



APPROVED:  
Vice-rector for study and methodical work  
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## *Современные бизнес-модели / Modern business models*

### Syllabus of the course

Specialty	38.04.02 Management
Specialization	Risk Management and Controlling
Level of higher education	Master's Degree
Form of training	Full-time
Year of enrolment	2022
Authored by:	
Associate Professor, PhD, Kostin Konstantin Borisovich	

Total number of hours	144	<b>Form of final attestation:</b>  Exam: semester 2
incl:		
contact work	32	
self-study	76	
practical training	0	
control hours	36	

#### Hours distribution:

Semester:	2
Type of classes	Hours
Contact hours	18
Practical training	14
Laboratory work	
<b>Total contact hours</b>	<b>32</b>
Self-study	76
Control hours	36
<b>Total academic hours</b>	<b>144</b>
<b>Total credits</b>	<b>4</b>

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## 1. LEARNING OBJECTIVES

<b>Objective:</b>	Comprehensive understanding of the international economic and financial environment and analysis of the optimal business models of modern TNCs
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## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.O Modern business models / Modern business models 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-2 - Able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving managerial and research problems	GPC-2.2 - Develops and implements research and analytical projects for information support of managerial decision-making	<p>To know: the algorithm for the formation of strategies for the development and competitiveness of an international enterprise in global markets</p> <p>To be able to: present financial solutions for the implementation of foreign economic activity of an enterprise, organization.</p> <p>To possess: technologies for optimizing costs and increasing the efficiency of production of an international enterprise.</p>
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-4.3 - Develops innovative business models through modern digital technologies, using modern management practices, leadership and communication skills	<p>To know: the main sources for the study of business models: economic and statistical materials, financial statements of transnational corporations and other international organizations; the ability to use the Internet to obtain information about international companies</p> <p>To be able to: choose the appropriate business models according to the criteria of optimality.</p> <p>To possess: verbal and non-verbal means of interaction with partners.</p>
PC-4 - Able to develop a financial plan for the client and a targeted investment portfolio	PC-4.1 - Analyzes the external environment and develops business models for international markets	<p>To know: conduct research and diagnosis of problematic aspects of the activities of an international company</p> <p>To be able to: conduct research and diagnose problematic aspects of the activities of an international company.</p> <p>To possess: tools for system analysis of foreign economic information.</p>

#### 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Fundamentals of the formation of international strategies in business: prerequisites for the emergence of technologies for optimizing income and expenses, their development and application in international business.	The main sources for studying the international strategies of the company: economic and statistical materials, financial statements of transnational corporations and other international organizations; the ability to use the Internet to obtain information about international companies.	2	2		8
Topic 2. Fundamentals of business modeling and how best to use relevant business models in international business.	The history of the emergence of business modeling. Selection and use of optimal business models as the main condition for increasing competitiveness and successful development of international business enterprises. Analysis of the revenue management technology from the standpoint of increasing the viability of an international enterprise and increasing profits: the operations of collecting relevant data, their analysis, optimization and control. Achieving the optimal balance between demand for services and supply.	4	2		10
Topic 3. Clients, goods/services and their promotion. Price policy.	Marketing analysis to identify customer segments and product line. The pricing process. Principles and algorithms for the implementation of marketing tools in the organization of electronic commerce and promotion in virtual markets based on the methodological platform "revenue management": "Internet marketing"; "digital technologies" in sales and promotion; "social media marketing".	2	2		10
Topic 4. Use of technology for optimizing income and expenses in international business: a practical aspect.	Algorithm for the formation of the pricing policy of an international enterprise, taking into account the principles of implementing optimal business models on the example of international TNCs: airlines and hotel business.	2	2		10
Topic 5. Methods and means of implementing	Heuristic and econometric models of the overbooking tool based on the implementation of appropriate strategies and technologies. Dynamic pricing.	4	2		12

effective strategies for the development of TNCs in global markets	Consumer behavior, appropriate analysis and optimization of pricing policy. Models of strategic management.				
Topic 6. International strategies in action: on the example of the service industry (international hotel business, international tourism business) and international logistics companies.	Four levels of optimization system for international enterprise: on the example of international hotel business. Presentation and analysis of business processes on the example of the work of transnational corporations in the service sector.	2	2		12
Topic 7. Interactive project (work in groups) on the application of appropriate business models in the operational activities of the enterprise.	An interactive project (work in groups) on the application of strategies for optimizing income and expenses, analyzing the effectiveness of various business models in the operations of an international enterprise.	2	2		14
<b>Control hours:</b>					<b>36</b>
<b>Total hours:</b>		<b>18</b>	<b>14</b>	<b>0</b>	<b>76</b>

## 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
Kostin, Konstantin B. Income management in transnational corporations : textbook / KB Kostin ; Ministry of Science and Higher. education Ros. Federation, St. Petersburg. state economy un-t, Dept. world economy and international economy relations. St. Petersburg: St. Petersburg State University of Economics, 2021. 1 file (4.55 MB).	<a href="http://opac.unecon.ru/elibrary ... BB%D1%8C%D0%BD%D1%8B%D1%85.pdf">http://opac.unecon.ru/elibrary ... BB%D1%8C%D0%BD%D1%8B%D1%85.pdf</a>
Kostin, Konstantin B. Foresight based on global economic cycles : textbook / Konstantin B. Kostin ; Ministry of Science and Higher. education Ros. Federation, St. Petersburg. state economy un-t, Dept. world economy and international economy relations. St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2019.	<a href="http://opac.unecon.ru/elibrary ... ight%20Based%20on%20Global.pdf">http://opac.unecon.ru/elibrary ... ight%20Based%20on%20Global.pdf</a>
Kostin, Konstantin Borisovich. International Finance and Economic Cycles : textbook / K.B. Kostin, S.V. Kotelkin ; Ministry of Education and Science Ros. Federation, St. Petersburg	<a href="http://opac.unecon.ru/elibrary ... ernational%20Finance%20and.pdf">http://opac.unecon.ru/elibrary ... ernational%20Finance%20and.pdf</a>

## 5.2 List of software (including national production)

- 7-Zip
- Microsoft Office Professional
- Microsoft Windows Professional

## 5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛеника – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )
9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Aud. 3-4-5 The classroom (for conducting lecture-type classes and seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification), is equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 40 seats, teacher's workplace, lectern 1 pc., 3-section chalk board 1 pc., chair 1 pc., hanger rack 1 pc. Portable multimedia kit: Notebook HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	191023, St. Petersburg, st. Griboyedov Canal, 30/32, letters "A", "B", "R"

Aud. 3-4-7 The classroom (for conducting lecture-type classes and seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification), is equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 25 seats, teacher's workplace - 2 pcs., marker board - 1 pc., rack hanger - 3 pcs., blinds - 2 pcs. Portable multimedia kit: Notebook HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	191023, Petersburg, Griboyedov Canal, 30/32, letters "A", "B", "R"	St. st. Canal,
Aud. 404 Classroom (for conducting lecture-type classes and seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification), equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 36 seats; chalk board 1 pc.; cabinet; Computer Athlon 64 x2 4400 2.3/4Gb./150Gb - 1 pc., Multimedia projector Optoma EX-632 - 1 pc., Electric screen, DRAPER 120 185x244 - 1 pc., Hi-Fi speakers PRO MASK6T-W (2 pcs.) - 1 PC. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H	St.
Aud. 413 Classroom (for conducting lecture-type classes and seminar-type classes, course design (term papers), group and individual consultations, current control and intermediate certification), equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture for 36 seats; workplace of the teacher; chalk board 1 pc.; pedestal. Portable multimedia kit: Notebook HP 250 G6 1WY58EA, Multimedia projector LG PF1500G. Sets of demonstration equipment and visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	196084, Petersburg, Moskovsky pr., 103, lit. Ah, pom. 1H, 2H	St.

## 7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;

- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work program using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.



## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

1. What is the essence of the revenue management methodological platform?
2. Explain the concept of revenue management and give examples of companies actively using this approach.
3. What is pricing and what pricing methods are there?
4. What opportunities and in which sectors of the economy are digital technologies opening up?
5. Give examples and briefly outline the essence of the most effective digital technologies that ensure the promotion of goods and services in global markets.
6. What is a digital product? Give relevant examples.
7. What are the main effects of the introduction of digital technologies?
8. What is the essence of the “ocean method” and is it applicable to digital transfer?
9. Describe the stages of transformation of the digital society. What steps need to be taken for progressive digital development?
10. What are digital clusters and what are the prospects for their development?
11. What is the purpose of the global connectivity index?
12. What is the projected scale of growth in the value of the digital economy?
13. What are the main trends in the development of digital technologies within clusters?
14. What is the business model? What is the essence of Agile and Lean Startup business models?
15. What, in your opinion, should be the primary goals of TNCs to ensure its sustainable development?
16. Define the competitiveness of TNCs. Provide relevant examples of factors that enhance the competitiveness of TNCs.
17. What is the most common key technology driving digital transformation? What is its essence?
18. What is the essence of the e-commerce index and what is its current distribution?
19. What is additive manufacturing? What are the prospects for this technology?
20. What has been the evolution of international trade in digital services over the past two decades? What are its prospects?
21. Can we talk about a global transition from industrialization to digitalization?
22. What are the main provisions of the Agile Manifesto? Do you agree with them? Justify your answer.
23. What methodology has been created to help organizations conduct appropriate experiments (iterations) in finding a sustainable business model?
24. What is the essence and what are the main principles of digital banking?
25. What are the features of the banking sector in the Scandinavian countries?
26. Define FinTech. Give relevant examples.
27. How do financial startups differ from traditional banking structures?
28. Is cooperation between financial start-ups and banks worthwhile, and if so, what are the benefits of such cooperation for each of the parties?
29. What characterizes the second wave of development of financial technologies?
30. What is a digital currency and is it advisable for the world Central Banks to introduce digital currencies?
31. What is the essence of the digital readiness index of the banking sector and what is its current distribution?
32. Give an example of a successful digital transformation of TNCs.
33. What is the essence of crowdfunding? How did Nordea use this service? Is it advisable for large TNCs to use crowdfunding?
34. What are the main advantages of innovative business models?

35. Name the advanced technologies of Industry 4.0.
36. What are the main stages in the development of e-commerce? How is e-commerce defined in the context of WTO trade in services?
37. What is the most common key technology driving digital transformation? What is its essence?
38. Graphicalize any typical e-commerce transaction.
39. What is the Gross merchandise value (GMV) indicator? Give relevant examples.
40. Under what conditions can the share of e-commerce in the total trade turnover be considered significant?
41. What is the capacity of the e-commerce market in the Russian Federation?
42. What is the role of innovation in creating business models? Justify your answer.

## 1.2 Topics for written task

Is not provided by the work programme of the discipline.

## 1.3 Interm checkpoints

Number	Type	Method of conduct	Topic number
1	Case task	with the help of technical means and information systems	2-6
2	Problem solving	with the help of technical means and information systems	2-7
3	Monitoring	with the help of technical means and information systems	1-7

## 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
Performance of calculation, analytical, settlement-graphic and other tasks	2-6
Preparation for lectures and practical classes	1-7
Working with analytical databases, regulatory documents, reference literature	3-5
Exam preparation	1-7

## 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
$\leq 54$	Unsatisfactory
55-69	Satisfactorily
70-84	Fine
$\geq 85$	Great

### Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarized.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.