

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
менеджменту, логістики  
та інновацій  
Протокол № 2 від 31.08.2023 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



**ІННОВАЦІЙНЕ ПІДПРИСМНИЦТВО  
ТА УПРАВЛІННЯ СТАРТ-АП ПРОЄКТАМИ**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань **07 «Управління та адміністрування»**  
Спеціальність **073 «Менеджмент»**  
Освітній рівень **перший (бакалаврський)**  
Освітня програма **«Логістика»**

Статус дисципліни **вибіркова**  
Мова викладання, навчання та оцінювання **англійська**

Розробник:  
к.е.н., доцент

Підписано КЕП

Лідія МАЖНИК

Завідувач кафедри  
Менеджменту, логістики та  
інновацій

  
Олена ЯСТРЕМСЬКА

Гарант програми

  
Тетяна КОЛОДІЗЄВА

Харків  
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**APPROVED**

at the meeting of the department  
management and business  
Protocol № 1 of 25.08.2023

**AGREED**

Vice-rector for educational and methodical work

\_\_\_\_\_ Larina NEMASHKALO



**INNOVATIVE ENTREPRENEURSHIP  
AND MANAGEMENT OF START-UP PROJECTS**

**Program of the course**

Field of knowledge    **07 "Management and administration"**  
Specialty                **073 "Management "**  
Study cycle             **first (bachelor)**  
Study programme      **"Logistics"**

Course status

**Elective**

Language

**English**

Developers:

PhD (Economics), Associate  
Professor

\_\_\_\_\_ Digitally signed

Lidiia MAZHNYK

Head of Department  
Management, logistics and  
innovations  
Doctor in Economics  
Professor

\_\_\_\_\_ 

Olena IASTREMSKA

Head of Study Programme

\_\_\_\_\_ 

Tatiana KOLODIZEVA

**Kharkiv  
2023**

## INTRODUCTION

The course "Innovative entrepreneurship and start-up project management" is taught within the framework of the "Entrepreneurial University" pilot project.

The course allows you to form knowledge about the principles and laws of effective management of startup projects in the modern innovative business space. The main tasks of studying the discipline "Innovative entrepreneurship and management of startup projects" are:

- deepening and systematization of knowledge about the composition and principles of functioning of the startup ecosystem, the essence and classification of startups;

- familiarization with the stages and methods of managing startup projects;

- formation of practical skills in managing startup projects.

Thanks to the use of modern tools for the implementation of startup projects, the effectiveness of the implementation of an entrepreneurial project increases, which reduces the amount of its financial support in conditions of uncertainty.

The course is based on the development and methodological recommendations of the startup incubator YEP with the support of the Ministry of Education and Science, the Ministry of Digital Transformation, Diya.Business and the Ukrainian Startup Fund.

The purpose of the course: students' assimilation of theoretical and methodological foundations and approaches to the management of start-up projects, formation of a system of theoretical knowledge and acquisition of professional competences regarding the development, analysis, implementation of innovative projects for financial support and sustainable functioning.

To achieve the set goal, the following tasks were formed:

- identification of problems and needs of society that require innovative solutions;

- generate innovative ideas for the creation and organization of a startup, including through creative and design thinking;

- analysis of the basic principles of the startup ecosystem;

- effective work of innovative entrepreneurship and in the startup team;

- development of a startup business model;

- creation of an innovative product;

- preparation of a startup project for the search for financing.

The object of the course is startup projects and innovative entrepreneurship. The subject of the academic discipline is the particularities of organizational activity and management of innovative entrepreneurship and startup projects.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

## Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 4	SC 7
LO 1	GC10 SC6, SC11
LO 5	
LO 6	
LO 11	
LO 15	
LO 16	

where, LO1. To know one's rights and duties as a member of society, to be aware of the values of civil society, the rule of law, the rights and freedoms of a person and a citizen in Ukraine;

LO4. Demonstrate skills in identifying problems and justifying management decisions;

LO5. Describe the content of the functional areas of the organization;

LO6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions;

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization;

LO15. Demonstrate the ability to act socially responsibly and socially-consciously on the basis of ethical considerations (motives), respect for diversity and interculturality;

LO16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical;

GC10. Ability to conduct research at the appropriate level;

SC6. The ability to act socially responsibly and consciously;

SC7. Ability to choose and use modern management tools;

SC11. Ability to create and organize effective communications in the management process.

## COURSE CONTENT

**Content module 1.** *Innovative entrepreneurship and startup ecosystem. Problem-solving and business model search. Customer Discovery phase.*

### **Topic 1. Startup ecosystem and innovative entrepreneurship**

Components of the startup ecosystem. Features of startup design. Specific features of startup design. Innovative entrepreneurship and its types. Customer Discovery phase.

### **Topic 2. Basic principles of team formation, roles in a startup team**

Characteristics of the main principles of team formation. Description and variety of roles in the startup team. Formation of the team. Stages of development and dynamics of a startup project team. Management of startup projects.

### **Topic 3. Design thinking**

Characteristics and key features of design thinking. Specific components of design thinking. Definition of the list of problems, characteristics of empathy. Peculiarities of the process of finding and choosing ideas for the implementation of startup design and innovative entrepreneurship.

### **Topic 4. Validation of the startup idea**

Startup idea validation: process, main stages. Useful tools for experimenting and testing ideas in the early stages. Validation of ideas in a technological startup.

### **Topic 5. Business model canvas**

Business model canvas: components and characteristics of innovative entrepreneurship and startup design. Introduction, justification of the problem and recommendations for their solution. Client portrait, value proposition.

**Content module 2.** *Business model validation. Customer Validation phase. Getting to know the main tools for managing startups.*

### **Topic 6. Customer research. Preliminary market research. Validation of key hypotheses**

Research of potential customers, identification of needs. Preliminary market research. Validation of key hypotheses and business models. Customer Validation phase. Presentations of startup ideas.

### **Topic 7. Market evaluation. Analysis of competitors**

Minimum Viable Product (MVP): characteristics and main goal of its development. Components of competitiveness of innovative entrepreneurship and startup project. Factors of competitiveness of innovative entrepreneurship and startup. Approaches to ensuring the competitiveness of innovative entrepreneurship and startups. Key characteristics and criteria of competitiveness of innovative entrepreneurship and startup. Approaches to assessing the competitiveness of innovative entrepreneurship and startups: theory of effective competition, assessment of product competitiveness, method of competitive advantages.

### **Topic 8. Basics of marketing for startups and innovative entrepreneurship**

Basics of marketing for innovative entrepreneurship and startups. Development of a list of marketing plan activities.

### **Topic 9. Basics about investments, finance and legal features of startups**

Legislative base of investment activities. Legal aspects and features of innovative entrepreneurship and startup design. The specifics of investment and innovation entrepreneurship at the international level.

### **Topic 10. Presentation of a start-up. Pitch Deck**

Features of the startup presentation. The specifics of the pitch deck. Characteristics of the key components of a startup and innovative entrepreneurship. Innovative entrepreneurship and startup: presentation and pitch deck.

The list of practical (seminar) and laboratory studies in the course is given in table 2.

Table 2

### **The list of practical (seminar) and laboratory studies**

Name of the topic and/or task	Content
Topic 1 Laboratory task 1	Startup ecosystem
Topic 2 Practical task 1 Practical task 2	Basic principles of team formation, roles in a startup team Team dynamics
Topic 3 Practical task 3	Design thinking. Identifying problems, empathy
Topic 3 Laboratory task 2	Design thinking. Search and selection of ideas
Topic 4 Laboratory task 3	Startup idea validation.
Topic 5 Laboratory task 4	Business model canvas. Introduction, problem and solution
Topic 5 Practical task 4	Business model canvas. Client portrait, value proposition
Topic 6 Laboratory tasks 5 and 6	Customer research. Preliminary market research. Validation of key hypotheses. Presentations of startup ideas. Business model validation. Customer Validation phase. Getting to know the main tools for managing startups
Topic 7 Laboratory task 7	Minimum Viable Product (MVP)
Topic 7 Practical task 5	Market assessment. Analysis of competitors
Topic 8 Practical task 6	The basics of marketing for startups
Topic 9 Laboratory task 8	Basics about investments, finance and legal features of startups
Topic 10 Practical task 7	Presentation of the startup. Pitch Deck

The list of self-studies in the course is given in table 3.

Table 3

## List of self-studies

Name of the topic and/or task	Content
Topic 1-10	Search, selection and review of literature on a given topic
Topic 1-10	Preparation for the Express test
Topic 2, 3, 5, 7, 8, 10	Preparation for practical classes
Topic 1, 3, 4, 5, 6, 7, 9	Preparation for laboratory classes
Topic 1-10	Performing an individual task (presentation)
Topic 1-10	Preparing for the final test

The number of hours of lectures, practical (seminar) and laboratory studies and hours of self-study is given in the technological card of the course.

## TEACHING METHODS

The main method of teaching by discipline is the explanatory and illustrative method, which is a tool for studying theoretical material, all lectures are presented in the form of presentations using Microsoft PowerPoint.

Methods are also used to achieve competencies and learning outcomes: discussions (topics 1, 7).

Demonstration of illustrative material (topics 1–10), simulation of professional situations (topics 2–10), work in small groups (topics 2, 3), case studies (topics 3, 4), various individual (topics 2–10) and group work (topics 2–10), work with sources of statistical information (topic 1–10) and regulatory acts (topic 1, 7).

## FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

**Current control** is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

**The final control** includes current control and an exam.

**Semester control** is carried out in the form of a semester exam.

**The final grade in the course** is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, 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: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

### **An example of an examination paper**

Simon Kuznets Kharkiv National University of Economics

First (bachelor) level of higher education

"Management" specialty

Study programme "Logistics".

Course "Innovative entrepreneurship and management of start-up projects"

### **EXAM CARD № 1**

1. *Stereotype task* (10 points). Describe the key aspects that contribute to the implementation of a startup project and innovative entrepreneurship. What basic components must be considered for the successful implementation of ideas. Justify the answer.

2. *Diagnostic task* (10 points). Carry out a SWOT analysis of the activities of the Ukrainian confectionery company Kharkiv Biscuit Factory in Kharkiv. Propose three types of innovation and write a plan of measures for their implementation.

3. *Diagnostic task* (10 points). Formulate key hypotheses about a startup on a topic of your own choosing. Carry out a step-by-step design and planning of experiments to confirm the hypotheses, recording their sequence in the list. Write a list of questions and likely scenarios for interviews and surveys. Justify your answer and supplement it with personal conclusions.

4. *Heuristic task* (10 points). Design and fill in the nine segments corresponding to the Kanva business model visualization on the topic of Innovative food entrepreneurship in the table.

Approved at the meeting of the Department of management, logistics and innovation No. \_\_\_\_ dated " \_\_\_\_ " \_\_\_\_\_ 20\_\_\_\_.

Examiner

Assoc.prof. Lidiia MAZHNYK

Chief of Department

Prof. Olena IASTREMSKA

### **Evaluation criteria**

**The final marks for the exam** consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

Each task of the examination ticket is evaluated for 10 points.



The task evaluation criteria are given below:

*an assessment of 10 points* is given for in-depth learning of the program material, application of not only recommended, but also additional literature and a creative approach for the answer; clear possession of the conceptual apparatus, methods, techniques and tools for analyzing the state and forecasting of the enterprise's activity, the ability to use them for the performance of specific practical tasks, solving situations. The design of the answer should be neat, logical and consistent;

*a score of 9-8 points* is given for deep assimilation of the program material, assimilation of the recommended literature; clear possession of the conceptual apparatus, methods, techniques and tools for analyzing the state and forecasting of the enterprise's activity, the ability to use them for the performance of specific practical tasks, solving situations. The design of the answer should be neat, logical and consistent;

*an assessment of 7-6 points* is given for complete assimilation of the program material and the existing ability to navigate in it, conscious application of knowledge to solve practical problems; in the presence of minor arithmetical errors (that is, the methodical approach to solving the problem is correct, but minor inaccuracies were made in the calculations of certain indicators) or incomplete conclusions based on the obtained results of solving the problem. The design of the completed task must be neat;

*an assessment of 5-4 points* is given for complete assimilation of the material and the existing ability to navigate in it, conscious application of knowledge to solve practical problems. Tasks are generally performed correctly using a typical algorithm, but when performing them, the student makes significant mistakes;

*an assessment of 3-2 points* is given for not completing a significant part of the task, facing difficulties in teaching the main provisions of the material of the academic discipline;

*an assessment of 2-1 points* is given to a student who has not mastered the program material, cannot correctly perform laboratory tasks, faces significant difficulties in teaching the main provisions of the material of the academic discipline.

## **RECOMMENDED LITERATURE**

### **Main**

1. Бланк С. Священна книга стартапера. Як збудувати успішну компанію / Стів Бланк, Боб Дорф ; пер. з англ. Наталія Валевська.– Київ: Наш формат, 2019. – 511 с.
2. Гой І. В. Підприємництво : навч. посіб. / І. В. Гой. – Київ : ЦУЛ, 2013. – 368 с.

3. Дорф Б. Священна книга стартапера. Як побудувати успішну компанію / Б. Дорф, С. Бленк. – Київ : Наш формат, 2018. – 512 с.
4. Коллінз Дж. Від хорошого до величного / Дж. Коллінз. – Київ : Наш формат, 2017. – 368 с.
5. Менеджмент стартап-проектів: Навчально-методичний комплекс дисципліни [Електронний ресурс] : навч. посіб. для студ. спеціальності 073 «Менеджмент» / КПІ ім. Ігоря Сікорського ; уклад.: К. О. Бояринова. – Електронні текстові дані (1 файл: 5,85 Мбайт). – Київ : КПІ ім. Ігоря Сікорського, 2020. – 153 с. – Режим доступу: [https://ela.kpi.ua/bitstream/123456789/35988/1/Menedzhment\\_s-p.pdf](https://ela.kpi.ua/bitstream/123456789/35988/1/Menedzhment_s-p.pdf).
6. Мирошніченко О. Базовий посібник з інтернаціоналізації бізнесу і виходу на ринки Європейського Союзу / О. Мирошніченко. – Київ : ФОП Клименко Ю. Я., 2014. – 180 с.
7. Остервальдер А. Розробляємо ціннісні пропозиції. Як створити продукти та послуги, яких хочуть клієнти / А. Остервальдер та Ів Пінье. – Київ: Наш формат, 2018. – 324 с.
8. Остервальдер А. Створюємо бізнес-модель : Новаторські ідеї для всіх і кожного / А. Остервальдер та Ів Пінье. – Київ: Наш формат, 2018. – 284 с.
9. Підприємництво, торгівля, біржі в процесі соціально-економічного розвитку [Електронний ресурс] : монографія / І. В. Гонтарева, Г. Л. Матвієнко-Біляєва, В. І. Ковальова [та ін.] ; за заг. ред. І. В. Гонтаревої. – Електрон. текстові дан. (2,70 МБ). – Х. : ХНЕУ ім. С. Кузнеця, 2018. – 155 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/20275>.
10. Райз Е. Стартап без помилок: як сучасні підприємці використовують безперервні інновації для створення радикально успішного бізнесу / Е. Райз. – Харків : Vivat, 2018. – 367 с.
11. Розробка стартап-проектів: Конспект лекцій [Електронний ресурс] : навч. посіб. для студ. спеціальностей 151 – «Автоматизація та комп'ютерноінтегровані технології» та 152 – «Метрологія та інформаційно-вимірювальна техніка» / О. А. Гавриш, К. О. Бояринова, К. О. Копішинська; КПІ ім. Ігоря Сікорського. – Електронні текстові дані (1 файл: X,XX Мбайт). – Київ : КПІ ім. Ігоря Сікорського, 2019. – 188 с. – Режим доступу: [https://ela.kpi.ua/bitstream/123456789/29447/1/Rozrobka\\_startupprojektiv\\_Konsp.lekts.pdf](https://ela.kpi.ua/bitstream/123456789/29447/1/Rozrobka_startupprojektiv_Konsp.lekts.pdf).

### **Additional**

12. Внукова Н. М. Стратегічні цілі регіонального розвитку з фінансового забезпечення інноваційного підприємництва / Н. М. Внукова // Стратегії розвитку Харківської області на період 2021–2027 років: зб. наук. пр. за матеріалами круглого столу (м. Харків, 23 січ. 2020 р.) / за ред. С. В. Глібко, Ю.В. Георгієвського. Харків, НДІ ПЗІР НАПрН України, 2020. С.19-24. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/23013>

13. Ворона Т. Стратап на мільйон [Текст] : як українці заробляють статки на технологіях / Т. Ворона. – Харків : Vivat, 2021. 223 с.
14. Горовіц Б. Ви те, що ви робите. Як створити корпоративну культуру / Бен Горовіц. – Київ : Наш формат, 2020. – 219 с.
15. Інноваційне підприємництво та управління стартап-проектами. Методичні рекомендації до написання курсової роботи для студентів спеціальності 073 "Менеджмент" другого (магістерського) рівня [Електронний ресурс] / уклад. О. М. Ястремська, Л. О. Мажник; Харківський національний економічний університет ім. С. Кузнеця. – Електрон. текстові дан. – Харків : ХНЕУ ім. С. Кузнеця, 2022. – 30 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/30596>.
16. Іпполітова І. Я. Умови розвитку інноваційного підприємництва в Україні / І. Я. Іпполітова // Інформаційні технології: наука, техніка, технологія, освіта, здоров'я: тези доповідей ХХVIII міжнар. науково-практ. конф., 28-30 жовт. 2020 р. : тези допов. / за ред. проф. Є. І. Сокола. – Харків: НТУ «ХП», 2020. – Ч. 3. – С. 135. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/24610>.
17. Канеман Д. Мислення швидко й повільно / Д. Канеман. – Київ : Наш формат, 2020. – 479 с.
18. Сенор Д. Країна стартапів : історія ізраїльського економічного дива [Текст] / Ден Сенор і Сол Сингер. – 3-тє вид. – Київ : Yakaboo publishing, 2019. – 357 с.
19. Тіль П. Від нуля до одиниці. Нотатки про стартапи, або Як створити майбутнє / П. Тіль. – Київ. Наш формат, 2020. – 225 с.
20. Шей Т. Доставка щастя. Шлях до прибутку, задоволення і мрії : Т. Шей. – Львів. Видавництво Старого Лева, 2021. – 304 с.
21. Павліченко П. В. Моделювання макроекономічного стану України: тенденції розвитку секторів економіки / П. В. Павліченко. // Молодіжний економічний вісник ХНЕУ ім. С. Кузнеця. Електронний журнал. – Харків : ХНЕУ ім. С. Кузнеця, 2020. – № 3. – С. 191–197. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/25046>.
22. Entrepreneurship, Innovation and Technology Management / Lee A. Swanson, Grant A. Wilson. – Publishing: Kendall Hunt Publishing, 2021. – 277 p.
23. High-Tech Entrepreneurship: Managing Innovation, Variety and Uncertainty / Edited by Mich Bernasconi, Simon Harris, Mette Moensted. – Publishing: Taylor & Francis, 2006. – 298 p.
24. Innovation Management: Effective strategy and implementation / Keith Goffin, Rick Mitchell. – Publishing: Bloomsbury, 2016. – 448 p.
25. The Fast Forward MBA in Project Management: The Comprehensive, Easy-to-Read Handbook for Beginners and Pros, 6th Edition" by Eric Verzuh, January 2021, 544 p. – Режим доступу: <https://www.wiley.com/enus/The+Fast+Forward+MBA+in+Project+Management:+The+Comprehensive,+Easy+to+Read+Handbook+for+Beginners+and+Pros,+6th+Edition-p-9781119700760>

26. Sabeena S. Innovating Start-up Business and Entrepreneurship / S. Sabeena, R. A. Ayyapparajan // International Journal for Research in Engineering Application & Management (IJREAM) ISSN : 2454-9150 Vol-06, Issue-03, June 2020. P. 29-33. DOI : 10.35291/2454-9150.2020.0435

### **Information resources**

27. Design thinking for innovation. Online course on the Prometheus educational platform. – Access mode: [https://prometheus.org.ua/course/course-v1:Prometheus+DTI101+2017\\_T3](https://prometheus.org.ua/course/course-v1:Prometheus+DTI101+2017_T3).

28. Ukrainian startup fund. – Access mode: <https://usf.com.ua/about-usf/> Ukrainian Startup Fund (official name: Innovation Development Fund)

29. Ukrainian Future Incubator. – Access mode: <https://www.ufincubator.com>

30. Educational series for young people "Start a startup" from YEP. – Access mode: <https://yep.piar.io/diia-startup>

31. Reactor.ua open innovation platform. – Access mode: <http://www.reactor.ua>

32. Startup incubator YEP. – Access mode: <https://www.yepworld.org/>

33. School of startups Y COMBINATOR. Online course on the Prometheus educational program. – Access mode: [https://prometheus.org.ua/course/course-v1:Prometheus+SS101+2021\\_T2](https://prometheus.org.ua/course/course-v1:Prometheus+SS101+2021_T2)