

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО
на засіданні кафедри
міжнародної економіки і менеджменту
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ПОГОДЖЕНО
Проректор з навчально-методичної роботи
Каріца НЕМАШКАЛО



УПРАВЛІННЯ МІЖНАРОДНОЮ КОНКУРЕНТОСПРОМОЖНІСТЮ
ПІДПРИЄМСТВА

робоча програма навчальної дисципліни (РПНД)

Галузь знань	05 "Соціальні і поведінкові науки"
Спеціальність	051 "Економіка"
Освітній рівень	другий (магістерський)
Освітня програма	"Міжнародна економіка"

Статус дисципліни	обов'язкова
Мова викладання, навчання та оцінювання	англійська

Розробник(и):
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Надія ПРОСКУРНИНА

Гарант програми

Людмила ПІДДУБНА

Харків
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Simon Kuznets Kharkiv University of Economics

APPROVED

at the meeting of the department
of International Economics and Management
Minutes № 1, dated 28.08.2023

AGREED

Vice-rector for educational and methodical work



Karina NEMASHKALO

**MANAGEMENT OF INTERNATIONAL COMPETITIVENESS
OF ENTERPRISE**

the work program of the academic discipline

Branch of knowledge **05 «Social and behavioral sciences»**
Specialty **051 «Economy»**
Educational Level **Second (Master's)**
Educational Program **International Economics**

Status of discipline **Compulsory**
The language of teaching, learning and rating **English**

Developer:
PhD in Economics, associate
professor

Olena KOT

Head of Department
of International Economics and
Management

Nadiia PROSKURNINA

Guarantor of the program

Lyudmila PODDUBNA

**Kharkiv
2023**

INTRODUCTION

Competitiveness of enterprise in modern scientific discourse is considered as the main integral indicator of success and efficiency of economic activity. The transformation of international competitiveness management into an effective means of competitive struggle and improvement of competitive positions of enterprises in the world markets requires the formation of appropriate competencies and skills by the system of training specialists in higher educational institutions of Ukraine. The academic discipline “Management of International Competitiveness of Enterprise” (UMKP) is a mandatory educational discipline and is studied in accordance with the curriculum of training specialists of the educational level “Master” of the educational program “International Economics”.

The purpose of the discipline "Management of international competitiveness of enterprise" is the formation of future specialists of the system of knowledge on theoretical foundations, organizational and managerial models and technologies of formation of international competitiveness and skills, skills and competencies of their practical use in the management of international economic activity of the enterprise.

The task of the discipline is the development of students of the systemic nature of the international competitiveness of the enterprise in modern economic conditions; study of indicators and factors of international competitiveness of enterprises (organizations); familiarization with different types of international competitiveness strategies; mastering the main approaches to the development and improvement of strategies for the international competitiveness of ukrainian exporters.

The object of the discipline is the international economic activity of the enterprise as a whole.

The subject of the discipline is the organizational and managerial mechanism of formation, support and reproduction of the level of international competitiveness necessary and sufficient for the well-established functioning of the enterprise as a subject of international economic activity.

The results of training and competence that forms the academic discipline are defined in Table 1.

Table 1

Learning outcomes of training and competences formed by the educational discipline

Learning outcomes	Competences that must be mastered by a student of higher education
LO1	SC 6, SC 9
LO 2	SC 8
LO 4	SC 6, SC 11, SC 12
LO 7	SC 11, SC 12
LO 8	SC 6
LO 11	SC 6, SC 11
LO 12	SC 12

Learning outcomes	Competences that must be mastered by a student of higher education
LO 13	SC 12
LO 14	SC 6, SC 12
LO 15	GC 6, SC 1, SC 9, SC 11, SC 12
LO 16	SC 1, SC 12
LO 17	SC 12

Where,

GC 6. Ability to develop and manage projects

SC 1. Ability to use scientific, analytical, methodological tools to substantiate the strategy of development of economic subjects and related management decisions

SC 6. The ability to formulate professional tasks in the field of economics and solve them by choosing the right directions and appropriate methods for their solution, taking into account the available resources.

SC 8. Ability to assess possible risks, socio-economic consequences of management decisions.

SC 9. The ability to apply a scientific approach to the formation and implementation of effective projects in the socio-economic sphere.

SC11. Ability to plan and develop projects in the field of economy, to carry out its informational, methodical, material, financial and personnel support.

SC 12. Ability to ensure effective management of international competitiveness of the enterprise

LO 1. Formulate, analyze and synthesize solutions to scientific and practical problems.

LO 2. Develop, justify and make effective decisions on the development of socio-economic systems and management of economic entities.

LO 4. Develop socio-economic projects and a system of integrated actions for their implementation, taking into account their goals, expected socio-economic consequences, risks, legislative, resource and other restrictions.

LO 7. Choose effective methods of management of economic activity, justify the proposed solutions based on relevant data and scientific and applied research.

LO 8. Collect, process and analyze statistical data, scientific and analytical materials necessary to solve complex economic problems.

LO 11. To identify and critically evaluate the state and trends of socio-economic development, to form and analyze models of economic systems and processes.

LO 12. Justify managerial decisions on the effective development of business entities, taking into account goals, resources, limitations and risks.

LO 13. Assess the possible risks, socio-economic consequences of management decisions.

LO 14. Develop scenarios and strategies for the development of socio-economic systems.

LO 15. To organize the development and implementation of socio-economic projects taking into account information, methodological, material, financial and personnel support.

LO 16. Justify the choice of the most effective management decisions and business strategies for the development of international economic activity.

LO 17. To determine the most powerful factors of influence on the level of international competitiveness of an enterprise (financial, human, marketing, etc.) and to apply effective methods of its increase.

THE PROGRAM OF THE ACADEMIC DISCIPLINE

Content of the academic discipline

Content module 1. Management of international competitiveness of the enterprise as a component of international management

Topic 1. Introduction to the discipline “Management of International Competitiveness of Enterprise”

1.1. Management of the international competitiveness of the enterprise as a scientific and educational discipline.

1.2. The growing role of the theory of management of the international competitiveness of the enterprise in the modern system of training of managerial personnel.

Topic 2. Theoretical basis of competitiveness

2.1. Competitiveness as an imperative for the functioning and development of modern economic systems.

2.2. The concepts of competitiveness and their evolution.

2.3. The system paradigm of competitiveness.

Topic 3. International competitiveness of the enterprise

3.1. The essence and genesis of theoretical models of the international competitiveness of the enterprise.

3.2. Factors of the international competitiveness of the enterprise.

3.3. Institutional technologies of formation of the international competitiveness of the enterprise.

3.4. Indicators and methods for assessing the international competitiveness of an enterprise.

Topic 4. Conceptual principles of management of international competitiveness of enterprise

4.1. Categorical apparatus and methodological foundations of management of international competitiveness of enterprise.

4.2. The mechanism of management of international competitiveness of the enterprise.

4.3 the process of managing the international competitiveness of the enterprise.

Content module 2. The current state and strategy of increasing the international competitiveness of Ukrainian enterprises

Topic 5. The current state of the international competitiveness of industries and enterprises of industry of Ukraine

5.1. Transformational non-competitiveness of the Ukrainian economy and its institutional basis

5.2. International competitive positions of industries and enterprises of Ukraine: Comparative analysis.

5.3. “Decologization” of industrial exports of Ukraine: Causes and consequences.

Topic 6. State regulation of the international competitiveness of the enterprise

6.1. International experience of state regulation of international competitiveness and its importance for Ukraine.

6.2. Functions and methods of state regulation of the international competitiveness of the enterprise.

6.3. Stages of formation and development of the mechanism of state regulation of international competitiveness of Ukrainian enterprises

Topic 7. Macroeconomic prerequisites for increasing the international competitiveness of Ukrainian enterprises

7.1. The organizational model of the system of state regulation of the international competitiveness of the enterprise.

7.2. Development of business environment as a factor of adaptation of Ukrainian enterprises to global competition.

7.3. Investment and innovation imperatives of increasing the international competitiveness of Ukrainian enterprises.

7.4. Regional component of the strategy of increasing the international competitiveness of Ukrainian enterprises.

Topic 8. Strategies of international competitiveness of the enterprise

8.1. The essence and types of strategies of international competitiveness of the enterprise.

8.2. Principles and methodology of formation of the strategy of international competitiveness of the enterprise.

8.3. Management of the development and implementation of the strategy of international competitiveness of the enterprise.

Content module 3. Organizational design of the mechanism of management of international competitiveness of the enterprise

Topic 9. Project management in the system of management of international competitiveness of the enterprise.

9.1. Structural-functional and parametric synthesis of the management system of international competitiveness of the enterprise and its information support.

9.2. Essence, Wednesday and life cycle of the project. Processes and areas of project management knowledge.

9.3. Value approach in project management. The main stakeholders of the projects. Evaluation of project effectiveness

Topic 10. Planning of content, terms of implementation and cost of projects

10.1. Concept of project content and structure of work breakdown in the project (WBS)

10.2 the essence of grid and calendar planning of project deadlines. Methods of calendar planning.

10.3. Planning the cost of work. Approaches to determining the project completion indicator: On the basis of planned and actual costs

The list of practical (seminar) classes for the academic discipline is given in Table 2.

Table 2

List of practical (seminar) classes

Name of the topic and/or task	Content
Topic 1. Industry analysis of the competitive environment of the enterprise.	Introduction to the method of sectoral analysis. The impact of the industry life cycle on the competitive behavior of the company. Case 1 "using theory and normativity to explain the competitive environment of an enterprise". Case 2: Heimers' Theory of protective Investment in International Competition. Calculation of the influence of factors of the business environment on the activity of the enterprise.
Topic 2. Identification and assessment of key assets and top characteristics of the company ...	Familiarization with the tool for identifying key assets – “value chain”, “McKinsey” and Michael Porter. Case 1: IKEA value Chain, case 2 Dell value Chain, case 3 Benetton Group value Chain. Calculation of the level of monopolization with the help of a four-part concentration indicator
Topic 3. Competitive analysis as a component of the analysis of the competitive environment of the enterprise	Familiarization with the method of competitive analysis of the enterprise environment. Porter's method of analyzing 5 forces of competition. Case 1 features of competitive behavior "Gillette" and "Wilkinson sword". Calculation of the level of intensity of competition in the market with the help of the Herfindahl-Hirschman Index and Rosenbluta.
Topic 4. The process of managing the international competitiveness of the enterprise	Case 1 "errors in the management of international competitiveness of Nokia". Case 2. “Mistakes in managing the international competitiveness of the watch industry in Switzerland in the 70-20th years of the 20th century”. Building a competitive market map
Topic 5. Features of management of international competitiveness of domestic enterprises	Case 1. "Rybchynsky's theorem as a tool for explaining global problems in the management of competitiveness of Ukraine." Case 2 “targeting as an important stage in the

Name of the topic and/or task	Content
	process of managing the international competitiveness of an enterprise". Calculation of the level of competitiveness by the method of the amount of seats, and the weighted amount of seats.
Topic 6. International experience of state regulation of international competitiveness and its importance for Ukraine	Discussion of the world experience of post-war reconstruction of countries and increase of their competitiveness. Analysis of the dynamics of competitiveness of the enterprise, using the method of effective competition.
Topic 7. Development of business environment as a factor of adaptation of Ukrainian enterprises to global competition.	Discussion of international indicators of economic freedom, global competitiveness index of countries, etc. Analysis of competitiveness of the studied enterprise, using the grapho-analytical method of diagnostics.
Topic 8. Management of development and implementation of the strategy of international competitiveness of the enterprise	The task of determining the type of competitive strategy according to the classification of M. Porter of different companies. Case 1 "the phenomenon of stable holding of leadership positions by the first-time corporations". Case 2 "essence of the strategy of competitive struggle of the company Wal-Mart". Case 3: Tandem Computers Competitiveness Strategy. Assessment of competitiveness through an integrated assessment of product quality.
Topic 9. Use of project management to increase the level of competitiveness of the enterprise	Factors of external and internal design environment. Participants of the project. Role and features of the project manager. Case "Classification of projects". Calculation of project efficiency indicators
Topic 10. Components of project planning.	Comparison of basic approaches to product development (predictive, iterative, incremental, adaptive). Evaluation of the duration of operations. Drawing up a calendar plan. Methods and tools for assessing the cost of the project and drawing up the budget of the project.

The list of independent work on the educational discipline is given in Table 3

Table 3

Independent work in the discipline

Name of the topic and/ or task	Content
Topic 1. Introduction to the discipline "Management of international competitiveness of the enterprise"	The study of the question "knowledge base, business qualities and competence of the manager on international competitiveness of the enterprise". Mastering the lecture material, consideration of cases
Topic 2. Theoretical basis of competitiveness	Study of lecture material, preparation of information for solving cases, preparation for control work
Topic 3. International competitiveness of the enterprise	Search, selection and review of literary sources on a given subject, preparation of information for solving cases.
Topic 4. Conceptual principles of management of international competitiveness of enterprise	Study of lecture material, preparation of information for solving the managerial situation, preparation for colloquium
Topic 5. The current state of the	The study of the issue "International competitive positions of

Name of the topic and/ or task	Content
international competitiveness of industries and enterprises of industry of Ukraine	industries and enterprises of industry of Ukraine: Comparative analysis". Search, selection and review of literary sources on a given subject, preparation of information for solving cases
Topic 6. State regulation of the international competitiveness of the enterprise	Study of lecture material, preparation of information for solving cases, preparation for control work. Preparation of creative task..
Topic 7. Macroeconomic prerequisites for increasing the international competitiveness of Ukrainian enterprises	The study of the question "Development of the business environment as a factor of adaptation of Ukrainian enterprises to global competition". Search, selection and review of literary sources on a given subject. Preparation of creative task
Topic 8. Strategies of international competitiveness of the enterprise	Search, selection and review of literary sources on a given subject, preparation of information for solving cases. Preparation of creative task. Preparation for control work.
Topic 9. Project management in the system of management of international competitiveness of the enterprise.	Functions related to projects. Principles of Project Management by PMBOK of the seventh edition. Definition of project objectives, product objectives, goals of the organization implementing the project and the features of the project environment. Preparation and protection of the creative task
Topic 10. Planning of content, terms of implementation and cost of projects	Overview of modern software products used for project management (Trello, MS Project, GanttPRO, Smartsheet, Jira, etc.). Preparation for the Colloquium.

The number of hours of lectures, practical (seminar) and/ or laboratory classes and hours of independent work are given in the working plan (technological map) for the discipline.

METHODS OF TEACHING

In the process of teaching the discipline to obtain certain learning outcomes, the activation of the educational process provides for the use of such teaching methods as:

Verbal (lecture (subject 1, subject 3, subject 4, subject 5, subject 9, topic 10), problem lecture (topic 2, topic 6, topic 7, topic 8).

Demonstration (subject 1-10).

Practical (practical work (topic 1-10), case-method (topic 1-5, topic 8-9). Presentation, or performances in front of the audience (Theme 9-Theme 10).

FORMS AND METHODS OF EVALUATION

The University uses 100 point cumulative system of evaluation of the results of higher education applicants.

Current control is carried out during lectures, practical, laboratory and seminar classes and aims to check the level of preparedness of the applicant for higher education to perform a specific work and is estimated by the amount of points: For disciplines with the form of semester control: The maximum amount – 100 points; the minimum amount is 60 points.

Final control includes semester control and certification of the applicant of higher education.

Semester control is carried out in the forms of differentiated credit or credit. The final assessment of the academic discipline is determined: For disciplines with the form of semester control of the score – the sum of all points obtained during the current control.

During the teaching of the discipline, the following control measures are used:

Current control: front surveys (6 points: Three surveys of two points), written current control works (30 points: Three control points of 10 points), colloquium (40 points: Two colloquium of 20 points), seminar-discussion (14 points: Seven seminars of 2 points), creative (competently-oriented) task (10 points).

RECOMMENDED LITERATURE

Main

1. Upravlinnia mizhnarodnoiu konkurentospromozhnistiu (Управління міжнародною конкурентоспроможністю): navch. posib. u struk.-lohichn. skhemakh [Elektronnyi resurs] / ukl.: T.V. Androsova, L. O. Chernyshova. – Elektron. dani. – Kh. : KhDUKhT, 2019. – 202 p.

2. Konkurentospromozhnist pidpriemstva (Конкурентоспроможність підприємства): navch. posib. / I.A. Dmytriiev, I.M. Kurchata, O.M. Shersheniuk. – Kh.: FOP Brovin O.V., 2020. – 340 p.

3. Praktykum z navchalnoi dystsypliny "Upravlinnia mizhnarodnoiu konkurentospromozhnistiu pidpriemstva" (Практикум з навчальної дисципліни "Управління міжнародною конкурентоспроможністю підприємства») dla studentiv spetsialnosti 8.03050301 "Mizhnarodna ekonomika" dennoi formy navchannia :[Elektronne vydannia] / uklad. L. I. Piddubna, O. A. Shestakova. – Kharkiv : KhNEU im. S. Kuznetsia, 2016. – 51 p. – Rezhym dostupu: <http://repository.hneu.edu.ua/bitstream/123456789/16679/1/2016-%20%D0%9F%D1%96%D0%B4%D0%B4%D1%83%D0%B1%D0%BD%D0%B0%20%D0%9B.%D0%86..pdf>

Additional

4. Melnyk T.M. Upravlinnia mizhnarodnoiu konkurentospromozhnistiu pidpriemstva (Управління міжнародною конкурентоспроможністю підприємства): pidruchnyk / T. M. Melnyk, N. O. Iksarova ; Kyiv. nats. torh.-ekon. un-t. - Kyiv : Kyiv. nats. torh.-ekon. un-t, 2016. – 455 p.

5. Piddubna L. I. Konkurentospromozhnist posluh mizhnarodnoho turystychnoho strakhuvannia / L. I. Piddubna // Naukovyi visnyk Odeskoho natsionalnoho ekonomichnoho universytetu. Zb. nauk. prats. – Odesa, 2020. – № 3-4 (276-277). s. 112-124. – Rezhym dostupu: <http://www.repository.hneu.edu.ua/bitstream/123456789/25821/1/%d0%9f%d0%be%d0%b4%d0%b4%d1%83%d0%b1%d0%bd%d1%8b%d0%b9%201.pdf>

6. Piddubna L. I. Mizhnarodna konkurentospromozhnist pidpriemstva:

teoriia ta mekhanizm zabezpechennia: Monohrafiia. – Kharkiv : VD "INZhEK", 2011. – 400 s.

7. Porter M. Competitive Strategy. Industry and competitor Analysis techniques. – Access mode: <http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf>

8. Porter M. Konkurentna perevaha (Конкурентна перевага). Yak dosiahaty stabilno vysokykh rezultativ / Maikl Porter ; per. z anhl. Iryna Emilianova. – Kyiv : Nash format, 2019. – 624 s.

9. Sivachenko I. Yu., Kozak Yu. H., Lohvinova N. S. ta in. Upravlinnia mizhnarodnoiu konkurentospromozhnistiu pidpriemstv (Управління міжнародною конкурентоспроможністю підприємств): Kredytно-modulnyi kurs: Navch. posib. / Za red. I. Yu. Sivachenka, Yu. H. Kozaka, N. S. Lohvinovoi. 3-tie vyd. – K.: Tsentr uchbovoi literatury, 2010. – 312 s.

10. Shtal T. V. Teoretyko-metodolohichniy analiz pohliadiv uchenykh na vyznachennia poniattia «konkurentospromozhnist» / T. V. Shtal, D. A. Shulha, D. A. Torpup // Biznes Inform. – 2020. No. 11. – s. 13-17. – Rezhym dostupu: <http://www.repository.hneu.edu.ua/bitstream/123456789/24958/1/%d0%a8%d1%82%d0%b0%d0%bb%d1%8c%20%d1%81%d1%82%d0%b0%d1%82%d1%82%d1%8f%20-2020-.pdf>

Information resources

11. Sait personalnykh navchalnykh system KhNEU im. S. Kuznetsia. Dystsyplina Mizhnarodni biznes stratehii pidpriemstva. – Rezhym dostupu: <https://pns.hneu.edu.ua/course/view.php?id=5193>

12. World Economic Forum: Website. URL: <http://www.weforum.org/>