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**NATIONAL AVIATION UNIVERSITY**  
 Faculty of Transport, Management and Logistics  
 Management of Foreign Economic Activity of Enterprises Department

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 « 13 » 12 2022



Quality Management System

**COURSE TRAINING PROGRAM**

on

**“International Competitiveness Management of the Enterprise in Conditions of European Integration”**

Educational and Professional Program: “Management of Foreign Economic Activity”

Field of study: 07 “Management and Administration”

Specialty: 073 “Management”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control
Full-time	1	120/4,0	17	17	86	-	-	Graded Test - 1 s.
Extramural	1	120/4,0	6	6	108	1 CW - 1 s.	-	Graded Test - 1 s.

Index: CM-7-073-2/21-3.2.

Index: CM-7-073-2pt/22-3.2.

**QMS NAU CTP 19.06-01-2022**



The Course Training Program on "International Competitiveness Management of the Enterprise in Conditions of European Integration" is developed on the basis of the Educational and Professional Program "Management of Foreign Economic Activity", Master Curriculums, № CM-7-073-2/21, № CM-7-073-2pt/22 and Master Extended Curriculums № ECM-7-073-2/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

Developed by:

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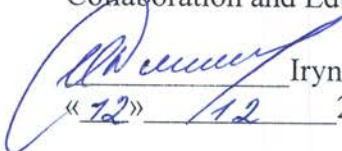
The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity" Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № 10 of "21" November 2022.

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« 12 » 12 2022.

Document level – 3b

The Planned term between revisions – 1 year


**Master copy**



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## INTRODUCTION

The Course Training Program (CTP) on “International Competitiveness Management of the Enterprise in Conditions of European Integration” is developed based on the “Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study”, approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management.

**The purpose** of teaching the subject is to form of a set of theoretical knowledge and practical skills on the formation and implementation of future managers' theoretical knowledge and practical skills in managing the competitiveness of airlines in modern economic conditions, taking into account the experience of European countries and European integration processes.

**The tasks** of studying the subject are:

- formation of an effective system of personnel management in the organization;
- substantiation of the conceptual foundations and methodological principles of personnel management;
- study of the theory, domestic and world experience in assessing and managing the competitiveness of enterprises in the context of European integration;
- determination of the main levers of influence on the level of competitiveness of the enterprise to gain competitive advantages and prevent the loss of competitive positions in the service market;
- mastering the basic methodological approaches to analyzing the competitive advantages of the enterprise and the competitiveness of goods (services);
- mastering modern methodological tools, practical skills for effective management of competitiveness of enterprises in modern economic conditions;
- study of general and basic strategies of competition, strategies of competitive behavior of the enterprise, strategies for ensuring competitiveness;
- mastering the basic approaches to the development and implementation of programs to improve the competitiveness of the enterprise.

#### 1.2. Learning outcomes the subject makes it possible to achieve


As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:

- **PLO 1.** Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
- **PLO 3.** Design effective organization management systems.
- **PLO 4.** Justify and manage projects, generate entrepreneurial ideas.
- **PLO 5.** Plan the activities of the organization in strategic and tactical sections.
- **PLO 6.** Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
- **PLO 7.** Organize and implement effective communications within the team, with representatives of various professional-groups and in an international context.
- **PLO 9.** Be able to communicate in professional and scientific circles in the state and foreign languages.
- **PLO 10.** Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
- **PLO 12.** Be able to delegate authority and management of the organization (unit).

#### 1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:



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- **IC 1.** Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in case of uncertainty of conditions and requirements.
- **GC 6.** Ability to generate new ideas (creativity).
- **GC 8.** Ability to work independently, to make independent decisions and to take responsibility for their implementation. Ability to self-organize.
- **GC 10.** Knowledge of a business foreign language: reading, speaking, writing in a foreign language, which allows you to work in English, for example, if it is foreign.
- **PC 2.** Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.
- **PC 5.** Ability to create and organize effective communications in the management process.
- **PC 6.** Ability to form leadership qualities and demonstrate them in the process of managing people;
- **PC 7.** Build projects, manage them, and implement them.
- **PC 8.** Ability to use psychological technologies for working with staff.

#### 1.4. Interdisciplinary connections

The discipline "International Competitiveness Management of the Enterprise in Conditions of European Integration" on the knowledge of such disciplines as: "Business Ethics and Corporate Social Responsibility", "Business Statistics in Management", "International Innovation Management", "Strategic Management" is the basis for studying such disciplines as "Business Planning in Foreign Economic Activity", "Strategic Management of Corporations" and others.

## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content

Training material is structured according to the module principle and consists of **one educational module**:

– **Module № 1 "International Competitiveness Management of the Enterprise in Conditions of European Integration"**,

which is logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

### 2.2. Modular structuring and integrated requirements for each module

**Module № 1 "International Competitiveness Management of the Enterprise in Conditions of European Integration"**

**Integrated requirements to the module № 1:** critically appraise, select and use the necessary scientific, methodological and analytical tools to manage under unpredictable conditions, identify problems in an organization and substantiate methods to solve them, organize and implement effective communications within a team, with representatives of various professional groups and in an international context, have sufficient knowledge of various communication theories to enable them to critically analyze the literature in this area.


#### **Topic 1. Competition, competitiveness, competitive advantages.**

The essence and types of economic competition. Evolution of views on competition. Competition as a driving force of the market. Elements of the mechanism of competition. Competition and enterprise. Types of competitiveness depending on the level and object of analysis.

#### **Topic 2. Competitive environment of the enterprise.**

The main components of the competitive environment. The model of "five forces of competition" by M. Porter and its elements. Driving forces of the market and intensity of competition. Factors affecting



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the strength of competition. Methods of assessing the intensity of competition. Indicators of concentration of production in the industry.

**Topic 3. Analysis of competitors' activities.**

Information support and structure of the analysis of competitors' activities. Methods of building and interpreting a competitive market map and a map of strategic groups.

**Topic 4. The essence of competitiveness of goods and services in the market.**

Factors, factors and criteria of product competitiveness. Assessment of product competitiveness. Basic approaches to managing the competitiveness of goods and services. Competitiveness of products is the basis for the formation of competitiveness of the enterprise. Methods of assessing the competitiveness of products. Quality of goods (services) - the main lever of ensuring its competitiveness.

**Topic 5. Factors of ensuring the competitiveness of the enterprise in the context of European integration.**

The essence and correlation of the concepts of "market success factors", "core competencies", "competitive advantages". Properties of competitive advantages. Areas of formation and implementation of competitive advantages. Types and sources of competitive advantages.

**Topic 6. Basic strategies of enterprise competitiveness in the European market.**

The system of competitive strategies of the enterprise. The essence of the concept of "competitive strategy". The most common classifications of market competition strategy. General strategies of competition. Strategies of competitive behavior of the enterprise. Strategies for ensuring competitiveness as a comprehensive strategy. Situational design of competitive strategy. Adaptation of competition strategy to the peculiarities of market dynamics.

**Topic 7. System of enterprise competitiveness management in the context of European integration.**

Factors determining the level of competitiveness of the enterprise. Aspects of ensuring the competitiveness of the enterprise: production, marketing, financial, innovative, organizational and cultural, personnel, management.

**Topic 8. Methods of assessing the level of competitiveness of the enterprise.**

System - process approach to enterprise competitiveness management. Competitiveness management cycle.

**Topic 9. Regulation of competition at the national and international levels.**

Domestic approach to ensuring the competitiveness of the national economy; international experience in implementing competitiveness programs. Methods of competition regulation at the national and international levels.

**Topic 10. Development and implementation of competitiveness programs.**


The concept of developing and ensuring the implementation of programs to improve the competitiveness of the enterprise. Productivity and quality improvement programs as a component of enterprise competitiveness programs. The main stages of the development of the competitiveness program. Implementation of the competitiveness program and monitoring of its progress.

**Topic 11. Features of competitive relations in Ukraine and in Europe.**

Prospects for the development of Ukrainian companies in Europe.

**Topic 12. Social responsibility and competitiveness of the enterprise.**



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

### 2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
<b>1 semester</b>									
<b>Module № 1 “Human Resources Management”</b>									
1.1.	Competition, competitiveness, competitive advantages	10	2	2	6	9	-	1	8
1.2.	Competitive environment of the enterprise	8	2	-	6	8	-	1	7
1.3.	Analysis of competitors' activities	10	2	2	6	8	-	1	7
1.4.	The essence of competitiveness of goods and services in the market	9	-	2	7	9	1	-	8
1.5.	Factors of ensuring the competitiveness of the enterprise in the context of European integration	9	2	-	7	9	-	1	8
1.6.	Basic strategies of enterprise competitiveness in the European market	9	-	2	7	8	1	-	7
1.7.	System of enterprise competitiveness management in the context of European integration.	11	2	2	7	8	-	-	8
1.8.	Methods of assessing the level of competitiveness of the enterprise	10	-	2	8	10	1	-	9
1.9.	Regulation of competition at the national and international levels	11	2	2	7	9	-	1	8
1.10.	Development and implementation of competitiveness programs	9	2	-	7	9	1	-	8
1.11.	Features of competitive relations in Ukraine and in Europe	10	2	-	8	10	1	-	9
1.12.	Social responsibility and competitiveness of the enterprise	11	-	2 1	8	9	-	-	9
1.13.	Carrying out the homework and home control work (extramural form of study)	-	-	-	-	9	1	-	8
1.14.	Final semester control work	-	-	-	-	5	-	1	4
1.15.	Module test № 1	3	1	-	2	-	-	-	-
<b>Total for the module № 1</b>		<b>120</b>	<b>17</b>	<b>17</b>	<b>86</b>	<b>120</b>	<b>6</b>	<b>6</b>	<b>108</b>
<b>Total for 1 semester</b>		<b>120</b>	<b>17</b>	<b>17</b>	<b>86</b>	<b>120</b>	<b>6</b>	<b>6</b>	<b>108</b>
<b>Total for the subject</b>		<b>120</b>	<b>17</b>	<b>17</b>	<b>86</b>	<b>120</b>	<b>6</b>	<b>6</b>	<b>108</b>

### 2.4. Homework and home control work (extramural form of study)

Homework and home control work (extramural form of study) is performed in the first semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.



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Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.

### 2.5. The list of questions for preparation for the final control work (extramural form of study).

The list of questions and the content of tasks for the preparation of the final control work (extramural form of study), developed by leading teachers and approved by the minutes of the meeting of the department and brought to the attention of students.

## 3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

### 3.1. Teaching methods

The methods of teaching the discipline "International Competitiveness Management of the Enterprise in Conditions of European Integration" are ways of joint activity and communication of a teacher and students, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 073 "Management".

Depending on the source of knowledge, during training sessions, both practicals and lecture, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practicals (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the discipline "International Competitiveness Management of the Enterprise in Conditions of European Integration" are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

- methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;
- reproductive and problem-search; methods of educational work under the guidance of a teacher and methods of independent work of students;
- methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;
- methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

### 3.2. List of references

#### Basic literature

3.2.1. European Competitiveness and Industry. Benchmarking Report 2019. European Round Table for Industry. <https://ert.eu/documents/benchmarking-report-2019/>

3.2.2. Антощенко В.В. Конкурентоспроможність як основа ефективної національної економіки. Вісник Харків. нац. техн. ун-ту сіл. г-ва ім. П. Василенка, 2019.

3.2.3. Горбаль Н.І., Кухтяк К.А., Руда М.В. Вплив членства в ЄС на конкурентоспроможність країн Східної Європи. Науковий вісник НЛТУ України: Серія економічна, 2019.


#### Additional literature

3.2.4. Маковецька І.М., Яргін М.В. Стратегічне планування як основа сталого розвитку підприємства. Економіка. Менеджмент. Бізнес. 2021. № 2 (36). С. 38-41.

3.2.5. Міщенко А.П. Стратегічне управління: навч. посіб. К.: Центр навч. Літератури. 2018. 336 с.

### 3.3. Internet information resources



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3.3.1. Companion UA Новини українського бізнесу <http://companion.ua/>

3.3.2. Теоретичні, методологічні та практичні аспекти конкурентоспроможності підприємств : монографія / за загальною редакцією професора О.Г. Янкового. – Одеса, Атлант, 2017. – 514 с. [http://oneu.edu.ua/wp-content/uploads/2018/01/monograf\\_ep\\_oneu\\_2017\\_11\\_12.pdf](http://oneu.edu.ua/wp-content/uploads/2018/01/monograf_ep_oneu_2017_11_12.pdf)

3.3.3. Management.com.ua // <http://www.management.com.ua/>

#### 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	
	Full-time	Extramural
<b>1 semester</b>		
<b>Module № 1</b>		
Kind of academic work	Grade values	
Carrying out tasks on practicals	10 points × 7 = 70	10 points × 2 = 20
Carrying out test tasks	10 points × 1 = 10	20 points × 1 = 20
Carrying out the Homework and home control work (extramural form of study)	10	30
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>54 points</i>	-
Carrying out Module Test №1	10	-
<b>Total by the Module №1</b>	<b>100</b>	<b>70</b>
<b>Final control work</b>	-	<b>30</b>
<b>Total by the Modules №1</b>	<b>100</b>	<b>100</b>
<b>Total by the subject</b>	<b>100</b>	<b>100</b>

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

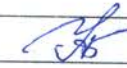
4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: **92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E**, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.


(Ф 03.02-01)

## АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	УСЛСБАО	15.12.22	Мисевич Ірина		


(Ф 03.02-02)

## АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки
1	Місковиця Ірина		15.12.22	

(Ф 03.02-04)

## АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності
1	Місковиця Назарія Юріївна	06.06.2023		актуальні №7 від 06.06.2023

(Ф 03.02-03)

## АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02-32)

## УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				