The Federal State Budgetary Educational Institution of Higher Education

“**THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION”**

The Institute of Business Studies
Department of International Business and Business Administration

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MODULE SYLLABUS

BUSINESS DECISION MODELLING

38.03.02 Management

International Management

Bachelor

Full-time

Intake Year – 2018

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1. The list of the module's intended learning outcomes, mapped to the learning goals and objectives of the educational program.

1.1. "Business Decision Modelling" ensures the development of the following competences taking into account the stage of development:

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
RK-13	Ability to model business processes and use methods of reorganization of business processes in practical activities of organizations.	RK-13.3	PK-13.3 Acquiring methods of reorganizating business processes in practical activities of an organization.

Upon completion of the module the students should have the following competences

General work functions	Stage of competence development code	Learning outcomes
Ability to analyze qualitative and quantitative indicators of company performance. Finding new solutions in business and ensuring their implementation.	PK-13.3	Knowledge level: – The mail principles and methods of the analysis of problematic management situations at enterprises; – Key business processes of the development and implementation of management decisions in an organization; – The main rules and procedures of the activities of governance bodies of a company (Board of Directors); – Reasons for company re-engineering; – Re-engineering methods, production and management structure analysis, designing governance structure, aimed at business processes; – Classification of organizational structures; – Technologies of reengineering implementation;
		Competence level – Develop and use KPIs of management decisions; – Model scenarios and evaluate possible risks of management decisions; – Use key methodology and technologies of modelling business decisions; – Evaluate conditions for company reengineering; – Use the methodology of reengineering, production and management structure analysis,

		designing governance structure, aimed at business processes; – Carry out classification of organizational structures; – Use technologies of reengineering implementation;
		Skills level – Diagnostics of management environment, not conclusive to generating business decisions

2. The module's workload in credit units with the number of academic or astronomic contact hours, distributed among different types of learning experiences, students' independent study workload and the module's place in the program's structure and curriculum.

Workload

The program curriculum specifies the following workload for the module **"Business Decision Modelling":**

- Total workload – 2 credit units,
- Contact hours – 28 hours, including 14 lecture hours and 14 seminar hours;
- Independent student work – 44 hours.

The module's place in the educational program's structure

The module **"Business Decision Modelling"** is designed for Year 4 students, and is delivered in Semester 8. Prerequisite modules:

- System approach in management
- Organizational design

Final module assessment: test.

3. Summary of the module's content by topics (section) with the amount of academic or astronomic hours per topic (section) and types of student learning experiences. The module's structure.

(full time study format)

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	**Lab work**	**Seminars**	**Course paper**		
Topic 1	Introduction into business decision modelling. The main categories and definitions, key rules and approaches to business decision modelling	11	2		2		12	O
Topic 2	Modern technologies of business decision modelling	14	4		4		12	K
Topic 3	Development and implementation of business processes of decision making on reengineering of an organization	16	4		4		12	Э

Item N	Topic/section name	Module workload, hours						Current and final module assessment
		Total	Contact hours and learning experience types				Self study	
			Lectures	**Lab work**	**Seminars**	**Course paper**		
	with the goal of maximizing its value.							
Topic 4	Practice of functioning of key governance bodies of a company (Board of directors).	16	4		4		12	
Final module assessment								**test**
Total:		**72**	**14**		**14**		**48**	

Note*:*
** – forms of current assessment:*
Test (T)
Essay (E)

Summary of Module Content

Topic 1. Introduction into business decision modelling. The main categories and definitions, key rules and approaches to business decision modelling.
The main definitions and notions of business decision making process, a classification of business decisions, methodology of scenario planning.

Topic 2. Modern technologies of business decision modelling.
Modern technologies for business decision modelling such as The Tree of Objectives, Ishikava model or Fat Smoker model.

Topic 3. Development and implementation of business processes of decision making on reengineering of an organization with the goal of maximizing its value.
Reengineering of competences and key business processes. Definition and stages of reengineering. The main methods of successful reengineering.

Topic 4. Practical functioning of key governance bodies of a company (Board of directors).
Corporate governance bodies. Advantages of collegiate governance, Modern technologies of collegiate governance meetings.

4. Assessment materials and tools for current and final module assessment

4.1. Forms and methods of current assessment and final module assessment.

4.1.1. The following methods of current assessment are used in "Business Decision Modelling":

Topic	**Current assessment methods**
Topic 1. Introduction into business decision modelling. The main categories and definitions, key rules and approaches to business decision modelling	
Topic 2. Modern technologies of business decision modelling	Test

Topic 3. Development and implementation of business processes of decision making on reengineering of an organization with the goal of maximizing its value.	Essay
Topic 4. Practice of functioning of key governance bodies of a company (Board of directors).	

4.1.2. The test is administered in a written format.

a. Materials for current module assessment

Test 2

Describe the principles of modelling and identification of the problem cause with the use of "Ishikava" model.

Essay assignment for Topic 3

Analysis of advantages and disadvantages of collegiate and individual decision making entities in an organization.

4.3. Assessment tools for final module assessment

4.3.1. The list of competences with the stages of their development in the process of the educational program.

Competence code	Competence name	Stage of competence development code	Name of the competence development stage
RK-13	Ability to model business processes and use methods of reorganization of business processes in practical activities of organizations.	RK-13.3	PK-13.3 Acquiring methods of reorganizing business processes in practical activities of an organization.

4.3.2 Indicators and criteria for assessing competences at different stages of their development

Stage of competence development	Indicator	Criterion
PK-13.3	Knowledge of the main organizational changes and methods of designing management structure, aimed at business processes.	- Management structure analyzed; - The objectives of re-design are defined; - Tool and methods of managing human resources are adequately defined; - Business process reorganization model is developed.

4.3.3 Samples of test assignments and other materials (typical assessment materials) used for assessing knowledge, competences and skills and/or activities the stages of competences development in the process of the education program progression.

The test consists of 2 parts: 16 multiple choice questions (time allocated: 1 hour) and a written answer to one of the open test questions.

Sample test questions:

1. The main categories and definitions, key rules and approaches to business decision modelling
2. Modern technologies of business decision modelling – The Tree of Objectives, Ishikava model or Fat Smoker model.
3. Motivating human resources of a company and carrying out reengineering
4. Reverse engineering of company business processes.

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Converting points into the traditional grading scale:

100 point scale	5 point scale	Pass/fail
85-100 points	Excellent	Pass
70-84 points	Good	Pass
55-69 points	Satisfactory	Pass
Less than 55 points	Unsatisfactory	Fail

4.4. Learning guidelines, explaining the processes used for assessing knowledge, competences and skills and/or activities at different stages of competence development in the process of the education program progress.

The test consists of 2 parts: 16 multiple choice questions (time allocated: 1 hour) and a written answer to one of the open test questions (time allocated: 1 hour).

5. Learning guidelines for students.

1. To prepare for seminar on Topic 2 it is necessary to study the practices of the tree of objectives technology in Russian companies.
2. For Topic 3 it is necessary to find on the internet and analyze the most successful practices of reengineering of business processes.
3. For Topic 4 pay special attention to the interaction of collegiate governance organs, to name the General Meeting of Shareholders and Board of Directors.

6. The lists of essential and further reading, necessary for studying the module, a list of recommended internet sources, teaching materials and guidelines for students' independent study.

6.1 Essential reading

1.Michael Hammer. Nine methods of business process reengineering — M. : Alpiner Publisher, 2016. — 352 p. — 978-5-9614-4679-1. — Accessible at: http://www.iprbookshop.ru/49288.html

6.2 Self-study guides

Not used

6.3 Legal normative documents

Not used

6.4 Internet sources

1. www.ssrm.com Social Science Research Network
2. www.sciencedirect.com Sciencedirect
3. www.emerald.com Emerald

6.5. Other sources

1. Abdikeev N.M., etc. "Reengineering of business processes", M, Exmo <http://www.ozon.ru/context/detail/id/857671/>, 2007
2. Collins Jim “Good to Great“, 2014
3. Tjutjunnik A.V. "Reengineering of the credit organizations. Administrative analytical working out", M, the BDTS-PRESS <http://www.ozon.ru/context/detail/id/857883/>, 2004

7. The necessary equipment and technology used for implementing the educational process for the module, including a list of software and information databases if applicable.

- a notebook и multimedia projector
- flip chart