

Description of Discipline

Title of Discipline: <i>Competitiveness management</i>					
Semester	Duration	Type of Discipline	ECTS Credits	Academic Workload	Language of Instruction
8	180 hrs.	optional	6	50 hours of classroom training, 130 hours of self-study	Ukrainian

Learning Outcomes	Teaching Methods	Evaluation Methods
LO5. To apply analytical and methodological tools to substantiate offers and make managerial decisions by various economic agents (individuals, households, enterprises and public authorities).	Lectures, presentation, explanation	Group evaluation, exam
LO10. To apply theoretical knowledge to solve practical problems and interpret the results properly.	Educational tasks, presentation	Combined evaluation, exam
LO17. To be able to be flexible and adapt to new situations when working with new objects under uncertain conditions.	Problem tasks	Combined evaluation, exam
LO23. To demonstrate self-study skills, critical, creative, self-critical thinking.	Discussion	Individual evaluation, exam

Title of Discipline / Competitiveness Management				
Semester	Duration	Type of Discipline	ECTS Credits	Student Workload
7	90	elective	3	14 hours of teaching, 16 hours of self-study

Requirements for Participation	Type of examination (oral, written, term paper, etc.)	Methods of teaching and learning (lectures, seminars, etc.)	Discipline Coordinator
Complete general secondary education	Written pass-fail test	Lectures, practical classes	T. Zosymenko

Learning Outcomes
GC4. Ability to apply knowledge in practical situations. GC5. Ability to communicate in the state language both orally and in writing. GC7. Skills in the use of information and communication technologies. GC8. Ability to search, process and analyze information from various sources. GC9. Ability to adapt and act in a new situation. GC11. Ability to make informed decisions.

SC1. Ability to show knowledge and understanding of the problems of the subject area, the basics of the modern economy at the micro, meso, macro and international levels.

SC7. Ability to use computer technology and data processing software to solve economic problems, analyze information and prepare analytical reports.

SC10. Ability to use modern sources of economic, social, managerial, accounting information for the preparation of official documents and analytical reports.

SC11. Ability to substantiate economic decisions on the basis of understanding the laws of economic systems and processes and using modern methodological tools.

SC12. The ability to independently identify problems of an economic nature in the analysis of specific situations, to suggest ways to solve them.

SC13. Ability to conduct economic analysis of the functioning and development of economic entities, assessment of their competitiveness.

SC16. Ability to assess the impact and take into account external and internal factors in planning activities and developing strategies for enterprise development.

SC21. Anticipate and evaluate the impact of external and internal factors and management decisions on the effectiveness of the enterprise in planning activities and developing strategies for its development.

SC27. Ability to prepare information, choose the type of model, calculate its parameters and assess adequacy.

SC31. The ability to formulate management decisions, evaluate and choose their alternatives, think creatively.

PLO2. Understand the principles of economics, features of economic systems.

PLO3. Understand the main features of the modern world and national economy, institutional structure, areas of social, economic and foreign economic policy of the state.

PLO5. Apply analytical and methodological tools to substantiate proposals and make management decisions by various economic agents (individuals, households, enterprises and public authorities).

PLO6. Use professional reasoning to convey information, ideas, problems and ways to solve them to specialists and non-specialists in the field of economic activity.

PLO10. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

PLO11. Identify sources and understand the methodology for determining and methods of obtaining socio-economic data, collect and analyze the necessary information, calculate economic and social indicators.

PLO12. Be able to use data, provide arguments, critically evaluate logic and draw conclusions from scientific and analytical texts on economics.

PLO14. Use regulations and legal acts governing professional activities.

PLO15. Use information and communication technologies to solve socio-economic problems, prepare and present analytical reports.

PLO20. To form and evaluate indicators of efficiency of activity of the enterprises and establishments taking into account factors of external and internal environment.

Contents

MODULE 1. THEORETICAL FOUNDATIONS OF ENTERPRISE COMPETITIVENESS MANAGEMENT

Topic 1.1 Introduction to the discipline ‘Competitiveness Management’

Topic 1.2. Competitiveness as a category and as a property of an enterprise operating in the market economy

The essence and types of economic competition. The object and subject of economic competition. Levels of competition. Competitiveness and its main features. The essence and types of markets. Models of enterprise market behavior.

Topic 1.3. The competitive environment of an enterprise

The main components of the competitive environment. The essence, composition and structure of the competitive environment of an enterprise. Porter's five forces framework and its elements. State policy to regulate the competition. The main elements of state policy to regulate the competition in Ukraine.

MODULE 2. Strategic and operational approaches to managing enterprise competitiveness

Topic 2.1. Competitive advantages of an enterprise

Key success factors: the concept and classification. The external aspect of ensuring competitive advantages: market success factors. The internal aspect of ensuring

competitive advantages: key competencies. Tactical and strategic factors of enterprise competitive advantage. Properties of competitive advantages. Areas of formation and implementation of competitive advantages. Types and sources to create competitive advantages.

Topic 2.2. Product competitiveness and methods of its evaluation

Criteria and factors of product competitiveness. Competitiveness of products and services. Criteria for product competitiveness: the level of product quality, consumer novelty, image, informational content, price. Factors that determine the competitiveness of a product in the market. Methods to evaluate the product competitiveness. Principles and general procedure for evaluating the product competitiveness. Basic approaches to managing product competitiveness. Structure and subsystems of product (services) competitiveness management. The main directions of ensuring the product competitiveness.

Topic 2.3. The system and process of managing enterprise competitiveness.

Factors that determine the level of enterprise competitiveness. Factors that determine the level of enterprise competitiveness in the domestic and foreign markets. Aspects of ensuring the enterprise competitiveness. Methods for assessing the level of enterprise competitiveness. Principles and general procedure for assessing the enterprise competitiveness. Indicators characterizing the enterprise competitiveness. The purpose of enterprise competitiveness management. Enterprise competitiveness management system. Stages of competitiveness management.

Topic 2.4. Development and implementation of programs for improving the enterprise competitiveness

The concept of development and implementation of a program for increasing the enterprise competitiveness. Key elements of a program for increasing the enterprise competitiveness. External and internal prerequisites that determine the need to develop competitiveness programs. Stages of development of a program for increasing the enterprise competitiveness. Implementation of a competitiveness improvement program and monitoring of its progress.

Exemplary Literature

1. Bilousko T. Yu. Choice of methods in the grounding the strategy of enterprise development [Electronic resource] / T. Yu. Bilousko. - Access mode: http://irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe?.
2. Economic mechanism for ensuring the competitiveness of a commercial enterprise: monograph. / Ya. D. Kachmarik, P. O. Kutsik, R. L. Lupak, I. Ya. Kachmarik. - Lviv: Literary Agency "Pyramid", 2012. - 208 p.
3. Kovtun O.I. Enterprise strategy: textbook. - Lviv: New World-2000, 2009. - 250 p.
4. Synopsis of lectures on the course "Enterprise Potential: Formation and Evaluation" (for students majoring in "Business Economics") / T.O. Mamaeva, V.I. Torkatyuk, N.M. Zolotova, M.P. Pan. - H.: KNAMG, 2007. - 154 p.
5. Perfilova O.E. Problems and features of SWOT analysis in the practice of strategic management of domestic enterprises [Electronic resource]. - Access mode: http://vlp.com.ua/files/13_27.pdf.
6. Popov S.A. Strategic Management. 17-module program for managers. "Organization Development Management". Module 4 / SA Popov. - M.: Infra, 2000. - 304 p.
7. Saenko M.G. Enterprise strategy: textbook. - Ternopil: Economic Thought, 2006. - 390 p.
8. Simkin L. SWOT-analysis: strengths and weaknesses, opportunities and threats: a practical guide to market segmentation [Electronic resource] / L. Simkin, S. Dibb. - Access mode: <http://ecsocman.hse.ru/text/19155298/>.
9. Shershneva Z.E. Strategic Management: textbook. - [2nd ed.]. - K.: KHEY, 2004. - 699 p.
10. Hofer C. W. Conceptual Construct for Formulating Corporate and Business Strategies / C. W. Hofer. - Boston : Intercollegiate Case Clearing House, 1977. - 754 p.
11. Shay J. P. Dynamic Competitive Strategy: Towards a Multiperspective Conceptual Framework [Electronic resource] / Jeffrey P. Shay, Frank T. Rothaermel. - Access mode: <http://scheller.gatech.edu/directory/faculty/rothaermel/pubs/99LRP.pdf>.