МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"
Проректор з навчально-методичної роботи
Карина НЕМАШКАЛО

ТЕХНОЛОГІЯ АНАЛІЗУ І ПЛАНУВАННЯ БІЗНЕСУ

робоча програма навчальної дисципліни

Галузь знань	**07 "Управління та адміністрування"**
Спеціальність	**073 "Менеджмент"**
Освітній рівень	**другий (магістерський)**
Освітня програма	**"Бізнес-адміністрування"**

Статус дисципліни	**обов'язкова**
Мова викладання, навчання та оцінювання	**українська**

Завідувач кафедри
менеджменту та бізнесу — Тетяна ЛЕПЕЙКО

Харків
2022

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

"APPROVED"
Vice-rector for educational and methodical work

Karina NEMASHKALO

TECHNOLOGY OF ANALYSIS AND PLANNING IN BUSINESS

syllabus of the educational discipline

Field of knowledge	**07 "Management and Administration"**
Specialty	**073 "Management"**
Level of education	**second (master)**
Educational program	**"Business administration"**

Discipline status	**Compulsory**
Language of instruction, teaching and assessment	**English**

Head
of Management and Business Department Tetyana LEPEYKO

Kharkiv
2022

APPROVED
at the meeting of the *Management and Business department*
Protocol № 1 of August 29, 2022.

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Sheet of renewal and re-approval
of the academic discipline syllabus

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

Abstract of the educational discipline

The development of any enterprise is a continuous process, and along the way, enterprises constantly set new goals and objectives, face new problems that require non-standard solutions. Such a field of activity as business analysis is aimed at identifying the business needs of enterprises and finding ways to solve them.

Business analysts strive to meet the needs of business development both by identifying and solving existing problems, and by finding opportunities, such as reducing costs, reducing the time of projects, increasing the level of consumer satisfaction, etc. Solving the specified tasks requires a special toolkit for analyzing the situation at the enterprise, developing and choosing a solution, and creating new standards of activity.

Purpose of the academic discipline "Technology of analysis and planning in business" is to form a system of theoretical knowledge and applied skills in using the principles, methods and tools for analysis and planning in business.

The subject of the academic discipline is modern principles, approaches and methods of business analysis and planning.

Characteristics of the educational discipline

Course	**1M**
Semester	**2**
Quantity of credits ECTS	**5**
Final control	**Exam**

Structural and logical scheme of studying the discipline

Prerequisites	**Postrequisites**
Management	Managing the development
Theory of probability and mathematical statistics	Master thesis
Econometrics	
Strategic management	

Competence and learning outcomes of the discipline

Competence	**Learning outcomes**
GC7. Ability to abstract thinking, analysis and synthesis	LO1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions
SC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation	LO2. Identify problems in the organization and justify methods of solving them
SC2. The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans SC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation SC12. The ability to develop and apply methods and technologies of complex management of the organization	LO5. To plan the activities of the organization in strategic and tactical sections

GC3. Skills in using information and communication technologies	LO8. Apply specialized software and information systems to solve organizational management problems
GC6. Ability to generate new ideas (creativity) SC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation	LO13. To be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).
SC11. The ability to substantiate management decisions based on quantitative and qualitative risk assessment SC12. The ability to develop and apply methods and technologies of complex management of the organization	LO14. To apply and create complex management technologies, methods and tools for effective and efficient business management in risk conditions.

Syllabus of the educational discipline

Content module 1. Basics of business analysis

Topic 1. Introduction to business analysis

Concept and content of business analysis. Tasks of business analysis. The place of business analysis in the process of making key management decisions at the enterprise. Business analysis standards. Business analysis body of knowledge (BABOK). Key concepts of business analysis: domain, context, decision, requirements, change, task, value, field of knowledge. Types of decisions in business analysis. decision elements. Requirements in business analysis. Classification of requirements. Stages of business analysis. Fields of knowledge. Business analyst and his roles. Methods (technologies) of business analysis.

Topic 2. Strategic analysis of the external environment

Toolkit of strategic analysis of the macro environment. PESTEL analysis: tasks, implementation features. Toolkit for strategic analysis of the microenvironment. Porter's 5 forces model. Power of suppliers. Power of consumers. The risk of the appearance of new competitors. Substitute goods. Competition within the industry. Quantitative analysis tools in Porter's 5 forces model.

Content module 2. Technologies of analysis and planning

Topic 3. Toolkit for definition, implementation and analysis of strategy

Overview of tools for strategy definition, implementation and analysis. Use of economic and mathematical methods for strategy definition, implementation and analysis. Cluster analysis. Taxonomic indicator of the level of development. Hierarchy analysis method. Use of expert methods in making strategic decisions. Expert evaluation procedure. Consistency of expert assessments.

Topic 4. Technologies of enterprise activity planning

Similarities and differences of technologies of tactical and operational planning and technologies of strategic planning of enterprise activity. Network graph: purpose, technology of construction and optimization.

The list of laboratory classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

Teaching and learning methods

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topic 2), problem lecture (topic 4), presentations (topic 4), individual competency-oriented works (topics 1, 2), case method (topic 3).

Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, includes lectures, labs and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures includes current control during lectures, laboratory classes and individual tasks and is estimated by the amount of points scored (maximum score – 60 points, minimum score that allows the student to pass exam – 35 points) and final/semester control – is conducted in the form of a exam in accordance with the schedule of the educational process (maximun 40 points).

Current control includes assessment of applicant knowledge in the following forms and according to the following criteria:

competence-oriented task on topic – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 5 points, in total – 10 points for 2 tasks);

written test – understanding the theoretical material, degree of mastering the theory and methodology of the problems under consideration; the degree of mastering the actual material of the discipline; ability to combine theory with practice in the process of considering problem situations, problem solving (maximum score that an applicant can obtain – 10 points per test, 20 points in total for 2 tests);

presentation of individual task – depth and strength of knowledge, level of thinking, ability to systematize knowledge on individual topics, ability to draw sound conclusions, mastery of categorical apparatus, ability to find necessary information, systematize and process it; ability to conduct critical and independent assessment of certain problematic issues (maximum score is 30 points).

The maximum possible score for a specific task is set provided that the individual task of the applicant or his oral response to all these criteria. The absence of one or another component reduces the number of points. During the evaluation of laboratory work, attention is also paid to the quality, independence and timeliness of delivery of completed tasks to the teacher, according to the schedule of the educational process. If any of the requirements are not met, the points will be reduced.

Final control is represented in the form of exam and covers all topics of the educational discipline. The structure of the exam card is as follows:

1) 2 diagnosic practical task/problem situations (maximum score – 12 points each, in total – 24 points);

2) heuristic practical task/problem situations (maximum score – 16 points).

The maximum score on exam is 40 points.

Independent training includes:

1) study of theoretical material from the previous lecture before each further lecture;

2) collection, generalization, processing of information necessary for active work in practical classes and performing the individual scientific research task.

The total score in the points for the semester is: 60 or more points – the discipline is passed successfully, 59 or less points – the discipline is not passed.

Forms of assessment and distribution of points are given in the table "Rating plan of the educational discipline".

Rating plan of the educational discipline

Topic	Forms and types of learning	Forms of evaluation	Max points
Content module 1. Basics of business analysis			
Topic 1	***Classroom work***		
	Lectures on the essence of business analysis	Active work on lecture	-
	Performing the competencies-oriented task on use of correlation-regression models for business analysis	Active participation in performing tasks	-
	Independent training		
	Search, selection and review of literary sources on a given topic Completing the laboratory task	Homework checking	-
Topic 2	***Classroom work***		
	Lecture-discussion on directions and tools of strategic analysis of the external environment	Active work on lecture	-
	Performing the competencies-oriented task on on the analysis of the price situation in the market under the influence of several external factors using the MS Excel package	Active participation in performing tasks Written test	5 10
	Independent training		
	Search, selection and review of literary sources on a given topic Completing the laboratory task	Homework checking	-
Content module 2. Technologies of analysis and planning			
Topic 3	***Classroom work***		
	Lecture on the use of mathematical tools for strategy formation	Active work on lecture	-
	Performing the competencies-oriented task on segmentation of the sales market and profiling of segments using cluster analysis; analysis of competitiveness of an enterprise products based on the taxonomic indicator of the level of development; making key strategic decisions using the method of analyzing hierarchies	Active participation in performing tasks	-
	Independent training		
	Search, selection and review of literary sources on a given topic Completing the laboratory task	Homework checking	-
Topic 4	***Classroom work***		
	A problematic lecture on enterprise planning technologies	Active work on lecture	-
	Performing the competencies-oriented task on developing a PERT chart	Active participation in performing tasks Written test	5 10

	Independent training		
	Search, selection and review of literary sources on a given topic Completing the laboratory task Preparation for presentation	Presentation	30
Exam			40

Recommended references

Main

1. Kotlyk A. Technology of analysis and planning in business. Summary of lectures. – Access mode: https://pns.hneu.edu.ua/course/view.php?id=2823.
2. Bruce P. Practical Statistics for Data Scientists: 50 Essential Concepts / P. Bruce, E. Bruce. – Boston, Sebastopol, Tokyo,Beijing,Farnham: O'Reilly, 2017. – 304 p.
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Additional

4. Bonini Ch. P. Quantitative analysis for management / Ch. P. Bonini, W. H. Hausman, H. Bierman. – 9th ed. – Boston : Irwin; McGraw-Hill, 1997. – 540 p.
5. Cadle J. Business Analysis Techniques / James Cadle, Debra Paul, Paul Turner. – Swindon : British Informatics Society Limited, 2010. – 260 (XXI) p.
6. Clayton G. E. A guide to everyday economic statistics / G. E. Clayton, M. G. Giesdrecht. – 3-td ed. – Boston : Irwin McGraw-Hill, 1995. – 135 p.
7. Kennedy R. Strategic Management. Blacksburg, VA: Virginia Tech Publishing, 2020. – Access mode: https://pressbooks.lib.vt.edu/strategicmanagement.
8. Kumar S., Suresh N. Operations management. - Access mode: https://www.lsms.ac/public/uploads/agOo5stUWxcQz4LNqcVJHs6FRUPE5niktFYNr3myktB1vSz5Vh15753763066W1sdKkbQ3pTXIQp1zILqPGSIVt1eGWLimEXCCsz4gCIzBWznB.pdf.
9. Six Sigma + Lean Toolset: Executing Improvement Projects Successfully / Ed. by Stephan Lunau; Translated by Astrid Schmitz. – Berlin : Springer-Verlag, 2008. – 315 (VIII) p.
10. Клебанова Т. С. Економіко-математичне моделювання : навч. посіб. / Т. С. Клебанова, О. В. Раєвнєва, С. В. Прокопович, С. О. Степуріна. – Х. : ІНЖЕК, 2010. – 350 с.

Information resources

11. Kotlyk A. Technology of analysis and planning in business [Electronic resource] // Website of PNS of S. Kuznets KhNUE. – Access mode: https://pns.hneu.edu.ua/course/view.php?id=2823.