

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Lesya Ukrainka Volyn National University
Faculty of Economics and Management
Department of Economics and Trade

SYLLABUS
selective educational component
COMPETITIVE SUSTAINABLE BUSINESS

Master's Degree Training

Areas of Expertise: *Business, Administration and Law*

Specialties *D7 Trade*

educational and professional program *Entrepreneurship, Trade and Business Organization*

Syllabus of the elective educational component COMPETITIVE SUSTAINABLE BUSINESS of the Master's degree, field of knowledge D Business, Administration and Law, specialty D7 Trade, according to the academic and professional program Entrepreneurship, Trade and Business Organization

Developer: Doctor of Economics, Professor, Head of the Department of Economics and Trade Pavlova Olena Mykolaivna

Weather:

Guarantor of EP Entrepreneurship and Trade



Liudmyla SHOSTAK

The syllabus of the educational component was approved at the Department of Economics and Trade meeting.

Protocol No. 1 dated 29.08. 2025

Head of the Department



Olena PAVLOVA

I. DESCRIPTION OF THE EDUCATIONAL COMPONENT

Name of indicators	Field of knowledge, specialty, educational and professional Program, educational level	Characteristics of the educational component
Full-time	D Business, Administration and Law, D7 Trading Second (master's) level	Selective
Number of hours/credits 120/4		Year of study 1 (2025/2026 academic year)
		Semester 2nd
		Lectures 10 a.m.
		Practical 14 hours.
INDZ: none		Independent work 88 hours.
		Consultations 8 hours.
		Form of control: credit
Language of instruction		English

II. TEACHER INFORMATION

Name: Pavlova Olena Mykolaivna

Scientific degree: Doctor of Economics

Academic title: Professor

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III. DESCRIPTION OF THE EDUCATIONAL COMPONENT

1. Annotation of the educational component. This selective educational component is dedicated to studying competitive sustainable business as a strategic approach that integrates environmental and social responsibility into the business model to achieve long-term competitive advantages. The component reveals the principles of creating sustainable enterprises, where efficiency and profitability are combined with minimising the negative impact on the environment and society, turning sustainability into a key success factor.

The course program covers the analysis of the stages of implementing a sustainable Strategy: from identifying market opportunities to optimising processes and risk management. Modern business models (for example, circular), features of resource management, innovative technologies and marketing strategies aimed at increasing competitiveness are considered. Studying the component will allow applicants to acquire the skills of strategic thinking, project management and leadership necessary to build a successful business that creates value for shareholders and all stakeholders.

2. Purpose and objectives of the educational component. This selective component aims to form the knowledge and practical skills necessary for developing and implementing business projects that combine economic efficiency with sustainability, enabling students to become effective leaders in competitive, sustainable businesses.

Objectives of the educational component: The objectives are to learn the theoretical foundations of sustainable development and to form the practical skills necessary for successful

business in an ever-changing environment. In particular, this involves the ability to analyse market trends, develop sustainable business models, master methods of attracting financing, and effectively assess economic and environmental performance. In addition, the course aims to develop strategic management and leadership skills, which are key to activities in this area.

3. Soft skills. Mastering the educational component will lead to the acquisition of such soft skills as self-organization (self-discipline, self-control, the ability to concentrate, the ability to find and work with information) and emotional intelligence and positive thinking (positive thinking, stress resistance and the ability to make decisions in non-standard conditions).

4. Structure of the educational component.

Names of content modules and topics	Just	Lek	Practice	By oneself. Rob.	Cons	*Form Control/ Ball
Content module 1. Strategic analysis, antitrust programs						
Topic 1. ESG Criteria as a Source of Competitive Advantages: Strategic Analysis for Modern Business	25	2	2	20	1	RZ/K, O, WED / 16 points
Topic 2. Implementation of the circular economy as a business model to increase competitiveness.	23	2	4	16	1	RZ/K, O, WED / 16 points
Topic 3. The role of sustainability in building a brand and attracting loyal customers.	22	2	2	16	2	RZ/K, O, WED / 16 points
Total for module 1						48 points
Content module 2. Tools to increase competitiveness						
Topic 4. Innovations and technologies are tools for increasing the efficiency and competitiveness of the enterprise.	24	2	4	16	2	RZ/K, O, WED / 16 points
Topic 5. Management of environmental and social risks as a factor in ensuring long-term competitiveness.	26	2	2	20	2	RZ/K, O, WED / 16 points
Total by module 2						32 points
Final test work						RPC / 20 points
Total Hours / Points	120	10	14	88	8	max 100 points

Form of control: O – survey, RZ/K – solving practical problems, cases, SR – independent work of the applicant, RMG – work in small groups, PKR – final control work.*

5. Tasks for self-study.

Independent work is a form of organising the educational process in which students perform the planned tasks independently under the methodological guidance of the teacher.

The tasks of independent work offered to students include:

1. Study of lecture material.
2. Work with recommended literature.
3. Preparation for practical classes, work in small groups, and testing.
4. Control test of knowledge by questions for self-control.

IV. EVALUATION POLICY

Class Attendance Policy: Class attendance is mandatory. Students must comply with the deadlines set for the performance of all types of work provided for by the syllabus.

Training can take place during this period online or according to an individual plan in agreement with the teacher for objective reasons (e.g., illness, international internship, participation in scientific events, etc.).

The student must diligently perform tasks and actively participate in the educational process.

Policy on the enrollment of the results of formal, non-formal and informal education is determined by the Regulation on the Recognition of Results Obtained in Formal, Non-Formal and/or Informal Education into Lesya Ukrainka Volyn National University (<http://surli.li/qbxvmw>).

The policy on academic integrity is outlined by the Regulation on the System for the Prevention and Detection of Academic Plagiarism in the Scientific and Educational Activities of Higher Education Applicants, Doctoral Students, Scientific, Pedagogical and Scientific Workers of Lesya Ukrainka Volyn National University (<http://surli.li/jntduw>) and the Code of Academic Integrity of Lesya Ukrainka Volyn National University (<http://surli.li/aagxg>).

Deadline and retake policy: if the student did not attend separate classroom classes (for good reasons), at the consultations, he has the right to work out the missed classes and get the number of points determined for the missed topics.

Policy on additional (bonus) points: students can be awarded additional (bonus) points, which are counted as the results of current control of a maximum of 15 points for the following types of work: published scientific article in professional journals of Ukraine or peer-reviewed foreign journals – 10 points; publication of abstracts – with a speech at the conference – 5 points, without a speech – 3 points; preparation and participation in the all-Ukrainian stage of subject Olympiads, all-Ukrainian and international competitions of student scientific works – 7 points; victory in the All-Ukrainian stage of subject Olympiads, All-Ukrainian and international competitions of student scientific works – 15 points; submission of project applications for participation in student exchange programs, scholarship programs, summer and winter schools, etc. – 7 points.

V. FINAL CONTROL

The procedure for organising current and final control of students' knowledge is regulated by the Regulations on the current and final assessment of the knowledge of higher education applicants of Lesya Ukrainka Volyn National University dated 26.06.2025. (<https://surli.cc/fgmabz>).

The semester credit is given to students based on the results of all types of planned educational work on a 100-point scale. On the test date, the teacher writes down in the statement the sum of current points that the student has scored during the current work (scale from 0 to 100 points).

If an education applicant has scored less than 60 points during his current work, he takes a credit during the liquidation of academic debt. In this case, the points scored during the current assessment are cancelled.

The final control of the educational component is carried out by a written answer to one theoretical question (30 points) and the solution of two situational exercises (35 points each). The maximum score for the test is 100 points.

The schedule of the educational process establishes the terms of the final semester control.

List of questions for the test

1. What is a competitive sustainable business, and how does it differ from a traditional one?
2. Why has sustainability turned from an additional cost factor into a source of competitive advantage?
3. What are the three main aspects (environmental, social, and economic) that ensure business sustainability?
4. What is the role of innovation in shaping a competitive, sustainable business?
5. How can the cost-effectiveness of implementing a sustainable Strategy be measured?
6. How can a company integrate sustainability principles into its corporate Strategy?
7. What are the key steps in developing and implementing a sustainable business model?
8. How does supply chain management affect the competitiveness of sustainable businesses?
9. What are the main internal and external factors for the transition to sustainable business?
10. What is the role of senior management in implementing a sustainable culture in the company?
11. What are ESG criteria, and how do they affect the investment attractiveness of a company?
12. How do green bonds and other financial instruments contribute to sustainable development?
13. What methods are used to assess financial risks related to environmental and social factors?
14. How does ESG reporting transparency increase investor confidence?
15. What opportunities does green finance open up for small and medium-sized businesses?
16. What are the economic benefits of implementing a circular economy as a business model?
17. How can innovation in resource efficiency reduce costs and increase competitiveness?
18. What role does the digital twin play in stabilising and optimising production processes?
19. How can waste and by-products be turned into new sources of income?
20. What new markets and niches are created due to the transition to a sustainable economy?

Marketing and Customer Engagement

21. How can a company use its sustainability initiatives to build a strong brand?
22. What is the difference between "green" marketing and "greenwashing"?
23. How do consumer preferences change under the influence of environmental awareness?
24. What are the most effective communication strategies for attracting loyal customers?
25. How does cooperation with public organisations and foundations affect a company's reputation?
26. What are the main risks associated with climate change that can affect business operations?
27. How do global regulatory requirements affect the competitiveness of businesses in different countries?
28. How can AI technologies and big data analytics predict risks and optimise sustainable processes?
29. What global trends will shape a competitive, sustainable business in the next decade?
30. How does readiness for social change (e.g. equality, inclusion) become a factor of competitiveness?

VI. GRADING SCALE

Evaluation of the final control results in the form of a test is carried out in the manner prescribed by the system of knowledge control adopted at the University on a 100-point scale, with transfer to linguistic assessment.

Score in points	Linguistic assessment
90 – 100	Zarakhovano
82 – 89	
75 81	
67 74	
60 66	
1 – 59	Not credited (retake required)

Criteria for evaluating learning outcomes:

60-100 points (enrolled): the applicant has the conceptual and factual apparatus of the educational component to the extent necessary for further training and future work in the specialty, can perform the tasks provided for by the syllabus, is familiar with the primary recommended literature; when performing tasks, mistakes are made, but the applicant demonstrates the ability to eliminate them.

1-59 points (not enrolled): The applicant has the conceptual and factual apparatus of the educational component at the elementary level, but the theoretical content of the course has not been mastered, the necessary practical skills have not been formed, and most of the tasks provided for by the syllabus have not been completed or contain gross errors.

VII. RECOMMENDED LITERATURE AND INTERNET RESOURCES

Main literature

1. Vovk V.S., Melnyk O.V. Competitive Advantages of Sustainable Development: Monograph. Lviv: LNU, 2021. 280 p.
2. Gavrilova O.V. Sustainable Development as a Factor of Increasing the Competitiveness of Enterprises. Economy and Society. 2020. Vol. 22. URL: https://economyandsociety.in.ua/journal/22_ukr/37.pdf
3. Hryhoryak V.S. Sustainable Development in Ukraine: Strategic Priorities and Implementation Mechanisms: Monograph. Kyiv: NDI EP, 2017. 320 p. (in Russian).
4. Demchuk S.I., Kravets A.V. ESG-criteria in managerial decision-making. Financial and Credit Activity: Problems of Theory and Practice. 2022. № 1(42). Pp. 136–145 (in Russian).
5. Zayets V.M. Management of ecological risks in the corporate management system: diss. ... Cand. Econ. Sci. : 08.00.04. Kharkiv, 2021. 235 p. (in Russian).
6. Karpenko Y.S. Circular Economy as the Basis of Competitive Advantage. Manual. Kyiv: KNU, 2022. 180 p. (in Russian).
7. Kyrychenko L.S., Oleksienko L.G. Innovative technologies in ensuring resource efficiency. Bulletin of the Kyiv National University. 2021. № 2. Pp. 98–105 (in Russian).
8. Koval A.V. Sustainable Marketing: Strategies for Forming Consumer Loyalty. Marketing in Ukraine. 2020. № 6. Pp. 34–40.
9. The Concept of Implementation of State Policy in the Field of Sustainable Development of Ukraine for the Period up to 2030. Approved by the Order of the Cabinet of Ministers of Ukraine dated 24.01.2020, No. 41-r. URL: <https://zakon.rada.gov.ua/laws/show/41-2020-%D1%80#Text>.
10. Lazebna V.I. Corporate Governance in the Context of ESG: World Experience and Ukrainian Realities. Economic cybernetics. 2022. № 3-4. Pp. 112–120.

11. Nazarenko I.A. Innovative development of enterprises on the basis of sustainable development. *Innovative economy*. 2021. № 7. Pp. 135–142.
12. World Bank. Sustainability Report: A View from Ukraine. Washington, 2022. URL: <https://www.worldbank.org/uk/publication/sustainable-development-report-2022>.
13. Tkachenko S.V. Assessment of Investment Attractiveness of Sustainable Business. *Financial and Analytical Bulletin*. 2021. № 2. Pp. 56–63 (in Russian).
14. Shevchenko P.I. Digital footprint of the enterprise and its role in ESG reporting. *Information technologies in economics*. 2022. № 1. Pp. 25–34.
15. Shcherbakov O.S. Management of Business Resilience in the Conditions of Global Challenges: Monograph. Odesa: ONPU, 2020. 250 p. (in Russian).

Internet resources

1. Google Data Studio Tutorials. URL: <https://lookerstudio.google.com>
2. Power BI Documentation. URL: <https://learn.microsoft.com/en-us/power-bi/>
3. Tableau Learning Resources. URL: <https://www.tableau.com/learn/training>