Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Максимов Алексей Борисович
Должность: директор департамента по образовательной политике
Дата подписания: 18.09.2025 18:16:23
Уникальный программный ключ:
8db180d1a3f02ac9e60521a5672742735c18b1d6

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

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"27" февраля 2025

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"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"Managing the Competitiveness of the Organization"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2025

Developer(s):

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1. Goals, objectives and planned learning outcomes in the discipline.

The discipline “Managing the Competitiveness of the Organization” is aimed at students receiving higher education, aimed at obtaining the competence necessary to perform a new type of professional activity in the field of effective functioning of the sales management system of the organization as a whole and for its structural divisions, acquiring the “Manager” qualification.

Course objectives:

- to generate knowledge in the field of technologies for assessing the economic and social conditions of entrepreneurial activity, identifying new opportunities and forming new business models.
- developing skills for coordinating business activities in order to ensure consistency in the implementation of the business plan by all participants.

Course objectives:

- to form in students the ability to analyze the relationships between functional strategies companies With purpose preparation of balanced management decisions.
- to develop the ability to analyze organizational and economic problems in order to stimulate production and increase sales volumes, improve the quality and competitiveness of manufactured goods and services, economical and efficient use of material, financial and labor resources.

A list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the professional training program.

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes must be achieved as a stage in the formation of relevant competencies:

Code and name of competencies	Indicators of Competency Achievement
PK-5. Able to collect information about business problems and identify business opportunities for the organization	**IPK-5.1.**Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization’s activities to the extent sufficient to solve business analysis problems. **IPK-5.2.**Able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, record, analyze and classify risks and develop a set of measures to address them

	minimization; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the selected approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. **IPK-5.3.**Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.

2. Place of discipline in the structure of the educational program

The discipline "Managing the Competitiveness of the Organization" is one of the disciplines of the part formed by participants in educational relations (B.1.2.) of the undergraduate educational program.

The discipline "Managing the Competitiveness of the Organization" is logically, substantively and methodologically interconnected with the following EP disciplines:

- Basic Management;
- Sales and customer relationship management;
- Distributed Community Management

3. Structure and content of the discipline.

The total labor intensity of the discipline is _3_ credit(s) units (108 hours).

3.1. Types of educational work and labor intensity

(according to forms of study)

3.1.2. Part-time education

No. p/p	Type of educational work	Number of hours	Semesters	
			6	-
1	**Auditory lessons**	**36**	**36**	**-**

	Including:			-
1.1	Lectures	18	18	-
1.2	Seminars/practical sessions	18	18	-
1.3	Laboratory exercises	-	-	-
2	**Independent work**	**72**	**72**	-
3	**Interim certification**	**-**	**-**	-
	Test/differential test/exam	**exam**	**exam**	-
	Total	**108**	**108**	

3.2. Thematic plan for studying the discipline
(according to forms of study)

3.2.1. Part-time education

No.	Sections/topics of the discipline	Labor intensity, hWith					
		Total	Classroom work				Independently that's the job
			Lecture	Seminars / practical classes	Laboratory classes	Practical Preparation	
1	Topic 1. The essence and nature of competition	12	2	2			8
2	Topic 2 Competitiveness of products, enterprises, regions. Methods for assessing competitiveness	12	2	2			8
3	Topic 3 Enterprise competitiveness management system	12	2	2			8
4	Topic 4 Analysis of the organization's competitive environment	12	2	2			8
5	Topic 5 State regulation of enterprise competitiveness	12	2	2			8
6	Topic 6 Competitive intelligence and its role in the competitiveness of an organization	12	2	2			8
7	Topic 7 Competitive strategy of the organization	12	2	2			8
8	Topic 8 Quality management and its role in the competitiveness of an organization	12	2	2			8

	Topic 9 Economic security and its role in ensuring the competitiveness of the organization	12	2	2			8
	Total	**108**	**18**	**18**			**72**

3.3. Contents of the discipline

Topic 1. The essence and nature of competition

The concept of competition. The essence of competition. The nature of competition. Intensity of competition. Driving forces of competition. Types of competition. Signs of imperfect competition. Signs of monopoly. Price and non-price competition. System-forming factors and constituent elements of product competitiveness and product competitiveness.

Topic 2.Competitiveness of products, enterprises, regions. Methods for assessing competitiveness.

The concept of enterprise competitiveness. Product competitiveness. Types of competitive advantage of an enterprise. Competitive potential of the enterprise. A basis for assessing the competitiveness of an enterprise. Benchmarking. Competitive position of the enterprise. Managing competitive risks.

Topic 3 Enterprise competitiveness management system.

Features of competitiveness assessment. Three blocks of factors responsible for the competitiveness of the economy of a particular state. An element of strengthening the competitive advantages of the product. Enterprise competitiveness management system. Structural components of the competitiveness management system. Diagnosis of the goals and intentions of competitors. Laws of competitiveness management. Competitiveness management system.

Topic 4 Analysis of the organization's competitive environment.

Features of the structure of the competitive environment of the enterprise. Structure of a competitive market. Determining the product boundaries of the product market. Geographical boundaries of the product market. Analysis of the state of competition in the product market. Analysis of the activities of industry enterprises. Formation of an information base. Retrospective and prospective market analyses.

Topic 5 State regulation of enterprise competitiveness.

Features of state regulation of enterprise competitiveness. Planned Economy. Market economy. State regulation of enterprise competitiveness. Methods of direct and indirect

regulation. Government grants and subsidies. Program regulation of enterprise competitiveness. Opportunistic programming. State entrepreneurship.

Topic 6 Competitive intelligence and its role in the competitiveness of an organization.

Concept, goals and objectives of competitive intelligence. Principles and infrastructure of competitive intelligence. Features of the organization of competitive intelligence. Comparative analysis of competitors' performance indicators. Intelligence cycle of information processing.

Topic 7 Competitive strategy of the organization.

Concept and types of competitive strategy. Classification of competitive advantages of an enterprise. Classification of types of competitive strategies. Growth strategies. Recession strategies. Competitive position of the enterprise.

Topic 8 Quality management and its role in the competitiveness of an organization.

The concept of quality management. International quality management standards. The concept of Total Quality Management (TQM). ISO 9000 standards. Concepts of quality category. Process approach.

Topic 9 Economic security and its role in ensuring the competitiveness of the organization.

Concept and classification of threats to the economic security of an enterprise. Criteria and indicators of economic security of an enterprise. System for ensuring economic security. Threat to the economic security of the enterprise. Objects to be protected from external and internal sources of threats. Classification of threats to the economic security of an enterprise. System for ensuring economic security.

3.4. Topics of seminars/practical and laboratory classes

3.4.1. Seminars / Practical classes.

Topic 1. The essence and nature of competition
Topic 2 Competitiveness of products, enterprises, regions. Methods for assessing competitiveness
Topic 3 Enterprise competitiveness management system

Topic 4 Analysis of the organization's competitive environment
Topic 5 State regulation of enterprise competitiveness
Topic 6 Competitive intelligence and its role in the competitiveness of an organization
Topic 7 Competitive strategy of the organization
Topic 8 Quality management and its role in the competitiveness of an organization
Topic 9 Economic security and its role in ensuring the competitiveness of the organization

4. Educational, methodological and information support

4.1. Main literature:

a) basic literature:

1. Competitiveness management: a textbook for universities for universities/ E. A. Gorbashko [etc.]; edited by E. A. Gorbashko, I. A. Maksimtseva. — 2nd ed. - Moscow: Yurayt Publishing House, 2021. - 407 p. - (Higher education). — ISBN 978-5-534-13922-8. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/468160

b) additional literature

1. Spiridonova, E. A. Innovation management: textbook and workshop for universities / E. A. Spiridonova. - Moscow: Yurayt Publishing House, 2021. - 298 p. - (Higher education). — ISBN 978-5-534-06608-1. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/474270
2. Eremeeva, N.V. Competitiveness of goods and services: textbook and workshop for universities / N.V. Eremeeva. — 2nd ed., rev. and additional — Moscow: Yurayt Publishing House, 2021. - 242 p. - (Higher education). — ISBN 978-5-534-09362-9. — Text: electronic // Educational platform Urayt [website]. URL: https://urait.ru/bcode/471886

4.3 Electronic educational resources:

An electronic educational resource on the discipline is under development.

4.4. Licensed and freely distributed software.

Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042

4.5. Modern professional databases and information reference systems

1. http://www.gov.ru Server of government authorities of the Russian Federation.
2. http://www.mos.ru Official server of the Moscow Government.
3. http://www.minfin.ru Ministry of Finance of the Russian Federation.
4. http://www.garant.ru GARANT Legislation with comments.
5. http://www.gks.ru Federal State Statistics Service.
6. http://www.rg.ru Russian newspaper.
7. http://www.prime-tass.ru PRIME-TASS Economic Information Agency.
8. http://www.rbc.ru RBC (RosBusinessConsulting).
9. http://www.businesspress.ru Business press.
10. http://www.ereport.ru World economy.
11. http://uisrussia.msu.ru University information system of Russia.
12. http://www.forecast.ru TsMAKP (Center for Macroeconomic Analysis and Short-Term Forecasting).
13. http://www.cfin.ru Corporate management.
14. http://www.fin-izdat.ru Publishing house "Finance and Credit" 15. http://economist.com.ru The Economist magazine.
16. http://www.vopreco.ru Journal "Economic Issues".
17. http://www.mevriz.ru Magazine "Management in Russia and Abroad"
18. http://systems-analysis.ru/ Laboratory of Systems Analysis
19. https://gtmarket.ru/concepts/7111 System analysis
20. http://minpromtorg.gov.ru/ Ministry of Industry and Trade of the Russian Federation.
21. http://www.rg.ru Russian newspaper.

5. Material and technical support of discipline.

Auditoriums for lectures and seminars of the general fund: educational tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Methodological recommendations

6.1. Methodological recommendations for teachers on organizing training.

Current control (carried out by the lecturer and teacher): correctness of answers to questions on the topics covered; assessment of existing opinions and approaches to solving specific problems; essay preparation; intermediate testing in individual sections of the discipline.

When performing routine monitoring, it is possible to use test material. Samples of control questions and tasks for conducting ongoing monitoring are given in the appendix. When implementing a bachelor's degree program, an organization has the right to use e-learning and distance learning technologies. All materials are posted in the Moscow SDO Polytechnic.

When training people with disabilities, e-learning and distance educational technologies must provide for the possibility of receiving and transmitting information in forms accessible to them.

6.2. Guidelines for students on mastering the discipline.

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to later recall the studied educational material and supplement the content when working independently with literature.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher’s thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Methodological instructions for students when working at the seminar.

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the

literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Guidelines for students on organizing independent work.

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. The electronic library system (electronic library) of the university provides individual access for each student from any point where there is access to the Internet.

If there are students with disabilities, they will be provided with printed and (or) electronic educational resources in forms adapted to their health limitations.

Guidelines for making presentations.

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures, which are designed for a certain category of viewers (users). Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact between the speaker and the demonstration material;
- mobility and compactness of information media and equipment; ability to update, supplement and adapt information; low cost.

Rules for designing computer presentations

General Design Rules

Many designers claim that there are no laws or rules in design. There are tips, tricks, tricks. Design, like any kind of creativity, art, like any way of some people communicating with others, like a language, like a thought, will bypass any rules and laws.

However, there are certain guidelines that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and guidelines.

Font design rules:

- Serif fonts are easier to read than sans serif fonts; Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.

- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.
- White text on a black background is hard to read (inversion is hard to read).

Presentation Design Guidelines

In order for the presentation to be well received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

Let's consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

– font size: 24–54 points (heading), 18–36 points (plain text);

– the font color and the background color should contrast (the text should be easy to read), but not hurt the eyes;

– font type: for the main text a smooth sans-serif font (Arial, Tahoma, Verdana), for the title you can use a decorative font if it is easy to read;

– Italics, underlining, bold font, and capital letters are recommended to be used only for semantic highlighting of a text fragment.

– Design of graphic information:

– drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;

– It is advisable to avoid drawings in the presentation that do not carry a semantic load, if they are not part of the style;

– the color of the graphic images should not sharply contrast with the overall style of the slide;

– illustrations are recommended to be accompanied by explanatory text;

– if a graphic image is used as a background, then the text on this background should be clearly readable.

– Contents and arrangement of information blocks on the slide:

– there should not be too many information blocks (3-6);

– the recommended size of one information block is no more than 1/2 the size of the slide;

– It is desirable to have blocks with different types of information on the page

– (text, graphs, diagrams, tables, pictures), complementary to each other;

– Key words in the information block must be highlighted;

– It is better to place information blocks horizontally, blocks related in meaning - from left to right;

– the most important information should be placed in the center of the slide;

– the logic of presenting information on slides and in a presentation must correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. Under no circumstances should it contain spelling errors. You should also take into account the general rules of text formatting.

After creating a presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

7. Fund of assessment funds

7.1. Methods for monitoring and assessing learning outcomes

In the process of mastering this discipline, the student develops and demonstrates the following competencies:					
COMPETENCIES		**List of components**	**Technology for developing competencies**	**Evaluation form facilities ****	**Degrees of levels of mastering competencies**
IN-DEX	**FORMULATION**				

PK-5	Able to collect information about business problems and identify business opportunities for the organization	**IPK 5.1.** macroeconomic and microeconomic market conditions affecting business activities, basic methods for assessing the competitiveness of projects **IPK 5.2.** Use the basic methods of managing the level of development of an organization **IPK 5.3.** skills of strategic analysis and ensuring its competitive prospects based on managing the competitiveness of projects	lecture, independent work, seminar classes	UO DS, T, exam	**A basic level of** reproduction of acquired knowledge during ongoing monitoring **Increased level -** is able to analyze the competitiveness of projects, select more preferable ones according to the selected criterion

7.2. Scale and criteria for assessing learning outcomes

In the process of mastering the educational program, competencies, including their individual components, are formed step by step as students master disciplines (modules) and practices in accordance with the curriculum and calendar schedule of the educational process.

An indicator for assessing competencies at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

PC-5 Able to collect information about business problems and identify business opportunities for the organization				
Index	**Evaluation criteria**			
	2	**3**	**4**	**5**

IPC 5.1. macroeconomic and microeconomic market conditions affecting business activities, main	The student demonstrates a complete absence or insufficient compliance of the following knowledge: principles of development and patterns of functioning	The student demonstrates incomplete compliance with the following knowledge: principles of development and patterns of functioning of the organization, basic concepts	The student demonstrates partial compliance with the following knowledge: principles of development and patterns of functioning of the organization, basic concepts	The student demonstrates full compliance with the following knowledge: principles of development and patterns
methods for assessing the competitiveness of projects;	organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to increase the level of competitiveness of organizations, methods of analyzing the level of development	competition, factors influencing the level of competitiveness of organizations, ways to increase the level of competitiveness of organizations, methods for analyzing the level of development. Significant mistakes are made, insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	competition, factors influencing the level of competitiveness of organizations, ways to increase the level of competitiveness of organizations, methods for analyzing the level of development, but minor errors, inaccuracies, and difficulties in analytical operations are allowed.	functioning of an organization, basic concepts of competition, factors influencing the level of competitiveness of organizations, ways to increase the level of competitiveness of organizations, methods for analyzing the level of development, freely operates with acquired knowledge.

IPC 5.2. Use the basic methods of managing the level of development of an organization, develop corporate, competitive and functional strategies for the development of organizations, evaluate the competitiveness of projects, develop systems of measures to improve competitiveness, analyze competitiveness Wednesday,	The student does not know how or is insufficiently able to: develop corporate, competitive and functional strategies for the development of organizations, evaluate the competitiveness of projects, develop systems of measures to increase competitiveness, analyze the competitive environment, develop options for management decisions in the field of ensuring	The student demonstrates incomplete compliance with the following skills: develop corporate, competitive and functional strategies for the development of organizations, assess the competitiveness of projects, develop systems of measures to increase competitiveness, analyze the competitive environment, develop options for management decisions in the field of ensuring	The student demonstrates partial compliance with the following skills: develop corporate, competitive and functional strategies for the development of organizations, assess the competitiveness of projects, develop systems of measures to increase competitiveness, analyze the competitive environment, develop options for management decisions in the field of ensuring	The student demonstrates full compliance with the following skills: develop corporate, competitive and functional strategies for the development of organizations, assess the competitiveness of projects, develop systems of measures to increase competitiveness, analyze competitive Wednesday,
develop options for management decisions in the field of ensuring competitive ness of organizations and justify their choice	competitiveness of organizations and justify their choice	competitiveness of organizations and justify their choice. Significant mistakes are made, insufficient skills are manifested, according to a number of indicators, the student experiences significant difficulties in operating skills when transferring them to new situations.	competitiveness of organizations and justify their choice. The skills have been mastered, but minor errors, inaccuracies, and difficulties are allowed during analytical operations and transfer of skills to new, non-standard situations.	develop options for management decisions in the field of ensuring the competitiveness of organizations and justify their choice. Fluently operates with acquired skills and applies them in situations of increased complexity.

IPK 5.3. skills of strategic analysis and ensuring its competitive prospects based on managing the competitiveness of projects.	The student does not or does not have sufficient knowledge of methods for formulating and implementing strategies at the business unit level, special economic terminology for managing competitiveness, and the skills to independently search for information on this issue; methods for assessing the competitiveness of organizations, analyzing the competitive environment, methods for selecting effective measures to increase the competitiveness of projects.	The student has mastery of methods for formulating and implementing strategies at the business unit level, special economic terminology for managing competitiveness, and the skills to independently search for information on this issue; methods for assessing the competitiveness of organizations, analyzing the competitive environment, methods for selecting effective measures to increase the competitiveness of projects. Significant mistakes are made, insufficient proficiency in a number of skills is manifested indicators, the student experiences significant difficulties in applying skills in new situations.	The student partially masters the methods of formulating and implementing strategies at the business unit level, special economic terminology for managing competitiveness, and the skills of independently searching for information on this issue; methods for assessing the competitiveness of organizations, analyzing the competitive environment, methods for selecting effective measures to increase the competitiveness of projects. The skills have been mastered, but minor errors, inaccuracies, and difficulties in analytical operations, transfer of skills to new, non-standard situations.	The student fully masters the methods of formulating and implementing strategies at the level of a business unit, special economic terminology for managing competitiveness, and the skills to independently search for information on this issue; methods for assessing the competitiveness of organizations, analyzing the competitive environment, methods for selecting effective measures to increase competitiveness generalities of projects. Freely applies acquired skills in situations of increased complexity.

Scales for assessing the results of intermediate certification and their description: Form of intermediate certification: exam.

Interim certification of students in the form of an exam is carried out based on the results of completing all types of academic work provided for by the curriculum for a given

discipline (module), while taking into account the results of ongoing monitoring of progress during the semester.

Only students who have completed all types of academic work provided for in the work program for the discipline (tests, reports) are allowed to take part in the intermediate certification.

Grading scale	Description
Great	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills and abilities with the indicators given in the tables, according to the evaluation criterion of "5".
Fine	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills and abilities with the indicators given in the tables according to the evaluation criterion "4"
Satisfactorily	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance of knowledge, skills, and abilities with the evaluation criterion "3"
Unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, skills, and abilities with the threshold level - according to the evaluation criterion "2"

7.3. Discipline assessment tools "Managing the competitiveness of an organization"

No. OS	Named no evaluation tool	Brief description of the evaluation tool	Submission of evaluative funds in FOS
1	Report, message (DS)	A product of a student's independent work, which is a public speech presenting the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages

2	Exam (E)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Test questions for the exam
4	Test (T)	Systemstandardized tasks, allowing automate procedure for measuring the level of knowledge and skills of the student.	Test task fund

7.3.1. Current control

Topics of reports/messages in the discipline "Managing the competitiveness of an organization"
(formation of competence PK-5)

1. The role and importance of competition in a market economy.
2. Basic concepts and conditions for the emergence of competition.
3. Functions of competition.
4. Main factors of competition.
5. Modern priorities in competition.
6. Types of competition (price and non-price competition).
7. Advantages of non-price competition.
8. Levels of competition according to F. Kotler.
9. The concept and properties of competitive advantage. Types of competitive advantages.
10. Porter's five forces of competition model.
11. The impact of entry barriers on competitive advantage.
12. The impact of product suppliers on competitive advantage.
13. The influence of product consumers on competitive advantages.
14. The impact of substitute products on competitive advantage.
15. The concept of an organization's competitive status
16. Goal setting in the competitiveness management system.
17. The main functions implemented in the project competitiveness management system.
18. Goals of strategic management of competitiveness.
19. Organizational development system.
20. Tasks of managing the competitiveness of projects.
21. The main elements of the mechanism for managing the competitiveness potential of projects.
22. The process of forming a competitive strategy.
23. The role of the organization's strategy in the risk management process.

24.Stages of risk management, risk management strategies.
25.Information support for the risk management process.
26.The concept and goals of project safety management.
27.Stakeholders in ensuring the safe development of the project.
28.Economic security of the project.

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure of the report	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main results obtained	The content does not fully reflect the essence of the problem under consideration and the main results obtained	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Mastery of the material	The student has complete command of the material presented, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem
4	Relevant to the topic	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic

7.3.2. Interim certification

Questions for the exam in the discipline "Managing the competitiveness of an organization"
(formation of competence PK-5)

1. The concept of competition, approaches to determining the essence of competition.
2. Types of competition.
3. Concept and types of competitiveness.
4. Concept and classification of competitive advantages.
5. Segmentation and selection of target market.
6. Concepts of risk and uncertainty.
7. Risk functions.
8. Risk management terminology.
9. Enterprise life cycle potential. Stages of the enterprise life cycle.
10. Benefits of strategic management.
11. Types of strategic management systems.
12. Systems with passive adaptation to the external environment.
13. Systems with active adaptation.
14. Systems affecting environmental change.
15. Principles of strategic management of competitiveness.
16. Goal setting in the enterprise competitiveness management system.
17. Basic functions, realizable system management of enterprise competitiveness.
18. Goals of strategic management of competitiveness.
19. Basic elements mechanism management potential of the enterprise's competitiveness.
20. The process of forming a competitive strategy.
21. Signs of a non-strategic enterprise.
22. Matrix “Potential – Competitive Strength”. (know
23. Groups of competitive advantages.
24. Characteristics of the assortment.
25. Learning curve.
26. Directions of market research.
27. Determination of market capacity.
28. Market saturation and market share
29. Competitor ranking, competition research, competitor analysis.
30. Assessment of the competitiveness of goods, services, enterprises.
31. Assessing the risk of an organization's crisis.
32. Potential management. Indicators assessments final results of usemanagement potential.
33. Resource potential. Indicators for assessing resource potential.
34. Marketing potential. Indicators for assessing marketing potential.
35. Sales potential. Indicators for assessing the sales potential of an enterprise.
36. Supplier potential. Indicators for assessing supplier potential.

37. Innovation potential. Indicators for assessing innovative potential.
38. Industrial potential. Indicators assessments production potential.
39. Logistics potential. Indicators for assessing the logistics potential of an enterprise.
40. Organizational development system.
41. Tasks of managing the competitiveness of an enterprise.
42. Organizational development system.
43. Tasks of managing the competitiveness of an enterprise.
44. Factors in choosing a competitive strategy.
45. Strategy to suppress competition.
46. A strategy for studying and copying the experience of competitors.
47. Basic standard management decisions to regulate competition and reduce negative consequences.
48. Ways to reduce costs per unit of production.
49. Competitive intelligence.
50. Benchmarking.
51. Consumer behavior styles.
52. Making a purchasing decision.
53. Basic methods of risk management, features of the application of various risk management methods.
54. Types and features of the choice of competitive strategies.
55. Financial potential. Criteria for assessing financial potential.
56. The concept of strategic management of an organization's competitiveness.
57. The position of the enterprise in the industry and the factors that determine it.
58. Motives for developing new markets and creating new resources.
59. Cost leadership strategy.
60. Differentiation strategy. Risks of differentiation strategy.
61. Market niche strategy.
62. Stages of choosing a strategy.
63. Violent strategy.
64. Patent strategy.
65. Commutative strategy.
66. Exploratory strategy.
67. The concept of outsourcing, differences from sub-series.
68. Benefits of outsourcing. Risks of outsourcing.
69. Motives for using outsourcing.
70. Opportunities for outsourcing
71. Prospects for outsourcing. Advanced outsourcing.
72. Outsourcing strategy. Outsourcing stages.

73. Principles and rules of risk management.

Tests in the discipline "Managing the competitiveness of an organization" (formation of competence PK-5)

1. Strategic planning is a function:

a) senior management, working groups of enterprise specialists and external consultants

b) a group of specialists formed from personnel of functional services c) external consultants

2. The strategic goal of planning and strategy development is:

a) development of production and promotion of new products to the market

b) achievement by the enterprise of long-term competitive advantages in the market

c) carrying out structural changes (restructuring)

3. Restructuring in an enterprise is a process:

a) changes in organizational structure

b) improving current operating results to ensure minimum stability in a competitive environment and achieving liquidity of the enterprise's assets

4. The strategic position of the enterprise is determined by:

a) market position

b) financial results of activities

c) both

5. Market capacity is formed:

a) the number of buyers (consumers)

b) the size of the territory forming the market

c) factors of aggregate demand

6. Which of the five competitive forces puts the greatest pressure on industry enterprises in a stagnant market? a) buyers

b) rivalry between competing sellers within an industryc) suppliers

7. What characterizes the attractiveness of the industry:

a) the state of competition and market potential

b) the absence of barriers to entry into the industry

c) low level of unit costs per unit of production

8. At the stage of progressive growth of the industry, the need arises:

a) in creating production capabilities to satisfy market needs

b) in changes in the costs of production resources

c) reducing the amount of government intervention in the economy.

9. Which of the above groups of competitive success factors underlies the strategic actions of an enterprise operating in a mature market?ke?

a) improvement of technology and production combined with effective motivation of personnel

b) ensuring low costs and high quality, as well as creating an effective sales network and strengthening the image and reputation of the enterprise

10. Business diagnostics of the internal environment of an enterprise means:

a) analysis of the management system and the current organizational structure

b) diagnostics of the enterprise for all its resource components and main business processes

c) the financial condition of the enterprise and the liquidity of its assets

11. Operational (current) competitiveness characterizes:

a) the current market position of the enterprise

b) quality of resource potential

12. The company has a low level of cost competitiveness. Which innovations or combination of innovations are the priority in this case?

a) food (creation of new types of products)

b) process (new technologies)

c) organizational

13. The level of market competition in terms of selling price determines:

a) manufacturer costs

b) costs and profits of the manufacturer, suppliers of resources for the manufacturer, independent commodity distribution structures.

Criteria for evaluation:

Excellent - from 90% to 100% correct answers;

Good - from 75% to 90% correct answers;

Satisfactory - from 55% to 75% correct answers; Unsatisfactory - less than 55% correct answers.

Test evaluation criteria

Score in points	% completed	Traditional assessment
12-15	90-100	Great
8-11	75-89	Fine
5-7	50-74	Satisfactorily
0-4	0-49	Unsatisfactory