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**Federal State Autonomous Educational Institution of Higher Education
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA
NAMED AFTER PATRICE LUMUMBA
RUDN University**

Higher School of Management

educational division (faculty/institute/academy) as higher education programme developer

COURSE SYLLABUS

Analysis and Modeling of Business Processes

(course title)

Recommended by the Didactic Council for the Education Field of:

43.04.02 Tourism

field of study / speciality code and title

The course instruction is implemented within the professional education programme of higher education:

Business Processes in Tourism and Hospitality

higher education programme profile/specialisation title

1. COURSE GOAL

The Analysis and Modeling of Business Processes course is the formation of theoretical knowledge and skills in the application of the process approach in the management of the organization, as well as practical skills in the analysis, modeling and optimization of business processes.

2. REQUIREMENTS FOR COURSE OUTCOMES

Mastering the Analysis and Modeling of Business Processes course is designed for students to acquire the following competencies (parts of competencies):

Table 2.1. List of competences that students acquire when mastering the course

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
PC-2	Able to manage project development, justification and implementation, introduce changes in the tourism sector	PC-2.1. Able to design professional activity objects taking into account modern technologies and tourism innovations; PC-2.2. Able to organize, coordinate and control activities for the development of business plans in tourism as a technology for justifying projects and making business decisions; PC-2.3. Able to carry out resource planning for tourism projects, monitor the project implementation process, promptly identify deviations in the implementation of business plans in the tourism sector and manage activities to eliminate them.
PC-3	Able to manage reforming and restructuring tourism enterprises	PC-3.1. Able to form a tourism product, including based on modern information and communication technologies, as well as taking into account tourists' individual and special requirements; PC-3.2. Able to organize the sale of tourism products and individual tourism services; PC-3.3. Able to conduct negotiations with partners, agree on the terms of interaction for tourism product sales.
PC-5	Able to apply scientific concepts of research and modelling to justify strategic decisions to develop the tourism sector at various management levels	PC-5.1. Able to justify the choice of scientific concepts and methods for researching and modelling the tourism sector development; PC-5.2. Able to conduct pre-project analysis using modern scientific research methods; PC-5.3. Able to conduct research and model tourism services market development, justify strategic decisions to develop tourism enterprises.
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for	PC-7.1. Able to assess the effectiveness of management decisions in strategic areas of activity of tourism enterprises; PC-7.2. Able to formulate a plan for implementing a tourism enterprise strategy using project management approach.

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
	the tourism enterprise development strategy	

3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The Analysis and Modeling of Business Processes course refers to the variable component of the B1 block of the higher educational programme curriculum.

Within the higher education programme students also master other disciplines (modules) and / or internships that contribute to the achievement of the expected learning outcomes for the Analysis and Modeling of Business Processes course.

Table 3.1. The list of the higher education programme components that contribute to the achievement of the expected learning outcomes for the course.

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
PC-2	Able to manage project development, justification and implementation, introduce changes in the tourism sector	<ul style="list-style-type: none"> Organizing Project Activities in Tourism Research and Development 	<ul style="list-style-type: none"> Business Engineering in Tourism Industry Cross-Border Development in Tourism Research and Development Pre-Graduation Internship Preparing for defence and defending a graduation thesis
PC-3	Able to manage reforming and restructuring tourism enterprises	<ul style="list-style-type: none"> International Marketing in Tourism and Hospitality Tourist Cluster Formation in Russia 	<ul style="list-style-type: none"> Digitalization and Information Technology Provision of the Professional Sphere Territorial Recreational System Formation and Management Business Engineering in Tourism Industry Pre-Graduation Internship Preparing for defence and defending a graduation thesis

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
PC-5	Able to apply scientific concepts of research and modelling to justify strategic decisions to develop the tourism sector at various management levels		<ul style="list-style-type: none"> • Research and Development • Pre-Graduation Internship • Preparing for defence and defending a graduation thesis
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for the tourism enterprise development strategy	<ul style="list-style-type: none"> • Tourist Market Economics • Hospitality Industry Economy 	<ul style="list-style-type: none"> • Service Quality Management • Territorial Recreational System Formation and Management • Financial Management • Maintaining Ecological Balance of Tourist Areas • Pre-Graduation Internship • Preparing for defence and defending a graduation thesis

* -To be filled in according with the competence matrix of the higher education programme

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the Analysis and Modeling of Business Processes course is 2 credits.

Table 4.1. Types of academic activities during the period of mastering the HE programme

Type of Academic Activities	TOTAL, academic hours	Semester
		2
Classroom learning, academic hours.	34	34
including:		
Lectures	17	17
Lab work	-	-
Seminars	17	17
<i>Self-study, academic hours</i>	74	74
<i>Evaluation and assessment (exam), academic hours</i>	36	36
Term paper	36	36
Course workload	ac. hrs.	180
	credits	5

5. COURSE MODULE CONTENTS

Table 5.1. Course Module Contents

Module Title	Course Module Contents	Learning Activities*
Module 1: Organizational Design Tools and Organizational Design	Topic 1.1. Familiarization and study of specific features of organizational design	Lecture, Seminar
	Theme 1.2. Getting acquainted with the tools of organizational structure audit	
	Topic 1.3. Organizational design	
Module 2: Management Regulations and Human Resources Administration Tools	Topic 2.1. Place of personnel administration in process management	Lecture, Seminar
	Topic 2.2. Local normative acts, personnel documents and personnel procedures	
	Topic 2.3. Personnel audit tools	
Module 3: Business Process as an Object of Study	Topic 3.1. Business process: types, characteristics, specific features	Lecture, Seminar
	Topic 3.2. Maturity levels of business processes	
	Topic 3.3. Formation of business processes in a startup project	
Module 4: Identification and Description of Business Processes	Topic 4.1. Familiarization with business process description notations (BPM, ARIS, etc.).	Lecture, Seminar
	Topic 4.2. Modeling business processes in BPMN 2.0 notation: modeling levels, structure of elements	
	Topic 4.3. Modeling business processes in BPMN 2.0 notation: basic elements, good style rules, interprocess interaction	
Module 5: Business Processes Regulation and Assessment Tools	Topic 5.1. Levels of regulation and basic requirements to business process regulation	Lecture, Seminar
	Topic 5.2. Qualitative analysis of business processes realization	
	Topic 5.3. Quantitative analysis of business processes realization	

* - To be filled in only for **FULL-TIME** mode of study: *Lecture, Lab Work, Seminar.*

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Classroom Equipment and Technology Support Requirements

Classroom for Academic Activity Type	Classroom Equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)
Lecture	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows),

Classroom for Academic Activity Type	Classroom Equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)
		MSOffice Professional Plus (office applications, MSOffice)
Seminar	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Self-Studies	Classroom equipped with a set of specialized furniture; PCs with access to electronic information and educational environment.	Microsoft Garant Consultant Plus Windows 11 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)

7. RESOURCES RECOMMENDED FOR THE COURSE STUDY

Main Readings:

1. Fischer, M., Foord, D., Frecè, J., et al. Sustainable Business. Managing the Challenges of the 21st Century. NYC: Springer Nature, 2023. URL <https://library.oapen.org/bitstream/20.500.12657/63559/1/978-3-031-25397-3.pdf>
2. Marinova, S., Marinov, M. Reconfiguration of Business Models and Ecosystems. Oxfordshire: Taylor & Francis, 2023. URL <https://directory.doabooks.org/handle/20.500.12854/99497>
3. Paradigm Shifts in Management Theory [Электронный ресурс] / Łukasz Sułkowski [и др.]. 2025. ISBN 9781032866345 URL: <https://search.ebscohost.com/login.aspx?direct=true&db=e001mww&AN=4112145&site=eds-live>

Additional Readings:

1. Genet C., Gandia R., Colombero S., (2023), The simultaneous Management of Business Model Innovation and Replication Processes: The Case of Airbnb’s “experiences”, Journal of Business Models, Vol. 11, No. 2, p. 44-63. <https://doi.org/10.54337/jbm.v11i2.7427>
2. Mathias Cöster, Mats Danielson, Love Ekenberg, et al. Digital Transformation : Understanding Business Goals, Risks, Processes, and Decisions. Open Book Publishers; 2023. Accessed April 2, 2024. <https://search.ebscohost.com/login.aspx?direct=true&db=e001mww&AN=3651121&site=e>

Internet Resources:

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access based on concluded agreements:
 - RUDN University Electronic Library System (RUDN University ELS)
<http://lib.rudn.ru/MegaPro/Web>
 - ELS "University Library Online" <http://www.biblioclub.ru>
 - ELS "Urait" <http://www.biblio-online.ru>
 - ELS "Student Consultant" www.studentlibrary.ru
 - ELS "Lan" <http://e.lanbook.com/>
 - ELS "Troitsky Bridge"

2. Databases and search engines:
 - electronic fund of legal and normative-technical documentation <http://docs.cntd.ru/>
 - Yandex search engine [https:// www.yandex.ru](https://www.yandex.ru)
 - <http://www.infostat.ru/> Statistics of Russia information and publishing centre.
 - <http://profi.travel.ru/press/> Tourism and Travelling. Professional press.
 - <https://hotelier.pro/> Magazine for hoteliers. News of hotel business.
 - <http://www.hotelexecutive.ru/> Media resource for owners, managers and specialists of hotel business

Educational and methodological materials for student self-studies when mastering the course/module:*

1. Lecture course on Analysis and Modeling of Business Processes.
2. Methodological guidelines for students' self-studies when mastering the course.
3. Methodological recommendations for ensuring accessibility of the programme for students with limited health capacities.

* - The methodological materials and guidelines for the self-studies are placed on the course page in the university telecommunication training and information system under the set procedure.

DEVELOPERS:

**Professor, Doctor habil. in
Economics**

Position, Educational Department

L.A. Fyodorova

Signature

Name

_____ Position, Educational Department	_____ Signature	_____ Name
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_____ Position, Educational Department	_____ Signature	_____ Name
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HEAD OF EDUCATIONAL DEPARTMENT:

Head of the Department _____ Educational Department	_____ Signature	H.A. Konstantinidi _____ Name
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HEAD OF HIGHER EDUCATION PROGRAMME:

Professor, Doctor habil. in Economics _____ Position, Educational Department	_____ Signature	E.S. Bogomolova _____ Name
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