**INFORMATION REFERENCE**

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| **Full name of the discipline** | *Mechanisms of transformation of entrepreneurial structures* |
| **Type of discipline** | *Selective course* |
| **Semester** | *2* |
| **Number of ECTS credits** | *5* |
| **Level of higher education** | *second (master's degree)* |
| **Educational programme** | *Entrepreneurship, trade and exchange activity* |
| **Language of instruction, teaching** | *Ukrainian* |
| **ESI/faculty** | *ESI of Economics and Management* |
| **Department** | *Entrepreneurship and business-administration* |
| **Name of lecturer(s)** | Associate Professor, PhD in Economics  *Vitalina Konenko* |
| **Contacts of lecturer(s)** | *Vitalina.Konenko@gmail.com* |

**The purpose of the discipline:** Formation of a knowledge system and practical skills for applying mechanisms of successful enterprise development through the transformation of entrepreneurial structures in future practical work.

**Interdisciplinary connections:**: basic knowledge in the disciplines   
EC1 «Entrepreneurship in the city's livelihood sphere», EC4 «Enterprise business model formation», EC3 « Strategy of entrepreneurial activity».

**CONTENTS:**

Content Module 1. ENTREPRENEURIAL BUSINESS TRANSFORMATIONS. Enterprises in market conditions. Change management as a science and a profession. Transformation as an economic category and the necessity of its implementation. Classification of corporate transformation forms. Enterprise restructuring. Classification of enterprise restructuring goals. Stages of the restructuring process. Conceptual model of industrial enterprise restructuring. Horizontal integration model of industrial enterprises. Vertical integration model of industrial enterprises.

Content Module 2. TRANSFORMATION OF ENTREPRENEURIAL STRUCTURES PROCESS. Classification of research directions for mergers and acquisitions of entities. Key differences in the interpretation of the categories "merger" and "acquisition" within different theoretical approaches. Motives for integration restructuring. Differences between division and separation of enterprises. The procedure for enterprise reorganization through division. Division of a limited liability company. The procedure for enterprise reorganization through transformation. Justification for the decision to transform. Features of transformation into a public joint-stock company. Impact of external factors on the integration structure of the enterprise.

Content Module 3. ENTERPRISE TRANSFORMATION MANAGEMENT. The influence of the external environment on the integration structure of the enterprise. Indicators of the effectiveness of a united entity. The nature and phenomenon of transformation resistance. Types of resistance to transformations: individual, group resistance, and system resistance. Approaches to overcoming resistance. Methods for overcoming resistance.

**Individual assignment**: not provided.

**Program learning outcomes:**

SLO 3. Use acquired knowledge to develop and justify a business transformation project.

**Learning outcomes:**

Know the specifics of the transformation process as a path to financial recovery of the enterprise.

Be able to analyze and evaluate the experience of using restructuring tools in implementing systemic changes in the enterprise to reveal transformation prospects.

Be able to develop strategic and tactical measures for the sustainable maintenance of competitive advantages of specific management objects.

**Teaching methods**: Verbal, visual, practical (theoretical, analytical, computational), independent work; discussion, presentation, interactive teamwork.

***Methods of control and the procedure for assessing learning outcomes:***

Oral examination based on lecture materials.

Completion of practical assignments.

Solving problems and situational tasks.

Student surveys for each content module.

Monitoring the completion of practical tasks.

*Module-based control* is carried out through testing in a virtual educational environment on the MOODLE platform.

***Final semester control***

The final control in the form of an exam is conducted as testing in a virtual educational environment on the MOODLE platform. The condition for admission to the final control is the total points accumulated by students for each content module, which must be more than half of the maximum possible sum.

**Material and technical and information support:**

**Methodical support**

1. Дистанційний курс навчальної дисципліни «*Механізми трансформації підприємницьких структур*» [*https://dl.kname.edu.ua/course/view.php?id=2099*](https://dl.kname.edu.ua/course/view.php?id=2099)

**Recommended literature and information resources:**

1. Brych V., Borysiak O., Bylohus L., Halysh N. Transformation of Enterprise Personnel Management Systems: Monograph. Ternopil: VPC "Economic Thought TNEU," 2020. 212 p. URL: <http://dspace.wunu.edu.ua/bitstream/316497/38595/3/%D0%9C%D0%BE%D0%BD%D0%BE%D0%B3%D1%80%D0%B0%D1%84i%D1%8F_%D0%91%D0%BE%D1%80%D0%B8%D1%81%D1%8F%D0%BA.pdf>
2. Kirzhetska M., Kirzhetskyi Y. Features of a Digital Strategy Depending on the Size of a Business. *Halytskyi ekonomichnyi visnyk*. 2020. No. 5 (66). Pp. 7-15. URL: <https://dspace.lvduvs.edu.ua/handle/1234567890/3585>
3. Lomachynska I. A. Financial System: Theoretical and Methodological Dominants of Institutional Transformation under Economic Reforms: Monograph. Chernihiv: ChNTU, 2020. 372 p. URL: <http://ir.stu.cn.ua/123456789/22408>
4. Maksymenko I. Ya. Mergers and Acquisitions as a Tool for Innovative Development: Current State and Prospects in Ukraine. *Ekonomichnyi visnyk*. 2018. No. 2. URL: <https://ev.nmu.org.ua/docs/2018/2/EV20182_043-050.pdf>
5. A Return to "Normal" Will Not Happen Anytime Soon. URL: <https://home.kpmg/ua/uk/home/insights/2021/03/ceo-outlook-pulse.html>
6. Challenges and Needs of SMEs Nearly a Year After the War Began: Extracts from a Comprehensive Study of the Small and Medium Business Market in Ukraine. URL: <https://www.merezha.ua/reports/2023/Challengesand-Needs-of-SMEs-in-War-Time.pdf>
7. Savytska N. L., Melushova I. Yu. Managing Marketing Performance in the Context of Sustainable Business Development: Theoretical and Methodological Aspect. *Business Inform*. 2018. No. 11. Pp. 346-351. URL: <https://www.business-inform.net/export_pdf/business-inform-2018-11_0-pages-346_351.pdf>
8. Systematic Support for Economic Activity and Sustainable Development of Business Entities: Collective Monograph / edited by N. B. Kashchenko and T. O. Staverska. Kharkiv State University of Food and Trade. Kharkiv. 2020. 390 p. URL: <https://repo.btu.kharkov.ua/bitstream/123456789/7503/1/%D0%9C%D0%9E%D0%9D%D0%9E%D0%93%D0%A0%D0%90%D0%A4%D0%98%D0%AF_2020_%D0%A1%D0%97%D0%95%D0%90%D0%A1%D0%A0%D0%9F.PDF>
9. Fintech Development Strategy in Ukraine Until 2025. Sustainable Innovation Development, Cashless, Financial Literacy. NBU, July 2020. URL: <https://bank.gov.ua/ua/about/develop-strategy/fintech2025>
10. Yurchenko O. A., Chernyshova O. O., Stoika I. I. Digital Transformation of Business During War. Economy and Society. Issue 40. 2022. DOI: <https://doi.org/10.32782/2524-0072/2022-40-29>

**Hardware, equipment, software products:**

Distance learning platform Moodle, Office 365, Teams.