

НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ВОДНОГО ГОСПОДАРСТВА ТА ПРИРОДОКОРИСТУВАННЯ
інститут економіки та менеджменту

Затверджено
Валерій СОРОКА
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СИЛАБУС		SYLLABUS	
навчальної дисципліни			
КОНКУРЕНТОСПРОМОЖНІСТЬ ПІДПРИЄМСТВА		ENTERPRISE COMPETITIVENESS	
Шифр за ОП	ПП 2	Code in Degree Programme	
Освітній рівень: магістерський (другий)		Level of Education: Master's (second)	
Галузь знань	07	Field of Knowledge	
Управління та адміністрування		Management and Administration	
Спеціальність	076	Field of Study	
Підприємництво, торгівля та біржова діяльність		Business, Trade and Exchange Activities	
Освітня програма:		Degree Programme:	
Економіка підприємства		Enterprise economics	

RIVNE – 2023

Syllabus of the studying course "Enterprise Competitiveness" for students on the second (master's) level of higher education in the specialty 076 "Entrepreneurship, Trade and Stock Exchange Activities", studying in the educational and professional Master study "Enterprise Economics", Rivne. NUWEE. 2023. 13 p.

educational and professional program on the university website: <http://ep3.nuwm.edu.ua/18626/>

<https://start.nuwm.edu.ua/bakalavr/item/pidpriemnytstvo-torhivlia-ta-birzhova-diialnist-m>

Syllabus author: Oleksandr Lesniak, PhD, Associate Professor of the Department of Enterprise Economics and International Business, Associate Professor

Silabus approved at the department meeting

Protocol No 7 of "06" January 2023

Head of department: Kushnir N.B., doctor habil., Professor

Head of the educational program,

PhD, Associate Professor

Tetiana Kuznietsova

Approved by the Scientific and Methodological Council for Quality of Educational and Research Institute of Economics and Management

Protocol No 5 of "21" February 2023

Head of the Scientific and Methodological Council for Quality of Educational and Research Institute of Economics and Management: Kovshun N.E., doctor habil., Professor

Previous version of the Syllabus (specify the code) _____

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GENERAL INFORMATION	
Level of Education	<i>Master</i>
Degree Programme	<i>Enterprise economics</i>
Field of study	<i>076 Business, trade and stock exchange activities</i>

Year of study, semester	1
	2
Number of credits	4,5
Lectures:	24 h
Practicals:	22 h
Independent study:	89 h
Course project:	None
Form of education	Full-time and part-time study
Type of Summative Assessment	Exam
L Language of instruction	English
University Teacher Profile	
Lecturer	Oleksandr Lesniak, PhD, Associate Professor of the Department of Enterprise Economics and International Business, Associate Professor
Вікіситет	https://wiki.nuwm.edu.ua/index.php
ORCID	0000-0001-7223-6352
Як комунікувати	o.y.lesniak@nuwm.edu.ua Tel. +38 067 922-41-74 Current announcements on the course page in the MOODLE system
Course information	
Summary of the course, including the purpose and objectives	
<i>This course is aimed at gaining comprehensive knowledge of the competitiveness of the national economy, individual industries and enterprises.</i>	
<i>The purpose of the course is to master theoretical approaches and practical skills in building a system for assessing, achieving and maintaining enterprise competitiveness.</i>	
<i>The following teaching methods and technologies are used: problematic lecture, case study, discussion, presentations, situational studies, class discussion, etc.</i>	
Link to the course on Moodle	
HTTPS://EXAM.NUWM.EDU.UA/COURSE/VIEW.PHP?ID=1308	
Prerequisites for studying*.	
(place of the educational component in the structural and logical scheme)	
<i>The study of the discipline "Enterprise Competitiveness" is preceded by the disciplines of the bachelor's (first) level of education in the specialty "Entrepreneurship, Trade and Stock Exchange Activities"</i>	
Competences	
3K 2. Ability to search, process and analyze information from various sources.	
3K 6. Ability to conduct research at the appropriate level.	
Degree Programme Learning Outcomes	
IP02. To systematize, synthesize and organize the information received, identify problems, formulate conclusions and develop recommendations using effective approaches and technologies, specialized software in order to solve complex problems of practical problems, taking into account the cross-cultural characteristics of subjects of international economic relations.	
Course structure and content	
Topic 1. Competitiveness as an economic category	
Learning outcomes IIPH 6	
Number of hours: Lectures – 2 practicals – 2	
References: 3, 4, 5, 7, 10, 11, 16, 24, 25	
Topic description:	
The essence and types of economic competition	
The concept of "Competition". The main categories of competition. Perfect and imperfect competition. Functions of competition. Types of competition.	
Market as a community of competing companies	
The concept of "Market". Types of market depending on the degree of monopolization. Types of market: by compliance with the law, by the object of purchase and sale, by the degree of power, depending on the level of perfection or imperfection of competition	
Competitiveness of the subject of competition and its main features	
The category "competitiveness of an enterprise", signs of competitiveness of an enterprise as a concept and a scientific category.	

Topic 2. Competitive environment of the enterprise

Learning outcomes IIPH 6

Number of hours: Lectures – 4 practicals – 4

References: 7, 8, 9, 11, 12, 14, 15, 18, 19, 20

Topic description:

The main components of the competitive environment

The concept of "competitive environment", classification of the competitive environment, barriers to entry, barriers to exit.

State policy in the field of competition regulation

Elements of state competition regulation policy, institutions and mechanisms of state competition regulation, legislative framework of antitrust regulation, methodology for determining monopoly position, unfair competition and liability for it, the concept of "economic concentration", international approaches to state regulation of the level of monopolization.

Market Drivers and Competition Intensity

The concept of "intensity of competition", types of market drivers, determination of the level of penetration, exclusivity and intensity, indicators of market share distribution and intensity of competition.

Analysis of competitors' activities

Competitor profile analysis scheme, matrix of competitive market mapping, map of strategic groups.

Topic 3. The concept and economic importance of competitive advantages

Learning outcomes IIPH 6, IIPH 13

Number of hours: Lectures – 4 practicals – 4

References: 2, 4, 7, 9, 10, 11, 12, 22, 25

Topic description:

The essence and correlation of the concepts of "market success factors", "key competencies", "competitive advantages"

The concepts of "market success factors", "key competencies" and "competitive advantages", absolute and relative advantages, criteria for international trade according to A. Smith, D. Ricardo, J. Mill; M. Porter's rhombus of national advantages, indicators of international competitiveness of the country and industry

Properties of competitive advantages

Life cycle of competitive advantage, generalized indicators of the size of some competitive advantages.

Areas of formation and realization of competitive advantages

Value chain, strategic areas of management, external and internal competitive advantages,

Types and sources of competitive advantages

Criteria for classifying competitive advantages, typical reasons for innovations that provide competitive advantage, evolution of practical approaches to the use of key sources of competitive advantage, basic competition strategies and competitive advantages

Topic 4. Formulating a competitive strategy

Learning outcomes IIPH 6, IIPH 13

Number of hours: Lectures – 2 practicals – 4

References: 1, 2, 3, 7, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19, 20, 28, 30, 31, 32

Topic description:

The system of competitive strategies of the enterprise

Strategic indicators that influence the choice of strategies, classification of competitive strategies,

Strategies for gaining competitive advantage (general competitive strategies)

Cost control strategy, differentiation strategy, focusing strategy, general competition strategies according to M. Porter.

Strategies of competitive behavior of the enterprise

Offensive, defensive and cooperative strategies, strategic alliances,

Competitiveness strategy as a comprehensive strategy

Commodity and market strategy, resource and market strategy, technological strategy, integration strategy, investment and financial strategy, social strategy, management strategy.

Situational design of competitive strategy

The wheel of competition strategy, stages of development and implementation of a competitive strategy, characteristics of the stages of the life cycle of market development, competitive strategies in fragmented industries, competitive strategies in international markets.

Topic 5. Concepts and methods of assessing the competitiveness of products, enterprises and industries

Learning outcomes IIPH 13

Number of hours: Lectures – 6 practicals – 6

References: 4, 6, 11, 13, 23, 24, 25, 25, 27, 28, 33, 34

Topic description:

Factors, determinants and criteria of product competitiveness

The concept of product competitiveness, types of factors affecting product competitiveness, competitiveness factors by product reproduction stages, main criteria for the competitiveness of products and services.

Methods for assessing product competitiveness

Principles of assessing the competitiveness of goods and services, useful effect and consumer properties of goods, consumer price of goods, analytical, graphical and matrix methods of assessing the competitiveness of products, differential, complex and mixed methods of assessment.

Methods of assessing the competitiveness of an enterprise

Competitor research scheme, stages of enterprise competitiveness assessment, cluster analysis

Methods for assessing the competitiveness of an industry

International competitiveness and indicators of its assessment, real exchange rate, open comparative advantage, net export index, Grubel-Lloyd index, internal resource costs index

Topic 6: Measuring product quality and basic approaches to competitiveness management

Learning outcomes IIPH 13

Number of hours: Lectures – 4 practicals – 1

References: 2, 3, 4, 5, 7, 10, 11, 22, 25, 27, 28, 35

Topic description:

Product quality is the main lever for ensuring its competitiveness

Product quality indicators, absolute and relative quality level, factors affecting product quality, methods of quantifying product quality, concepts of standardization, certification and standard, quality system.

Measurement of product quality

Technical level of quality, recording and verification of expert opinions, system of quality indicators, stages and steps of product quality measurement.

Main approaches to managing product competitiveness

Components of product competitiveness management, the chain of object development (product creation) according to the functional approach, differences between functional and subject approaches to the development of enterprise products, the scheme of choosing a comparison base when forecasting a strategy for improving the quality and competitiveness of goods

Topic 7. Quality management as a basis for ensuring competitiveness

Learning outcomes IIPH 13

Number of hours: Lectures – 2 practicals – 1

References: 2, 4, 7, 9, 10, 11, 12, 22, 25, 31

Topic description:

Ideology of quality management

Formation of approaches to understanding the category "Quality", modern understanding of the category, "Quality Loop" or typical stages of the life cycle at which product quality is ensured, Modern principles of quality management, Deming Cycle (PDCA), "Quality Star"

Quality management tools

Classification of quality management methods, quality control and management tools, checklists, Pareto diagram, cause-and-effect diagram, bar chart, scatter plot, control charts, stratification.

Quality management system

Creation and implementation of a quality management system at an enterprise, a model of a quality management system based on a process, stages of quality system development

Ensuring the effective functioning of the quality management system

Standardization, standard and types of standards, mandatory and voluntary certification, quality system audit.

Quality is a global competition field on the threshold of the XXI century

National quality awards, European quality award evaluation model

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"Soft" skills

Analytical thinking skills, processing of unsystematized data, ability to justify one's position, development of skills to find optimal solutions, economic literacy, etc.

Teaching methods

The following teaching methods and technologies are used: problematic lecture, case study, discussion, presentations, situational studies, class discussion, etc.

Evaluation procedure and criteria

The main criteria that characterize the level of student competence in assessing the results of current and final examinations are as follows:

performance of all types of academic work provided by the work program of the discipline;

depth and nature of knowledge of the educational material

the content of the discipline contained in the recommended literature sources;

the nature of the answers to the questions (clarity, conciseness, logic, consistency consistency, etc;)

the ability to apply theoretical provisions in solving practical problems;

ability to analyze the reliability of the results obtained.

For the timely and high-quality completion of tasks for independent work and mastering the course, the student receives the following mandatory points:

- 60 points - current assessment;

- 20 points - module 1;

- 20 points - module 2.

A total of 100 points.

The detailed distribution of points for the course is available on the Moodle learning platform here:

<https://exam.nuwm.edu.ua/course/view.php?id=1308>

Assessment of the results of current work (tasks performed in practical, individual classes and consultations, the results of students' independent work) is carried out according to the following criteria:

Calculations, tasks, individual works, situational exercises, specific situations and other tasks of a creative nature (in % of the number of points allocated to the task with rounding to the nearest whole number):

0% - the task is not completed;

40% - the task is partially completed and contains significant methodological or calculation errors;

60% - the task is completed in full, but contains significant errors in calculations or methodology;

80% - the assignment is completed in full and on time, but contains some minor deficiencies (dimensions, conclusions, formatting, etc.);

100% - the task is completed correctly, on time and without comments.

Students can receive additional points for: writing essays, research essays on the course topic. The topic of the research paper can be chosen independently in agreement with the teacher. Students may also receive extra credit for specific proposals to improve the content of the course. In addition, additional points can be obtained on the basis of re-crediting the results of non-formal education (see the section "Non-formal and informal education")

The module control will take place in the form of a test. The test contains 34 questions of varying difficulty: level 1 - 12 questions of 1 point each (12 points), level 2 - 4 questions of 1 point each (4 points), level 3 - 1 task of 4 points each (4 points). The total score is 20 points.

Link to the regulatory documents governing the conduct of current and final examinations of students' knowledge, the possibility of filing an appeal: [HTTPS://NUWM.EDU.UA/STRUKTTURNI-PIDROZDILI/NAVCH-NAUK-TSENTR-NEZALEZHNOHO-OTSINIUVANNIA-ZNAN](https://nuwm.edu.ua/struktturni-pidrozdili/navch-nauk-tsentri-nezalezho-otsiniuvannia-znan)

Combination of learning and research

Students have the opportunity to receive additional points for completing individual research assignments and may be involved in writing and publishing scientific articles on the course topics.

The educational process uses the scientific achievements of the course instructor published in scientific papers

[HTTP://EP3.NUWM.EDU.UA/VIEW/CREATORS/=041B==0435==0441==043D==044F==043A=3A==041E=2E_==042E=2E=3A=3A.HTML](http://ep3.nuwm.edu.ua/view/creators/=041B==0435==0441==043D==044F==043A=3A==041E=2E_==042E=2E=3A=3A.HTML)

Information resources

1. Official website of the State Statistics Service of Ukraine URL: [HTTP://WWW.UKRSTAT.GOV.UA](http://www.ukrstat.gov.ua).
2. Ministry of Foreign Affairs of Ukraine URL: [HTTPS://MFA.GOV.UA/](https://mfa.gov.ua/)
3. the United Nations website URL: [HTTPS://WWW.UN.ORG/EN](https://www.un.org/en)
4. Official website of the Institute for Euro-Atlantic Cooperation URL: [HTTP://IEAC.ORG.UA](http://ieac.org.ua)
5. Official website of the National Bank of Ukraine URL: [HTTPS://BANK.GOV.UA/](https://bank.gov.ua/)
6. United nations conference on trade and development URL: [HTTPS://UNCTAD.ORG/](https://unctad.org/)

World bank open data URL: [HTTPS://DATA.WORLDBANK.ORG/](https://data.worldbank.org/)

Deadlines and retakes

Liquidation of academic debts is carried out in accordance with the "Procedure for the liquidation of academic debts in the NUWEE" [HTTP://EP3.NUWM.EDU.UA/4273/](http://ep3.nuwm.edu.ua/4273/). According to this document, the student's right to re-study the discipline or re-enroll in the course is realized.

The retake of module tests is carried out according to [HTTPS://NUWM.EDU.UA/STRUKTTURNI-PIDROZDILI/NAVCH-NAUK-TSENTR-NEZALEZHNOHO-OTSINIUVANNIA-ZNAN](https://nuwm.edu.ua/struktturni-pidrozdili/navch-nauk-tsentri-nezalezho-otsiniuvannia-znan)

Announcements regarding the deadlines for submission and retake are published on the MOODLE page [HTTPS://EXAM.NUWM.EDU.UA/](https://exam.nuwm.edu.ua/)

Recognition of non-formal and informal education

Students have the right to transfer learning outcomes acquired in non-formal and informal education in accordance with the relevant regulations [HTTPS://NUWM.EDU.UA/STRUKTTURNI-PIDROZDILI/CENTR-NEFORMALNOHO-OSVITI](https://nuwm.edu.ua/struktturni-pidrozdili/centr-neformalnogo-osviti).

Also, students can independently master the material for re-crediting learning outcomes on the platforms Prometheus, Coursera, edEx, edEra, FutureLearn and others. At the same time, the knowledge and skills formed during the completion of a particular online course or its parts must be related to the expected learning outcomes of the discipline/educational program.

Professionals, business representatives, specialists involved in teaching

The course may be taught by specialists who have practical experience in Ukrainian and international enterprises in the field of international economic relations, f.i. TOV Korystivske, TOV RBK-Grup, CC Agrar GmbH Co KG

Rules of academic integrity

For cheating during the module control or final control, the student is deprived of the right to submit the material in the future and incurs academic debt.

For cheating during individual assignments, the student's grade is reduced in accordance with the degree of violation of academic integrity.

- Documents on academic integrity (on plagiarism, the procedure for submitting term papers, the student honor code, documents of the National Integrity Agency) are available on the QUALITY OF EDUCATION page of the NUWHP website. - [HTTP://NUWM.EDU.UA/SP/AKADEMICHNA-DOBROCHESNISTJ](http://nuwm.edu.ua/sp/akademichna-dobrocheshnistj)

Attendance requirements

Students are not allowed to miss classes without valid reasons.

The student has the right to draw up an individual study schedule in accordance with the relevant regulation [HTTP://EP3.NUWM.EDU.UA/6226/](http://ep3.nuwm.edu.ua/6226/)

If there are objective reasons for missing classes, students can independently study the missed material on the MOODLE platform

[HTTPS://EXAM.NUWM.EDU.UA](https://exam.nuwm.edu.ua)

Students can use cell phones and laptops in the classroom

Updates

At the initiative of the teacher, the content of this course will be updated annually, taking into account changes in Ukrainian legislation in the field of international economic relations and the emergence of modern technologies and new tools to use reserves and find opportunities for the development of international relations.

Students can also contribute to the updating of the discipline by submitting proposals to the instructor regarding the latest changes in international economic relations. Students may receive additional points for such an initiative.

Internationalization and mobility

Digital libraries:

[HTTPS://LIB.NUWM.EDU.UA/INDEX.PHP/KORISNI-POSILANNYA/ELEKTRONNI-BIBLIOTEKI](https://lib.nuwm.edu.ua/index.php/korisni-posilannya/elektronni-biblioteki)

Announcements:

[HTTPS://LIB.NUWM.EDU.UA/INDEX.PHP/BIBLIOTEKA/OGOLOSHENNYA](https://lib.nuwm.edu.ua/index.php/biblioteka/ogolosheniya)

Database of periodicals:

[HTTPS://WWW.SCIMAGOIR.COM/](https://www.scimagoir.com/)

Electronic catalog:

[HTTP://NUWM.EDU.UA/MYSQL/](http://nuwm.edu.ua/mysql/)

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