

APPROVED:
Vice-rector for study and methodical work
Veronika.G. Shubaeva

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Бизнес-анализ и бизнес-моделирование на международных рынках / Business analysis and business modeling in international markets

Syllabus of the course

Specialty *38.04.02 Management*
Specialization *International Business Administration*
Level of higher education *Masters Degree*
Form of training *очная*
Year of enrolment *2022*

Authored by:

Associate Professor, PhD, Solovieva Yulia Nikolaevna

Total number of hours	108	Form of final attestation: Test: semester 1
incl:		
contact work	64	
self-study	44	
practical training	42	
control hours	0	

Hours distribution:

Semester:	1
Type of classes	Hours
Contact hours	22
Laboratory work	
Practical training	
Total contact hours	42
Self-study	22
Control hours	44
Total academic hours	0
Total credits	108
	3

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1. LEARNING OBJECTIVES

Objective:	Mastering the knowledge, skills, and abilities of business analysis and business modeling in order to develop effective and interconnected business models and company strategies
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2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Business analysis and business modeling in international markets refers to the mandatory part of Block 1.

3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
GPC-4 - Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and evaluate new market opportunities, develop strategies for creating and developing innovative activities and corresponding business models of organizations;	GPC-4.1 - Understands the basics of organizing project activities in modern organizations, methods and techniques for creating business models and process management, models and methods for innovation management	<p>To know: toolkit for analysis and economic evaluation of customer value as an element of a business model</p> <p>To be able to: conduct a strategic analysis of the value chain (network), business model and business ecosystem of the company when developing an innovative development strategy.</p> <p>To possess: the principles of conducting an analysis of the external and internal environment of the company in the framework of assessing the prospects of projects in international markets.</p>
PC-1 - Able to analyze and predict the development of the organization, develop measures to improve its business model and international strategy	PC-1.1 - Analyzes the external environment of international markets, analyzes and develops business models for international markets, uses analytical methods to support management decision-making	<p>To know: the concept of "structure-behavior-result" in industry analysis. Concepts of strategic groups, hyper-competition and co-competition. Resource approach to company analysis.</p> <p>To be able to: apply methods of analysis of the external and internal environment of the organization. Identify the company's key success factors based on customer value and competitive position.</p> <p>To possess: skills in developing business models and business strategies of companies in the context of globalization and/or regionalization.</p>

4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours	
		Контактная работа	Self-

		Lectures	Practices	Workshops	III	study
Section I. Business Analysis						
Topic 1. Corporate strategy and business strategy	Business analysis and business strategy of the company. Strategic fit and extreme mismatch. The evolution of strategic management. Company strategy levels: corporate strategy, business strategies, functional strategies. Principles and sequence of strategic and economic analysis of the external environment of an organization operating in international markets. Identification of the opportunities provided by the external and internal environment for the formation of a corporate strategy.	1			2	2
Topic 2. Industry analysis	Interconnection of markets: a model of six markets. Subjective structure of the branch market. The concept of "structure - behavior - result". Evaluation of the intensity of competition in industry markets (model of analysis of the five competitive forces of M. Porter). Achieving competitive advantage through the architecture of market structures. Hypercompetition, co-competition. Predicting the behavior of competitors in the market. strategic groups.	3			8	10
Topic 3. Methods and models for analyzing the external environment of an organization	PESTLE analysis: modern examples of interconnectedness and dynamism of global environmental factors. glocalization strategy.	3			4	4
Topic 4. Key success factors	Customer value and competitive position as the main sources of gaining key success factors.	1			2	4
Section II. Business modeling concept						
Topic 5. The concept of business modeling: a customer-oriented approach	Concept of business modeling: theoretical and practical prerequisites for formation. Conceptualization of the business model and its application in strategic management. The concept of a business model. Informational (technological approach) to business modeling. resource approach. Customer-oriented approach in business: the evolution of the philosophy of corporate governance. Value approach in business. Business modeling from the standpoint of a client-oriented approach. Business model templates. Basic pattern of Osterwalder and Pigneur. Business model and company strategy: what's the difference? How do they compare? Business model innovation.	2				2
Topic 6. Customer value models	The essence of customer value (value proposition): optimizing the benefits and total costs of the customer. Approaches to identifying the structure of consumer value. Customer value models in the consumer and industrial market.	4			6	6

	Consumer value assessment: monetary and non-monetary approaches. Non-monetary approach: building a value map. Monetary approach: the concept of EVC (economic value to the customer - economic profit for the buyer) and TCO (total cost of ownership - total cost of ownership).					
Topic 7. Value chain and income models	The concept and components of the value chain (Porter model, Slivotsky and Morris model, Kaplinsky and Morris model). Value Chain Analysis. Modernized value chain. Modeling the chain to create customer value. Classification of business processes in the chain (according to TORP). Distribution of BP by subjects in accordance with competitive advantages. Decision on the concentration and distribution of assets (tangible and intangible). Types and types of income models, their advantages and disadvantages. The evolution of pricing models.	4			8	8
Section III. Business Process Modeling						
Topic 8. Modeling business processes: basic concepts	The concept of business process modeling - AS IS. BP reengineering - TO BE. BP optimization. BP automation. BP maturity. Preparation and implementation of CRM.	2			4	2
Topic 9. Modeling business processes using Microsoft Visio	Introduction to Microsoft Visio. Work in the program and BP modeling.	1			4	3
Topic 10. Modeling business processes using Bizagi	Acquaintance with the Bizagi program. Work in the program and BP modeling.	1			4	3
Control hours:						0
Total hours:		22	0	0	42	44

STAGES OF IMPLEMENTATION OF PRACTICAL TRAINING

№	Stage name	Stage content
1.	Competitive Analysis	Introduction to the subject area. Definition of business models of competitors with a detailed description of the range of services. Conducting international benchmarking.
2.	Buyer Analysis	Designing and conducting empirical marketing research. The marketing person method. Potential customer empathy map. CJM method. JTBD method.
3.	Value proposition development	Development of a value proposition and value chains for additional services. Proposal of a business model in the provision of additional services.

4.	Presentation	Preparing and defending a presentation in the presence of company representatives.
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5. TEACHING AND LEARNING TOOLS OF THE COURSE

5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Osterwalder, A. Building business models: A handbook for the strategist and innovator / Osterwalder A., Pigne I., - 2nd ed. - Moscow: Alpina Publ., 2016. - 288 p.	https://znanium.com/read?id=265603
Gassman, O. Business Models: 55 Best Templates: Study Guide / Gassman O., Frankenberger K., Shik M. - Moscow: Alpina Publ., 2016. - 432 p.	https://znanium.com/read?id=157113
Yuldasheva, O.U. Client-oriented business modeling: textbook / O.U.Yuldasheva, I.N.Trefilova, V.G.Shubaeva; ed. O.U.Yuldasheva. St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2019.	http://opac.unecon.ru/elibrary ... B2%D0%B0%D0%BD%D0%B8%D0%B5.pdf
Fundamentals of business analysis: textbook / Barilenko V.I., ed., Efimova O.V., Berdnikov V.V., Bulyga R.P., Gavel O.Yu., Gerasimova E.B., Melnik M. .V., Nevezhin V.P. - Moscow: KnoRus, 2020.	https://book.ru/book/934054
Kazakova, N. A. Modern strategic analysis: textbook and workshop for universities / N. A. Kazakova. Moscow: Yurayt Publishing House, 2021.	https://urait.ru/viewer/sovrem ... - strategicheskiy-analiz-489287

5.2 List of software (including national production)

- 7-Zip
- Microsoft Office Professional
- Microsoft Windows Professional
- Microsoft Visio
- Bizagi modeler

5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – www.grebennikon.ru
2.	Science Digital Library eLIBRARY – www.elibrary.ru
3.	Science Digital Library КиберЛеника – www.cyberleninka.ru
4.	Database ПОЛПРЕД Справочники – www.polpred.com
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary www.oecd-ilibrary.org
6.	Legal reference system КонсультантПлюс (installed resource UNECON or www.consultant.ru)

7.	Legal reference system «ГАРАНТ» (installed resource UNECON or www.garant.ru)
8.	Information and referral system «Кодекс» (installed resource UNECON or www.kodeks.ru)
9.	Digital library system BOOK.ru - www.book.ru
10.	Digital library system ЭБС ЮРАЙТ – www.urait.ru
11.	Digital library system ЗНАНИУМ (ZNANIUM) – www.znanium.com
12.	Digital library UNECON – opac.unecon.ru

6. TECHNICAL FACILITIES

For the implementation of this discipline, there are special rooms for conducting lecture-type classes, seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification, as well as rooms for independent work.

The premises are equipped with equipment and teaching aids.

Premises for independent work of students are equipped with computers with the ability to connect to the Internet and provide access to the electronic information and educational environment of the university.

Name of classroom	Classroom location
Aud. 401 room 1 Laboratory "Laboratory complex". Specialized furniture and equipment: Educational furniture for 25 seats; Computer I3-8100/ 8GB/500GB/ Philips224E5QSB - 20 pcs., Notebook HP 250 G6 1WY58EA - 5 pcs., Acer X1240 digital projector - 1 pc., Motorized screen 160x210 cm - 1 pc. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, St. Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H
Aud. 407 The classroom (for conducting lecture-type classes and seminar-type classes, course design (performing term papers), group and individual consultations, current control and intermediate certification), is equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 72 seats; chalk board - 1 pc.; cabinet - 1 pc.; Computer Intel i3 2100 3.1/2Gb/500Gb/LG L 1942 - 1 pc., Epson EB-X02 multimedia projector - 1 pc., Jedia TA-1120 amplifier mixer included - 1 pc., Hi-Fi PRO MASK6T-W speaker system - 2 pcs., Electric screen Draper Baronet 183x240 cm213/84 - 1 pc. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, St. Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H

7. METHODOLOGICAL GUIDELINES FOR STUDENTS

Starting to study the discipline, the student must familiarize himself with the following documents:

- educational and methodical documentation;
- local regulations governing the main issues of organization and implementation of educational activities, including those regulating the procedure for conducting ongoing monitoring of progress and intermediate certification of students;
- schedule of consultations of faculty members.

The level and depth of mastering the discipline are determined by the active and systematic work of students in lectures, seminars, and independent work,

including in terms of highlighting the most significant and urgent problems for further study. A special condition for the qualitative development of the discipline is an effective organization of labor, which allows distributing the teaching load evenly in accordance with the schedule of the educational process.

In preparation for the training sessions, students are given the opportunity to attend consultations of the staff of the faculty of St. Petersburg State University of Economics according to the schedule established in the schedule of consultations.

Classroom and extracurricular work of students should be aimed at the formation of:

- the fundamental foundations of the worldview of students and natural science knowledge;
- basic knowledge corresponding to the direction of training and the declared professional field, forming the target and professional basis for training;
- professional competencies focused on meeting the needs of the labor market;
- individual trajectory through the development of a unique set of professional competencies that complement the competence model of the student, by focusing on specific professional specialized areas of knowledge, determined by representatives of the labor market;
- students' meta-skills, such as: teamwork and leadership, data analysis, digital skills, project development and implementation, intercultural interaction.

8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS

Training of students with disabilities, if necessary, is carried out on the basis of an adapted work program using special teaching methods and didactic materials, compiled taking into account the characteristics of the psychophysical development, individual capabilities and health status of such students (student).

In order to master the curriculum of the discipline for disabled people and persons with disabilities, the University provides:

- for people with disabilities and people with visual impairments: placement in places accessible to students who are blind or visually impaired, and in an adapted form of reference information about the schedule of training sessions; the presence of an assistant providing the student with the necessary assistance; release of alternative formats of methodological materials (large print or audio files);
- for the disabled and people with hearing impairments: by appropriate sound means, reproduction of information;
- for people with disabilities and people with disabilities who have disorders of the musculoskeletal system: the possibility of unimpeded access of students to classrooms, toilet rooms and other rooms of the department, as well as staying in these rooms.

Students from among the disabled and persons with disabilities are provided with printed and (or) electronic educational resources in forms adapted to the limitations of their health. The education of students with disabilities can be

organized both jointly with other students, and in separate groups or in separate organizations.

ASSESSMENT RESOURCES

1.1 Control tasks and assignments for interim attestation

Is not provided by the work programme of the discipline.

1.2 Topics for written task

Is not provided by the work programme of the discipline.

1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Protection of research results	verbally	1-4
2	Design and analytical work	verbally	5-7
3	Monitoring	with the help of technical means and information systems	1-10

1.4 Other assessment objects

Is not provided by the work programme of the discipline.

1.5 Self-study

Name of self-study	Topic number
Preparation for lectures and practical classes	1-10
Working with analytical databases, regulatory documents, reference literature	2-4
Development of individual / group projects	1-7
Performance of calculation, analytical, settlement-graphic and other tasks	8-10

1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

A grading and rating system is used to assess the learning outcomes of the discipline.

The form of the final control in the discipline is a credit, the final result is formed in accordance with the scale given in the table below:

Points	Grade
<55	Not passed
>=55	Passed

Grading scale

незачтено (балл до 54)	Demonstrates a lack of understanding of the problem. Many requirements for the assignment were not met. The primary perception of the material is demonstrated. The work is unfinished and/or it is plagiarism.
зачтено (балл 55-100)	Demonstrates understanding of the problem. Job requirements have been met. Confident mastery of the material of the discipline was demonstrated. Completed tasks are of a holistic nature, completed in full, structured, different points of view are presented, a creative approach is demonstrated.