



## COURSE DESCRIPTION CARD - SYLLABUS

Course name

Enterprise Competitiveness [S1IZarz1E>KP]

### Course

Field of study

Engineering Management

Year/Semester

3/6

Area of study (specialization)

–

Profile of study

general academic

Level of study

first-cycle

Course offered in

English

Form of study

full-time

Requirements

elective

### Number of hours

Lecture

15

Laboratory classes

0

Other (e.g. online)

0

Tutorials

15

Projects/seminars

0

### Number of credit points

2,00

### Coordinators

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### Lecturers

### Prerequisites

The student has basic theoretical knowledge of microeconomics, management and in functioning of enterprises in a market economy. Is able to identify the basic problems of enterprise management and describe the basic organizational structures of companies in a knowledge-based economy. Demonstrates readiness to develop his knowledge and skills. Is willing to work in a team.

### Course objective

The aim of the course is to gain knowledge and acquire skills and competences in the field of: understanding the basic aspects of competition and competitiveness of enterprises, endo- and exogenous conditions as well as changes in organizational and ownership structures in order to shape competitive advantage; use of methods of analyzing competition in the sector and assess the competitive position of an enterprise on the market, and shape sources of competitive advantage in a knowledge-based economy.

### Course-related learning outcomes

Knowledge:

The student defines key theoretical aspects of enterprise competitiveness, including the role of micro and macro environments [P6S\_WG\_01].

The student explains the structure of enterprise competitiveness, including competitive potential, competitive advantage, and instruments of competition [P6S\_WG\_10].  
The student characterizes the role of entrepreneurship and innovation in the process of increasing enterprise competitiveness [P6S\_WG\_05].

#### Skills:

The student analyzes the impact of human and social capital on shaping the competitiveness of the enterprise [P6S\_UW\_05].

The student interprets the role of business networks and clusters in shaping competitive advantage [P6S\_UW\_06].

The student applies selected methods of competition analysis and sector attractiveness in diagnosing competition strategies for a selected enterprise [P6S\_UW\_07].

#### Social competences:

The student perceives cause-and-effect relationships in the process of achieving enterprise goals and can rank the significance of alternative or competitive strategies [P6S\_KK\_02].

The student explains the importance of professional behavior, adherence to professional ethics, and respect for diversity of views and cultures in the context of the enterprise's competitive activities [P6S\_KR\_02].

### Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

Knowledge acquired during the lecture is verified by one 60-minute colloquium carried out at the last lecture. It consists of 25-30 questions (test and open) with various points depending on their level of difficulty. Passing from: 60% of points. Issues and materials, on the basis of which questions are prepared for the colloquium, will be sent to students by e-mail using the university's e-mail system and uploaded on Moodle course. The final grade can be raised for the student's active participation in the problem and conversation lecture.

Knowledge, skills and social competences acquired as part of tutorials are verified based on the presentation of the completed project/assignment, the developed case study and student activity during classes (participation in the discussion, independent problem solving). Criteria for evaluation of the project / assignment will be provided to students in the first class.

### Programme content

1. Theoretical aspects of enterprise competitiveness.
2. The structure of the enterprise's competitiveness: competitiveness potential, competitive advantage, instruments competition, competitive position of the company on the market.
3. The impact of intellectual capital on shaping the competitiveness of an enterprise.

### Course topics

#### Lecture:

1. Theoretical aspects of enterprise competitiveness, the role of the micro- and macro-environment.
2. The structure of the enterprise's competitiveness: potential, competitive advantage, instruments of competition, competitive position of the enterprise on the market.
3. Benchmarking - essence and division.
4. Strategic matrix group.
5. The impact of human and social capital on the competitiveness of an enterprise.
6. External factors for increasing the competitiveness of enterprises  
- the role of R&D expenditure

#### Exercises:

Selected methods of analyzing the competitiveness and attractiveness of an enterprise from a given strategic group and the selection of an action strategy (case study).

### Teaching methods

Lecture: multimedia presentation illustrated with examples; problem lecture (discussion on solving a

given problem), conversation lecture (discussion moderated by the lecturer).

Tutorials: case study method, discussion methods: brainstorming, metaplan (conclusions from discussion in teams presented on the forum in the form of a poster, multimedia presentation); Exercise and practical methods: solving cognitive tasks, teamwork.

## Bibliography

Basic:

1. Porter M.E., *Competitive Advantage. Creating and Sustaining Superior Performance*, The Free Press. New York, 1985.
2. Stonehouse G., Snowdon B., *Competitive Advantage Revisited: Michael Porter on Strategy and Competitiveness*, *Journal of Management Inquiry*, 2007, vol. 16, p. 256-273.
3. Goldsmith D., *Rethinking the company's competitive advantage*, *Financial Executive*, July-August 2013, vol. 29, issue 6.
4. Saric S., *Competitive Advantages through Clusters*, Springer Global, 2012.
5. Prahalad C.K., Hamel G., *The Core Competence of the Corporation*, *Harvard Business Review*, 1990 May-June.
6. Kaczmarek J. (2022). The Stance, Factors, and Composition of Competitiveness of SMEs in Poland. *Sustainability*, 14(3), 1788. <https://doi.org/10.3390/su14031788>
7. Huggins, R., & Izushi, H. (2012). *Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter*. Oxford University Press: Oxford, UK, pp. 32-47.

Additional:

1. Gorynia, M., Jankowska, B., & Dzikowska, M. (eds.) (2017). *International competitiveness of Polish companies during and after the global economic crisis*, Warszawa: Difin.
2. Lyu, C., Zhang, F., Ji, J., Teo, T.S.H, Wang, T., & Liu, Z. (2022). *Competitive Intensity and New Product Development Outcomes: The Roles of Knowledge Integration and Organizational Unlearning*, "Journal of Business Research", Vol 139, pp 121-133.
3. Wiśniewska, M., & Grabowski, J. (2023). ENHANCING THE COMPETITIVENESS OF ENTERPRISES IN THE FACE OF CONTEMPORARY CHALLENGES AND TRENDS WITH THE USE OF BLOCKCHAIN TECHNOLOGY, *Polityki Europejskie, Finanse i Marketing*, 29(78), DOI 10.22630/PEFIM.2023.29.78.10143
4. Zastempowski M., *Uwarunkowania budowy potencjału innowacyjnego polskich małych i średnich przedsiębiorstw*, Wydawnictwo Naukowe Uniwersytetu im. M. Kopernika, Toruń, 2011.
5. *Innowacyjność w zarządzaniu a konkurencyjność przedsiębiorstwa*, red. R. Nowacki, Difin, Warszawa, 2010.
6. Flak O., Głód G., *Konkurencyjni przetrwają. O przedsiębiorstwie, metodach badania konkurencyjności i twoich szansach na sukces rynkowy*, Difin, Warszawa, 2012.
7. Dzikowska M., Gorynia M., *Teoretyczne aspekty konkurencyjności przedsiębiorstwa - w kierunku koncepcji eklektycznej*, *Gospodarka Narodowa*, 4(248) 2012, s. 1-30.
8. Skawińska E., Zalewski R., *Klasy biznesowe w rozwoju konkurencyjności i innowacyjności regionów*, PWE, Warszawa, 2013.
9. Goldsmith D., *Rethinking the company's competitive advantage*, *Financial Executive*, July-August 2013, vol. 29, issue 6.
10. Badzińska E., *The competitive advantage of academic start-ups in innovative business solutions*, in: *Knowledge, innovation and quality as factors of the success in the new economy*, A.Skrzypek (Ed.), Publishing House University of Maria Curie-Skłodowska in Lublin, 2014, s. 13-24
12. Wernerfeld B., *A Resource-Based View of the Firm*, „Strategic Management Journal” 1984, Vol. 5, no 2.
13. Matejun M., *The Role of Flexibility in Building the Competitiveness of Small and Medium Enterprises*, „Management”, vol.18, nr 1/2014.
14. Plango B., *Cluster Benchmarking in Poland - 2014*, PARP Report, Warsaw 2014.
15. Wernerfeld B., *A Resource-Based View of the Firm*, „Strategic Management Journal” 1984, Vol. 5, no 2.
16. Dzikowska M., Gorynia M., *Teoretyczne aspekty konkurencyjności przedsiębiorstwa - w kierunku koncepcji eklektycznej*, *Gospodarka Narodowa*, 4(248) 2012, s. 1-30.
17. Skawińska E., Cyron E., Zalewski R.I., *Konkurencyjność przedsiębiorstw*, Wyd. Politechniki Poznańskiej, Poznań 2011.

## Breakdown of average student's workload

	Hours	ECTS
Total workload	50	2,00
Classes requiring direct contact with the teacher	30	1,00
Student's own work (literature studies, preparation for laboratory classes/ tutorials, preparation for tests/exam, project preparation)	20	1,00