

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL
SCIENCES OF UKRAINE
FACULTY OF AGRARIAN MANAGEMENT**

Department of management named after prof. J. Zavadskiy

«APPROVED»

Dean of the faculty of agricultural
management

Phd of economic sciences,

Associate professor

_____ A.D. Ostapchuk

« ____ » _____ 2021

“CONFIRMED”

at the meeting of department of
management named after prof. J.Zavadskyi

Protocol № ____ from “ ____ ” _____

Head of department

_____ T. Balanovska

“CONSIDERED”

Guarantor of the EP “Management”

_____ V. Lutsiak

SYLLABUS
of the course
“STRATEGIC MANAGEMENT”

Specialty 073 Management

Educational-professional program "Management"

Faculty of Agrarian management

Author: Phd of economics H.A. Kharchenko

Kyiv – 2021

1. Description of the course

«Strategic Management»

Area of knowledge, direction of preparation, specialty, educational and qualification level		
Educational and qualification level	bachelor	
Specialty	073 “Management”	
Educational-professional program	"Management"	
Characteristics of the course		
View	normative	
Total number of hours	120	
Number of credits ECTS	4	
Number semantic modules	2	
Course project (work) (if available in curriculum)		
Form of control	Exam	
Descriptions of the course for full-time and distance learning		
	full-time education	correspondence form of training
Year of preparation	2	-
Semester	3	-
Lectures	30 hrs.	-
Practical works	30 hrs.	-
Laboratory classes	-	-
Independent work	60 hrs.	-
Individual tasks	-	-
Number of weekly hours for full-time students: classroom	2 hrs.	

2. The purpose and objectives of the course «Strategic Management»

The course "Strategic Management" belongs to a series of disciplines that form the profile of the future manager with a new philosophy of strategic thinking, the ability to successfully define strategic goals, develop and effectively implement strategic decisions in a dynamic competitive environment.

The aim of the course is to form future specialists in management of modern managerial thinking, theoretical knowledge and practical skills in strategic management, mastering the ability to make adequate strategic decisions, use strategic management tools in managing and developing businesses in the market.

The task of studying the course is the theoretical training of students on the essence of the basic concepts and categories of strategic management, the evolution of approaches to the formation and implementation of strategies in the process of strategic management enterprise; an integrated approach to the activities of economic entities in conditions of competition and uncertainty, the constant influence of various external factors; content of processes and technologies of strategic management; essence and classification of enterprise strategies; the process of strategic planning, the formation of strategic goals; generating strategic alternatives, determining the strategic position of the enterprise; management of strategic changes in the enterprise; practical aspects of assessing the internal and external environment, defining strategic goals, developing a strategy, forming a strategic plan, organizing strategic planning, evaluating the current strategy, its control during implementation, motivation employees in the process of implementing strategic decisions.

As a result of studying the discipline the student must **know**:

- the essence of strategic management;
- scientific approaches to strategic management;
- technology and methods of strategic management;
- the essence of strategic planning;
- the essence of strategy, classification of strategies;
- methods of choosing the strategic goals of the enterprise, the formation of the mission and goals of the organization;
- factors of external and internal environment of the organization;
- methods of strategic analysis;
- main stages of strategy development and implementation;
- strategic market priorities and positions;
- system of enterprise strategies, basic strategies, strategic alternatives, methods of their evaluation;
- competitive and functional strategies;
- basic strategic approaches to justify strategic alternatives for enterprise development.

be able to:

- use methodological approaches to strategic management;
- highlight the stages of strategy development and implementation;
- formulate and justify the mission and strategic goals of the organization, analyze the external and internal environment of the organization;
- conduct a SWOT analysis, justify and choose strategies depending on a combination of objective and subjective factors;
- to form a strategic portfolio, to identify strategic alternatives;
- determine the criteria for evaluating strategic alternatives;
- formulate competitive and functional strategies;
- use methods of strategic management;
- evaluate strategic decisions, develop the main activities of the organization.

The course provides the formation of a number of general competencies:

GC3. Ability to abstract thinking, analysis, synthesis.

GC5. Knowledge and understanding of the subject area and understanding of the professional activities.

GC8. Skills in the use of information and communication technologies.

GC11. Ability to adapt and act in a new situation.

GC12. Ability to generate new ideas (creativity).

special (professional) competencies (PC):

PC 2. The ability to analyze the results of the organization, compare them with factors influencing the external and internal environment.

PC 3. The ability to determine the prospects for the development of the organization.

PC 4. Ability to identify functional areas of the organization and the relationships between them.

PC 7. Ability to choose and use modern tools management.

PC 8. Ability to plan the activities of the organization and manage time.

3. The program and structure of the course

«Strategic Management»

MODULE 1. Methodological aspects of strategic management

Topic 1. Conceptual foundations of strategic management theory

Prerequisites for the development of the theory of strategic management. The concept of strategic management. Subject and object of strategic enterprise management. The concept of "enterprise strategy". Strategic decisions at enterprises and factors influencing their adoption. Key hypotheses of strategic management. Comparative analysis of strategic management with other scientific approaches to enterprise management. Strategic management models. Reasons for the growing importance of strategic management for enterprises in market conditions. Experience

and problems of using of the theory of strategic management in the process of development of Ukrainian enterprises in modern economic conditions.

The essence and features of strategic planning. Strategic planning as a system and function of strategic management. Features of strategic planning. Principles of strategic planning. The importance of strategic planning of the enterprise in conditions of instability of the external environment. Business planning in strategic management: management aspect

Topic 2. Stages of strategic management and features of formation of the enterprise strategy

Prerequisites for making strategic decisions in the process of enterprise management. Corporate, business, functional and operational levels of strategic decisions.

Characteristic features of enterprise strategies. General typology of strategies by levels of strategic decisions. Strategies of enterprises in various industries. Strategies of enterprise resource management (resource supply and resource conservation) and features of their choice. Production strategy of the enterprise and their classification by: development of production, use of production potential, stages of production philosophy, etc. Marketing strategy and its sub-strategies (market, product, quality, prices, promotion, sales). Personnel management strategies. Strategies research and development. Strategies of enterprises in foreign markets.

Topic 3. Strategic analysis. The external assessment

The essence and objects of strategic analysis in the process of strategic decision making. Specifics of the general, branch, operational and internal environment of the enterprise. The external environment as an object of strategic analysis.

Interaction of organizational formations and the environment. Models of interaction with the environment. Characteristic features of the environment: uncertainty, complexity, dynamism. Management of environmental elements. Using of environmental factors in the formation of opportunities in the strategic development of the enterprise. Risks of the market environment and their role in the strategic management of the enterprise. Methods and models for strategic diagnostics of the enterprise environment.

Competitive environment and the need for strategic development organizational formations. Analysis of the industry and competition in it. Porter's model of industry competition. Industry life cycle model. Identification of key success factors (KSF) of the enterprise depending on the specifics of the industry environment.

The relationship between the possibilities of external and internal environments. Methodological approaches to the assessment of strategic opportunities, strengths and

weaknesses (Matrices: BCG, alternatives to performance, life cycles, break-even, "SWOT-analysis").

Topic 4. The internal assessment

The internal environment of the enterprise. The main features of the internal environment (production, sales and promotion of goods, financial condition, product competitiveness, competitive potential, social efficiency and personnel management, enterprise image). Diagnosis of variability of conditions. Determining the aggressiveness of enterprise strategy and capabilities. Analysis of the achieved level and prospects of team development, based on its strategic position. Analysis of the strengths and weaknesses of the team, opportunities for its successful development, as well as possible difficulties. Assessment of the consequences of the implementation of strategic development tasks. Methods and techniques for analyzing the problems of strategic development.

Topic 5. Levels of strategic decisions and typology of enterprise strategies

The main stages of strategic management: strategic planning, strategic analysis; strategic choice; strategy implementation. The mission of the enterprise and the rules of its formulation in the process of strategic management of the enterprise. The concept of mission as a philosophy and purpose of the organization. The role of the mission in the management process. Base for mission development. Orientation and range of needs that satisfy the enterprise, the set of consumers, products (services) produced, competitive advantages.

The relationship between mission and market, mission and strategic areas of management. Basic rules for choosing a mission. Specific examples of enterprise mission, their use and adjustment.

Goals and strategic criteria. The system of goals and their classification. Objectives long-term development. The influence of the external environment on the formation of goals. "Goal Tree" in strategic management, methodology of formation.

The role of internal factors in the formation of goals. The purpose of enterprise development and marketing. Coordination of enterprise tasks. Methods of target detection and analysis. Assessment of the main goals: balancing, growth, increasing the scale of long-term and short-term profitability and achieving their balance, reducing vulnerability.

Topic 6. Management of the strategic position of the enterprise

The concept of "enterprise portfolio" in strategic management and the purpose of its development. The essence of the portfolio strategy of the enterprise and its varieties depending on the industry attractiveness and organizational strength of the

enterprise. Strategic position of the enterprise and strategic zones of management: concept and characteristics. Parameters that characterize the strategic position of the company and strategic zones of management. Key success factors of strategic zones of management: types and characteristics. Strategic market segmentation in the process of managing the strategic position of the enterprise. Determining the actual and potential market capacity. The attractiveness of strategic zones of management and its evaluation. Strategic flexibility (external and internal) and synergy of strategic zones of management. "Portfolio of strategies" of the enterprise. The purpose and main stages of portfolio analysis.

Methods of portfolio analysis. Boston Consulting Group Matrix. Product life cycle model: market entry (product - "wild cats"), growth (product - "star"), maturity (product - "milking cow") and decline (product - "dog"). Relative market share and growth rate of the industry market. Boston Matrix Recommendations. Matrix McKincey-General Electric and Arthur D. Little. Profitability (attractiveness) of activities. Competitive position. Factors of attractiveness and strategic state of business. Characteristics of the stages of the life cycle of the industry. Arthur D. Little Matrix Recommendations. Ansoff's matrix and Abel's three-dimensional scheme. Activity improvement strategy. Commodity expansion. Market development strategy. Business integrated analysis (PIMS project).

MODULE 2. THE SYSTEM OF ENTERPRISE STRATEGIES

Topic 7. The system of enterprise strategies. Corporate strategies

The ratio of "strategy", "tactics", "politics". Strategic recruitment of the enterprise and requirements for its formation. Strategic gap. Specific areas of filling the strategic gap. Relationship of strategies with the goals of the organization, innovations, life cycles of the organization and the product, the state of economic development of business structures, strategic organizational culture. Corporate, business and functional level of strategy. Types of business development strategies. The sequence of formation of enterprise strategies.

Factors influencing the definition of the overall strategy of enterprise development. Relation of general strategies with the life cycle of the enterprise. The sequence of formation of enterprise strategies according to A. Thompson: strategy of growth, support (stabilization), restructuring, reduction of activity, liquidation, combination of strategies. General competitive strategies according to M. Porter: leadership based on reducing costs (prices), differentiation and focus. The main features and risks of implementing these strategies. Types of strategies depending on the company's position in the industry. General advantages of competitive strategies.

Topic 8. Business level strategies

The essence of business strategies. Criteria for choosing business strategies. Market and production characteristics of business strategies. Evolution of business strategies in the enterprise. Types of business strategies. Strategic segmentation. Identification of strategic management areas and strategic resources.

Finding the optimal relationship between short-term and long-term effect profitability of production. Comparative analysis of different options for a set of strategic management areas. Strategy of concentration, diversification, reduction, combined strategy. The mechanism of gradual balancing of positions of the enterprise.

Topic 9. Strategy formulation: functional strategies and Strategic Choice

The concept and essence of resource strategies. Resource support of strategic activity of the enterprise. Schematic diagram of the structure and relationship of enterprise resources. Material and raw material resources. Technique and technology. Financial resources. Information resources. Energy resources.

Management function system. Functional strategies. Marketing strategy. R & D strategy. Production strategy. Communication of general competitive and production strategies. Financing strategy, its structure. Personnel management strategy. General management development strategy. The order of development of functional strategies.

Topic 10. Strategy implementation

The concept of "strategic potential of the enterprise". Elements of strategic potential of the enterprise and factors influencing its formation and development. Methods and indicators for assessing the strategic potential of the enterprise. Features of managing the strategic potential of enterprises in various fields of economic activity.

The essence, classification and main characteristics of competitive advantages of the enterprise. Resources and competencies as carriers of competitive advantages of the enterprise.

Organizational skills as a necessary basis for the development of resources and competencies of the enterprise. Technologies of formation and development of competitive advantages of the enterprise. The concept of value chain (values). The impact of changes in the strategic potential of the enterprise on the development and strengthening of its competitive advantages in the market. Formation of a system for ensuring the competitive status of formations.

Structure of the course
«Strategic Management»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	including				
		l	p	lab	ind	i.w.		l	p	lab	ind	i.w.
1	2	3	4	5	6	7	8	9	10	11	12	13
CONTENT MODULE 1. METHODOLOGICAL ASPECTS OF STRATEGIC MANAGEMENT												
1. Conceptual foundations of strategic management theory	9	2	2			5						
2. Stages of strategic management and features of formation of the enterprise strategy	13	4	4			5						
3. Strategic analysis. The external assessment	9	2	2			5						
4. The internal assessment	9	2	2			5						
5. Levels of strategic decisions and typology of enterprise strategies	9	2	2			5						
6. Management of the strategic position of the enterprise	9	2	2			5						
Total for semantic module 2	58	14	14			30						
CONTENT MODULE 2. THE SYSTEM OF ENTERPRISE STRATEGIES												
7. The system of enterprise strategies. Corporate strategies	16	4	4			8						
8. Business level strategies	14	4	4			6						
9. Strategy formulation: functional strategies and Strategic Choice	8	4	4			4						
10. Strategy implementation	10	4	4			6						
Total for semantic module 2	62	16	16			30						
Total hours	120	30	30			60						

4. Topics of seminars

are not provided the curriculum

№	Title of topic	Number of hours
1		
2		
...		

5. Topics of practical lessons

№	Title of topic	Number of hours
1	Conceptual foundations of strategic management theory The concept of "enterprise strategy". Strategic decisions at enterprises and factors influencing their adoption. Key hypotheses of strategic management. Comparative analysis of strategic management with other scientific approaches to enterprise management. Strategic management models.	2
2	Stages of strategic management and features of formation of the enterprise strategy Corporate, business, functional and operational levels of strategic decisions. Characteristic features of enterprise strategies. General typology of strategies by levels of strategic decisions. Strategies of enterprises in various industries. Strategies of enterprise resource management (resource supply and resource conservation) and features of their choice.	4
3	Strategic analysis. The external assessment Analysis of the industry and competition in it. Porter's model of industry competition. Industry life cycle model. Identification of key success factors (KSF) of the enterprise depending on the specifics of the industry environment. The relationship between the possibilities of external and internal environments. Methodological approaches to the assessment of strategic opportunities, strengths and weaknesses (Matrices: BCG, alternatives to performance, life cycles, break-even, "SWOT-analysis")	2
4	The internal assessment Analysis of the strengths and weaknesses of the team, opportunities for its successful development, as well as possible difficulties. Assessment of the consequences of the implementation of strategic development tasks. Methods and techniques for analyzing the problems of strategic development.	2
5	Levels of strategic decisions and typology of enterprise strategies Goals and strategic criteria. The system of goals and their classification. Objectives long-term development. The influence of the external environment on the formation of goals. "Goal Tree" in strategic management, methodology of formation. The role of internal factors in the formation of goals.	2

6	Management of the strategic position of the enterprise Boston Consulting Group Matrix. Product life cycle model: market entry (product - "wild cats"), growth (product - "star"), maturity (product - "milking cow") and decline (product - "dog"). Relative market share and growth rate of the industry market. Boston Matrix Recommendations. Matrix McKinsey-General Electric and Arthur D. Little. Profitability (attractiveness) of activities. Competitive position. Factors of attractiveness and strategic state of business. Characteristics of the stages of the life cycle of the industry. Arthur D. Little Matrix Recommendations. Ansoff's matrix and Abel's three-dimensional scheme. Activity improvement strategy. Commodity expansion. Market development strategy. Business integrated analysis (PIMS project).	2
7	The system of enterprise strategies. Corporate strategies General competitive strategies according to M. Porter: leadership based on reducing costs (prices), differentiation and focus. The main features and risks of implementing these strategies. Types of strategies depending on the company's position in the industry. General advantages of competitive strategies.	4
8	Business level strategies Strategy of concentration, diversification, reduction, combined strategy. The mechanism of gradual balancing of positions of the enterprise.	4
9	Strategy formulation: functional strategies and Strategic Choice The concept and essence of resource strategies. Resource support of strategic activity of the enterprise. Schematic diagram of the structure and relationship of enterprise resources. Material and raw material resources. Technique and technology. Financial resources. Information resources. Energy resources. Management function system. Functional strategies. Marketing strategy. R & D strategy. Production strategy. Communication of general competitive and production strategies. Financing strategy, its structure. Personnel management strategy. General management development strategy. The order of development of functional strategies.	4
10	Strategy implementation The concept of "strategic potential of the enterprise". Elements of strategic potential of the enterprise and factors influencing its formation and development. Methods and indicators for assessing the strategic potential of the enterprise. Features of managing the strategic potential of enterprises in various fields of economic activity.	4

6. Topics of laboratory lessons

are not provided the curriculum

№	Title of topic	Number of hours
1		
2		
...		

7. Control questions tests for determining the level learning of knowledge students

1. The concept of strategic management.
2. Subject and object of strategic management of the enterprise.
3. The essence of the concept of "enterprise strategy".
4. Strategic decisions at enterprises.
5. Comparative analysis of strategic management with other scientific approaches to enterprise management.
6. Models of strategic management.
7. Stages of development of strategic management.
8. Types of external environment of the enterprise.
9. Methods and models for strategic diagnostics of the enterprise environment.
10. Risks of the market environment and their role in the strategic management of the enterprise.
11. Methods and indicators for assessing the risks of the market environment of the enterprise.
12. Strategic analysis of the industry environment of the enterprise.
13. Model of the life cycle of the industry (enterprise).
14. The essence of strategic planning. Principles of strategic planning.
15. Strategic planning process. Structure of strategic plan and model of strategic planning.
16. The mission of the enterprise and the rules of its formulation in the process of strategic management of the enterprise.
17. General strategies, their types.
18. Characteristic features of competitive strategies according to M. Porter.
19. Low cost strategy.
20. Differentiation strategy.
21. Focusing strategy (specialization).
22. Integration strategies.
23. Diversification strategies.
24. Competitive strategies of organizations.
25. International strategies.
26. The essence, purpose and main stages of portfolio analysis.
27. Boston Advisory Group Matrix.
28. Matrix MSKincey-General Electric.
29. Arthur D. Little Matrix.
30. Ansoff Matrix.
31. Three-dimensional scheme of Abel.
32. Business Integrated Analysis (PIMS project).
33. The essence of the "philosophy of the organization". The main sections of the "philosophy of the organization".

34. The role and importance of the stage of strategy implementation in the process of strategic management.
35. Tasks of management in the process of implementing the strategy.

National University of Life and Environmental Sciences of Ukraine			
Educational degree Bachelor	Department of Management named after J. Zavadskyi 2021 – 2022	Examination ticket № 1 by course Strategic Management	Approved Head of the Department of Management named after J. Zavadskyi <hr/> T. Balanovska <hr/>
<i>Test questions</i>			
<p>Question 1. Actions firms take to gain competitive advantages by operating in multiple markets or industries simultaneously are known as:</p> <ol style="list-style-type: none"> diversification strategies business level strategies strategic alliance strategies corporate level strategies 			
<p>Question 2. The strategic management process begins when a firm:</p> <ol style="list-style-type: none"> makes a strategic choice implements its strategy defines its mission determines its objectives 			
<p>Question 3. The first step in the strategic management process is</p> <ol style="list-style-type: none"> analyzing the macroenvironment deciding on a fit between the organization's strengths and weaknesses and the environment's opportunities and threats analyzing the industry environment defining the mission and major goals of the organization determining the firm's strengths and weaknesses 			
<p>Question 4. General managers are found:</p> <ol style="list-style-type: none"> at the functional, business, and corporate levels only at the corporate level only at the business level only at the corporate and business levels only at the functional and business levels 			
<p>Question 5. This strategy stresses on manufacturing standardized products, at a low cost for the price-sensitive consumers.</p> <ol style="list-style-type: none"> Cost leadership strategy Marketing strategy Focus Strategy Differentiation strategy 			

<p>Question 6. Using a market development strategy, a company or business unit can (1) capture a larger share of an existing market for current products through market saturation and market penetration or (2) develop new uses and/or markets for current products.</p> <p>a. Financial strategy b. Operations strategy c. Marketing strategy d. HR strategy</p>
<p>Question 7. Ways to achieve Differentiation are:</p> <p>a. Product innovation b. Increasing product performance c. Setting up product prices on the basis of differentiated features of the product and affordability of the customers d. Providing utility to the customers that match their taste and preference</p>
<p>Question 8. By how many quadrants is the McKinsey matrix larger than the BCG matrix?</p> <p>a. four b. five c. three d. seven</p>
<p>Question 9. Which life cycle most fully characterizes the development of the organization:</p> <p>a. birth, childhood, maturity b. childhood, maturity, aging c. birth, adolescence; early and final maturity; aging, rebirth d. birth, maturity, aging</p>
<p>Question 10. A _____ Strategy is adopted when an organization aims at reducing its one or more business operations with the view to cut expenses and reach to a more stable financial position.</p>
<p>Question 11. Stages of strategic management development</p>
<p>Question 12. Differentiation Strategy. Ways to achieve Differentiation</p>

8. Teaching Methods

The material taught in lectures, laboratory works and independent works in computer class that is equipped of local area networks, the Internet and the latest software. Lectures are accompanied by the use of presentations, training films and multimedia equipment to facilitate the assimilation of the material.

9. Forms of control

Control knowledge in the students of the course “Information systems and technology” provides the following control measures:

- *Self-control* is the primary form of control knowledge’s that are provided by the distance learning courses provide students with a list of questions (questions and answers);
- *Current control* – through direct teacher evaluation system laboratory practical workshops and assignments for independent work;

- *Modular control* – performed remotely in an automated mode or full-time mode, which is the main form of testing;
- *Final control* – a test that consists of full-time during the designated dean's office or individual schedule, approved curriculum. The basic form of the final control is tested.

10. Description of institutional grading system.

Evaluation of the student is realised according to the provisions «About the examinations and tests of NULES of Ukraine» dated by 27.03.2021p. № 1371 according to the table. 1.

Rating of the applicant of higher education, points	Evaluation results on national exams, tests
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	fail

For determination of the rating of the student (listener) from mastering to the discipline **R**_{course} (100 points) obtained ranking in certification (30 points) added to the rating of student (listener) for Academic work **R**_{ed} (70 points): **R**_{course} = **R**_{ed} + **R**_{at}

11. Methodical maintenance

1. Horovyi V.P., Gogulya O.P., Kharchenko H.A. Management and administration. Workshop: a textbook for training specialists in "Management". Kyiv: CP "Comprint", 2018. 305 p.

2. Gogulya O.P., Kharchenko H.A. Management of enterprises in the market of goods and services: a textbook for training specialists in specialty 073 "Management". Kyiv: CP "Comprint", 2018. 410 p.

3. Electronic training course:
<https://elearn.nubip.edu.ua/course/view.php?id=4699>

12. Recommended Literature

Main

1. Principles of management. 2019. URL:
<https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>

2. Coleman Patterson Management Briefs Management and Leadership Theory Made Simple. 2010.

3. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.

4. Dorling Kindersley Essential Manager: Leadership. 2015.

5. James Burrow, Brad Kleindl, Kenneth Everard Business principles and management. Thomson. 2008. 736 p.
6. Neil Rirson Strategic Management. URL: <https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
7. José Emilio Navas López & Luis Ángel Guerras Martín Fundamentals Of Strategic Management Second edition. 2018. URL: https://www.researchgate.net/publication/328139417_FUNDAMENTALS_of_STRATEGIC_MANAGEMENT_Second_edition
8. Colin White Strategic Management. 2004. PALGRAVE MACMILLAN. <http://drama.com/wp-content/uploads/2013/10/Strategic-Management.pdf>
9. Electronic training course: <https://elearn.nubip.edu.ua/course/view.php?id=4699>
10. Ансофф И. Новая корпоративная стратегия. СПб: Издательство Питер, 2003. 416 с.
11. Ансофф И. Стратегическое управление. М: Экономика, 2003. 308 с.
12. Василенко В. О., Ткаченко Т.І. Стратегічне управління підприємством: навч. посіб. 2-ге вид., виправл. і допов. К. : Центр навч. л-ри, 2004. 400 с.
13. Виханский О. С. Стратегическое управление. М.: Гардарика, 2000. 296 с.
14. Гевко О. Б., Шведа Н. М. Стратегічне управління: Навчальний посібник. Тернопіль. ФОП «Паляниця В.А.», 2016. 152 с.
15. Довгань Л. Є., Каракай Ю. В., Артеменко Л. П. Стратегічне управління. Навч. посіб. 2-ге вид. К. : Центр учбової літератури, 2011. 440 с.

Additional

1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p.
2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2007. 338 p.
3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
4. Управління підприємством: організаційно-економічний аспект: монографія / за ред. д-ра екон. наук, проф. В.М. Нижника, канд. екон. наук, доц. М.В. Ніколайчука. – Хмельницький: ХНУ, 2010. 389 с.
5. Федоренко В. Г. Основы менеджменту К. Алерта. 2007. 420 с.
6. Скібіцька Л.І. Менеджмент: навчальний посібник. К. ЦУЛ. 2007. 416 с.
7. Скібіцька Л. І. Тайм – менеджмент. К. : Кондор, 2009. 528 с.
8. Стадник В.В., Йохна М.А. Менеджмент. К.: Академвидав, 2010. 472 с.

13. Information resources

1. Харчишина О. В. Концепція організаційної культури підприємств: ретроспективний аналіз та перспективи практичного застосування. URL: <http://eprints.zu.edu.ua/8420/1/Вісник%20ДАУ%20%2020072.pdf>
2. A Study of Business Process Reengineering by Kevin Lam. URL: http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.
3. An Introductory Guide by Peter Carter URL: <http://www.teamtechnology.co.uk/business-process-reengineering.html>.
4. Mastering Strategy: Management. URL: <https://resources.saylor.org/wwwresources/archived/site/textbooks/Mastering%20Strategic%20Management.pdf>
5. Gilbreth L.M. The psychology of management. The Macmillan Company. 1921. URL: <https://www.gutenberg.org/files/16256/16256-h/16256-h.htm>.