Syllabus
Course Program

Business Planning

Specialty
D3 – Management

Institute
Institute of Education and Science in Economics, Management and International Business

Specialization
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Department
Management (204)

Educational program
Business administration (in English)

Course type
Mandatory

Level of education
First (bachelor's level)

Form of study
Full-time,

Semester
3

Language of instruction
English

Lecturers and course developers



Mariia Foshchii

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PhD in Management, Associate Professor of Department of Management

Authored and co-authored over 40 scientific and methodological publications. Courses: Business Valuation, Fundamentals of Business analysis, Social design, Fundamentals of fundraising, Competitiveness management, Business planning

More about the lecturer on the department's website

General information

Summary

The course covers all aspects of creating a solid first draft of the business plan. In this course students will learn how to prepare a comprehensive strategy for launching a new business. The vehicle for achieving this is the preparation of a business plan based on an opportunity that students have selected.

Course objectives and goals

To focus on the key components for creating an effective business plan and to gain wide range of management skills related to launching a new business. To deepen students' understanding of entrepreneurial process based on a hands-on approach (situational analysis and modern practices of feasibility study). To enhance students' capacity for independent research in the field of business and management.

Format of classes

Lectures, workshops, consultations, self-study. Individual calculation task (course project). Final control in the form of an exam.

Competencies

GC 10. The ability to conduct research at an appropriate level.
SC 03. The ability to identify prospects of organization development.
SC 08. The ability to plan the organization activity and to manage the time.

Learning outcomes

LO 17. To conduct researches individually and/or in a group under the leadership of the leader.
LO 18. To be able to plan business activities and substantiate project proposals.

Student workload

The total volume of the course is 180 hours (6 ECTS credits): lectures - 32 hours, workshops - 32 hours, self-study - 116 hours.

Course prerequisites

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: “Fundamentals of Entrepreneurship”, “Enterprise Economics”.

Features of the course, teaching and learning methods, and technologies

Lectures are delivered interactively with the use of multimedia technologies. Practical workshops use a project-based learning approach, game-based methods and case-study learning, discussions and student-peer feedback. Study materials are available to students through Microsoft Teams..

Program of the course

Academic classes

Lectures

Topics of the lectures	Hours
Topic 1. Introduction to Business Planning and Business Idea Generation. The purpose, role, and structure of a business plan. Generating and screening business ideas using problem sheets, design thinking, opportunity recognition, and lean startup principles.	4
Topic 2. Market Analysis and Sales Planning. Creating target audience surveys, conducting customer research and industry analysis, identifying and assessing competitors, and evaluating market demand. Customer segmentation, TAM, SAM, SOM, PESTEL analysis, Porter’s Five Forces, market positioning, business model development, and sales planning.	4
Topic 3. Business Model Canvas and Competitive Strategy. Developing Business Model Canvas, Strategic Canvas, Lean Canvas, and Value Proposition Canvas. Using free online tools to design and review business models, define value propositions, customer segments, revenue streams, cost structures, and competitive advantages. MVP development and business model validation.	4
Topic 4. Operations Plan and Digital Infrastructure. Selection of business location, identification of space requirements, and planning equipment, furniture, machinery, and other physical resources. Operational processes, suppliers, support systems, IT services, software, digital platforms, automation, and resource allocation.	4
Topic 5. Management Team and Company Structure. Developing an organizational chart, staffing schedule, and job descriptions. Recruitment, personnel planning, management responsibilities, team competencies, personnel costs, ownership distribution, and preparation of a cap table.	4
Topic 6. Financial Plan and Business Appraisal.	4

Financial projections, startup costs, revenue forecasting, operating expenses, cash flow, and working capital requirements. Break-even analysis, unit economics, financial ratios, scenario analysis, sources of financing, and the capital required to start a business.	
Topic 7. Legal, Regulatory, and Social Compliance. Business registration, legal forms, taxation, licensing, contracts, and common tax pitfalls for startups. Intellectual property law, including patents, copyright, trademarks, and trade secrets; data protection, consumer rights, business ethics, social responsibility, and key legal issues for entrepreneurs.	4
Topic 8. Executive Summary and Business Plan Pitching. Structure and preparation of an executive summary and a complete business plan. Pitching techniques, presentation of business opportunities and financial projections, investor communication, and evaluation of business proposals.	4
Total hours	**32**

Workshops

Topics for workshops/seminars	Hours	Weighting coefficients *a*
Topic 1. Design thinking and Screening Business Ideas. Generating and screening business ideas using problem sheets and design thinking techniques. Identifying customer problems, assessing business opportunities, and selecting a business idea for further development.	4	0,125
Topic 2. Target Audience Survey and Market Research. Designing and conducting target audience surveys, analyzing customer needs, and developing customer personas. Conducting industry and competitor analysis, estimating market size, and preparing an initial sales plan.	4	0,125
Topic 3. Business Model Canvas and its Reviewing. Creating a Business Model Canvas and Strategic Canvas for the selected business idea using free online services. Reviewing value propositions, customer segments, key activities, resources, partnerships, revenue streams, cost structures, and competitive positioning.	4	0,125
Topic 4. Planning Physical Resources and Support Systems. Selecting a business location and identifying space requirements, equipment, furniture, machinery, and other physical resources. Planning operational processes, suppliers, IT services, software, digital infrastructure, and support systems.	4	0,125
Topic 5. Planning and Organizing Staff Resources. Preparing a staffing schedule, organizational chart, and job descriptions. Defining management responsibilities, recruitment needs, personnel costs, and the ownership structure, including preparation of a cap table.	4	0,125
Topic 6. Planning and Managing Business Finance. Preparing financial projections and estimating startup capital, operating expenses, and cash flow. Calculating the break-even point, analyzing unit economics, evaluating funding options, and assessing financial feasibility.	4	0,125
Topic 7. Preparing the Legal Framework. Identifying business registration requirements, legal forms, taxation, licensing, and contractual obligations. Reviewing intellectual property protection, including patents, copyright, and trademarks, as well as	4	0,125

common tax pitfalls and other legal and social compliance issues for entrepreneurs.		
Topic 8. Preparing an Executive Summary and Final Business Plan Presentation. Preparing the executive summary and integrating all components into a complete business plan. Developing and delivering a business pitch, presenting the business model and financial projections, and responding to feedback.	4	0,125
Total hours	**32**	$\sum_{i=1}^{n} a_i$

Laboratory classes

no laboratory classes

Control works

Assessment is carried out through continuous assessment throughout the semester. Final assessment takes the form of tests covering the main topics of the course and defense of course project. Students complete two tests covering the studied topics. The test questions are generated from the approved list of topics and cover theoretical and methodological aspects of the course. Each test question has only one correct answer.

Self-study

The course involves learning additional materials regarding the topics of the lectures. The course includes performing an individual calculation task (course project) and its oral presentation. Students are also recommended additional materials (videos, articles) for independent study and analysis.

Course project

Preparation and delivery of an oral presentation outlining the proposed business idea and the progress made in developing the business plan. The presentation should summarize the research and analytical work completed to date, including problem identification and solution development, target market and customer analysis, industry and competitor assessment, Business Model Canvas and Strategic Canvas, marketing and sales planning, operational planning, organizational structure, and preliminary financial projections, where applicable. Students should substantiate their proposed business concept with relevant research findings, demonstrate its potential feasibility, and identify key areas requiring further development.

Topic for course project

Topic - Business Idea Analysis and Business Plan Presentation	
Total hours	**50**

Non-formal education

Non-formal education includes professional courses/training, civic education, online education, professional internships, etc. The elements of non-formal education recommended in the syllabus can be recognized through a simplified procedure without additional validation of the results (without creation of a subject committee).

Recommended training courses, internships

1. Online course «How to do a Business Plan»
https://cursa.app/en/free-course/how-to-do-a-business-plan-cfah
2. Online course «Business plan – Detailed description»

https://elearning.fao.org/course/view.php?id=757
3. Online course «How to write a Business Plan»
https://skillvelo.com/course/how-to-write-a-business-plan
4. Online course «Writing a Business Plan»
https://www.coursera.org/learn/writing-a-business-plan?isNewUser=true#authMode=signupSuccess
5. Online course «Boost Your Business Skills»
https://www.coursera.org/learn/boost-your-business-skills#modules

Literature, training materials, and information resources

Main literature

1. Abrams, R. M. (2014). Successful business plan: secrets & strategies. 6th ed. Palo Alto, Calif.: Planning Shop.
2. Osterwalder, A., Pigneur, Y., Oliveira, M. A. Y., & Ferreira, J. J. P. (2011). Business Model Generation: A handbook for visionaries, game changers and challengers.
3. Osterwalder, A., & Pigneur, Y. (2013). Designing business models and similar strategic objects: the contribution of IS. Journal of the Association for information systems, 14(5), 237.
4. Massa, L., Tucci, C. L., & Afuah, A. (2017). A critical assessment of business model research. Academy of Management annals, 11(1), 73-104.
5. Entrepreneur Media (2015). Write Your Business Plan: Get Your Plan in Place and Your Business off the Ground. Entrepreneur Press.
6. Türko, E. S. (2016). Business plan vs business model canvas in entrepreneurship trainings, a comparison of students' perceptions. Asian Social Science, 12(10), 55-62.

Additional materials

1. Savchenko, O. [et al.] (2016). Innovative entrepreneurship. Kharkiv : LL "PLANETA-PRINT Ltd".
2. Савченко О. І. Інноваційне підприємництво та бізнес-планування : навч.-метод. посібник / О. І. Савченко, Р. О. Нестеренко, Р. О. Побережний ; Нац. техн. ун-т "Харків. політехн. ін-т". – Харків : Щедра садиба плюс, 2015. – 160 с.

Grading system

The final grade for the educational component is determined by the lecturer and is based on topics, types of activities, etc., in accordance with the syllabus. It is an integrated assessment of the results of all types of student learning activities. The final grade should reflect all the grades for the different parts of the educational process, taking into account their weighting coefficients k:

Continuous assessment (during workshops, seminars, laboratory classes) k_1	Control works (if any), k_2	Individual assignment (if any), k_3	Final assessment (for courses with exams), k_4
0,4	0,3	0,2	0,1

The sum of the coefficients must be equal to one: $k_1 + k_2 + k_3 + k_4 = 1$. The weighting coefficients for the final assessment are decided by the course developer..
The final grade is calculated using the following formula:

$$G = C \cdot k_1 + K \cdot k_2 + I \cdot k_3 + E \cdot k_4$$

where: C – weighted average score for the continuous assessment
I – individual assignment grade
K – weighted average score for the continuous assessment
E – final assessment (exam) grade

$$C = \frac{C_1 \cdot a_1 + C_2 \cdot a_2 + \ldots + C_n \cdot a_n}{\sum_{i=1}^{n} a_i}$$

де: a_i - weighting coefficient for each workshop (seminar) or laboratory class.

$$K = \frac{K_1 \cdot b_1 + K_2 \cdot b_2 + \ldots + K_m \cdot b_m}{\sum_{i=1}^{m} b_i}$$

де: b_i - weighting coefficient for each control work.

The assessments for each component (C, K, I, etc.) are based on a 100-point scale in line with the provisions of the "Criteria and System for Assessing Knowledge and Skills, and Rating of Higher Education Students" of the National Technical University "Kharkiv Polytechnic Institute."

The final grade is finalized as the calculated value of *G*, rounded up to the nearest integer.

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

Students must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.
Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/

Approval

Approved by	30.08.2025		Head of the department Nataliia SHMATKO
	30.08.2025		Guarantor of the educational program Olena PROKHORENKO