



Syllabus Course Program



Competitiveness management

Specialty

073 – Management

Institute

Institute of Education and Science in Economics,
Management and International Business

Educational program

Management of organizations
and administration

Department

Management (204)

Level of education

Bachelor's level

Course type

Elective

Semester

8

Language of instruction

English

Lecturers and course developers



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senior lecturer of Management department

Authored and co-authored over 10 scientific and methodological publications.
Courses: Business Valuation, Business Planning, Fundamentals of fundraising,
Competitiveness management

[More about the lecturer on the department's website](#)

General information

Summary

The Competitiveness management course provides knowledge of the theoretical foundations of competitiveness management and the acquisition of practical skills for their effective application in the conditions of a modern economy.

Course objectives and goals

Formation of future specialists in theoretical knowledge and practical skills regarding the competitiveness management of enterprises in modern economic conditions, assimilation of the main methodological approaches to the analysis of the enterprise's competitive advantages and the competitiveness of goods (services), as well as the main approaches to the development and implementation of programs to increase the competitiveness of the enterprise.

Format of classes

Lectures, workshops, consultations, self-study. Individual assignment. Final control in the form of a test. (Differentiated grading).

Competencies

GC10. The ability to conduct research at an appropriate level.

SC01. The ability to identify and describe the characteristics of organizations.

SC02. The ability to analyze the results of organization activity, to compare them with the factors of the external and internal environment.

SC03. The ability to identify prospects for organizational development.

Learning outcomes

LO 04. To demonstrate the ability to identify problems and justify managerial decisions.

LO 06. To demonstrate the skills related to search, collection, and analysis of information, calculation of indicators for substantiation of managerial decisions.

LO 11. To demonstrate the skills of situation analysis and communications in various areas of an organization's activities.

LO 12. To evaluate the legal, social, and economic outcomes of an organization's functioning.

LO 17. To conduct research individually and/or in a group under the supervision of a leader.

Student workload

The total volume of the course is 150 hours (5 ECTS credits): lectures - 20 hours, workshops - 10 hours, self-study - 120 hours.

Course prerequisites

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: "Fundamentals of Management", "Business planning", "Innovation Management", "Strategic Management", "Performance Management".

Features of the course, teaching and learning methods, and technologies

Lectures are delivered interactively with the use of multimedia technologies. Practical workshops use a project-based learning approach, game-based methods and case-study method. Learning materials are available to students via Google Classroom.

Program of the course

Topics of the lectures

Topic 1. The essence of the "competition", "competitiveness", "competitive advantages" concepts.

The essence and types of economic competition. Evolution of views on competition. Elements of the competition mechanism. Types of competitiveness depending on the level and object of analysis.

Topic 2. Competitive environment of the enterprise, its main components.

The main components of the competitive environment. Methods of evaluating the intensity of competition. Indicators of production concentration in the industry. Analysis of competitors' activities. Methodology of construction and interpretation of competitive market map and map of strategic groups.

Topic 3. Factors ensuring the competitiveness of the enterprise.

Properties of competitive advantages. Areas of formation and implementation of competitive advantages. Types and sources of formation of competitive advantages.

Topic 4. The main competitive strategies of the enterprise.

The system of competitive strategies of the enterprise. General strategies of competition. Basic strategies of competition. Strategies of competitive behavior of the enterprise. Adaptation of the competition strategy to the peculiarities of the market dynamics.

Topic 5. The system of managing the enterprise's competitiveness.

Aspects of ensuring the competitiveness of the enterprise. Methods of assessing the level of competitiveness of the enterprise. Competitiveness management cycle.

Topic 6. Features of product competitiveness management.

Factors, factors and criteria of product competitiveness. Methods of evaluating the competitiveness of products. Basic approaches to managing product competitiveness.

Topic 7. Social responsibility and competitiveness of the enterprise.

Social responsibility of enterprises, their national specificity, benefits from it for society and for the enterprise. Possibilities of transforming social responsibility into an enterprise competitiveness management tool.

Topic 8. Development and implementation of programs to increase competitiveness.

The concept of developing and ensuring the implementation of the program to increase the competitiveness of the enterprise. Stages of developing a program to increase competitiveness. Programs to increase the competitiveness of the industry and the country.

Topics of the workshops

Topic 1. Competition: essence and types, methods of competition.

Topic 2. Diagnostics of the company's competitive environment.

Topic 3. Methods of assessing the competitiveness of the enterprise's potential.

Topic 4. Formation of competitive advantages of the enterprise.

Topic 5. Methods and technology of ensuring competitive advantages of the enterprise.

Topic 6. Methods of evaluating the competitiveness of products.

Topic 7. Stages of developing a program to increase competitiveness.

Topic 8. Evaluating the effectiveness of modern models of competitiveness management.

Topics of the laboratory classes

No laboratory classes are included in the plan.

Self-study

The course involves learning additional materials regarding the topics of the lectures. Students are expected to perform calculation work on assessing the competitiveness of the proposed enterprise and developing measures to increase it. Students are also recommended additional materials (videos, articles) for independent study and analysis.

Course materials and recommended reading

1. Porter, Michael E. Competitive strategy: techniques for analyzing industries and competitors: with a new introduction. New York: Free Press, 1998. – 422 p.
2. The Competitive Advantage Of Small and Medium Sized Enterprises: The Case of Jordan's Natural Stone Industry/ Suhail S. Sultan, Maastricht, 2007. – 345 p.
3. Kovtunenکو, YV. Competitiveness enterprise in modern conditions: problems and prospects. Economics: time realities. №2 (24), 2016. Pp. 41-46.
4. The Global Competitiveness Report Special Edition 2020: How Countries are Performing on the Road to Recovery / Klaus Schwab, Saadia Zahidi. World Economic Forum, 2020. – 96 p.
5. Business Strategy and Competitive Advantage. A Reinterpretation of Michael Porter's Work / Jovo Ateljević, Dženan Kulović, Filip Đoković, Mirza Bavčić. Routledge, 2023. – 208 p.
6. Performance management: putting research into action / James W. Smither and Manuel London, editors., 2009. – 703 p.
7. Daniels, A.C., & Rosen, T.A., (2014). Performance Management: Changing Behavior that Drives Organizational Effectiveness. Atlanta: Performance Management Publications.
8. Management (2019) Krasnokut'ska NS, Linkova OY, Nashchekina OM etc. Kharkiv: 2019. 232 p.
9. Krasnokut'skaya, NS. Strategic management: a textbook for students of economic specialties / NS Krasnokut'skaya, IA Kabanets Kharkiv: NTU "KhPI", 2017. 460 p.
10. Конкурентоспроможність підприємства: навчальний посібник / І.А. Дмитрієв, І.М. Кирчата, О.М. Шершенюк - Х.: ФОП Бровін О.В., 2020. 340 с.
11. Лупак Р. Л. Конкурентоспроможність підприємства : навч. посіб. /Р. Л. Лупак, Т. Г. Васильців. – Львів: Вид-во ЛКА, 2016. – 484 с.

Assessment and grading

Criteria for assessment of student performance, and the final score structure

100% final grade is the result of the final assessment (60%) and continuous assessment (40%).

Final assessment: final test (30%); presentation of the individual assignment (30%)

Continuous assessment: mid-term control (online tests) (20%); problem-solving during the workshops (20%)

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by

Date, signature

Head of the department
Olena PROKHORENKO

Date, signature

Guarantor of the educational program
Olena PROKHORENKO