**INFORMATION REFERENCE**

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| **Full name of the discipline** | *Formation of a business model for an enterprise* |
| **Type of discipline** | *Compulsory* |
| **Semester** | *1* |
| **Number of ECTS credits** | *5* |
| **Level of higher education** | *second (master's degree)* |
| **Educational programme** | *Entrepreneurship, trade and exchange activity* |
| **Language of instruction, teaching** | *Ukrainian* |
| **ESI/faculty** | *ESI of Economics and Management* |
| **Department** | *Entrepreneurship and business-administration* |
| **Name of lecturer(s)** | Associate Professor, PhD in Economics  *Vitalina Konenko* |
| **Contacts of lecturer(s)** | *Vitalina.Konenko@gmail.com* |

**The purpose of the discipline:** formation of a system of theoretical knowledge and practical skills in business process modeling; mastery of the basic principles and methods in business management.

**Interdisciplinary connections**: based on the fundamental knowledge and skills obtained by the learner at other educational levels and identified during the professional entrance examination as sufficient for studying at the «Master's» level.

**CONTENTS:**

CONTENT MODULE 1. THEORETICAL FOUNDATIONS OF BUSINESS MODELING.

Business model of an enterprise: concept, functions. Elements of the business model: characteristics, assessment, interaction. Business model environment. Relationship between the enterprise's life cycle and the functioning business model. Features of the stages in the life cycle of a business model. Elements of the enterprise's business portfolio. Main stages of business portfolio analysis. Modern matrix methods of portfolio analysis. Basic principles of cluster analysis of business objects.

CONTENT MODULE 2. FEATURES OF CREATING A BUSINESS MODEL FOR AN ENTERPRISE

Essence and content of diversification, types, and classification. Methods of managing the selection of diversification strategies. The essence, development, and classification of outsourcing. Features of forming an outsourcing business model. Advantages and disadvantages of using outsourcing in business. Justification of the feasibility of outsourcing. Definition, types, and generation of benchmarking. Benchmarking project: characteristics and main stages of implementation. Strategic benchmarking in business modeling.

CONTENT MODULE 3. MODERN INNOVATIVE BUSINESS MODELS

Innovative business models. Tools for risk management and optimization of existing business models. Basic cycle of creating an innovative business model. The concept of «Strategic measurement» in business modeling. Responsibility indicator system – ASC and the performance pyramid. Modern methods of business model valuation for enterprises.

**Individual Assignment** (IA): The individual assignment involves systematizing, consolidating, and expanding theoretical and practical knowledge in the discipline, and applying it in scientific research. The program includes RGR as an integral part of the student's independent work. The RGR is considered completed when the student has fulfilled the assignment in its entirety and achieved the required result (15 hours).

The goal of the IA is to apply the students' knowledge in solving a specific professional task and develop the ability to independently work with educational and scientific literature. It also aims to strengthen theoretical knowledge and enhance practical skills in addressing economic and organizational issues.

**Programme Learning Outcomes:**

*LO 2.* Identify and analyze issues in entrepreneurship, trade, and stock exchange activities, and develop measures to address them.

*LO 6.* Develop and implement measures to ensure the quality of performed tasks and assess their effectiveness.

*LO 10*. Solve problem issues arising in entrepreneurial, trade, and/or stock exchange structures under conditions of uncertainty and risks.

*LO 11.* Implement innovative projects to create conditions for the effective functioning and development of entrepreneurial, trade, and/or stock exchange structures.

**Learning outcomes:**

Ability to identify and analyze issues in entrepreneurship, trade, and stock exchange activities.

Ability to justify methods and develop measures for solving problems in entrepreneurship, trade, and stock exchange activities.

Ability to determine the key elements of a business model as an effective tool for implementing the mission and selected strategy.

Capability to establish values, vision, mission, goals, and criteria by which the enterprise defines future development directions.

Ability to develop and implement measures to ensure the quality of performed tasks.

Ability to justify managerial decisions regarding necessary changes in the business model and its components.

Capability to identify and resolve problems arising in entrepreneurial, trade, and/or stock exchange structures under conditions of uncertainty and risks, and make well-grounded decisions.

Ability to analyze the content and nature of work on creating and improving a business model.

Capability to implement innovative projects in entrepreneurial, trade, and/or stock exchange activities.

Ability to coordinate interactions between structural units and personnel when making changes to the existing business model and its transformation.

**Teaching methods:** Verbal, visual, practical (theoretical, analytical, computational), independent work; discussion, presentation, interactive teamwork.

**Methods of control and the procedure for assessing learning outcomes**

**Current control methods:**

– oral or written questioning;

– written control;

– checking independent work tasks and stages of RGR completion;

– testing in the virtual learning environment on the MOODLE platform, Office 365, Teams;

– problem-solving.

**Module control methods:** testing in the virtual learning environment on the MOODLE platform, Office 365, Teams.

**Final semester control methods:** written examination using MS Teams or the virtual learning environment MOODLE, Office 365, Teams. Exam questions include two theoretical questions and a practical task.

**Material and technical and information support:**

**Methodological support:**

1. Distance course for the discipline «Formation of a Business Model for an Enterprise» <https://dl.kname.edu.ua/course/view.php?id=2136>

**Recommended literature and information resources:**

1. Varnalii Z. S., Vasyltsev T. H., Lupak R. L., Bilyk R. R. Business Planning of Entrepreneurial Activity: Textbook. Chernivtsi: Tekhnodruk, 2019. 264 p. URL: <https://duikt.edu.ua/uploads/l_2057_17817213.pdf>

2. Entrepreneurship, Trade, and Stock Exchange Activity: Textbook / edited by O. V. Dymchenko; [O. V. Dymchenko, O. D. Panova, V. V. Konenko et al.]; Kharkiv National University of Municipal Economy named after O. M. Beketov. Kharkiv: KhNUMG named after O. M. Beketov, 2022. 432 p. URL: <https://eprints.kname.edu.ua/62084/>

3. Trade and Stock Exchange Activity in Ukraine: Problems and Development Strategies: Collective Monograph / edited by T. V. Hrynko. Dnipro. 2018. 404 p. URL: bit.ly/3LcDiCS

4. Methodology for Conducting a Rapid Analysis of the Local Business Climate. Federation of Canadian Municipalities / International Technical Assistance Project «Partnership for the Development of Cities». Kyiv. 2019. 23 p. URL: <http://pleddg.org.ua/wpcontent/uploads/2019/05/EBA_Guide.pdf>

5. Ensuring Financial and Economic Security of Entrepreneurship: Textbook / H. V. Solomina. Dnipro: Dnipropetrovsk State University of Internal Affairs, 2018. 234 p. URL: <https://er.dduvs.in.ua/bitstream/123456789/1694/1/Posibnik%20ZFEBP.pdf>

6. Entrepreneurship, Trade, and Stock Exchange Activity: Textbook / edited by Doctor of Economics, Prof. I. M. Sotnyk, Doctor of Economics, Prof. L. M. Taraniuk. Sumy: VTD «Universytetska Knyha,» 2018. 572 p. URL: <http://sites.znu.edu.ua/science-earth/assets/documents/principles/Pidruchnyk-Pidpryyemnytstvo-torhivlya-birzhova-diyalnist.pdf>

7. Tkachuk H. Yu., Kushnirenko O. M. Formation of the Business Model of Enterprises: Textbook / H. Yu. Tkachuk, O. M. Kushnirenko. Zhytomyr: ZhDTU, 2016. 222 p. URL: <https://lib.ztu.edu.ua/?q=ua/publication/tkachuk-gyu-formuvannya-biznes-modeli-pidpryyemstva-navch-posibnyk-gyu-tkachuk-om>

8. Frolova L. V. Enterprise Management Based on Ensuring Its Economic Security [Monograph]; Donetsk National University of Economics and Trade named after M. Tugan-Baranovsky. Kryvyi Rih: FOP Zaloznyi V. V., 2018. 210 p. URL: <https://old.libr.dp.ua/site-libr/?idm=1&idp=22&ida=1648>

9. Trade and Stock Exchange Activity in Ukraine: Problems and Development Strategies: Collective Monograph / edited by T. V. Hrynko. Dnipro. 2018. 404 p. URL: <http://ven.chdtu.edu.ua/article/view/153504>

10. Systematic Support for Economic Activity and Sustainable Development of Business Entities: Collective Monograph / edited by N. B. Kashchenko and T. O. Staverska. Kharkiv State University of Food and Trade. Kharkiv. 2020. 390 p. URL: <https://repo.btu.kharkov.ua/bitstream/123456789/7503/1/%D0%9C%D0%9E%D0%9D%D0%9E%D0%93%D0%A0%D0%90%D0%A4%D0%98%D0%AF_2020_%D0%A1%D0%97%D0%95%D0%90%D0%A1%D0%A0%D0%9F.PDF>

**Hardware, equipment, software products:**

Distance learning platform Moodle, Office 365, Teams.