, which are based on findings [conclusion] of SWOT-matrix. Each proposal requires a detailed justification and the conditions under which the proposal can be implemented.

In the "conclusions" clearly and concisely describes what has been done in the home work, assessing the achievement of this goal (see. Section "Introduction").

In the "REFERENCES" provides information about the literature used in the home work, designed according to current standards of librarianship and publishing.

The order in which the literature given in the list corresponds to the sequence in which they are mentioned in the text.

I. **Target guidance** [instructions] - non-formalized orientation of the enterprise for the future as unlimited time "channel" within which goals should be realized.

Example of target guidance:

- 1) Marketing: increase market share;
- 2) Production: improve product quality;
- 3) Finance: reconstruct debt obligations;
- 4) Staff: increase mobility and creativity

The mission of the enterprise is the **general target instruction** of the enterprise, which reflects the reason for the existence of this enterprise, that is, the need satisfies its product (service). Mission, as **the target guidance**, should work as long as possible! The mission is determined at a qualitative level!

II. The goal [objective] of the enterprise is:

1. Goals as a formalized presentation of the enterprise future.

The objective must meet four main requirements:

- 1) certainty [all major aspects of the status and performance of the enterprise in the future should be established];
- 2) unambiguousness [common sense to understand] ;
- 3) achievable;
- 4) orientation in time [indication of the time at which the desired states or results will be achieved].

Example of goals:

1) Marketing: By the end of 2019, increase our (enterprise) segment share by 15% by increasing the assortment of chocolates by 2–3 positions and ensuring [taking measures] an increase in profits by 10%.

Responsible person: *Саша Фарец*

2) Finance: Achieve debt repayment of 30,000 UAH. after 1 year with a permissible percentage increase of 1 -2%.

Responsible person: *Дворецкий Глеб*

3) Personnel: Increase the share of young employees by 10% in the design department by 2020.

Responsible person: *Балабола Грейс*

4) Production: Increase the level of personnel protection in the confectionery workshops No. 1 and 2 by 2020 by the introduction of new eco-friendly technologies.

Responsible person: *Бомукасі Сальвадор*

In this aspect, the goal is your instrument [tools] of setting the task to the subordinate employee and after that the means of controlling the fulfillment of the set task. In this case, the quality of the work performed is verified by the goal.

2. Goals as the desired state in the future or the desired result. Forming a goal in this aspect, you manifest yourself as a strategist, i.e. person who determines the essence of the new stage of development.

To form the goal you need to know the past of development of the enterprise [the behavior of the enterprise in the past] and the state at the present moment and imagine (modeling) the development of the company in the future.

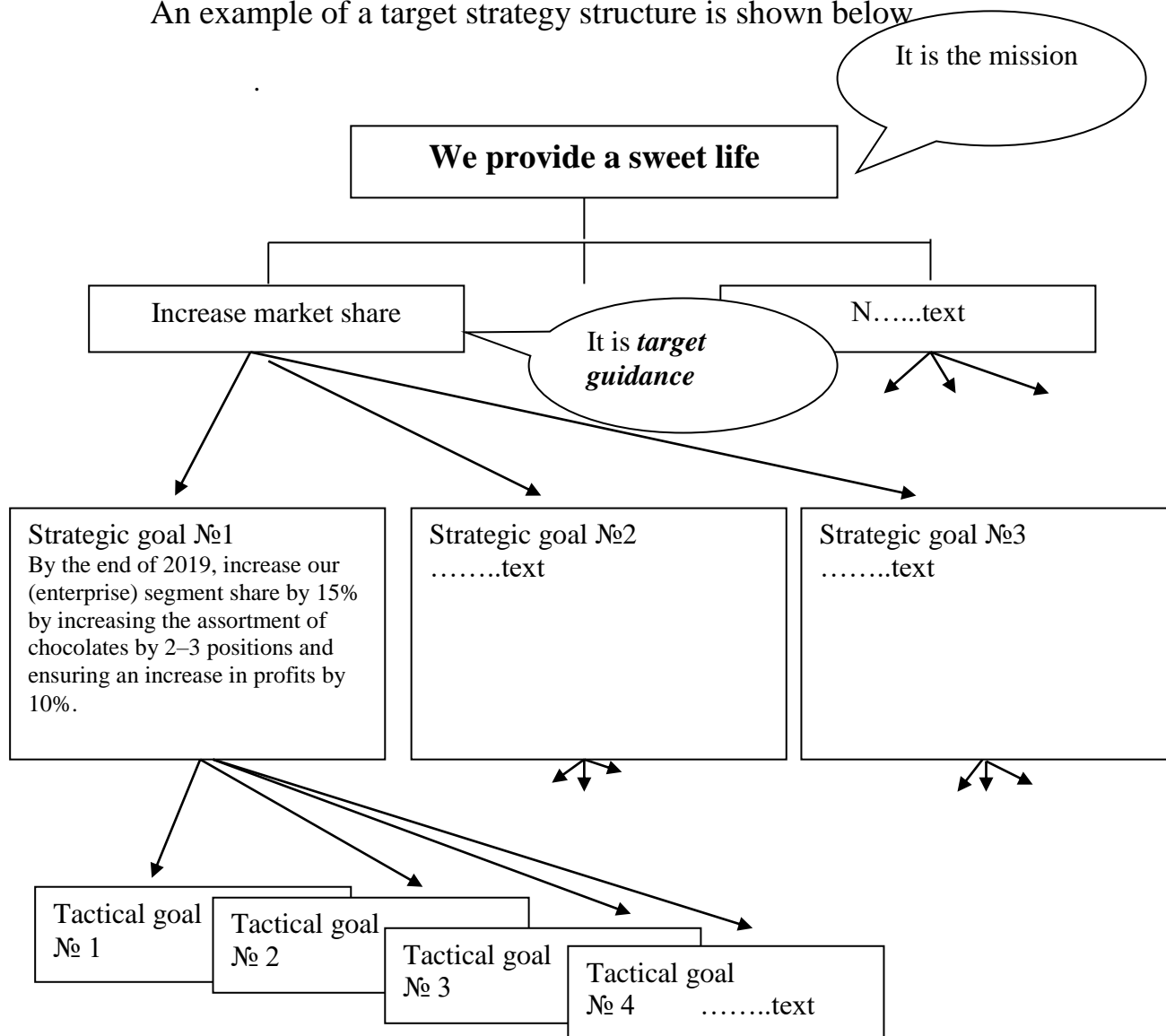
A main requirement for a strategic goal is its orientation to the external environment (Fig. 1).



Fig. 1 The principle of constructing a Strategic goal

Combining (integrating) the requirements of the external environment and the enterprise potential (strengths and weaknesses) allows the SWOT matrix method. Read the lecture "Lecture 26_03_2019".

An example of a target strategy structure is shown below



4 Rules for homework

Homework is made on one side of a sheet of A4 handwritten or typewritten way the rate of 30 - 35 lines per page, on by machine - type 14 with line spacing of 1.5.

Dimensions coast Left - 30 mm, Top and bottom - 20 mm, Right - 10 mm.

Titles base of structural elements of the line and write in capital letters without a point at the end.

Structural elements of "content", "Introduction", "Conclusion" and "REFERENCES" are not numbered.

In structural elements "theoretical part", "analytical part" and "Design part" after the dot number to put.

The names of units in analytical and project parts are written with indentation in small letters except the first major without a point at the end. Points room units treat only the middle number (1.2).

Indentation should be the same throughout the text of the explanatory notes and five equal signs.

Distance between titles and subsequent or previous text, as well as between the two titles is 20 mm.

Each chapter begins with a new page.

Name the next unit and the beginning of the text placed on the same page as the previous unit.

Pages should be numbered in Arabic numerals in the upper right corner. Cover task for home work, "ABSTRACT" and "content" included in the total pagination, page number but they are not assigned.

Lists of text may be one or two levels of detail.

Examples of the lists given in Annex D.

Digital large amount of material drawn in tables.

The table should be placed directly after the text in which it is mentioned for the first time, or on the next page. All tables should be referenced within the explanatory note.

Tables are numbered in Arabic numerals ordinal numbering within the section. Table number consists of numbers section and the serial number of the table, separated by a dot, eg Table 2.1 - the first table of the second section.

The table should have a name that is written in small letters (except the first great) and placed on the table. It is unacceptable to break the table name of the table itself, placing them on different pages.

The word "Table" with its number found above the table to the left. Next hyphenated name given table.

If the table is placed a few pages in it after the "cap" introduces string of numbers count. All pages with the extension of the table top on the left write "Continuation of the table ___" indicating room table. These pages table does not begin with a "cap", and with line numbers count. Box «№ s / n" in the table is not

included. If necessary, you can include line numbers in the first column to name indexes and separate point.

The tables should cite measurement units.

Figures (graphs, charts, diagrams, etc.) Should be placed in a memorandum immediately after the text where they are mentioned for the first time, or on the next page. In all figures should be referenced in the text.

Figures are numbered in Arabic numerals ordinal numbering within the section. Telephone pattern consists of chapter number and serial number of the figure, separated by a dot, for example, Figure 2.3 - the third figure of the second section.

Figures should be called that place the figures on the left bank of the indentation. Illustration starts with the word "Figure" with its number, followed by a hyphen displays the name of the figure.

With the rules of registration of references in the "REFERENCES" can be found in the list of recommended literature specified in this guidance.