UNIVERSITY OF ECONOMICS - VARNA

FACULTY OF ECONOMICS

DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS

Adopted by the FC (record № 11/ 25. 04. 2024)
Adopted by the DC (record № 9/ 16. 04. 2024)

ACCEPTED BY:
Dean:

(Assoc. Prof. D. Zlateva PhD)

SYLLABUS

SUBJECT: BUSINESS ANALYSIS

DEGREE PROGRAMME: Business and Management; BACHELOR`S DEGREE

YEAR OF STUDY: 3; SEMESTER: 6

TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours

CREDITS: 6

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

TYPE OF STUDY HOURS	**WORKLOAD, hours**	**TEACHING HOURS PER WEEK, hours**
CURRICULAR: incl. • LECTURES • SEMINARS / LAB. EXERCISES	 30 30	 2 2
EXTRACURRICULAR	120	-

Prepared by:

1. **……..**
(Assoc. Prof. Petya Dankova PhD)
2. **……..**
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3. **……**
(Assist. Prof. Svetlin Minev)

Head of department
of Industrial Business and Logistics: ……
(Assoc. Prof. Plamen Pavlov PhD)

I. ANNOTATION

This course provides an introduction to the fundamental concepts and techniques of business analysis. Students will learn how to identify, prioritize, and document business needs, gather and analyse requirements, and recommend solutions to business problems. The course will cover key topics such as stakeholder analysis, requirements elicitation, documentation, and solution evaluation. The objective of the course is to provide understanding of the role and importance of business analysis in organizational decision-making and strategy formulation. The students explore the relationship between business analysis and other disciplines such as project management, systems analysis, and strategic planning. They enhance critical thinking and problem-solving skills through real-world case studies and projects and learn how to communicate effectively with stakeholders to gather requirements, present findings, and recommend solutions.

The discipline "Business Analysis" develops the following key competencies: ***mathematical*** *(solving multicriteria problems, ability to use and apply formulas, models concepts, working with statistical data);* ***digital*** *– the ability to use digital content (creating, filtering, evaluating, sharing); effective use of software);* ***entrepreneurial*** *– planning, project management, strategic thinking, assessment of strengths and weaknesses, problem solving, resource and funds management, financing options, informed decisions.*

On completion of the course, students should be able to have a proper understanding of a problem or situation by breaking it down systematically into its components and identifying the relationships between them. Selecting the appropriate method/tool to resolve the problem and reflecting critically on the result. Applying techniques which help investigating, analysing, modelling and recording a business area or system of interest.

II. THEMATIC CONTENT

No.	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. WHAT IS A BUSINESS ANALYST?		**3**	**3**	
1.1.	Introduction to Business Analytics			
1.2.	Basic concepts			
1.3.	The need for business analysis			
1.4.	Decision making			
1.5.	Stakeholders			
Theme 2. DEFINITION OF THE PROBLEM		**3**	**3**	
2.1.	Definition of the real problem			
2.2.	The definition of the problem game			
2.3.	Documenting the problem			
2.4.	Product Vision			
2.5.	Defining the vision			
2.6.	Focus on the problem and vision			
Theme 3. MEASUREMENT AND EVALUATION OF VARIATION		**3**	**3**	
3.1.	Percentage change			
3.2.	Weighted indices			
3.3.	Time series			
3.4.	Standard deviation and variance			
Theme 4. STATISTICAL METHODS USED IN BUSINESS ANALYSIS		**3**	**3**	
4.1.	Correlation analysis			

4.2.	Chart analysis			
4.3.	Regression analysis			
4.4.	Coefficient of determination			
4.5.	Time series analysis			
Theme 5. CLASSICAL BUSINESS ANALYSIS MODELS		**3**	**3**	
5.1.	SWOT analysis			
5.2.	Business models analysis			
5.3.	Critical success factors			
5.4	Product line analysis			
5.5.	Scenario analysis			
5.6.	Profit/loss analysis			
5.7.	7S amalysis			
Theme 6. MODERN MODELS OF BUSINESS ANALYSIS		**2**	**2**	
6.1.	Benchmarking			
6.2.	SERVO analysis			
6.3.	Strategic relations analysis			
6.4.	Technology forecasting			
6.5.	Stakeholder analysis			
Theme 7. DETERMINE THE SOLUTION		**2**	**2**	
7.1.	Methods and techniques			
7.2.	Determining the best solution			
7.3.	Limitations of the Solution			
7.4.	Confirmation			
7.5.	Documenting the solution			
Theme 8. FINANCIAL MODELLING		**2**	**2**	
8.1.	Income, expenses and profits			
8.2.	Nonlinear dependencies			
8.3.	Graphical presentation of the analysis			
Theme 9. FINANCIAL ANALYSIS		**5**	**5**	
9.1.	Financial ratios analysis			
9.2.	Operational leverage			
9.3.	Financial leverage			
9.4.	Total leverage			
Theme 10. BREAKEVEN AND CRITICAL POINT ANALYSIS		**2**	**2**	
10.1.	Operational breakeven			
10.2.	Financial breakeven			
10.3.	Total breakeven			
10.4.	Identification of critical points			
Theme 11. COMPANY EVALUATION				
11.1	Discounted cash flow method			
11.2.	Net asset value method			
11.3.	Market multipliers method			
11.4.	Damodaran valuation methodology			
Theme 12. TRANSITION AND CHANGE MANAGEMENT		**2**	**2**	
12.1.	Steps to Ensure Successful Change in the Organization			
12.2.	Orchestrate the Transition			
12.3.	Facilitate the Transition			
12.4.	Timing the Change			
12.5.	Major and Minor Changes			

12.6.	Do Not Change a Thing			
	Total:	**30**	**30**	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	Extracurricular, hours
1.	**Midterm control**		
1.1.	Case studies	**2**	**30**
1.2.	Interim Test	**2**	**40**
	Total midterm control:	**4**	**70**
2.	**Final term control**		
2.1.	Examination (test)	**1**	**50**
	Total final term control:	**1**	**50**
	Total for all types of control:	**5**	**120**

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Blais S., *Business Analysis*. Wiley, 2012.
2. 1. Shukumar, A., L.Tipi, J.Revil, Applied business analysis, eBook, 2016.

RECOMMENDED (ADDITIONAL) LITERATURE:

1. IIBA. *Business Analysis Body of Knowledge*
2. Cadle J., Paul D., Business Analysis Techniques: 99 Essential Tools for Success, BCS, 2014
3. Leyton R., The Agile Business Analyst: Moving from Waterfall to Agile, 2015
4. Podeswa H., The Business Analyst's Handbook, Cengage Learning PTR, 2008
5. Damodaran A., Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Wiley, 2012