

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародної економіки і
менеджменту
Протокол №1 від 28.08.2023 р.



Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

**МІЖНАРОДНИЙ БІЗНЕС-АНАЛІЗ
робоча програма навчальної дисципліни (РПНД)**

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Спеціальність	051 «Економіка»
Освітній рівень	другий (магістерський)
Освітня програма	«Міжнародна економіка»

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Розробник
к.е.н., доцент

Олена КОТ

Завідувач кафедри
міжнародної економіки і
менеджменту

Надія ПРОСКУРІНА

Гарант програми

Людмила ПІДДУБНА

**Харків
2023**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Simon Kuznets Kharkiv University of Economics

APPROVED

at the meeting of the department
of International Economics and
Management
Minutes № 1, dated 28.08.2023



AGREED
Vice-rector for educational and methodical work
Katrina NEMASHKALO

INTERNATIONAL BUSINESS ANALYSIS
the work program of the academic disciplines

Branch of knowledge **05 «Social and behavioral sciences»**
Specialty **051 «Economy»**
Educational Level **Second (Master's)**
Educational Program **International Economics**

Type of discipline **elective**
The language of teaching, learning and rating **English**

Developer:

PhD of Economics,
associate professor

Olena KOT

Head of Department
of International
Economics and
Management

Nadiya
PROSKURNINA

Guarantor of the
program

Lyudmila PODDUBNA

Kharkiv
2023

INTRODUCTION

The study discipline "International Business Analysis" belongs to the cycle of professional and practical training, belongs to the group of mandatory disciplines of master's training in specialty 051 "Economics". The knowledge obtained as a result of its study will help students to solve a wide range of tasks - to evaluate the business environment of international and national companies using modern methods and tools, in order to develop optimal solutions that will allow the company to achieve its goals.

The purpose of studying the academic discipline "International Business Analysis" is the formation of theoretical knowledge and practical skills necessary for professional activities in the field of international business analysis and analytical evaluation of economic processes in order to support management decision-making using modern methods and tools for modeling business processes. finding optimal solutions for successful management of business processes and analysis of the business environment of international and national companies.

The task of the academic discipline "International Business Analysis" is to study the theoretical and practical aspects of the selection and application of specific means and tools for the analytical evaluation of economic processes in order to support management decision-making using modern methods and tools for modeling business processes.

The object of the academic discipline is modern methods and tools of analytical evaluation of international and national companies, namely their business processes for the purpose of effective management decision-making.

The subject of this academic discipline is the theoretical foundations and methodical approaches to the analytical evaluation of the economic processes of international and national companies, the formation of analytical conclusions for the purpose of making effective management decisions.

The results of training and competence formed by the educational discipline are defined in the table. 1.

Table 1

Learning outcomes of training and competences formed by the educational discipline

Learning outcomes	Competences that must be mastered by a student of higher education
LO1	GC6, SC3, SC6, SC9, SC10
LO2	SC8
LO4	GC2, GC6, SC11, SC13
LO5	SC8
LO6	SC8
LO7	SC1, SC3, SC7, SC9

Learning outcomes	Competences that must be mastered by a student of higher education
LO8	GC2, SC1, SC3, SC10
LO9	GC2, SC1, SC10
LO10	SC10
LO11	GC1, GC2, SC5, SC7, SC8
LO12	GC5, SC3, SC7, SC10
LO13	SC8,
LO14	GC2, SC8, SC10
LO15	GC2, GC6, SC1, SC3, SC6, SC9, SC11, SC13
LO16	GC2, SC1, SC3, SC6, SC10, SC13
LO17	SC1, SC3, SC10, SC12

where: LO1. Formulate, analyze and synthesize solutions to scientific and practical problems.

LO2. To develop, substantiate and make effective decisions on the development of socio-economic systems and management of subjects of economic activity.

LO4. Develop socio-economic projects and a system of complex actions for their implementation, taking into account their goals, expected socio-economic consequences, risks, legislative, resource and other restrictions.

LO5. Adhere to the principles of academic integrity.

LO6. Evaluate the results of one's own work, demonstrate leadership skills and the ability to manage personnel and work in a team.

LO7. Choose effective methods of managing economic activity, substantiate the proposed solutions on the basis of relevant data and scientific and applied research.

LO8. Collect, process and analyze statistical data, scientific and analytical materials necessary for solving complex economic tasks.

LO9. Make effective decisions under uncertain conditions and requirements that require the use of new approaches, methods and tools of socio-economic research.

LO10. Apply modern information technologies and specialized software in socio-economic research and management of socio-economic systems.

LO11. Determine and critically evaluate the state and trends of socio-economic development, form and analyze models of economic systems and processes.

LO12. To substantiate management decisions regarding the effective development of economic entities, taking into account goals, resources, limitations and risks.

LO13. Assess possible risks, socio-economic consequences of management decisions.

LO14. Develop scenarios and strategies for the development of socio-economic systems.

LO15. Organize the development and implementation of socio-economic projects, taking into account informational, methodical, material, financial and personnel support.

LO16. To substantiate the choice of the most effective management solutions and business strategies for the development of international economic activity.

LO17. Determine the most powerful factors influencing the level of international competitiveness of the enterprise (financial, human, marketing, etc.) and apply effective methods of increasing it.

GC1. Ability to generate new ideas (creativity).

GC2. Ability to abstract thinking, analysis and synthesis.

GC5. Ability to work in a team.

GC6. Ability to develop and manage projects.

SC1. The ability to apply scientific, analytical, methodical tools to justify the strategy of development of economic entities and related management decisions.

SC3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them.

SC5. The ability to identify key trends in socio-economic and human development.

SC6. The ability to formulate professional tasks in the field of economics and solve them, choosing the appropriate directions and appropriate methods for their solution, taking into account the available resources.

SC7. The ability to substantiate management decisions regarding the effective development of economic entities.

SC8. Ability to assess possible risks, socio-economic consequences of management decisions.

SC9. The ability to apply a scientific approach to the formation and implementation of effective projects in the social and economic sphere.

SC10. Ability to develop scenarios and strategies for the development of socio-economic systems.

SC11. The ability to plan and develop projects in the field of economy, to implement its informational, methodical, material, financial and personnel support.

SC12. The ability to ensure effective management of the international competitiveness of the enterprise.

SC13. Create an analytical system for assessing the effectiveness of the international economic activity of the enterprise and the degree of its adaptation to changes in the external environment.

PROGRAM OF THE ACADEMIC DISCIPLINE

Content of the academic discipline

Content module 1. Theoretical and organizational aspects of international business analysis

Topic 1. International business analysis in the enterprise management system.

1.1. The essence of business analytics. Areas of application of business analytics and business analysis subjects of international business.

The concept of "business analyst". The main differences between the concepts of "business analysis" and "business intelligence" The main procedures of planning and management of requirements. The main purpose (task) of business analysis, the sequence and functional features of working with requirements at different stages of business analysis.

1.2. Business analyst at the enterprise: role, professional skills and interests.

Business analyst and his duties. Expected results of a business analyst. Activities of a business analyst. Competencies that help a business analyst in performing his professional duties. Hard & Soft Skills business analyst.

Topic 2. Theoretical and methodological foundations of business diagnostics in international business.

2.1. Categorical apparatus of business analysis.

The essence and functional purpose of business diagnostics. General and difference of business diagnostics from analysis and monitoring. Types of business diagnostics. The role of business diagnostics in increasing the efficiency of enterprise management. The place of business diagnostics in the enterprise activity management system.

2.2. Applied index functional models. General methods of business diagnostics.

Special diagnostic methods. Concepts of "set of indicators" and "system of indicators". Logico-deductive systems of indicators Empirical-inductive systems of indicators Multidimensional grouping and calculation of an integral indicator. Cluster analysis. Time series analytics. Analysis of macroeconomic processes. Correlation-regression analysis. Multiple regression.

Topic 3. Peculiarities of international analysis of business processes.

3.1. Business processes of the enterprise: essence, boundaries and types.

Characteristics of business processes that must be taken into account when they are allocated. Isolation of business processes as a formalization of their attributes. Rules for allocation of processes in the organization. Size and number of processes.

Types of organizational structures and features of process selection. The technique of step-by-step selection of processes. Description of business processes. Goals and results of describing business processes.

Results of description of business processes and interests of owners, managers, employees, customers. Forms of description of business processes.

3.2. Methods of business process analysis. Matrix of responsibility.

Tree of objectives of business processes. Algorithmization of business processes. Organizational structure of business process executors. Graphic design of business processes. Methods of describing business processes. Process approach and business model of the enterprise. Business engineering. Goals of business engineering.

3.3. Business process performance indicators.

Business engineering and a system of benefits for the enterprise. Approaches to building a new model of business processes of the enterprise. Business modeling process and its stages.

Topic 4. Optimizing business processes of an enterprise - an international business entity.

4.1. The essence, principles and criteria of optimization of business processes.

Requirements for the system of indicators of business processes. Process analysis and its types. Audit of business processes. Forms of audit of business processes. Organization of audit of business processes. Optimization of business processes and its criteria. Groups of indicators of business processes of the organization (indicators of the process, product, customer satisfaction of the business process).

4.2. Methods of optimizing business processes. Methods of analysis and audit of business processes.

Methods of quantitative and qualitative analysis of business processes. Methods of assessing the effectiveness of business processes. SWOT analysis of the process. The method of ranking business processes by key success factors. Ranking matrix of business processes. Analysis by the method of questions (5W + 1H). Analysis of added value. Analysis of the level of bureaucracy. Cycle duration analysis. Functional-cost analysis. Resource driver. Optimization of business processes, its goals. Methods of optimizing business processes of the enterprise.

Content module 2. Modern methods of business analysis as a basis for making management decisions.

Topic 5. Comprehensive analysis of the efficiency of the enterprise - subject of international business.

5.1. A system of indicators for assessing the state of an enterprise - an international business entity.

The main methods of determining the mission and strategy of the enterprise. Classification of methods for assessing the effectiveness of enterprise functioning according to the ratio of objective and subjective factors. Balanced Scorecard (BSC) - Economic Value Added (EVA) - Market Value Added (MVA) - Total Shareholder Return (TSR) - Cash Flow Return on Invested Capital (CFROI). VBM-management (Value Based Management).

5.2. Methods of analyzing the state of the enterprise and compiling its semantic profile.

Methods of analyzing the state of the enterprise. Creation of semantic profiles.

5.3. Diagnostics of the internal environment of the enterprise.

Strategic diagnosis. The role of strategic diagnostics. Types of indicator systems depending on the goals of strategic diagnostics. The strategic potential of the enterprise in the context of performing diagnostics of the internal environment.

5.4. Methods and forms of diagnostics of the company's potential.

The potential of the enterprise and its components, features. The main methods of diagnosing various components of the company's potential. The form of diagnosis of the company's potential.

Topic 6. Identification, analysis and management of requirements of international projects.

6.1. The essence of managing the requirements of international projects.

The concept of requirement and requirements management. Requirements characteristics. Requirements management tasks.

6.2. Types of international project requirements.

Types and characteristics of requirements types.

6.3. Sections of the analysis of the requirements of international projects.

Analysis of requirements and types of activities it includes. Sections and their characteristics of requirements analysis.

6.4. Problems of analyzing the requirements of international projects.

The essence and characteristics of problems of analysis of international projects.

Topic 7. International business analysis of the market situation.

7.1. Business analysis of the external environment of an enterprise - a subject of international business.

Concept and characteristics of business analysis of the external environment of the enterprise and its subjects.

7.2. Components of market analysis.

Market analysis. Stages of market analysis. Components of market analysis.

7.3. Market evaluation criteria.

Classification of criteria and their characteristics.

Topic 8. Peculiarities of financial market analysis.

8.1. Methods of financial market analysis.

The essence and characteristics of financial market analysis methods. Classification of factors used in fundamental analysis of the financial market

8.2. Indicators of segmental analysis of the financial market.

Classification of fundamental indicators and their characteristics. Classification of economic indicators.

8.3. Methods of forecasting the financial market situation.

The essence and content of financial market forecasting methods.

Topic 9. Analysis of international business development risks.

9.1. The essence of risk and factors of risk situations in international business.

The concept of entrepreneurship. Signs of entrepreneurial activity. The concept of entrepreneurial risk and the factors that provoke it. Types of risks.

9.2. Techniques and methods of international business risk analysis.

Traditional methods of risk analysis. A system of risk assessment indicators.

9.3. Possible strategies for the company's behavior in relation to risks.

General methods of risk management. Risk aversion. Risk optimization methods. Diversification of risks. Risk localization methods.

Topic 10. Strategic planning of an international business entity.

10.1. Enterprise strategy as a guarantee of effective operation of the enterprise on the international market.

The concept of enterprise strategy. 5P strategy. Matrix "globalization - national loyalty". Advantages of strategic planning. Basic approaches to the formulation and implementation of international strategies. Characteristics of the main types of international strategies.

10.2. Planning of foreign economic activity. Types of planning.

The essence of planning. International business planning its advantages. Stages of planning of external economic activity (EEA). Stages of the planning process. Types of strategic planning.

The list of practical (seminar) and/or laboratory classes/tasks by academic discipline is given in the table 2.

Table 2

List of practical (seminar) and/or laboratory classes/tasks

Name of the topic and / or task	Content
Topic 1. International business analysis in the enterprise management system	Seminar: "Business analyst at the enterprise: role, professional skills and interests".
Topic 2. Theoretical and methodological foundations of business diagnostics in international business	Solving practical tasks regarding the determination of the integral indicator of the level of efficiency of the enterprise's functioning, determination of the factors affecting it.
Topic 3. Peculiarities of international analysis of business processes	Advantages and disadvantages of business process efficiency analysis methods. Analysis and assessment of business process efficiency.
Topic 4. Optimizing business processes of an enterprise - an international business entity	Solving practical tasks regarding the definition of principles and criteria for optimizing business processes. Application of business process optimization methods.
Topic 5. Comprehensive analysis of the efficiency of the enterprise - subject of international business	Solving situational tasks regarding the analysis and evaluation of the level of enterprise efficiency.
Topic 6. Identification, analysis and management of requirements of international projects	Seminar: "Types of requirements of international projects, problems of analysis of requirements of international projects.
Topic 7. International business analysis of the market situation	Solving practical tasks related to conducting a business analysis of the enterprise's external environment, conducting a market diagnosis of an international business entity.
Topic 8. Peculiarities of financial market analysis	Solving practical tasks regarding segmental analysis of the financial market, forecasting the financial market situation.
Topic 9. Analysis of international business development risks	Seminar: factors of risk situations in international business, strategies of the company's behavior in relation to risks.
Topic 10. Strategic planning of an international business entity	Seminar: "Enterprise strategy as a guarantee of effective enterprise activity on the international market".

The list of independent work by academic discipline is given in the table. 3.

Table 3

List of independent work

Name of the topic and / or task	Content
Topic 1. International business analysis in the enterprise management system	Describe of business analysts at the enterprise.
Topic 2. Theoretical and methodological foundations of business diagnostics in international business	Select a Ukrainian enterprise engaged in foreign exchange for further calculation of the integral indicator of the level of efficiency of the

Name of the topic and / or task	Content
	enterprise's functioning.
Topic 3. Peculiarities of international analysis of business processes	Conduct a comparative analysis of modern programs for building and analyzing business processes.
Topic 4. Optimizing business processes of an enterprise - an international business entity	Search, selection and review of literary sources on a given topic.
Topic 5. Comprehensive analysis of the efficiency of the enterprise - subject of international business	Provide conclusions and proposals regarding the effective functioning of the enterprise.
Topic 6. Identification, analysis and management of requirements of international projects	Develop requirements for the selected international project.
Topic 7. International business analysis of the market situation	Conduct an analysis of the market situation for the selected enterprise.
Topic 8. Peculiarities of financial market analysis	Conduct a comparative analysis of international financial markets.
Topic 9. Analysis of international business development risks	Search, selection and review of literary sources on a given topic. Determination of advantages and disadvantages of methods of risk analysis of international business.
Topic 10. Strategic planning of an international business entity	Planning of foreign economic activity in changing conditions.

The number of hours of lectures, practical (seminar) and/or laboratory classes and hours of independent work are given in the work plan (technological map) for the academic discipline.

TEACHING METHODS

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal lectures with a visual demonstration:

Topic 1. International business analysis in the enterprise management system.

Topic 2. Theoretical and methodological foundations of business diagnostics in international business.

Topic 8. Peculiarities of financial market analysis.

Topic 9. Analysis of international business development risks.

Topic 10. Strategic planning of an international business entity.

Problem lecture:

Topic 3. Peculiarities of international analysis of business processes.

Topic 4. Optimizing business processes of an enterprise - an international business entity.

Topic 5. Comprehensive analysis of the efficiency of the enterprise - subject of international business.

Topic 6. Identification, analysis and management of requirements of international projects.

Topic 7. International business analysis of the market situation.

ASSESSMENT FORMS AND METHODS

Simon Kuznets Kharkiv National University of Economics uses a cumulative (100-point) rating system.

Current control is carried out during lecture, practical, laboratory and seminar classes and has the purpose of checking the level of preparedness of the student of higher education for the performance of specific work and is evaluated by the sum of points scored:

– for disciplines with a form of semester control examination (exam): the maximum amount is 60 points; the minimum amount that allows a student of higher education to pass an exam is 35 points.

– for disciplines with a form of semester credit control: the maximum amount is 100 points; the minimum amount is 60 points.

The final control includes the semester control and certification of the student of higher education.

Semester control is conducted in the form of a semester exam (exam), differentiated credit or credit. The semester exam (exam) is taken during the exam session.

The maximum number of points that a student of higher education can receive during the examination (examination) is 40 points. The minimum amount for which the exam is considered passed is 25 points.

The final grade by academic discipline is determined by:

- for disciplines with a form of semester control, credit is the summation of all points received during the current control.

- for disciplines with a form of semester control exam (exam) - summation of points for current and final control.

During the teaching of the academic discipline, the following control measures are used:

Current control: Individual educational and research tasks (25 points), written control work (10 points), colloquium (20 points), essay (5 points).

Semester control: Exam (40 points) 7

More detailed information about the evaluation system is given in the work plan (technological map) for the academic discipline.

An example of an examination task and evaluation criteria for an academic discipline.

EXAM ASSESSMENT CRITERIA

The exam tasks are divided by the level of difficulty, which determines the weight of the factors that affect the total score (25-40 points):

Stereotype level - simple test questions. Each correct answer is valued at 1 point (1-20 points).

Diagnostic level - questions to which you need to enter a short answer yourself (1-5 points for each).

Heuristic level – complex questions or tasks that require entering answers, detailed explanations, conclusions, etc. (1-10 points).

Evaluation criteria for the stereotypical task (task 1)

Point	Evaluation criteria
1	For each correct answer
Total 20 points	

Evaluation criteria for the diagnostic task (task 2)

Point	Evaluation criteria
2	The answer contains concepts from the question, but the question is not revealed
5	The question is fully disclosed. The student has a conceptual apparatus and the question is solved logically and consistently
Total 10 points	

Evaluation criteria for the heuristic task (task 3)

Point	Evaluation criteria
2	The student faces significant difficulties in the analysis of economic phenomena and processes, shows the ability to express thoughts at an elementary level. Significant mathematical errors were made in the task, there are no conclusions and a correct answer
4	When performing the tasks, a partial ability to apply theoretical knowledge to solve the tasks is shown. Simpler initial formulas are given without any explanations, I started calculations according to the given formulas, there are mathematical errors in the calculations, the answer received is incorrect, there are no conclusions
6	When completing the tasks, the student applies the generalized knowledge of the educational material provided by the curriculum. The presence of minor arithmetic errors is assumed, but the methodical approach to solving the problem is correct (that is, inaccuracies in the calculations of certain indicators are assumed), a typical algorithm is used with a partial explanation, and generalized conclusions are drawn
8	Correctly performed all actions according to the typical algorithm, but did not offer alternative algorithms for solving the task, provided an explanation for the performed calculations not in full and made generalized conclusions
10	Tasks are performed both using a standard algorithm and an independently developed algorithm. When completing the tasks, the student applies systematic knowledge of the educational material, makes reasoned and substantiated conclusions about the obtained results. When solving the question, the logic, structure, and style of presentation of the material were observed, the author's position regarding the considered problem was substantiated, and the main directions of its solution were given

Stereotypical task

1. A component of the implementation of international strategies, which is based on taking into account the specifics of each situation and justifying decisions in conditions of a high level of uncertainty, the use of flexible coordination systems:

- a) political imperative
- b) economic imperative
- c) qualitative imperative
- d) administrative imperative

2. Choose an additional type of strategic goals for the development of an enterprise in the field of foreign exchange:

- a) product differentiation by vectors
- b) diversification of production
- c) market saturation
- d) transnationalization of technologies

3. The stage of qualitative risk analysis, which involves assigning them to a certain category:

- a) identification of risks
- b) identification of risks
- c) risk assessment
- d) ranking of risks

4. The main task of technical analysis is:

- a) definition of trends
- b) process optimization
- c) modeling of performance indicators
- d) analysis of factors for changing indicators

5. The method of optimizing business processes, aimed at finding, evaluating and training based on the best examples of business conduct by competitors:

- a) redesign of business processes
- b) benchmarking
- c) method of structuring the quality function
- d) reengineering

6. Based on the resource approach, the following main types of resources are included in the production potential:

- a) scientific and technical information
- b) production activity
- c) financial capital
- d) production potential

7. The risk associated with the possibility of the company not fulfilling its financial obligations to the investor as a result of using a foreign loan to finance the company's activities:

- a) currency risk
- b) investment risk
- c) banking risk

d) credit risk

8. Losses not foreseen by the project, caused by payment of fines, payment of additional taxes, non-repayment of debts, reduction of proceeds:

a) financial

b) material

c) labor

d) temporary

9. The most optimal approach to determining indicators of enterprise efficiency diagnostics is considered to be:

a) operational planning

b) optimization of planning decisions

c) long-term planning

d) strategic planning

10. Software tools that function within the framework of the enterprise and provide the functions of access and analysis of information contained in the data warehouse:

a) business security

b) business intelligence

c) business analysis

d) management intelligence

11. Skills for visualizing the results of requirements analysis include:

a) additional competencies

b) analytical skills

c) basic competencies of a business analyst

d) competencies in business analysis techniques

12. In the practice of international business analysis, the following is traditionally responsible for the timely completion of the project:

a) project manager

b) business administrator

c) business consultant

d) business analyst

13. Economies of scale and the transfer of knowledge and products between countries with the simultaneous danger of a lack of concentration on costs and local markets are signs of:

a) international strategy

b) global strategy

c) transnational strategy

d) multi-market strategy

14. The main users of business analysis results are:

a) top management of the enterprise

b) supplier partners

c) fiscal service

d) insurance agents

15. Universal indicators that are used to measure any business processes and characterize the organizational complexity of the business process, caused by the number of different structural units and employees of the enterprise that participated in it:

- a) business process cost indicators
- b) product (service) indicators
- c) business process fragmentation indicators
- d) customer satisfaction indicators of the process

16. The ability to prepare instructions for users of a business project is called:

- a) modeling of business processes
- b) development of project artifacts
- c) business process engineering
- d) business design

17. The assessment of the firm's external potential is based on a situational analysis using:

- a) ABC analysis
- b) SWOT analysis
- c) PEST analysis
- d) rating comparative analysis

18. What is the first stage of assessing the situation in the industry according to the method of A.A. Thompson and A.J. Strickland?

- a) establish the main economic indicators that characterize the industry
- b) determine the competitive forces operating in the industry and their impact on the situation in the industry
- c) predict the most likely steps of strategic competitors
- d) identify companies that have the strongest and weakest competitive positions

19. The economic process of interaction and struggle between enterprises acting on the market with the aim of ensuring better sales opportunities for their products, meeting the various needs of buyers and obtaining the greatest profit is

- a) competition
- b) competitiveness
- c) competitive struggle
- d) competitiveness

20. The expected results of a business analyst do not include:

- a) project risk insurance
- b) solving the existing problem
- c) cost reduction
- d) formalization of valid requirements

Diagnostic task

Provide a short but thorough answer:

1. To describe the methods of forming a competitive environment of an international business entity
2. The external environment of international business - the main components and characteristic features

Heuristic task

According to table 1, calculate and analyze liquidity indicators. Make an analytical conclusion.

Table 1

Input data for calculating liquidity indicators

Indicator	Value, thousand UAH	
	At the beginning of the period	At the end of the period
Current assets, total	2755.1	3342,7
Accounts receivable for goods, works, services	912,5	1137,05
Accounts receivable according to calculations:		
with a budget	171,4	263,1
on issued advances	66,85	149,1
Other current receivables	21,9	37,3
Cash and cash equivalents		
in national currency	752,75	935,35
in foreign currency	69,3	101,3
Other current assets	7,8	15,7
Current liabilities of all	513,45	502,7

RECOMMENDED LITERATURE

Main

1. Orlovsky D. L. enterprises: modeling, analysis, improvement: training. manual in 2 h. Part 1: Business processes Modeling of business processes: methods and tools. / D. L. Orlovsky. - Kharkiv: NTU "KhPI", 2018. – 335 p.

2. Orlovsky D. L. Business processes of the enterprise: modeling, analysis, improvement: training. manual in 2 hours. Part 2: Business processes: analysis, management, improvement. / D. L. Orlovsky. – Kharkiv: NTU "KhPI", 2018. – 432 p.

3. Shveda N. M. Business analytics: Lecture notes (for students of all forms of education in the specialty 073 "Management"). – Ternopil, TNTU, 2017. – 103 p.

4. Lepeiko T. I. Reengineering of business processes: Study guide in schemes and tables / T. I. Lepeiko, A. V. Kotlyk. – Kharkiv: Ed. Khneu, 2009. – 80 p.

5. International business: study guide / S. V. Tarasenko, Yu. M. Petrusenko. – Sumy: Sumy State University, 2021. – 222 p.

Additional

6. Ponomarenko V. S. Theory and practice of modeling business processes: a monograph / V. S. Ponomarenko, S. V. Minukhin, S. V. Znahur. – Kh.: KHNEU, 2013. – 243 p.

7. Sydorova A. V. Business – analytics: teaching. – method. guide / A. V. Sydorova, D. V. Bilenko, N. V. Burkina. – Vinnytsia: DonNU Vasyl Stus, 2019. – 104 p.

8. Staverska T.O., Andryushchenko I.S. Financial planning and forecasting in enterprises and 14 financial institutions: training. manual / kind. 2nd, add. – Electron. data. – Kh.: KhDUHT, 2019. – Title from tit. screen: http://elib.hduht.edu.ua/bitstream/123456789/4567/1/FPP_posibnyk_2019.pdf

9. Basics of business analysis. Text of lectures for students of specialty 071 "Accounting and taxation" of the first (bachelor's) level of higher education of all forms of education / Incl. N. V. Yakymenko - Tereshchenko, O. V. Syromyatnikova. – Kharkiv: NTU "KhPI", 2020. – 88 p.

Information resources

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