

## DOCTORAL COURSE DESCRIPTION

Course name	Field of science, code	Faculty	Department
<b>Business Integration</b>	Management 03 S	Faculty of Economics and Business Administration	Business department
Delivery mode	ECTS credits	Delivery form	ECTS credits
Lectures		Consultations	1
Individual work	<b>6</b>	Seminars	

### Course summary

**The aim:** to develop a competences to evaluate contemporary business integration drivers, motives, and impacts from the perspective of value chains.

### Objectives:

- By providing state-of-art theories, methods, and topics to deepen knowledge about value chain integration processes
- To develop critical thinking to evaluate *pros* and *cons* of value chain approach
- To understand the role of Industry 4.0, and the role of intellectual property rights development in value chain formation processes
- To understand the role of clasterization
- To understand organisational and structural aspects of business integration processes (merges and acquisitions, alliances, remote management structures)
- To be able to evaluate and to analyse the role of R&D in value chain formation processes

### Short description

*Business Integration* course focuses on state-of-art research of value chain design and management in the context of global business integration. This course explores the ways companies overcome challenges when operating in EU market or globally, a process unique for its complexity and uncertainty. Therefore, companies striving to succeed in the global economy need to develop specific strategies and value chain management models

### Course content

Value chain. Challenges of business integration. Motives and drives of value chains creation. The impact of ideas, partnerships and competences on business integration. The role of science-business and R&D collaboration in value chain creation. Business integration processes and competitive advantage. Business integration support from the perspective of EU business-innovation networking. MNEs and global production and business networks. Strategic business partnerships. Merges and acquisitions, strategic alliances, clusters. The impact of Industry 4.0 revolution and intellectual property on value chain development.

### Evaluation strategy

Research paper report (70 %), seminar, discussion and presentation (30%). Research paper should be based on state-of-art research analysis, critical evaluation, and insights. Paper length 25-30 pages.

Key readings
Agmon, T. (2020), “The role of multinational enterprises in global valuation”, <i>International Journal of Emerging Markets</i> , Vol. 15 No. 1, pp. 4-23.
Alvarado-Vargas, M.J. and Kelley, J.K. (2020), “Bullwhip severity in conditions of uncertainty: regional vs global supply chain strategies”, <i>International Journal of Emerging Markets</i> , Vol. 15 No. 1, pp. 131-148
Clarke, T. and Boersma, M. (2017), “The governance of global value chains: unresolved human rights, environmental and ethical dilemmas in the apple supply chain”, <i>Journal of Business Ethics</i> , Vol. 143 No. 1, pp. 111-131.
Pratono, H.A. (2020), “Cross-cultural collaboration for inclusive global value chain: a case study of rattan industry”, <i>International Journal of Emerging Markets</i> , Vol. 15 No. 1, pp. 149-170.
Stephenson, S. (2016), <i>Trade Governance Frameworks in a World of Global Value Chains: Policy Options</i> , E15 Expert Group on Global Value Chains: Development Challenges and Policy Options – Policy Options Paper, E15Initiative, International Centre for Trade and Sustainable Development (ICTSD) and World Economic Forum, Geneva.
Yeoman, R. and Mueller Santos, M. (2020), “A complex systems model for transformative supply chains in emerging markets”, <i>International Journal of Emerging Markets</i> , Vol. 15 No. 1, pp. 50-69.
Vickova, J. and Thakur-Weigold, B.S. (2020), “Global value chains in the MedTech industry”, <i>International Journal of Emerging Markets</i> , Vol. 15 No. 1, pp. 70-92.
Christel, L. and Jocelyn, P., <i>National Capitalisms, Global Production Networks: Fashioning the Value Chain in the UK, US, and Germany</i> . Oxford Scholarship Online: 2009. DOI:10.1093/acprof:oso/9780199214815.001.0001
Barrett, S. <i>Why Cooperate? – The Incentive to Supply Global Public Goods</i> . Oxford Scholarship Online DOI:10.1093/acprof:oso/9780199211890.001.0001
Lippert, I., Huzzard, T., Jürgens, U., Lazonick, W. <i>Corporate Governance, Employee Voice, and Work Organization: Sustaining High-Road Jobs in the Automotive Supply Industry</i> . Oxford Scholarship Online, 2014
Stoneman, P. Bartoloni, B., Baussola, M. <i>The Microeconomics of Product Innovation</i> Oxford Scholarship Online, 2018 DOI:10.1093/oso/9780198816676.001.0001
Peck, J. <i>Offshore: Exploring the Worlds of Global Outsourcing</i> . Oxford Scholarship Online, 2017 DOI:10.1093/acprof:oso/9780198727408.001.0001
Harmon, P. <i>Business process change. A business process management guide for managers and process professionals</i> . 3rd edition. Morgan Kaufmann, 2014. 520 p. ISBN: 978-0128003879.
Koren, Y. <i>The global manufacturing revolution: product-process-business integration and reconfigurable systems</i> . J. Wiley and Sons, 2010. 424 p. doi: 10.1002/9780470618813. ISBN: 978-0-470-58377-7.
Jeston, J., Nelis, J. <i>Business process management. Practical guidelines to successful implementations</i> . 2nd edition. Butterworth-Heinemann, 2008. 504 p. ISBN: 978-0750686563
<i>Guide to the Business process management common body of knowledge (BPM CBOK)</i> . Version 2.0 – 2nd release. Autorių kolektyvas: Lederer Antonucci, Y., Bariff, M., Benedict, T., Champlin, B., Downing, B. D., Franzen, J., Madison, D. J., Lusk, S., Spanyol, A., Treat, M.,

Zhao, J. L., Raschke, R. L. 2009. 234 p. ISBN: 978-1442105669.

Sweet, Sh. The BPI Blueprint: A step-by-step guide to make your business process improvement projects simple, structured, and successful. Cody-Cassidy Press, 2014. 306 p. ISBN: 978-0982368138.

Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
<b>Larisa Belinskaja</b>	Prof. dr.	<p>1. Belinskaja, Larisa; Veličkienė, Margarita. Business risk management: features and problems in small and mediumsized trading and manufacturing enterprises // European scientific journal. Kocani : European Scientific Institute. ISSN 1857-7881. eISSN 1857-7431. 2015, Vol. 2, special edition, p. 30-58. Prieiga per internetą: &lt;<a href="http://eujournal.org/index.php/esj/article/view/5753/5549">http://eujournal.org/index.php/esj/article/view/5753/5549</a>&gt;.</p> <p>2. Belinskaja, Larisa. Arvydo Survilos vadovėlio magistrinių studijų studentams "Nepaprastų situacijų valdymas" recenzija // Survila, Arvydas. Nepaprastų situacijų valdymas. Vilnius : Mykolo Romerio universitetas, 2015. ISBN 9789955301844. p. [1-3].</p> <p>3. Kasnauskienė, Gindrutė; Belinskaja, Larisa. Rapid ageing of population and public pension spendings in Lithuania // Finanse w aktywnosci gospodarczej / redakcja Ryszard Pukała, Krzysztof Rejman. Jarosław : Wydawnictwo Państwowej Wyższej Szkoły Techniczno-Ekonomicznej im. ks. Bronisława Markiewicza, 2016. ISBN 9788363909970. p. 221-237.</p> <p>4. Belinskaja, Larisa; Kasnauskienė, Gindrutė; Michnevič, Karol. Credit risk management – the battlefield between Insurance and other rivals on the financial market // Страхование в эпоху цифровой экономики: проблемы и перспективы : сборник трудов XIV международной научно-практической конференции, г. Йошкар-Ола, 5-7 июня 2018 г. Йошкар-Ола : Марийский государственный университет, 2018. ISBN 9785917165356. p. 102-108. Prieiga per internetą: &lt;<a href="https://mgimo.ru/upload/iblock/e10/Сборник%20материалов%20XIX%20Международной%20конференции%20Йошкар-Ола%205-8.06.18.%20Т.1.pdf">https://mgimo.ru/upload/iblock/e10/Сборник%20материалов%20XIX%20Международной%20конференции%20Йошкар-Ола%205-8.06.18.%20Т.1.pdf</a>&gt;.</p> <p>5. Kasnauskienė, Gindrutė; Michnevič, Karol; Belinskaja, Larisa. Pension reform as a countermeasure to the effects of population ageing in the Baltics // Страхование в эпоху цифровой экономики: проблемы и перспективы : сборник трудов XIV международной научно-практической конференции, г. Йошкар-Ола, 5-7 июня 2018 г. Йошкар-Ола : Марийский государственный университет, 2018. ISBN 9785917165356. p. 94-99.</p> <p>6. Educational manual Potential and Business Development (Потенціал и розвиток бізнесу). Team of authors: Полінкевич О. М., Шостак Л. В., Белінська Л. В., Волинець І. Г., Грицюк and oth. Eastern European National University in name of</p>

		<p>Lesya Ukrainka. Lutsk, Ukraine, 2019. 571 p. P. 481-512.</p> <p>7. Belinskaja L. V., Kuznetsova N., Pisarenko Zhanna V. Insurance companies and pension funds – the important elements of sustainable development. Collection of scientific papers of XX International Scientific Conference “Insurance in Information Society: place, tasks, prospects”. Vladimir State University. Vladimir, Russia, 2019, Vol. 2, p. 9-15. ISBN 978-5-9984-1078-9 (volume 2)</p> <p>8. Kul T. N. Belinskaja. L.V. Export Risk Insurance in the Republic of Belarus. Collection of scientific papers of XX International Scientific Conference “Insurance in Information Society: place, tasks, prospects”. Vladimir State University. Vladimir, Russia, 2019, Vol. 2, p. 116-120. ISBN 978-5-9984-1078-9 (volume 2)</p> <p>9. Belinskaja Larisa, Trynchuk Viktor. Education on insurance: still considered a minor matter? Collection of scientific papers of Interregional Scientific Conference “Russian Insurance Industry: Challenges and prospects”. Kazan Federal University, Kazan, 2019. P. 128-133.</p>
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Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
<b>Asta Fominienė</b>	Doc. dr.	<p>1. Kučinskienė, Marija; Fominienė, Asta. Kompleksinis požiūris į viešojo valdymo institucijų veiklos vertinimą = Integrated approach towards assessment of public management institutions activity // Accounting, audit, analysis: science, studies and business synthesis : international scientific conference, [Vilnius, Lithuania, October 15-16, 2015] : research papers. Vilnius : Vilnius University Publishing House, 2015. ISBN 9786094595844. p. 151-165. Prieiga per internetą: <a href="http://www.3akonferencija.ef.vu.lt/wp-content/uploads/2011/07/3a_Accounting-Audit-Analysis_research-papers.pdf">http://www.3akonferencija.ef.vu.lt/wp-content/uploads/2011/07/3a_Accounting-Audit-Analysis_research-papers.pdf</a>.</p> <p>2. Fominienė, Asta; Kriškėičiūnaitė, Giedrė. Atsargų valdymo tobulinimas smulkiojo ir vidutinio verslo įmonėse = The perfection inventory management of small and middle business companies // Įžvalgos. Utena : Utenos kolegija. ISSN 2029-1639. 2012, Nr. 1 (7), p. 110-119.</p> <p>3. Juodeikaitė, Monika; Fominienė, Asta. Žmogiškųjų išteklių valdymo procesų pokyčių vertinimas: teorinis ir praktinis aspektas = The evaluation of human resources management processes changes: theoretical and practical aspects // Informacijos mokslai. Vilnius : Vilniaus universiteto Komunikacijos fakultetas. ISSN 1392-0561. 2016, T. 74, p. 25-37. DOI: <a href="https://doi.org/10.15388/Im.2016.74.9920">10.15388/Im.2016.74.9920</a>.</p> <p>4. Fominienė, Asta. Muziejų kontekstas ir verslumo formavimas // Modernaus muziejaus veiklos gairės / Vilniaus universiteto Komunikacijos fakulteto Muzeologijos katedra ; sudarytojas Arūnas Puškorius.</p>

Ser.: Muziejininkystės studijos, IV tomas. ISSN 2351-5104. Vilnius : Akademine leidyba. ISSN 2351-5104. 2015, p. 68-91. Prieiga per internetą: [http://www.kf.vu.lt/dokumentai/publikacijos/Modernaus\\_muziejaus\\_veiklos\\_gaires\\_IV.pdf](http://www.kf.vu.lt/dokumentai/publikacijos/Modernaus_muziejaus_veiklos_gaires_IV.pdf).

5. Kučinskienė, Marija; Fominienė, Asta. Socialinės atsakomybės vertinimas verslo perspektyvos požiūriu// Šalies turtas ekonominėje politikoje - turto ekonomikos ir vadybos aspektai 2016 : konferencijos, vykusios Vilniuje 2016 m. gegužės 6 d., mokslo darbai. Vilnius : Vilniaus universiteto leidykla, 2016. ISBN 9786094596988. p. 110-118.

6. Fominienė, Asta; Gaižauskas, Lionius; Jatuliavičienė, Gražina. Kursinių ir baigiamųjų bakalauro darbų rengimo tvarka : metodiniai nurodymai / parengė: Asta Fominienė, Gražina Jatulevičienė, Lionius Gaižauskas. Vilnius : Akademine leidyba, 2016. 26 p. ISBN 9789955336884. Prieiga per internetą: [http://www.ef.vu.lt/dokumentai/studijos/ras-to-darbu-pateikimo-tvarka/VU\\_EF\\_Kursiniu\\_ir\\_baigiamuju\\_bakalauro\\_darbu\\_rengimo\\_tvarka\\_2016\\_03.pdf](http://www.ef.vu.lt/dokumentai/studijos/ras-to-darbu-pateikimo-tvarka/VU_EF_Kursiniu_ir_baigiamuju_bakalauro_darbu_rengimo_tvarka_2016_03.pdf).

7. Fominienė, Asta; Grigaitienė, Viktorija. Assessment of the feasibility to improve business incubation processes = Verslo inkubavimo procesų tobulinimo galimybių vertinimas // Regional formation and development studies. Klaipėda : Klaipėdos universitetas. ISSN 2029-9370. eISSN 2351-6542. 2017, Vol. 21, no 1, p. 34-42. Prieiga per internetą: <http://journals.ku.lt/index.php/RFDS/article/view/1407>.

8. Stelionis, Tadas; Fominienė, Asta (vadov.). Verslo aplinkos vertinimas ir veiklos tobulinimo galimybės (UAB „Paliūtis“ pavyzdžiu) // VU EF studentų mokslinės draugijos konferencijos straipsnių rinkinys, 2016. Vilnius : Vilniaus universiteto leidykla. ISSN 2538-7421. eISSN 2538-743X. 2017, p. 293-302. Prieiga per internetą: [http://www.ef.vu.lt/dokumentai/nuotraukos/naujienos/2017/05/EF-studentu\\_mokslines\\_draugijos-2017-internetui-pdf\\_mazas.pdf](http://www.ef.vu.lt/dokumentai/nuotraukos/naujienos/2017/05/EF-studentu_mokslines_draugijos-2017-internetui-pdf_mazas.pdf).

9. Siniavski, Evald; Fominienė, Asta (vadov.). Eksperto organizavimas įmonės UAB „Kosmopakas“ pavyzdžiu // VU EF studentų mokslinės draugijos konferencijos straipsnių rinkinys, 2016. Vilnius : Vilniaus universiteto leidykla. ISSN 2538-7421. eISSN 2538-743X. 2017, p. 303-310. Prieiga per internetą: [http://www.ef.vu.lt/dokumentai/nuotraukos/naujienos/2017/05/EF-studentu\\_mokslines\\_draugijos-2017-internetui-pdf\\_mazas.pdf](http://www.ef.vu.lt/dokumentai/nuotraukos/naujienos/2017/05/EF-studentu_mokslines_draugijos-2017-internetui-pdf_mazas.pdf).

Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
<p><b>Andrius Jaržemskis</b></p>	<p>Doc. dr.</p>	<p>1. Jaržemskis, A., Jaržemskis, V.. The differences in efficiency measurement: the case of Lithuanian railways. Transport and telecommunication. Riga : Transport and Telecommunication Institute. ISSN 1407-6160. Vol. 15, no. 2 (2014), p. 151-163.</p> <p>2. Jaržemskis A.; Jaržemskienė I.. Comparison of rail freight transportation markets in Lithuania and Poland. Procedia Engineering. TRANSBALTICA 2017. Transportation science and technology : proceedings of the 10th international scientific conference, May 4- 5, 2017, Vilnius Gediminas Technical University, Vilnius, Lithuania. Amsterdam: Elsevier Ltd.. ISSN 1877-7058. Vol. 187 (2017), p. 492-497.</p> <p>3. Jaržemskis A., Jaržemskienė, I.. Evolution of traveller experience quality perception in European level policy documents and the case study for Siauliai. Transport and telecommunication journal. Riga: Transport and Telecommunication Institute. ISSN 1407-6160. Vol. 18, no. 3 (2017), p. 220-230.</p> <p>4. Jaržemskis, A., Jaržemskienė, I. The model to assess the implementation of technical conditions defined in Annex IV of MARPOL convention 73/78: the case of the Baltic sea port of Klaipeda. Transport and telecommunication journal. Riga: Transport and Telecommunication Institute. ISSN 1407-6160. Vol. 17, no. 4 (2016), p. 335-349.</p> <p>5. Jaržemskis, A., Jaržemskienė, I. Upgraded data envelopment analysis model application for total productivity comparison in major airports of the European Union. Economic research-ekonomiska istrazivanja. Oxon: Taylor &amp; Francis Ltd. ISSN 1331-677X. vol. 31, iss. 1 (2018), p. 1273-1288.</p> <p>6. Šakalys, A., Davidson P., Kronbak J. Persson J., Jaržemskis, A., Ramstedt L., Stūrrys, V.; Vasilis Vasiliauskas, A.. Baltic intermodal transport corridor (Chinese Edition). China Logistic Publishing House. ISSN 9787504736574, 154 p.</p> <p>7. Jaržemskis, A; Speičytė, E.; Padvilikis, G. 2012. Research into user behaviour to evaluate demand for technical parameters of electric vehicles. In Proceedings of the 16th International Conference "Transporto means 2012", which held 25-26 October, 2012 in Kaunas. Kaunas: Technologija. ISSN 1822-296X. p. 346-349.</p>

Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
<b>Erika Vaiginienė</b>	Doc. dr.	<p>1. Vaiginiene E. ir kt. (2018) Management and Leadership Development Needs: The Case of Lithuania. In Business and Society: Making Management Education Relevant for the 21st Century (2018) edited by Danica Purg. Alenka Braček Lalić, Jennifer A. Pope, Springer, ISBN 978-3-319-78854-8</p> <p>2. Marija Stonkiene, Renata Matkeviciene, Erika Vaiginiene, (2016) "Evaluation of the national higher education system's competitiveness: Theoretical model", Competitiveness Review, Vol. 26 Issue: 2, pp.116-131, <a href="https://doi.org/10.1108/CR-06-2015-0055">https://doi.org/10.1108/CR-06-2015-0055</a></p> <p>3. Lietuvos klasterizacijos studija, 2019, Mokslo, inovacijų ir technologijų agentūra</p> <p>4. Lietuvos klasterizacijos studija 2017, Mokslo, inovacijų ir technologijų agentūra</p> <p>5. Lietuvos kūrybinių industrijų sektoriaus įmonių eksporto rinkų analizė, rekomendacijos plėtrai Europos sąjungoje ir Rytų Europoje, 2017, Užupis Creative Cluster</p> <p>6. Lietuvos Medicinos turizmo klasterio marketingo strategija ir veiksmų planas, 2015, Lietuvos medicinos turizmo klasteris</p> <p>7. „REDIRECTED klasterio tarptautinio konkurencingumo didinimas“, 2015, Kūrybinio verslo asociacija</p>

*Approved by Vilnius University Doctoral Committee of Management Studies on the 7th of February, 2020, protocol No 210000-KP-8 (2020-02-14)*