

**FEDERAL STATE BUDGET EDUCATIONAL  
INSTITUTION OF HIGHER EDUCATION  
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor \_\_\_\_\_ A.A.Auzan

«\_\_\_» \_\_\_\_\_ 2021

**COURSE SYLLABUS**

**Course title:**

NETWORKS AND RELATIONSHIPS IN THE EXPERIENCE ECONOMY

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**Level of higher education:**

MASTER STUDIES

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**Field of study:**

38.04.02. MANAGEMENT

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**Mode of study:**

FULL-TIME

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Course syllabus is considered and approved by  
*the Educational and Methodological Council of the Faculty of Economics*  
(minutes №\_\_\_\_\_, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

# 1. Place and status of the course in the structure of the Master program

Course status *elective*

Trimester: 4

# 2. Course Prerequisites

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

- Innovation management
- Innovation project management
- Managing the creation of innovative products
- Creative techniques for developing innovative products and businesses

# 3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
UC-1. Capable of carrying out a critical analysis of problematic situations based on a systematic approach, developing a strategy of actions, formulating scientifically based hypotheses, applying the methodology of scientific knowledge in professional activity	UC-1.I-1. Analyzes the problem situation as an integral system, identifying its components and the connections between them UC-1.I-2. Develops solutions to the problem situation based on a critical analysis of available information sources	UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources
UC-2. Capable of using philosophical categories and concepts in solving social and professional tasks	UC-2.I-1. Solves social and professional problems using philosophical categories and concepts as universal analysis tools	UC-2.I-1.A-1. Able to search for facts, generalize them in concepts, build hypotheses
UC-4. Capable of organizing and managing the work of a team (group),	UC-4.I-2. Coordinates and directs the activities of the team members to achieve the set goal, taking	UC-4.I-2.K-2. Knows the basic principles and modern technologies for the implementation of an

developing and implementing a team strategy to achieve the goal	into account the peculiarities of the behavior of its participants, time and other restrictions	effective communication process UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution
GPC-1. Capable of solving professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices	GPC-1.I-1. Applies innovative approaches, models of economic, organizational and managerial theories to the extent necessary to solve professional tasks GPC-1.I-2. Conducts a critical analysis of management practices and applies the results of the analysis to solve professional problems	GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks GPC-1.I-2.K-1. Knows modern management practices
GPC-2. Capable of applying modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks	GPC-2.I-1. Effectively uses modern techniques and methods of data collection, advanced methods of their processing and analysis GPC-2.I-2. Uses intelligent information and analytical systems in solving management and research tasks	GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved
GPC-5. Capable of summarizing and critically evaluating scientific research in management and related fields, carrying out research projects	GPC-5.I-1. Summarizes and critically evaluates scientific research in management and related fields GPC-5.I-2. Develops and carries out research projects	GPC-5.I-1.A-1. Able to develop their own point of view on the basis of generalization and critical evaluation of scientific achievements obtained by domestic and foreign researchers GPC-5.I-3.K-1. Knows methods of conducting scientific research in management and ways of presenting research results GPC-5.I-3.A-1. Able to independently develop a research plan, conduct research, present and defend the results in the form of a presentation/report

#### **4. Workload of the course by types of activity**

The workload of the discipline is 3 ECTS: 108 academic hours, including 52 academic hours of contact work with a professor, 56 academic hours of self-directed studies.

5. **Learning format** full-time, with the use of educational platform On.Econ.

Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

Title and brief content of sections and topics of the course (module),  Form of assessment for the course (module)	Total (hours)	Including							
		Contact work (work in contact with a professor) Types of contact work, hours				Student self-directed studies Types of self-directed studies, hours			
		Seminars	Group consultations	Individual consultations	Total	Group assignments in class	Essay	Group presentations	Total
Topic 1. Introduction. Experience economy and networks.	14	4			4	2	8		10
Topic 2. Market analysis. Niche brands development. Value proposition for customer in the era of the experience economy	24	4	4	4	12	2		10	12
Topic 3. Tourism destinations and networking in tourism. The role of personal networks	18	4	4		8	2		8	10
Topic 4. Customer experience management. Customer journey in tourism	22	4	4	4	12	2		8	10
Topic 5. Relationship marketing. IT-instruments for networking	18	4	4	2	10	2		6	8
Topic 6. Digitalization and value co-creation. Digital promotion to engage customers	12	4	2		6	2		4	6
Midterm assessment	12								
<b>Total</b>	<b>108</b>	<b>52</b>				<b>56</b>			

## Brief content of the course topics

### Topic 1. Introduction. Experience economy and networks.

Management 2.0. Network paradigm in management theory. Social network analysis. Business ecosystems. Coopetition. Complementarity of resources and competences. Network typologies: Miles-Snow, Akrol, Grandori-Soda, Hinterhueber-Levin, Sydow, Wieland. Advantages and disadvantages of networks compared to other alternatives. The issue of trust and reliability in the network partnership.

#### *Main literature:*

1. Pine II B.J., Gilmore J.H. The Experience Economy. Harvard Business Press. Boston: Harvard Business School Press, 2011.

#### *Additional literature:*

1. Bek M.A., Bek N.N., Sheresheva M.Y., Johnston W.J. Perspectives of SME innovation clusters development in Russia // Journal of Business & Industrial Marketing. 2013. Vol. 28. No. 3. P. 240–259.
2. Butlje R., van Wijk J. Taxonomy of Virtual Organisations, Based on Definitions, Characteristics, and Typology // Virtual-Organization.net. Newsletter. 1998. Vol.2. №3. <http://www.virtual-organization.net/>
3. Dawson R. Living Networks. Upper Saddle River, NJ: Pearson Education, FT Prentice Hall, 2003.
4. Franke U. (Ed.) Managing Virtual Web Organisations in the 21st Century: Issues and Challenges. Hershey, PA: Idea Group Publishing, 2002.
5. Gereffi G., Humphrey J., Sturgeon T. The governance of global value chains // Review of International Political Economy. 2005. Vol.20. No.3. P.78-104.
6. Hsieh P.F., Lee C.S., Ho J.C. Strategy and process of value creation and appropriation in service clusters // Technovation. 2012. Vol. 32. No. 7. P. 430-439.
7. Huxham C., Vangen S. Managing to collaborate: The theory and practice of collaborative advantage. N. Y., 2005.
8. Mingaleva Z., Sheresheva M., Oborin M., Gvarliani T. Networking of small cities to gain sustainability // Entrepreneurship and Sustainability Issues. 2017. Vol. 5. № 1. P.140-156.
9. Pine II B.J., Gilmore J.H. Satisfaction, sacrifice, surprise: three small steps create one giant leap into the experience economy // Strategy & Leadership. 2000. Vol. 28. No. 1. P. 18-23.
10. Preble J.F., Reichel A., Hoffman R.C. Strategic alliances for competitive advantage: Evidence from Israel's hospitality and tourism industry // International Journal of Hospitality Management. 2000. Vol.19. No.3. P. 327–341.
11. Veilleux S., Haskell N., Pons F. Going global: how smaller enterprises benefit from strategic alliances // Journal of Business Strategy. 2012. Vol. 33. No. 5. P. 22–31.
12. Wieland S., Wolf J. Virtual Teams // Contemporary Theory and Practice of Organizations, Part I: Understanding the Organization, 2016.

## **Topic 2. Market analysis. Niche brands development. Value proposition for customer in the era of the experience economy**

Methods of macro-, meso-, and micro environmental analysis. Economic, political, social, behavioral and technological infrastructure. Finding new niches. Value proposition canvas. Estimation of the market size. Market Positioning Model.

### *Main literature:*

1. Pine B. J., Gilmore J. H. The Experience Economy. Harvard Business Press, 2011.

### *Additional literature:*

1. Beverland, M. B., Napoli, J., & Farrelly, F. (2010). Can all brands innovate in the same way? A typology of brand position and innovation effort. *Journal of Product Innovation Management*, 27(1), 33-48.
2. da Silva Lopes, T., & Casson, M. (2007). Entrepreneurship and the development of global brands. *Business History Review*, 81(4), 651-680.
3. Jarvis, W., & Goodman, S. (2005). Effective marketing of small brands: niche positions, attribute loyalty and direct marketing. *Journal of Product & Brand Management*, 14(5), 292-299.
4. Jelincic D. A., Senkic M. The value of experience in culture and tourism: The power of emotions //A Research Agenda for Creative Tourism; Richards, G., Duxbury, N., Eds. 2019. P. 41-53.
5. Minghetti V. Building Customer Value in the Hospitality Industry: Towards the Definition of a Customer-Centric Information System // *Information Technology and Tourism*. 2003. Vol. 6. No. 2. P. 141-153.
6. Parrish, E. (2010). Retailers' use of niche marketing in product development. *Journal of Fashion Marketing and Management: An International Journal*, 14(4), 546-561.
7. Sidali, K. L., Kastenholz, E., & Bianchi, R. (2015). Food tourism, niche markets and products in rural tourism: Combining the intimacy model and the experience economy as a rural development strategy. *Journal of Sustainable Tourism*, 23(8-9), 1179-1197.
8. Srinivasan R. (2006). Dual distribution and intangible firm value: franchising in restaurant chains. *McCombs Research Paper Series No. MKT-03-05. Journal of Marketing* (July).

## **Topic 3. Tourism destinations and networking in tourism. The role of personal networks**

Co-branded alliances between different sectors in the tourism and hospitality industry. Hotel and restaurant chains. Tourism destinations and clustering in tourism. Networks and relationships in heritage, entertainment and body care. Online partnerships in hospitality and tourism.

### *Main literature:*

1. Godovykh M., Tasci A. D. A. Customer experience in tourism: A review of definitions, components, and measurements //Tourism Management Perspectives. 2020. Vol. 35. No.100694.
2. Pine B. J., Gilmore J. H. The Experience Economy. Harvard Business Press, 2011.

*Additional literature:*

1. Balaeva O., Burnatseva E., Predvoditeleva M., Sheresheva M., Thretyak O. Network strategies of hospitality companies in emerging and transitory economies: Evidence from Russia // Service Science Research, Strategy and Innovation: Dynamic Knowledge Management Methods. State University of New York - OW, U.S.A, 2012. P. 519-546.
2. Bernini C. Convention industry and destination clusters: Evidence from Italy // Tourism Management. 2009. Vol. 30. No. 6. P. 878-889.
3. Grimstad S. Developing a framework for examining business-driven sustainability initiatives with relevance to wine tourism clusters // International Journal of Wine Business Research. 2011. Vol. 23. No. 1. P. 62-82.
4. Grimstad S., Burgess J. Environmental sustainability and competitive advantage in a wine tourism micro-cluster // Management Research Review. 2014. Vol. 37. No. 6.
5. Jelincic D. A., Senkic M. The value of experience in culture and tourism: The power of emotions //A Research Agenda for Creative Tourism; Richards, G., Duxbury, N., Eds. 2019. P. 41-53.
6. Minghetti V. Building Customer Value in the Hospitality Industry: Towards the Definition of a Customer-Centric Information System // Information Technology and Tourism. 2003. Vol. 6. No. 2. P. 141-153.
7. Novelli M., Schmitz B., Spencer T. Networks, clusters and innovation in tourism: A UK experience // Tourism management. 2006. Vol.27. No.6. P. 1141-1152.
8. Ottenbacher M.C., Harrington R.J. The Product Innovation Process of Quick-Service Restaurant Chains // International Journal of Contemporary Hospitality Management. 2009. Vol. 21. No.5. P.523–541.
9. Prentice R.C., Witt S.F., Hamer C. Tourism as experience: The case of heritage parks // Annals of Tourism Research. 1998. Vol.25. No.1. P. 1-24.
10. Ryzhenko L. I., Sheresheva M. Y. The Siberian Trakt – a project that forms a tourism network // Worldwide Hospitality and Tourism Themes. 2018. Vol. 10, no. 4.
11. Sigala M. Integrating customer relationship management in hotel operations: managerial and operational implications // International Journal of Hospitality Management. 2005. Vol. 24. No. 3. P. 391-413.
12. Wang H. The development of marine sports tourism in the context of the experience economy //Journal of Coastal Research. 2020. Vol. 112. №. SI. P. 84-86.
13. Williams A. Tourism and hospitality marketing: fantasy, feeling and fun // International Journal of Contemporary Hospitality Management. 2006. Vol. 18. No. 6. P. 482-495/



#### Topic 4. Customer experience management. Customer journey in tourism

##### *Main literature:*

1. Pine B. J., Gilmore J. H. The Experience Economy. Harvard Business Press, 2011.

##### *Additional literature:*

1. Hoyer, W. D., Kroschke, M., Schmitt, B., Kraume, K., Shankar, V. (2020). Transforming the customer experience through new technologies // Journal of interactive marketing, 2020. Vol.51. No.1. P. 57-71.
2. Siebert, A., Gopaldas, A., Lindridge, A., Simões, C. Customer experience journeys: Loyalty loops versus involvement spirals // Journal of Marketing, 2020. Vol. 84. No. 4. P. 45-66.
3. Godovykh M., Tasci A. D. A. Customer experience in tourism: A review of definitions, components, and measurements //Tourism Management Perspectives. 2020. Vol. 35. No.100694.
4. Hoyer, W. D., Kroschke, M., Schmitt, B., Kraume, K., Shankar, V. (2020). Transforming the customer experience through new technologies // Journal of interactive marketing, 2020. Vol.51. No.1. P. 57-71.
5. Jelincic D. A., Senkic M. The value of experience in culture and tourism: The power of emotions //A Research Agenda for Creative Tourism; Richards, G., Duxbury, N., Eds. 2019. P. 41-53.
6. Themes. 2018. Vol. 10, no. 4.
7. Siebert, A., Gopaldas, A., Lindridge, A., Simões, C. Customer experience journeys: Loyalty loops versus involvement spirals // Journal of Marketing, 2020. Vol. 84. No. 4. P. 45-66.
8. Beltagui, A., Sigurdsson, K., Candi, M., & Riedel, J. C. (2017). Articulating the service concept in professional service firms. Journal of Service Management, 28(3), 593-616. 2. Dick, J., Turkelboom, F., Woods, H., Iniesta-Arandia, I., Primmer, E., Saarela, S. R., ... & Kelemen, E. (2018). Stakeholders' perspectives on the operationalisation of the ecosystem service concept: Results from 27 case studies. Ecosystem services, 29, 552-565.
9. Fuller, G. W. (2016). New food product development: from concept to marketplace. CRC Press.
10. Gilmore J.H., Pine II B.J. Authenticity: What consumers really want (Vol. 1). Boston, MA: Harvard Business School Press, 2007.
11. Gilmore J.H., Pine II B.J. Customer experience places: the new offering frontier // Strategy & Leadership. 2002. Vol. 30. No. 4. P. 4-11.
12. Homburg, C., Schwemmler, M., & Kuehn, C. (2015). New product design: Concept, measurement, and consequences. Journal of Marketing, 79(3), 41-56.
13. Ozer, M. (2011). The moderating roles of prior experience and behavioral importance in the predictive validity of new product concept testing. Journal of Product Innovation Management, 28(1), 109-122.
14. Ryzhenko L. I., Sheresheva M. Y. The Siberian Trakt – a project that forms a tourism network // Worldwide Hospitality and Tourism

## Topic 5. Relationship marketing. IT-instruments for networking

Customer relationship management (CRM). Relationship marketing System. Loyalty programs. Strategies to improve customer retention. Social eCRM. Return on relationship. Customer life-time value calculation.

### *Main literature:*

1. Christopher M., Payne A., Ballantyne D. Relationship marketing. Taylor & Francis, 2013.

### *Additional literature:*

1. Berry L.L. Relationship marketing of services — growing interest, emerging perspectives // Journal of the Academy of Marketing Science. 1995. Vol. 23. No. 4. P. 236–245.
2. Bodet G. Customer satisfaction and loyalty in service: Two concepts, four constructs, several relationships // Journal of retailing and consumer services. 2008. Vol. 15. No. 3. P. 156-162.
3. Buzulukova E., Sheresheva M., Nekipelov A., Volkov D. Creating brand value through social networks on emerging markets: empirical evidence from Russia // ICRM 2011 Proceedings, Rochester, USA. P.43-53.
4. Buzulukova E.V., Sheresheva M.Y., Berezka S.M., Andreev I.S. The influence of online travel communities on tourism destinations choice. Proceedings of Global Marketing Conference at Tokyo, 2018, 967-980
5. Garrigos-Simon F.J., Alcamí R.L., Ribera T.B. Social networks and Web 3.0: their impact on management and marketing of organizations // Management Decision. 2012. Vol. 50. No. 10. P. 1880–1890.
6. Gilmore J.H., Pine II B.J. (Eds.). Markets of One: Creating customer-unique value through mass customization. Harvard Business Press, 2000.
7. Homburg C., Jozić D., Kuehn C. Customer experience management: toward implementing an evolving marketing concept // Journal of the Academy of Marketing Science. 2017. 45(3), 377-401.
8. Hoyer, W. D., Kroschke, M., Schmitt, B., Kraume, K., Shankar, V. (2020). Transforming the customer experience through new technologies // Journal of interactive marketing, 2020. Vol.51. No.1. P. 57-71.
9. Schmitt, B. H. (2010). Customer experience management: A revolutionary approach to connecting with your customers. John Wiley & Sons.
10. Sigala M., Christou E., Gretzel U. (Eds.). Social media in travel, tourism and hospitality: Theory, practice and cases. Ashgate Publishing, Ltd. 2012.
11. Steinhoff, L., Arli, D., Weaven, S., Kozlenkova, I. V. Online relationship marketing // Journal of the Academy of marketing science, 2019. Vol. 47, P. 369-393.

## Topic 6. Digitalization and value co-creation. Digital promotion to engage customers

Forma of value co-creation. Integration of digital marketing activities. SOSTAC marketing planning model guide. Finding a balance between paid, owned and earned media. RACE planning framework. AIDA to keep users engaged. Development of digital mediaplan.

### *Main literature:*

1. Wrigley C., Straker K. Affected: Emotionally engaging customers in the digital age. John Wiley & Sons, 2019.

### *Additional literature:*

1. Buzulukova E., Sarkisian M. Driving Factors of Online Reviews and eWOM in International Hotel Industry. In Digital Transformation and Global Society (2020) (ed. Alexandrov D.A., Boukhanovsky A.V., Chugunov A.V., Kabanov Y., Koltsova O., Musabirov I.)
2. Buzulukova E., Sheresheva M., Nekipelov A., Volkov D. Creating brand value through social networks on emerging markets: empirical evidence from Russia // ICRM 2011 Proceedings, Rochester, USA. P.43-53.
3. Dale C. The competitive networks of tourism e-mediaries: New strategies, new advantages // Journal of Vacation Marketing. 2003. Vol. 9. No. 2. P. 109-118.
4. Garrigos-Simon F.J., Alcamí R.L., Ribera T.B. Social networks and Web 3.0: their impact on management and marketing of organizations // Management Decision. 2012. Vol. 50. No. 10. P. 1880–1890.
5. Gupta R., Nair K. A conceptual model for promotion on digital platforms // Academy of Entrepreneurship Journal. 2021. Vol. 27. P. 1-21.
6. Lenka S., Parida V., Wincent J. Digitalization capabilities as enablers of value co-creation in servitizing firms // Psychology & marketing. 2017. Vol. 34. No. 1. P. 92-100.
7. Luck D., Lankaster G. The significance of CRM to the strategies of hotel companies // Worldwide Hospitality and Tourism Themes. 2013. Vol. 5. No. 1. P. 55-66.
8. Qualman E. Socialnomics: How social media transforms the way we live and do business. Hoboken, NJ: John Wiley & Sons, 2012.
9. Ramaswamy V., Ozcan K. Brand value co-creation in a digitalized world: An integrative framework and research implications // International Journal of Research in Marketing. 2016. 33(1), 93-106.
10. Van Riel A.C., Calabretta G., Driessen P.H., Hillebrand B., Humphreys A., Krafft M., Beckers S.F. Consumer perceptions of service constellations: implications for service innovation // Journal of Service Management. 2013. Vol. 24. No. 3.

## 6. Assessment tools to assess the course learning outcomes

### 6.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts	Group project report
UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation	Group project report
UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources	Market analysis with customer survey Group project report
UC-2.I-1.A-1. Able to search for facts, generalize them in concepts, build hypotheses	Essay
UC-4.I-2.K-2. Knows the basic principles and modern technologies for the implementation of an effective communication process	Group assignments Group project presentation
UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution	Group project Group assignments Assignments in class
GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks	Market analysis with customer survey Group project report
GPC-1.I-2.K-1. Knows modern management practices	Essay
GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information	Market analysis with customer survey Search for successful business models/cases
GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved	Search for successful business models/cases
GPC-5.I-1.A-1. Able to develop their own point of view on the basis of generalization and critical evaluation of scientific achievements obtained by domestic and foreign researchers	Essay Group project report

GPC-5.I-3.K-1. Knows methods of conducting scientific research in management and ways of presenting research results	Group project report & presentation
GPC-5.I-3.A-1. Able to independently develop a research plan, conduct research, present and defend the results in the form of a presentation/report	Group project report & presentation

## 6.2. Course assessment criteria (scores):

Types of assessment tools	Score
Assignments in class	30
Individual written assignment: essay	20
Individual assignment: Search for successful business models/cases	15
Group assignment: Market analysis with customer survey	25
Group assignment: New tourism destinations	5
Group project report	40
Group project presentation	15
<b>Total</b>	<b>150</b>

## 6.3. Grade for the course is determined based on the following criteria:

Grade	Minimum score	Maximum score
<i>Excellent</i>	127,5	150,0
<i>Good</i>	97,5	127,0
<i>Satisfactory</i>	60,0	97,0
<i>Failed</i>	0,0	59,5

**Note:** in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

#### 6.4. Typical tasks and other materials necessary to assess the learning outcomes:

##### — **Market analysis**

*Please accomplish the task according to the proposed structure (for the niche that was chosen for the final project)*

1. Macroenvironment analysis (main trends in world market+Russia) PEST
2. Industry overview (market size TAM SAM SOM, growth rates)
3. Microenvironment analysis (5 Porter's forces)
4. Benchmarking of leading companies (focus on the chosen niche)
5. Customer profile based on the survey

*Evaluation criteria:*

*Accuracy of the market analysis methods application*

*All the necessary parts are considered*

*Up to date information*

*Reliability (links)*

*Quality of the questionnaire, number of respondents*

*Quality of data analysis and hypotheses tests*

*Quality of conclusions*

##### — **Successful Business Models / Cases**

*Search for successful business models/ cases in new tourism destinations in the chosen niche.*

*Format: group presentation of not less than 4 companies / working business models*

1. Explore them with the help of the Business model template (attached)
2. Please, compare and evaluate how successful they are according to the given criteria
3. Make conclusions how is your idea different, why it will succeed.

*Evaluation criteria:*

1. Number of considered cases
2. Accuracy of the business model template application
3. The granularity of the comparison
4. Evaluation table
5. Quality of conclusion and justification

##### — **Essay “New tourism destinations as a result of BRICS development”**

*Student must focus on one of the BRICS countries (except Russia). The choice of country should not coincide with other members of the group for the final project.*

### **6.5. Methodological guidelines and assignment requirements:**

#### **— Essays**

*The size of the essay is 8-12 pages including the title page / references, all graphs and etc. (font 14 Times New Roman)*

*Evaluation criteria: completeness of the topic disclosure, relevance of data, confirmed by figures and facts with the links, quality of the problem analysis, references (at least 10 sources, at least 5 in the last 3 years).*

#### **— Preparation and presentation of the final group project**

*The topic of the final group project is 'Doing business in niche tourism'.*

*There should be 4-6 students in each group.*

*Every group must choose one from several niches, including:*

1. Arctic tourism
2. Space tourism
3. Film tourism
4. Slum tourism
5. Cemetery tourism
6. Industrial tourism
7. Silver tourism
8. Marine sports tourism
8. Any other type of niche tourism

*Written report (word, pdf format) structure:*

*Summary (1-2 pages)*

*Niche Market Analysis (3-5 pages) (economic, political, social, behavioral and technological infrastructure, market size estimation, level of competition).*

*Results of the customers survey (3-5 pages)*

*Proposed BM with unique value proposition (product/service within the BM template) (1-2 pages)*

*Digital promotion plan (new ideas are appreciated) (1-3 pages)*

*Use of networking / relationships in business model implementation (1 page)*

— **Participation in discussions /assignments in class**

*Evaluation criteria: activity, scope of participation, quality of comments*

## **7. Resources**

### **7.1. List of main and additional literature**

#### **Main literature:**

1. Christopher M., Payne A., Ballantyne D. Relationship marketing. Taylor & Francis, 2013.
2. Pine B. J., Gilmore J. H. The Experience Economy. Harvard Business Press, 2011.

#### **Additional literature:**

1. Balaeva O., Burnatseva E., Predvoditeleva M., Sheresheva M., Thretyak O. Network strategies of hospitality companies in emerging and transitory economies: Evidence from Russia // Service Science Research, Strategy and Innovation: Dynamic Knowledge Management Methods. State University of New York - OW, U.S.A, 2012. P. 519-546.
2. Bek M.A., Bek N.N., Sheresheva M.Y., Johnston W.J. Perspectives of SME innovation clusters development in Russia // Journal of Business & Industrial Marketing. 2013. Vol. 28. No. 3. P. 240–259.
3. Beltagui, A., Sigurdsson, K., Candi, M., & Riedel, J. C. (2017). Articulating the service concept in professional service firms. Journal of Service Management, 28(3), 593-616.
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## **8.2. List of licensed software**

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## **8.3. List of professional databases and information referral systems**

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## **8.4. List of Internet resources (if necessary)**

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## **8.5. Description of material and technical support**

- multimedia classroom with Internet access (wi-fi), projector, flipchart, magnetic marker boards for conducting business games and discussing practical situations in small groups;
- availability of access to the faculty electronic library;

- access to international databases on the activities of organizations in the hospitality and tourism sector, and to company websites;
- access to the educational portal of the Faculty of Economics “on.econ.msu.ru”.

**8. Language of instruction:**

*English*

**9. Professor (professors):**

*Marina Y. Sheresheva, Prof. Dr., Head of Lab for Institutional Analysis*

**10. Syllabus authors:**

*Ekaterina V. Buzulukova, PhD, Senior Researcher at the Lab for Institutional Analysis*