

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**



**УПРАВЛІННЯ STARTUP-ПРОЕКТАМИ**

**робоча програма навчальної дисципліни**

Галузь знань	<b>Усі</b>
Спеціальність	<b>Усі</b>
Освітній рівень	<b>другий (магістерський)</b>
Освітня програма	<b>Усі</b>

Статус дисципліни	<b>вибіркова</b>
Мова викладання, навчання та оцінювання	<b>англійська</b>

Завідувач кафедри  
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

**Харків  
2022**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS



## STARTUP PROJECTS MANAGEMENT

### syllabus of the educational discipline

Field of knowledge	<b>All</b>
Specialty	<b>All</b>
Level of education	<b>second (master)</b>
Educational program	<b>All</b>

Discipline status	<b>Selective</b>
Language of instruction, teaching and assessment	<b>English</b>

Head  
of Management and Business Department



Tetyana LEPEYKO

Kharkiv  
2022

APPROVED

at the meeting of Management  
and Business Department

Protocol № 1 of August 29, 2022.

Compiled by:

A. Kotlyk, PhD, Associate professor of Management and Business department,

K. Nemashkalo, PhD, Associate professor of Management and Business department,

O. Kanova, PhD, Associate professor of Management and Business department

**Sheet of renewal and re-approval  
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

### **Abstract of the educational discipline**

Modern processes of globalization and the development of communication technologies create many opportunities for the implementation of the most daring business ideas on a global scale. But statistics show that most of these ideas, even very promising, remain on paper, or attempts to implement them fail. This is due to the inability of entrepreneurs to correctly formulate and present the idea of their business, to find sources of its financing, to plan and organize the implementation of its business idea, taking into account the most critical requirements and risks.

It should be understood that these tasks are not trivial. First of all, not every idea can be suitable for further commercial implementation. Second, when creating a new company to implement the startup of the project, there are a number of factors that should be taken into account. Thirdly, in conditions of fierce competition, even understanding the factors that affect the success of the startup of the project does not guarantee its successful implementation, and sometimes it is not effective even for large and successful corporations. So, one of the main reasons for the emergence, successful development and the continued existence of startups is the slowness and slowness of large corporations that successfully use existing products, and the development and creation of new ones are not nearly done. Therefore, startups, thanks to their mobility in terms of implementing new ideas, compete with large corporations.

Consequently, professionals who plan to start their own business in the future or participate in corporate business development projects need to acquire key knowledge and skills in managing startup projects.

Purpose of the academic discipline “Startup projects management” is the formation of a system of theoretical knowledge and applied skills and skills for creating and managing startup projects.

The tasks of the academic discipline are:

to learn the essence, distinctive features and stages of startups;

to learn the most common mistakes in startups management and the ways to avoid them;

to learn the basic team management practices;

to master the technique of development a business model for startup;

to master key techniques of customer development, including the questionnaire and deep interview;

to master the technology of developing a financial model of startup;

to learn the main principles and to master the technology of business plan pitching.

The subject of the academic discipline is modern principles, approaches and methods of startups development, pitching and management.

### **Characteristics of the educational discipline**

Course	<b>1M</b>
Semester	<b>2</b>
Quantity of credits ECTS	<b>5</b>
Final control	<b>Pass</b>

### **Structural and logical scheme of studying the discipline**

<b>Prerequisites</b>	<b>Postrequisites</b>
Management	Internship
Finance	Master thesis
Marketing	

### Competence and learning outcomes of the discipline

Competence	Learning outcomes
Skills in using information and communication technologies	Apply specialized software and information systems to solve organizational management problems
Ability to conduct research at an appropriate level	To plan the activities of the organization in strategic and tactical sections
Ability to generate new ideas (creativity)	Justify and manage projects, generate business ideas
Ability to develop projects, manage them, show initiative and entrepreneurship	
Ability to abstract thinking, analysis and synthesis	Apply specialized software and information systems to solve organizational management problems
The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans	Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions
Ability to create and organize effective communications in the management process	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context
	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks

### Syllabus of the educational discipline

#### **Content module 1. Development of the startup project**

##### **Topic 1. Startup as a form of implementing an entrepreneurial idea**

1.1. The essence of startup. Definition and distinctive features of startup. The place of startup in the business lifecycle. The most common mistakes in startups management and the ways to avoid them.

1.2. Stages of startup. Defining the problem. Creating a team. Customer development. MVP. Testing.

1.3. The essence of the entrepreneurial idea. The content of the concept of "entrepreneurial idea". Sources of ideas. Formation of the idea of a startup. Methods for generating ideas for a startup. Design thinking for generating ideas. Criteria for evaluating and selecting ideas.

##### **Topic 2. Business model of a startup**

2.1. Business Model Canvas. The main areas of Business Model Canvas. The order and recommendations to develop Business Model Canvas. Tools for developing Business Model Canvas.

2.2. Lean Canvas. Unfair advantage. Key metrics in Lean Canvas.

##### **Topic 3. Customer development**

3.1. The difference between the Customer Development and Product Development Concepts. New technology adoption lifecycle. Stages of Customer Development.

3.2. The methods to validate customers. Deep interviewing. Questionnaire. The structure of questionnaire. Rules to create, use and process of the questionnaire.

## **Content module 2. Planning and pitching of the startup project**

### **Topic 4. Planning a startup project**

4.1. Business plan. The concept of a business plan. Purpose of business planning. Types of business plans. Structure of a business plan.

4.2. Purpose and concept of the project. Production of the project Goals of the startup project. Prerequisites for developing a startup project. The idea of a startup project. Business model of the project. Planning horizon. Characteristics of a product (service) of a startup project and its comparative advantages over analogues.

4.3. Market analysis. Scope for market analysis. Determining the market size and market price.

Consumer profile. Questionnaire. Factors impacting demand. Legislative regulation of the market. Competitive analysis. Market infrastructure.

4.4. Marketing plan. Selecting a target segment. Marketing strategy. Competitive advantages of the product (service) of the project. Sales forecast. Marketing mix. Marketing budget.

4.5. Operational plan. Operational technology. Determination of the need for premises, equipment, transport. Determination of the need for components, materials, energy, characteristics and contact details of suppliers, availability of contracts.

4.6. Organizational plan. Organizational and legal form of project implementation. Taxation and accounting system. Schedule for project implementation at pre-operational phase (startup).

Assessment of the ability of management to lead the project.

Selecting a mode of operation. Organizational structure and staffing of the project.

Project team motivation. Staff requirements, job descriptions. Personnel recruitment and training plan

4.7. Financial plan. Determination of sources, conditions and developing the project financing schedule. Calculation of costs, revenue and investments. Calculation of project performance indicators.

4.8. Risk assessment. Analysis of the sensitivity of the project. Risk mitigation.

### **Topic 5. Financing startup project and attracting investment**

5.1. Startup ecosystem. The main institutions and their role in supporting startups. Startup ecosystem of Ukraine.

5.2. Selection of project financing sources. Sources of business financing. Requirements and criteria for selecting funding sources.

5.3. Ways of attracting investments. Types of investments and their characteristics. Types of investors: bootstrapping, crowdfunding, venture capitalists, business angels, seed investments, private equity investors. Ways to find investors. Investment attractiveness of startups.

5.4. Presentation of a startup project for investors. Developing a presentation: basic aspects and rules. Structure of the presentation. Elevator pitch

5.5. Negotiations with the investor. Writing a Term Protocol (Term Sheet). Drawing up an investment agreement. Major mistakes in project positioning and investment agreements.

The list of practical classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

### **Teaching and learning methods**

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topic 5), modeling of the business situations (topics 1 – 4); presentations (all topics); case method (topics 2 and 4), individual competency-oriented works (topic 1), set of group competency-oriented works (topics 2 – 5).

### Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, includes lectures, labs and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures includes current control during lectures, laboratory classes and individual tasks and is estimated by the amount of points scored (maximum amount – 100 points).

**Current control includes** assessment of applicant knowledge in the following forms and according to the following criteria:

written test – understanding the theoretical material, degree of mastering the theory and methodology of the problems under consideration; the degree of mastering the actual material of the discipline; ability to combine theory with practice in the process of considering problem situations, problem solving (maximum score that an applicant can receive – 30 points (2 tests during the semester));

presentation of individual task – depth and strength of knowledge, level of thinking, ability to systematize knowledge on individual topics, ability to draw sound conclusions, mastery of categorical apparatus, ability to find necessary information, systematize and process it; ability to conduct critical and independent assessment of certain problematic issues (4 presentations, maximum score – 7, 8, 15 and 40 points respectively).

The maximum possible score for a specific task is set provided that the individual task of the applicant or his oral response to all these criteria. The absence of one or another component reduces the number of points. During the evaluation of laboratory work, attention is also paid to the quality, independence and timeliness of delivery of completed tasks to the teacher, according to the schedule of the educational process. If any of the requirements are not met, the points will be reduced.

**Independent training includes:**

- 1) study of theoretical material from the previous lecture before each further lecture;
- 2) collection, generalization, processing of information necessary for active work in practical classes and performing the individual scientific research task.

The pass is based on the results of the applicant's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for tests and independent work of the applicant. It results the final score in the discipline. The total score in the points for the semester is: 60 or more points – the discipline is passed successfully, 59 or less points – the discipline is not passed.

Forms of assessment and distribution of points are given in the table "Rating plan of the educational discipline".

### Rating plan of the educational discipline

Topic	Forms and types of learning	Forms of assessment	Max points
<b>Content module 1. Development of the startup project</b>			
<i>Classroom work</i>			
<b>Topic 1</b>	Lectures 1 – 3 on the essence of startup, stages of startup, the essence of the entrepreneurial idea	Active work on lecture	-
	Development and presentation of business ideas Performing the competencies-oriented task on developing the financial model	Presentation	7

	<b><i>Independent training</i></b>		
	Search, selection and review of literary sources on a given topic Preparation for presentation	Homework checking	-
<b>Topic 2</b>	<b><i>Classroom work</i></b>		
	Lecture on Business Model Canvas and Lean Canvas	Active work on lecture	-
	Development and presentation of Business Model Canvas	Presentation	8
	<b><i>Independent training</i></b>		
	Search, selection and review of literary sources on a given topic Preparation for presentation	Homework checking	-
<b>Topic 3</b>	<b><i>Classroom work</i></b>		
	Lecture on customer development	Active work on lecture	-
	Presentation of questionnaire	Presentation	15
	<b><i>Independent training</i></b>		
	Search, selection and review of literary sources on a given topic Preparation for presentation	Homework checking	-
<b>Content module 2. Planning and pitching of the startup project</b>			
<b>Topic 4</b>	<b><i>Classroom work</i></b>		
	Lectures 6 – 9 on business plan development	Active work on lecture	-
	Performing the competencies-oriented task on developing the financial model	Written test	15
	<b><i>Independent training</i></b>		
	Search, selection and review of literary sources on a given topic Completing the laboratory task	Homework checking	-
<b>Topic 5</b>	<b><i>Classroom work</i></b>		
	Lecture on business plan pitching	Active work on lecture	-
	Performing the competencies-oriented task on developing the business plan Presentation of a business plan	Written test Presentation	15 40
	<b><i>Independent training</i></b>		
	Search, selection and review of literary sources on a given topic Completing the laboratory task Preparation for presentation	Homework checking	-

### Recommended references

#### Main

1. Kotlyk A. Startup projects management. Summary of lectures. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=4695>.



2. Blank S., Dorf B. The Startup owner's manual. - Access mode: <http://kyiv-heritage-guide.com/sites/default/files/%D0%91%D0%9B%D0%90%D0%9D%D0%9A%20-%20%D0%A1%D1%82%D0%B0%D1%80%D1%82Up%202013%20616%D1%81.pdf>.

3. Ellis S., Brown M. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. – Sydney: Currency, 2017. – 320 p. – Access mode: <https://www.pdfdrive.com/hacking-growth-how-todays-fastest-growing-companies-drive-breakout-success-e199679110.html>.

4. Reilly D. Business plan guide. – Fall River, Massachusetts: Massachusetts small business development center network. – Access mode: [https://drive.google.com/file/d/1xV\\_rY5YblVa\\_P4S07mqRUMAKj0m5CZ0F/view](https://drive.google.com/file/d/1xV_rY5YblVa_P4S07mqRUMAKj0m5CZ0F/view).

5. Dewhurst J. An Introduction to Business and Business Planning: Introducing Business through the Development of a Business Plan. – Access mode: <http://thuvienso.bvu.edu.vn/bitstream/TVDHBRVT/15850/1/An-Introduction-to-Business-and-Business-Planning.pdf>.

#### **Additional**

6. Handbook of Business Planning: The tools you need to profitably build your business and make a difference! – Access mode: <https://www.businesspowertools.com/download/Handbook%20of%20Business%20Planning.pdf>.

7. Sartorelli D. Startup Smart. A handbook for entrepreneurs. - Access mode: [https://static.america.gov/uploads/sites/8/2017/05/Startup-Smart\\_A-Handbook-for-Entrepreneurs\\_English\\_20140322\\_Hi-Res.pdf](https://static.america.gov/uploads/sites/8/2017/05/Startup-Smart_A-Handbook-for-Entrepreneurs_English_20140322_Hi-Res.pdf).

#### **Informational resources in Internet**

8. Kotlyk A. Startup projects management [Electronic resource] // Website of PNS of S. Kuznets KhNUE. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=4695>.

9. <https://www.inc.com/startup> – website about startups.

10. [www.management.com.ua](http://www.management.com.ua) – Management: methodology and practice. Ukrainian electronic journal.

11. <http://www.yepworld.org/en/> – website of YEP! Starter startup incubator.

12. [https://www.facebook.com/startupkhnu/?ref=py\\_c](https://www.facebook.com/startupkhnu/?ref=py_c) – Facebook page of startup center First Capital.