

INTRODUCTION

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 shows that most of these ideas, even very promising, remain on paper, or attempts to implement them often 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 business planning.

The purpose of the course “Business Planning” is to form a system of theoretical knowledge and applied skills in developing a business plan.

The objectives of the course are:

- to learn the essence of planning and business planning;
- to distinguish the features of different types of investment projects: startup, scale up, improvement;
- to master the technique of development a Business Model Canvas;
- to master key techniques of market analysis;
- to master the technology of a business plan development;
- to master the technology of developing a financial model for a business plan;
- to learn the main principles and to master the technology of business plan pitching.

The subject of the course is a set of principles, approaches and methods of developing a business plan of an investment project. **The object** is patterns of enterprise functioning.

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
Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership	Ability to apply knowledge in practical situations
Demonstrate skills in identifying problems and justifying management decisions	Knowledge and understanding of the subject area and understanding of professional activities
Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions	Ability to conduct research at the appropriate level
Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions	Ability to determine the prospects for the development of the organization
Demonstrate organizational design skills	Ability to identify and describe organizational characteristics
Demonstrate interaction, leadership, and teamwork skills	Ability to work in a team and establish interpersonal interaction in solving professional problems
Demonstrate skills in situation analysis and communication in various areas of the organization's activities	Ability to generate new ideas (creativity)
Assess the legal, social and economic consequences of the organization's functioning	Ability to plan the organization's activities and manage time
Evaluate opportunities to use technology to optimize business efficiency	Ability to use information and communication technologies
Demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management	Ability to think abstractly, analyze, and synthesize
Coordinate aspects of business organizations that contribute to the efficiency of its work	Ability to identify the functional areas of the organization and the connections between them
Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions	Ability to apply theoretical, methodological, organizational and economic approaches to the process of developing, making and implementing management decisions under conditions of uncertainty and to form a set of the most influential risks

Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions	Ability to use methods of processing primary information on the economic foundations of the organization's functioning to form a system of the most urgent tasks
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COURSE CONTENT

Content module 1. Idea development and market analysis

Topic 1. The concept of a business plan

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

Project. Investment project. Stages of investment project development.

Startup. Stages of startup. Reasons for startup failure. Startup ecosystem.

Business idea. Approaches to develop the business idea.

Business Model Canvas. Planning horizon.

Characteristics of the product (service) of the project and its comparative advantages over analogues

Topic 2. Analysis of the market

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

Topic 3. Marketing plan

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

Content module 2. Operational and financial planning

Topic 4. 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.

Topic 5. 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

Topic 6. Financial plan

Determination of sources, conditions and developing the project financing schedule.

Calculation of costs, revenue and investments. Calculation of project performance indicators.

Topic 7. Risk management

Analysis of the sensitivity of the project. Risk mitigation

Topic 8. Business plan pitching

Executive summary of the project. Business plan formatting. Business plan pitching.

The list of laboratory studies in the course is given in Table 2.

Table 2

List of laboratory studies

Name of the topic and/or task	Content
Topic 1. Task 1	Teambuilding game
Topic 1. Task 2	Development and presentation of business ideas
Topic 1. Task 3	Development and presentation of Business Model Canvas
Topic 2. Task 4	Presentation of questionnaire
Topic 2 – 5. Task 5	Performing the competencies-oriented task on developing the financial model
Topic 6 – 8. Task 6	Performing the competencies-oriented task on developing the business plan

List of self-studies for the course is given in Table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1 – 8	Study of lecture material
Topic 1 – 8	Search, selection and review of literary sources on a given topic
Topic 1, 2, 8	Preparation for presentation
Topic 2 – 5	Completing the laboratory task
Topic 4, 8	Preparation for the control work

The number of hours for lectures, laboratory classes, and self-study is specified in the working plan (technological map) for the discipline.

TEACHING METHODS

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topic 1 – 3, 5), modeling of the business situations (topics 1 – 7); presentations (topics 1, 2, 6 – 8); case method (topics

1 – 7), set of individual competency-oriented works (topic 6), work in teams (all topics), research-based teaching (topics 2, 4, 6, 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, laboratory 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 grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is determined:

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

During the teaching of the course, the following control measures are used:

Current control: competence-oriented task (maximum score – 5 points); presentation 1 (maximum score – 5 points); presentation 2 (maximum score – 10 points); presentations 3 and 4 (maximum score – 15 points, total score – 30 points) written tests (maximum score – 25 points (two tests during the semester, total maximum number of points – 50 points)).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Веретенникова Г. Б. Планування та організація діяльності підприємства [Електронний ресурс] : навч. посіб. / Г. Б. Веретенникова, В. В. Томах, І. М. Геращенко ; Харківський національний економічний університет ім. С. Кузнеця. - Електрон. текстові дан. (2,45 МБ). - Харків : ХНЕУ ім. С. Кузнеця, 2020. - 209 с. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26529>.

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3. 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>.

4. 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>.

Additional

5. Gassmann O. The Business Model Navigator: 55 Models That Will Revolutionise Your Business / O. Gassmann, K. Frankenberger, M. Csik. – New Jersey: FT Publishing International, 2014. – 400 p.

6. Harnish V. Mastering the Rockefeller Habits: What You Must Do to Increase the Value of Your Growing Firm. – Boston, MA: Gazelles, Inc., 2002. – 176 p.

7. Iastremska O. Improvement of the innovative section of the business plan of the trading enterprise / O. Iastremska, S. Taranskaya // Конкурентоспроможність та інновації: проблеми науки та практики : матеріали XVII Міжнародної науково-практичної інтернет-конференції, 25 листопада 2022 р. : тези допов. - Харків : ФОП Лібуркіна Л. М., 2022. – С. 721–724. Access mode: <http://repository.hneu.edu.ua/handle/123456789/28916>.

8. Lewrick M. The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems / M. Lewrick. – NY: Wiley, 2018. – 352 p.

9. Myronova O. Marketing plan as an important tool of the business development / O. Myronova // Сучасні проблеми управління підприємствами: теорія та практика: матер. міжнар. наук.-практ. конф., м. Харків, 29-30 березня 2018 р. — Х.: Вид-во «НТМТ», 2018. — С. 30–31. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/19713>.

10. Osterwalder A. The Strategyzer Box Set (The Strategyzer Series) / A. Osterwalder. Hoboken, New Jersey, USA: John Wiley & Sons Inc, 2022. – 320 p.

11. Vnukova N. Design thinking as a start-up business planning strategy / N. Vnukova, O. Makovoz, Y. Vakareva et al. // Współczesne Problemy Zarządzania. – 2021. – Vol. 9. – № 2 (19). – P. 137-146. Access mode: <http://repository.hneu.edu.ua/handle/123456789/27545>

Internet resources

12. Website about startups. – Access mode: <https://www.inc.com/startup>

13. Management: methodology and practice. Ukrainian electronic journal. - Access mode: www.management.com.ua.

14. Website of YEP! Starter startup incubator. – Access mode: <http://www.yepworld.org/en>.

15. Kotlyk A. Business planning. Summary of lectures. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=9156>