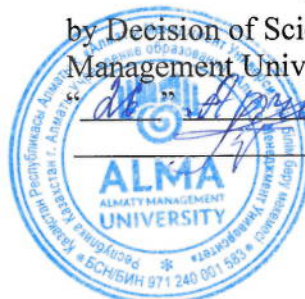




ALMA
ALMATY MANAGEMENT
UNIVERSITY

Confirmed

by Decision of Scientific Council of EI “Almaty
Management University”



“*at*” *April* _____ 2017 *№9*
_____ A.Kanagatova

PROGRAM
of Entrance Examination for Master Program
6M050700 – MANAGEMENT

Academic program direction: profile, scientific-pedagogical


Almaty, 2017

Program of Entrance Examination for 6M050700 – “Management” Master’s degree Program. / Under the general guidance of L.Zhakypbek, Candidate of Sciences (Economics), – Almaty city: EI ALMAU, 2017.

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Sholpan Maralbayeva, MBA (translation)

The Program is designed for applicants of the 6M050700 Master’s degree “Management” Program of the Almaty Management University.

The Program has been considered at the meeting of “Management and marketing” Chair (Minutes # 6 of February 16, 2017).

Head of “Management and marketing” Chair
Candidate of Sciences (Economics)  L.Zhakypbek

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1. Brief description of the specialty

The process of training in the specialty 6M050700 – “Management” aims to train specialists for activities in the real sector of economy, in business, scientific and educational spheres, in the public administration system.

The objects of professional activity of graduates in 6M050700 – “Management” are:

- organizations of economic, industrial and social spheres;
- public service units, including the highest vertical of power;
- national and multinational companies and corporations;
- project and innovative organizations, technology parks;
- research institutes;
- higher education institutions;
- national and regional laboratories;
- innovation, venture capital and investment funds;
- banks and insurance companies.

However, objects of professional activity must be distinguished, depending on the type of Master’s program.

For profile training objects of professional activity are organizations and enterprises of all forms of ownership, regardless of industry and activities; authorities and infrastructure of state and local government (ministerial departments, agencies, provincial, municipal, district akimats and maslikhats).

For research and teacher pedagogical training: organizations and enterprises of all forms of ownership, regardless of industry and activities; authorities and infrastructure of state and local government; secondary vocational and higher education institutions; research centers, research and expert consultancy organizations, interagency, interregional and international scientific project organizations.

The purpose of the program: to outline the range of issues needed to know when entering to the Master’s degree Program on 6M050700 – “Management”.

Within the frame of the stated goal undergraduates should complete the following tasks:

- explore the checklist to prepare for entrance exams that reflect the entire range of issues and topics related to the specialty;
- to strengthen the skills and knowledge gained in an undergraduate program training;
- learn to justify the positions of the domain knowledge based on arguments;
- prepare practical examples on application of management principles in different situations;
- be able to describe the best practices and assess its practical significance.

2. The list of disciplines that form the basis of questions for the entrance examination in the specialty 6M050700 – “Management”

1. Management
2. Managerial decision-making
3. Personnel management
5. Strategic management

3. The program of “Management” discipline

Definition of management. Management functions. Conceptual, human and technical skills of a manager. Levels of management in the organizational hierarchy. Definition of organization. Formal and informal organizations. Complex organizations. Common features inherent in complex organizations. The need for management. The essence and content of a manager’s activities: three characteristics and ten executive managers roles. Entrepreneur and manager. Entrepreneurial management. Components of the organization's success. Management, aimed at success. Management in small business and non-profit organizations. Management as a science and art, the basic tendencies of management development. New competences for managers. Political and economic preconditions for the development of management in the Republic of Kazakhstan.

Historical background and periods studies in management development. Recognition of management as science and an independent field of research. Approaches to management based on development of various schools: scientific management, administrative school, human relations and behavioral sciences, management science (or quantitative approach). Process, system and situational approach: their characteristics.

Organization as an object of management. The main variables of an organization: goals, structure, tasks, technology, people. Objectives of the organization: their diversity and the objectives of its units. Structure of the organization: a specialized division of labor, span of control and the need for coordination. Tasks: characteristics of tasks, tasks and specialization. The external environment and its importance for the organization. Characteristics of the external environment: interconnectedness, complexity, mobility and uncertainty. The main factors of direct and indirect environment. Development of international management. Varieties of international business. Factors of the international environment.

The role of business in society. The concept of social responsibility. Arguments for and against the social responsibility of business. Evaluation of social responsibility of a company. Discretionary responsibility as the highest form of social responsibility. The concept of ethics. Criteria for the adoption of ethical decisions. Factors influencing ethical choice. Management of ethics and social responsibility of a company. Increase in the importance of ethical behavior of social responsibility in modern conditions.

The role of communication in ensuring the effectiveness of management organizations. Communication between an organization and its environment. Horizontal and vertical communications in the management system. Communication process. Elements and stages of the communication process. Interpersonal communications and barriers for them. Ways to increase the impact of interpersonal communications. Organizational communications and their barriers.

Strategic planning: the essence, main types of management activities in the process of strategic planning. Meaning of planning for effective management of an organization. Choice of the organization's mission. Values and goals of top management. Characteristics of goals. Evaluation and analysis of the external environment. Management study of internal strengths and weaknesses of an organization. Study of strategic alternatives and choice of strategies. Implementation of the strategic plan. The main components of formal planning. Management of the strategic plan implementation and monitoring its implementation.

Organization as a function of management. Delegation, responsibility and authority. The classical concept of organizational authority. Linear and staff authorities. Types of administrative units. Varieties of authority. Effective organization of power distribution. Obstacles to effective delegation.

The purpose of the organizational structure of management. Stages of organizational design. Alternative options for organizational structures. Linear, functional and linear-functional structure of the organization: advantages and disadvantages. Bureaucratic organizational structure: its advantages and disadvantages. Decentralization and widespread systems of decentralization: functional organizational structure, divisional structure, their advantages and disadvantages. Adaptive organizational structures: project organization, matrix structure of the

organization, their advantages and disadvantages. Conglomerate type organization. Centralized and decentralized organizations.

The concept of motivation and the evolution of the concepts of motivation. Initial concepts of motivation. Modern theories of motivation. Primary and secondary needs. Needs and motivational behavior. Remuneration: internal and external. Content theories of motivation: the hierarchy of needs according to A. Maslow; D. McClelland's theory, the two-factor theory of F. Herzberg. Process theories of motivation: the expectations theory, the equity theory, the Porter-Lawler model. The main conclusions of the process theories of motivation and their applicability in the managerial practice.

The essence and meaning of control. Objective need for control. Types of control and their characteristics. Stages of the control process: setting standards, comparing the results achieved to standards and taking the necessary corrective actions. Characteristics of effective control: strategic focus of control, compliance, timeliness, flexibility, cost-effectiveness. New approaches to control: open management and a balanced assessment system.

The concept of a group. Formal and informal groups. The Hawthorne experiments. Conclusions of the Hawthorne experiment. The Hawthorne effect. Informal organization and its difference from formal organization. Reasons for people to join informal groups and organizations. Characteristics of informal organizations. Management of an informal organization. Model G. Homans. Difficulties and benefits associated with informal organizations. Factors that affect the effectiveness of the group. Recommendations for conducting effective meetings. Powers and committees. Management through committees.

Definition of leadership. Differences between management and leadership. Influence and power. The essence of power and its necessity. Balance of power. Forms of power and influence. Power based on coercion: its positive and negative sides. Power based on reward. Influence through positive reinforcement: advantages and disadvantages. Legitimate authority. Influence through tradition: its shortcomings. The power of the example. Influence with charisma. Characteristics of a charismatic personality. Expert power. Influence through reasonable faith. Limitation of the method of reasonable faith. Persuasion and participation. Determination of the belief and the essence of its influence. The main instruments of influence. Effective belief. Strengths and weaknesses of influence through persuasion. Impact through participation. Orientation on high-level needs.

Approaches to the definition of significant factors of effective leadership: an approach from the standpoint of personal qualities, a behavioral approach and a situational approach. Behavioral approach to leadership: autocratic and democratic leadership, leadership, focused on work and on man, Likert leadership styles, two-dimensional interpretation of leadership styles of Ohio State University, the Blake and Mouton managerial grid.

Situational approach: F. Fiedler's situational model, the T. Mitchell and R. House's "path-goal" approach, P. Hersey and K. Blanchard's "life cycle" theory of leadership, decision-making model by V. Vroom and P. Yetton. Adaptive leadership.

The concept of conflict. Types of conflict in the organization. Causes of conflict. The model of conflict as a process. Functional and dysfunctional consequences of the conflict. Management of the conflict situation. Structural methods for conflict resolution: clarification of requirements for work, coordination and integration mechanisms, corporate complex goals, structure of the reward system. Interpersonal styles of conflict resolution: avoidance, accommodation, competition, compromising, collaborating of the problem. The nature of stress. Causes of stress. Methods of stress reduction.

Nature of organizational change. Modification of goals, structural changes, changes in technologies and tasks, modification of capabilities, attitudes and behavior of personnel. Change management. Stages of the organizational change management process. Approaches to change management from positions of separation of powers, use of legitimate authority, delegation of authority. Reasons for resistance to change and how to eliminate them.

Questions on “Management” discipline

- 1 The notion of management. Modern paradigm of management.
- 2 Stages of development of management science and their features.
- 3 The main categories of management: management principles, the concept of the object and the subject of management.
- 4 Management methods: concept, types, content.
- 5 Basic approaches to managing an organization.
- 6 The concept of stress, causes and methods of reduction.
- 7 Concept, content and types of organizations.
- 8 Approaches to management of different schools of management.
- 9 Communication in the management system: types and stages of the communication process
- 10 Methods of designing the organizational structure of management.
- 11 Planning as a function of management.
- 12 The concept of the life cycle of an organization.
- 13 The internal environment of the organization. Main variables and their characteristics.
- 14 The external environment and its impact on the system, direct and indirect factors.
- 15 The concept of organization as a managerial function.
- 16 The concept, types and methods of control. Stages of the control process
- 17 Motivation as the most important function of management.
- 18 Process theories of motivation and their characteristics.
- 19 Content theories of motivation and their characteristics.
- 20 Basic Theories of Leadership and their Characteristics
- 21 Styles of managers’ work. Their comparative evaluation
- 22 The concept and forms of power. Main mechanism for the implementation of power in an organization.
- 23 Types of organizational management structures and their characteristics.
- 24 Organizational culture: concept, essence. Management of organizational culture.
- 25 Conflict, its causes and types. Conflict management.
- 26 Managing organizational change.
- 27 Social responsibility of enterprises.
- 28 Power and its types. Principles of effective delegation of power.
- 29 Groups and their importance in the management of an organization. Organization of group work.
- 30 Information and its types; importance of information in management activities.

References on “Management” discipline

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3. Мескон М. И др. Основы менеджмента (перевод с англ.). - М. – Дело, 2014 г.
4. Рахымбаев А.Б. Менеджмент. Алматы. 2009 г.
5. Учебное пособие “Менеджмент: теория и практика Казахстана” - ALMU, Алматы, 2017 г.
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9. Robbins & Coulter, Management, 11th. Ed. 2012, Pearson Education.
10. Wehrich Heinz, Koontz Harold: Management A Global Perspective, 10/e, McGraw Hill, 2007.

Supplementary Reading:

1. Адизес И.К. Управление жизненным циклом корпорации: учебник / И.К. Адизес. - [б. м.]: Питер, 2007 г.
2. Друкер П.Ф. О профессии менеджера: сборник / П. Ф. Друкер. - М.: Вильямс, 2012 г.
3. Трейси Б. Стань выдающимся менеджером: учебник / Б. Трейси. - SMART BOOK, 2010 г.

4. The program of “Managerial decision-making” discipline

Place and role of managerial decisions in the management process. Managerial decisions as a result of the management process. Notion of managerial decision and its managerial influence. Meaning and definition of managerial decisions. Approaches to making decisions. Regularities, laws and principles of making managerial decisions.

General goal of management and its decomposition by objectives of general functions of preparing and developing managerial decisions. Interconnection and interpenetration of functions. Permanent, temporary, permanently-temporary and current functions of different types of decision-making. The connection of decisions with strategic, tactical, operational management and regulation. Relationship between the types of management and regulation.

Types and kinds of management decisions. Composition and content of managerial decisions for a functionally oriented group. Requirements for management decisions. Requirements for technology implementation of management decisions.

Constituent elements of managerial decision-making. Peculiarities of organization procedure of managerial decisions implementation. The role of information in decision-making and ways of using it. Management information system. Factors influencing decision-making process. Contingency situations at making decisions.

Uncertainty and risk in the system of managerial decision making. Main strategies of risk management. Methods of functional cost analysis. Efficiency matrix of preparation and implementation of managerial decisions.

Scientific support of managerial activity. Main directions of development of decision-making methods. Objectives and basic kinds of forecast. Forecasting methods and features of their application. Decision tree constructing method and purpose of its application. Information support of preparation and implementation of managerial decisions and its relation to information management technologies.

Structure of managerial decision making process and providing management actions. The concept of management cycle. Stages of the process. Phases of the management cycle stages. Structuring the process by procedures. The phases' procedures of the management cycle. Goals of stages, phases and procedures in the management cycle stages. Modelling as a method for determining consequences of alternative decisions. Types of models. Building models, stages of model building. Forecasting methods: informal and quantitative.

Classification of managerial decision-making methods: informal methods, “brainstorming” method, “Delphi” method, Japanese method of decision-making “kingise”. Basic criteria of group decision-making. Concept of managerial decision-making methodology. Methodology of management processes research and development managerial decisions.

Notion of organizing implementation of decisions. Communication structures of managerial personnel and staff employees: chain, multiple, star, and hierarchical. Control of decisions execution as the final stage of the management cycle. Function of control over decisions' execution.

Quality of management activities and indicators of its components. Components of the quality of management decisions. Factors of managerial decision efficiency. Form of delivering managerial decisions to executors. Measurement, evaluation and effectiveness of management decisions. The role of measurement and evaluation in the process of developing managerial decisions. Measuring and effectiveness of management decisions

Questions on “Managerial decision-making” discipline

1. The concept of management decision and the requirements imposed on it.
2. Classification of management decisions and forms of management decisions.
3. Evaluation and conditions for the effectiveness of management decisions.
4. Stages of development of management decisions and their characteristics.
5. Methods of making managerial decisions and areas of their application.
6. The concept of the management decision model. Requirements for models used in the development of management decisions.
7. The Vroom-Yetton model of managerial decision making.
8. Information approach to making managerial decisions.
9. The concept and content of quality management decisions.
10. Peculiarities of managerial decision making in conditions of certainty and uncertainty.
11. Features of managerial decision making in a risky environment.
12. Organization of execution of management decisions.
13. Control over the implementation of management decisions: the concept and types of management control.
14. Centralization and decentralization of management and managerial decision making.
15. Organizational potential for managerial decision making.
16. Development of strategic decisions related to the development of an organization.
17. Responsibility in making managerial decisions: types and forms of responsibility.
18. The influence of environmental factors on the process of making managerial decisions.
19. The influence of factors of the internal environment on the process of making managerial decisions.
20. Development of solutions for the competitiveness of the product and organization.
21. Methods of forecasting and features of their application in the process of managerial decision making.
22. Communication structures of management employees and executors: chain, wheel, circuit, star, and hierarchical.
23. Structure of the process of managerial decision making and providing managerial influences.
24. The concept of the purpose of management decision. Requirements for the objectives of management decisions.
25. Conditions and quality factors of management decisions.
26. The role of the organizational structure in the process of developing and implementing management decisions.
27. Expert methods of developing managerial decisions: the Delphi method.
28. Features of the scenario method when developing a management solution.
29. Forms of communicating decisions to performers and their characteristics.
30. Hierarchy, structure, levels of management and their influence on the development of management decisions.

References on “Managerial decision-making” discipline

Main Reading:

1. Литвак, Б. Г. Разработка управленческого решения: учебник / Б. Г. Литвак. - 6-е изд., испр. и доп. - М.: Дело, 2012.
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4. Bazerman, M.H., & Moore, D. Judgment In Managerial Decision Making, 7th ed. New York: Wiley, 2005. ISBN-13: 978-0-470-04945-7
5. Leadership, Change and Responsibility: учебное пособие / J. Remme, S. Jones, B. Heijden, S. De Bono. - Meyer & Meyer Media, 2008. - 238 с. - (Maastricht school of management)

6. Lussier: Effective Leadership, Thomson, 2007.

Supplementary Reading:

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2. Марченко И.П. Какой руководитель нам нужен. - М.- Экономика, 2013.
3. Карпов, А. В. Психология принятия управленческих решений - М: Юрист, 2010.
4. Учитель Ю.Г. Разработка управленческих решений: учебник / Ю.Г. Учитель, А.И. Терновой, К.И. Терновой. - 2-е изд., переработанное и доп.- М.: ЮНИТИ-ДАНА, 2007.
5. Чудновская С.Н. Управленческие решения: учебник / С.Н. Чудновская.- Москва: Эксмо, 2007.

5. The program of "Personnel management" discipline

Theory and methodology of personnel management. Personnel management and its role in managing an organization. The essence of personnel management. Definition of the concepts "Staff", "Personnel", "Human Resources". The concept of personnel management. Principles of personnel management. Methods of personnel management: administrative, economic, socio-psychological. Features of the organization of the personnel management system in the conditions of market relations.

Service staff and the basic requirements for its functioning. Location of staff in the management of the organization. Necessity of formation of personnel services of an organization. The basic requirements for organization of personnel management and its resource support. The main functions of personnel management services. Organizational structure of personnel management and its characteristics. The account of branch and other specific features of an organization in formation and developing the activity of personnel management.

Personnel policy of the organization. The essence and direction of the personnel policy. Personnel policy and its components. Types of personnel policy. Analysis of closed and open personnel policy. Internal and external factors affecting the conduct of personnel policy. Personnel policy in times of crisis

The essence of personnel strategic management. Goals and principles of personnel strategic management. The relationship between the organization's strategy and personnel management strategy. The process of implementing the HR strategy of the organization.

Essence, goals and tasks of personnel planning. Location of staff planning in the enterprise planning system. Levels of personnel planning: strategic, tactical and operational. The main stages of HR planning are: planning of personnel requirements, planning of personnel attraction and adaptation, staff release, staff development, staff use, career planning, personnel maintenance, personnel costs planning. Methods for forecasting and identifying the need for staff. Staff planning.

Marketing of personnel. The essence and principles of personnel marketing. The tasks of personnel marketing. The basic directions of personnel marketing. External and internal factors that determine the direction of personnel marketing.

The concept of personnel selection. Sources of staff involvement, advantages and disadvantages. Methods of attracting staff. The concept of personnel selection and its purpose. Internal and external factors affecting selection. The selection process and its characteristics. The main stages of the personnel selection process. Selection of managers and its specificity.

The process of personnel selection in modern companies in Kazakhstan.

The process of recruitment and its characteristics. Factors affecting the process of admission of personnel to the organization. Environmental factors government and trade union restrictions, laws, discrimination in hiring, orientation in the labor market, the composition of the workforce and the location of the organization.

Factors of the internal environment: the need of the organization in the labor force for the present and the future, the degree of employee satisfaction, the requirements set by the organization.

Normative legal basis for hiring employees. The employment contract and its types. Release of staff. Types of layoffs and their characteristics.

The concept of professional orientation of personnel. The main forms of career guidance work. The concept of adaptation and its purpose. Goals of adaptation and its characteristics. Directions of adaptation. Types of adaptation and factors that affect it. The system of management of career guidance and adaptation of personnel in the organization, its goals and objectives.

Essence and objectives of assessing the performance of workers. Methods of assessment and their characteristics. Evaluation of staff. Kinds and the order of its carrying out. Evaluation terms.

Basic concepts and concepts of training and development. Types of personnel training and their characteristics. Methods of personnel training. Organization and objectives of vocational training. Advantages and disadvantages of in-site training and outside the workplace training. Features of training for different categories of employees.

Employee career planning. Place of career in the system of personnel management. Types of careers and their characteristics. The concept of a professional, in-house and personal career. Career models and their significance for workers. Career planning. Factors affecting career planning. The main stages of the career and their characteristics.

The essence and necessity of the personnel reserve. The order of formation of the personnel reserve. Requirements for the reserve for promotion. Management of the quality of training candidates for the reserve. Planning and evaluation of management reserves.

Basic concepts of staff motivation and stimulation. Necessity and essence of personnel incentives. The theory of motivation. Forms of promotion and incentive programs, their meaning and content. Safety in a workplace. Security factors of labor and their characteristics.

Remuneration of labor as a form of motivation. Qualification and remuneration. Methods of stimulating performance. Essence of wages. Forms of payment. Role of the state in the organization of labor remuneration. State standards and guarantees in the remuneration of employees.

The need to assess the performance of the personnel management system. Subjective and objective criteria for assessing the effectiveness of the work of the personnel service. Approaches to the evaluation of the activities of the personnel management system. Sources of data for assessing the performance of the personnel management system. Performance indicators of human resources management: human and local.

Purpose of audit of personnel management. Types of audit of the work of the personnel service of the enterprise. Assessment of the human resources of an organization. Classification of types of personnel audit. Practice of personnel audit in Kazakhstan companies.

Questions on "Personnel management" discipline

1. Theory and methodology of personnel management.
2. The essence of personnel management. Definition of the concepts "Staff", "Personnel", "Human Resources"
3. The role of the HR department in an organization and the HR policy of an organization
4. The main professional roles of the HR manager.
5. HR strategy of an organization
6. Planning the manager's work time using the Alps method.
7. Personnel planning and an organization's personnel marketing
8. Recruitment, selection, hiring and firing of personnel.
9. Vocational guidance and labor adaptation of staff
10. Factors affecting the process of personnel admission to an organization.
11. Identification of personnel costs. Measuring the individual cost of an employee.
12. Stochastic positional model of personnel management in the organization.
13. Performance appraisal and evaluation of employees

14. Types and stages of a personnel policy design.
15. Basic concepts and concepts of personnel training and development.
16. Types of personnel training and their characteristics.
17. Types of adaptation and factors affecting it.
18. Management of personnel reserve
19. Analysis of the personnel situation. The analysis of personnel activities and job descriptions.
20. Motivation and stimulation of the work of staff
- 21 Content and structure of the organization's personnel
22. The order of formation of the personnel reserve. Requirements for the reserve for promotion.
23. Organization of the system of remuneration in the enterprise
24. Basic directions of the personnel policy of the enterprise
25. Planning and evaluation of management reserves.
26. Features of training for different categories of employees.
27. Methods of social protection of workers in the Republic of Kazakhstan.
28. Forms of promotion and incentive programs, their meaning and content.
29. The need to assess the performance of the personnel management system.
30. Types of audit of the work of the personnel management of an enterprise.

References on “Personnel management” discipline

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2. Кибанов, А. Я. Управление персоналом организации: стратегия, маркетинг, интернационализация: учеб. пособие / А. Я. Кибанов, И. Б. Дуракова. – М.: ИНФРА-М, 2014. – (Высшее образование).
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7. Mullins: Management and Organisational Behaviour, Pearson, 2007.
8. Lussier: Effective Leadership, Thomson, 2007.

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6. Маслова В.М. Управление персоналом предприятия: учебное пособие / В. М. Маслова. - М.: ЮНИТИ-ДАНА, 2007.

6. The program of “Strategic management” discipline

Strategic management as an enterprise management system. Stages of development of strategic management. Features of strategic management in comparison with the traditional management. Modern views on strategy formation. The concept of "strategy". Defining a strategy as a plan, process, method, position, perspective. Interrelation of definitions. Schools of

strategic management. The main ideas and development of planning, positioning schools, and process resource schools.

Preconditions for the development of strategic management at enterprises of the Republic of Kazakhstan. Stages of corporate planning development. The essence of strategic management. Features of strategic decisions.

The concept of a strategic business unit and enterprise portfolio. Types of strategies: corporate, business, functional. The main stages of strategic management. Specificity of strategic decisions. The three main ways of action when formulating a strategy. Stages of structural development. Strategic factors and the main stages of strategic management.

Mission and objectives of the enterprise. Vision of business. Mission of the organization. The concept of mission and the purpose of its formulation. The influence of interested groups on strategy development.

Basic components and types of environment. The purposes of its analysis. Methods for responding to changes in the external environment. The main types of external environment. Analysis of an industry. Key indicators of the industry analysis. Strategic groups of competitors. Consumer Analysis

Components of the indirect environment. PEST analysis. Methods of analysis of the external environment. Components of the direct environment. Analysis of the industrial environment. Structure of the industry analysis. The basic economic indicators, characterizing an industry. The five forces model of competition and its application for industry analysis.

Goals, principles and methods of management analysis. Methodological principles of management analysis and levels of its conduct. Methods of management analysis. Determination of strategic resources of the enterprise and spheres of activity. Competitive advantages of the enterprise. Possible approaches to defining the structure of management analysis: the McKinsey system, the Porter's "value chain", the Omae approach. Problems of managerial analysis, its place in the development of the company's strategy.

Objectives and main stages of portfolio analysis. The Boston Consulting Group Matrix. Modified BCG matrix. McKinsey Matrix - General Electric and Arthur D. Little. The matrix of the firm by Arthur D. Little (ADL / LC). The Ansoff matrix and Abel's three-dimensional scheme. Business complex analysis (PIMS project)

Definition of competitive advantages of an enterprise. The basic directions of competitive advantages achievement. Competitive advantages based on low costs. Differentiation of products. Focusing strategy. The first-mover strategy. Synergism.

Business plan as a form of presentation of the business unit development strategy. Goals and motives for diversification. Integration and diversification. Basic forms of associations. Management of diversified enterprises. Benefits and costs of diversification.

Diversification. Causes and main trends of development. A related diversification. Savings on the scale and use of key competencies. Diversification into unrelated industries. The reasons, advantages and disadvantages of diversification into unrelated industries. The process of diversification. Methods of diversified growth.

Horizontal and vertical integration. Improving the competitive position as the main reason for vertical integration. Advantages and disadvantages of vertical integration. Outsourcing. Strategic alliances and networks.

The model of the industrial life cycle. The strategy of innovative enterprises. The strategy of mature enterprises. Sources of competitive advantages in mature industries. Industries in decline. The most important competitive advantages of the industry that is in decline. Global strategy.

Determination of strategic alternatives. Possible criteria for choosing alternative solutions. Conditions for implementing the strategy: structure and management system. Management structure of the enterprise. Systems. Conditions for implementing the strategy: culture and personnel of the enterprise. Personnel and its qualification.

Planning implementation of the strategy. Scheme for the implementation of the strategic plan according to I. Ansoff. Difficulties in implementing the enterprise strategy. Evaluation and monitoring of strategy implementation. Principles and process of evaluating the strategy. Strategy adjustment.

The tasks of the stage of strategy implementation. Organizational structure and culture as objects of strategic changes. Factors affecting their change.

Organizational changes and development. Resistance to change. The process of preparing and implementing organizational changes.

Questions on discipline “Strategic management”

1. Process of development of strategic management (history of formation)
2. Analysis of strategic factors of the environment
3. Strategic factors and main stages of strategic management
4. Mission of the organization: concept, main features
5. Objectives of the organization: the concept, quality criteria, types.
6. The Boston Consulting Group Matrix.
7. Goals and motives for diversification. Integration and diversification.
8. The main components of the external environment and their relationship
9. Types of external environment
10. Conditions for implementing the strategy: culture and personnel of an enterprise.
11. Methods for responding to changes in the environment
12. The strategy of enterprises in various industries
13. PEST - analysis of the macro environment of an enterprise.
14. Conditions for implementing the strategy: structure and management system
15. Industry analysis: concept, main indicators
16. Assessment of the degree of competition in the industry based on the M. Porter's Five Forces model
17. Managerial analysis: concept, stages of conduct
18. Business complex analysis (PIMS project)
19. The basic directions of competitive advantages achievement.
20. Methodology for conducting the analysis and constructing a SWOT-analysis.
21. Types of strategies: corporate, business, functional.
22. The Ansoff matrix and the Abel's three-dimensional scheme
23. Implementation and monitoring of the implementation of the strategy.
24. Strategic analysis of a diversified company: a portfolio analysis.
25. The concept of "strategy". Defining a strategy as a plan, process, method, position, perspective. Interrelation of definitions.
26. The Arthur D. Little matrix (ADL / LC)
27. The concept of a strategic unit of business and enterprise portfolio.
28. The concept and features of forming strategic alternatives
29. The McKinsey Matrix
30. Modified BCG matrix

References on discipline “Strategic management”

Main Reading:

1. Фомичев А.Н. Стратегический менеджмент: учебник для вузов - М.: Дашков. - 2014.
2. Велесько Е.И., Неправский А.А. Стратегический менеджмент. – Минск: Мисанта, 2015.
3. Артур А. Томпсон, Маргарет Питерс, Джон Гэмбл, А. Д. Стрикленд III. Стратегический менеджмент. Создание конкурентного преимущества. 19 изд. – Москва: Вильямс, 2015.
4. Fred R. David, Strategic Management: Concepts and Cases, Prentice Hall, 2006.
5. John A. Pearce II, Richard B. Robinson, Strategic Management. Irwin/McGraw-Hill, 2010.

Supplementary Reading:

1. Облой К. Стратегия предприятия: в поисках устойчивого конкурентного преимущества. – Минск: Гривцов Букс, 2013.
2. Портер М. Конкурентная стратегия. Методика анализа отраслей и конкурентов. 3 издание.- М: Альпина, 2007.
3. Ким У. Чан, Моборн Р. Стратегия голубого океана. Как создать свободную нишу и перестать бояться конкурентов.- Питро. 2005.
4. Стратегический менеджмент: Учебник для вузов Изд. 9-е, испр., доп. Фатхутдинов Р./ - М.: Дело Академия народного хозяйства при Правительстве Российской Федерации, 2008.
5. Robert S. Kaplan, David P. Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business Review Press, 2000.