

Educational Institution
«Belarus State Economic University»

APPROVED BY

First Vice-rector of the Educational
Institution

«Belarusian State Economic university»

E.F.Kireeva

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INTERNATIONAL COMPETITIVENESS

The Curriculum of the Educational institution of Higher education
for the specialty 1-25 01 03 «World Economy»

2022

The curriculum is based on the curriculum for the specialty 1-25 01 03 «World Economy», registration number 21ИДА-132 from 2nd September 2021.

COMPILERS:

Dudko E.N., Associate Professor of the Department of International Business of the Educational Institution «Belarusian State Economic University», Candidate of Economic Sciences, Associate Professor;

Lisitsa E.S., Associate Professor of the Department of Economy and Management at the High School of Management and Business of the Educational Institution «Belarusian State Economic University», Candidate of Economic Sciences, Associate Professor.

REVIEWERS:

Yurova N.V., Head of the Department, Belarusian State University, Candidate of Economic Sciences, Associate Professor;

Pavlovskaya S.V., Associate Professor of the Department of Economics and Management of Tourism Industry of the Educational Institution «Belarusian State Economic University», Candidate of Economic Sciences, Associate Professor

RECOMMENDED FOR APPROVAL:

Department of International Business of the Educational Institution «Belarusian State Economic University» (Protocol № «10» 21.04 2022).

The Scientific and Methodological Council of the Educational Institution «Belarus State Economic University» (Protocol № «7» 15.06 2022).

EXPLANATORY NOTE

The curriculum for the academic course "International competitiveness" has been created in accordance with the educational standards of higher education in the specialty 1-25 01 03 "World Economy".

The purpose of the course "International competitiveness" is an in-depth study of the theory of competition, its strategies and tactics in international trade in goods and services, technological exchange, industrial and technological cooperation; transformation under the influence of digital trends; the development of analytical thinking among students.

The main tasks of studying the course are:

to know the laws of international competition and competitive behavior in markets, competition theory, the main types of basic and corporate strategies of competitive behavior in markets,

to be able to develop classical types of competitive strategies of a commodity's producer in the modern international economy.

Interdisciplinary relations: the course "International competitiveness" is a logical continuation and develops and complements at the content of the next courses: "Economics and Management of foreign Economic activity", "International Economic Relations", "International Business".

The study of the discipline "International competitiveness" forms the following competencies of specialist in accordance with the educational standard of the I stage in the specialty "World Economy":

* UC-5: Be capable of self-development and improvement in professional activity.

* DPC-13. Form and evaluate the competitive strategy and competitive advantage of the organization and position the company in the market.

As a result of the discipline studying, a student should:

know:

– the essence and content of the concepts of "competition", "market", "competitive strategy", "competitiveness", "commodity strategy";

– basic principles and approaches of strategic management;

– the main strategies of the company, the criteria for choosing basic strategies;

be able to:

– use methods, forms and tools of a comprehensive analysis of all types of activities of the organization for the effective use of production resources;

have the skills to:

– basic theoretical knowledge for solving practical problems;

– methods of assessing competitiveness;

– an interdisciplinary approach to solving economic problems.

The study program for the course "International competitiveness" consists of 108 hours, of which the total class hours – 68, including 34 hours for lectures and 34 hours for seminars.

The assessment method is exam.

CONTENT

Topic 1. Theories of international competition

The meaning of the terms "competition", "competitive advantages" and "competitiveness". Competitiveness at different levels: micro-, meso-, macro. The phenomenon of competition at different types of the market.

Forms and types of competition. The importance of competition to the market development. The history of the development of competition.

Classical theories of international trade to ensure the achievement of competitive advantages due to absolute advantages, comparative advantages, due to factors of production.

M. Porter's theory of International Competition. Determinants of a country's competitive advantages. Transformation of competitive advantages. Global value chains as a basis for the formation of competitive advantage.

Topic 2. Strategic management through competition concept

Globalization and regionalization processes impact on forms and types of international competition. Internationalization forms of production. Meaning and features of global competition.

Definition of the firm's strategical problems, its difference from operational problems.

Strategical management: definition, development, the correlation of strategical management and strategical planning.

Topic 3. Methodology and steps/stages of strategic management

Principles and approaches to strategic management. Main strategies of competition.

Firm's strategy, its components. Competitive strategies: definition, types and approaches to substantiating.

Strategical management: definition, development, the correlation of strategical management and strategical planning.

Stages of competitive strategies development. The changes of types and forms of international competition under globalization, regionalization and digitalization.

Topic 4. Generic competitive strategies

Generic competitive strategies by M. Porter.

Cost leadership: definition, conditions, opportunities and threats, main resources for development.

Differentiation: types, resources for development, correlation of the concepts of specialization and differentiation.

Focus strategy. Focus in cost and focus in differentiation: goals, conditions, resources for the development and threats of realization.

Selection criteria for generic competitive strategies on the world market and notable examples (case studies).

Topic 5. Positioning strategies focused on competitors

Positioning strategies focused on product and firm's development due to J. Trout approach. Current competitive position influence on strategic actions relative to the competitors.

Defensive strategies: principles and conditions for implementing the strategy. Types of defensive strategies: active and passive approaches and main ways of its implementation.

Offensive strategies: main approaches and aspects of realization. Types of defensive strategies: encirclement attack, frontal attack, flank attack, bypass attack and oths. Guerilla Warfare.

Selection criteria for positioning competitive strategies on the world market and notable examples (case studies).

Topic 6. Corporate strategies

Definition and types of corporate strategies.

Diversification strategy: meaning, resources of competitive advantages, principles of implementation и threats, synergistic effect. Types of diversification (related and unrelated, vertical and horizontal, adjacent growth and conglomerate growth).

Concentration strategy: meaning, principles and threats of implementation, types (horizontal and vertical, forward and backward integration). Intensive growth strategy and integrative growth strategy. Mergers and acquisitions: meaning, aspects of implementation and main threats. Purposes, types and main aspects of international strategic alliances functioning.

Strategies of restructuring and disintegration: conditions and approaches for implementation.

Selection criteria for positioning competitive strategies on the world market and notable examples (case studies).

Topic 7. International competitive strategies

Correlation of concepts of multinational and global competition, multinational and global competitive strategies.

Global strategy of product and sales differentiation: definition, criteria for selection in countries and industry (sector).

Strategies of transnational diversification: role of diversified transnational corporations in international competition, strengths and weaknesses, possible forms for cooperation and competitive strategies against transnational corporation on domestic market.

Global cost leadership strategy and global focused differentiated strategy: definition, types and conditions, notable examples (case studies).

Topic 8. Competitive strategies under product and firm's life-cycle hypothesis

Main stages of product (industry, market) life-cycle hypothesis and criteria to identify. Ansoff matrix: existing products/market development strategies and new

products/markets development strategies. Conditions for business internationalization under product (industry, market) life-cycle hypothesis.

Competitive strategies on new and fast-growing industries (markets): specific aspects for financing, approaches for competitive advantages development and product promotion. Notable examples (case studies).

Competitive strategy under maturity stage of industry development: criteria for identification and strategies on its basis. Notable examples (case studies).

Commutant (adaptive), explorant (pioneering), patient (niche) and violent (power) competitive strategies: definition and implementation.

Topic 9. Pricing and non-pricing competitive strategies

Definition and types of pricing and non-pricing competition at the world market. Price War (meaning and examples).

Types of pricing strategies: price skimming strategy, market penetration pricing, premium pricing, follow-the-leader pricing and oths. Resources of the competitive advantages and basis for implementation, planning and development threats. Factors, determining choice of competitive pricing strategy.

Computing the effectiveness of strategy based on market share growth and increased profits (skimming pricing strategy and market share growth strategy) and computing investment effectiveness (market penetration strategy) based on payback period.

Topic 10. Market analysis methodology

Approaches of strategic analysis. Definition of the term “market attractiveness” and criteria for assessment. Meaning and indicators for competitive position of product and firm.

BCG matrix as the approach for competitive position analysis and redistribution of cash flows among different business directions of diversifies company.

GE/McKinsey matrix as the approach for analysis of short-term efficiency of investments and its redistribution among different business directions.

Comparative analysis own opportunities and distinguishing features of competitors, creating “firm’s competitive profile”.

SWOT and PEST analysis: components, main aspects and competitive strategies on the basis of SWOT analysis.

Topic 11. Competitive strategies on the world market under digital business transformation

Organizational structures of strategical management: functional division structure, geographic structure, decentralized structure, product structure, matrix structure.

Types of organizational forms of companies’ integration: multinational corporations, concern, conglomerate, pool, trust and oths. Stable and dynamic business networks.

Digital transformation and digital strategy. Digital projects and digital platforms. Competitive advantages on digital economy. Modification of firm’s behavior in digital

economy. Transnational corporations' changes in competitive strategies under digital business transformation.

Topic 12. Protection of intellectual property rights as the basis for competitive advantages

Intellectual property as the new product in the world economy.

The development and brand promotion as the approach for competitive advantages development.

Intellectual property on the global value chains.

**Educational and methodical map of the discipline «International competitiveness»
for the specialty 1–25 01 03 «World Economy»
(full-time higher education)**

Number of the section, topic	Name of the section, topic	Number of academic hours					Number of hours, controlled independent work	Form of knowledge control
		Lectures	Practice	Seminars	Laboratory classes	Other		
1	2	3	4	5	6	7	8	9
1	Theories of international competition	6		4		[6-8,19,20, 21, 22]		Test
2	Strategic management through competition concept	2		2		[3,4,9,13,14]		Test
3	Methodology and steps/stages of strategic management	2		2		[3,4,9,13,14]		
4	Generic competitive strategies	4		4		[1,2,6-8,10, 19,20-23]		Survey, test
5	Positioning strategies focused on competitors	2		4		[1,2,10-18, 20-23]		Survey, test
6	Corporate strategies	2		4		[3,5,9,10, 15-17]		Test
7	International competitive strategies	2		2		[1,3-5,10, 12,15-17, 20-23]		Survey, test
8	Competitive strategies under product and firm's life-cycle hypothesis	4		2		[1,2,3,5, 10-18, 20-23]		Survey
9	Pricing and non-pricing competitive strategies	2		2		[4,5,10-16]		Survey, test
10	Market analysis methodology	2		2		[1,2,12-15,17, 18, 21-23]		Test
11	Competitive strategies on the world market under digital business transformation	4		4		[3-5, 10,12,15-17, 20-23]		Survey
12	Protection of intellectual property rights as the basis for competitive advantages	2		2		[1,2,12-15,17, 18]		Survey
	Total hours	34		34				Exam

LITERATURE

Primary

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Methodical recommendations for the study of discipline

To understand the discipline and pursue knowledge of the discipline, an important stage is the independent work of students.

The main directions of the student's independent work are:

- initially detailed introduction to the curriculum of the discipline;
- be familiar with the list of recommended literature including primary and secondary lists, selection of additional literature;
- to study and find additions to the lectures, consultations;
- be ready for seminars (practical) due to the specially developed plans, including the list of the literature;
- to write abstracts and individual projects on individual topics of the discipline;
- to collect and structure statistical and analytical materials by sections of the discipline;
- to analyze practical situations and problem solving;
- to prepare for the implementation of diagnostic forms of control (tests, test papers, etc.);
- to be ready for the exam.

PROTOCOL FOR THE HARMONIZATION OF THE EDUCATION PROGRAM

Name of the discipline with which approval is required	Department	Suggestions about changes in curriculum content institutions of higher academic education	The decision taken by the department that developed the curriculum (with the date and protocol number)
International Business and Investment	World economy	No suggestions 	Protocol № <u>10</u> from <u>21.04.2022</u>

ADDITIONS AND CHANGES TO THE CURRICULUM
for the ____ / ____ academic year

№ п/п	Additions and changes	The ground

The curriculum is reviewed and approved at a meeting of the Department of International Business (protocol № ____ from ____ 202__).

Head of the Department

Candidate of Economic Sciences,
Associate Professor

G.V. Turban

APPROVED

Dean of the School of International Economic Relations

Candidate of Economic Sciences,
Associate Professor

O.N.Shkutko
