PJSC "Higher Educational Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"

МАУП

SYLLABUS

of the academic discipline

BUSINESS PLANNING AND START-UP CREATION

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Business planning and start-up creation
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	5 credits/150 hours Lectures : 30 hours Seminars/practical classes : 44 hours Students' independent work : 76 hours
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Maryna Akuliushyna
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Theoretical and methodological foundations of business planning, diagnostics, and ensuring the sustainability of entrepreneurial structures under risk conditions.
Links to the registers of identifiers for scientists	ORCID: 0000-0003-0230-4019 Web of Science ResearcherID: DKEH-9344-2024
Contact information	
E-mail:	menedzmentuk@gmail.com
Department phone	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/akulyushina-portfolio-a.pdf

Discipline's description.

The academic discipline "Business planning and start-up creation" is aimed at forming students' knowledge, abilities and skills necessary for the development,

substantiation and presentation of entrepreneurial ideas in the form of business plans and start-up projects.
The theoretical foundations of business planning, the structure and content of the business plan, methods of market analysis, competitive environment, resource and financial support of the enterprise are considered within the course. Considerable attention is paid to the practical aspects of creating business models (Business Model Canvas, Lean Canvas), assessing the viability of startups, developing a strategy for their implementation, as well as tools for presenting business ideas (pitching).
The study of the discipline promotes the development of entrepreneurial thinking, analytical and communication skills, the ability to work in a team, making informed management decisions and the use of modern digital technologies in business planning.

The subject of the discipline is theoretical, methodical and practical principles of formation, justification and implementation of business ideas; processes of development of business models and business plans; organization of creation and development of startups in the conditions of the modern market and digital environment.

The aim of the discipline is to form in students a system of knowledge, skills and practical skills necessary for the development, substantiation and presentation of entrepreneurial ideas, building business models and preparing business plans using modern management methods and digital tools.

The objectives of the discipline:

1. Formation of students' systematic understanding of the essence of business planning;
2. Acquiring practical skills in finding, evaluating and formulating business ideas;
3. Familiarization with the methodology and structure of the business plan, the content of its main sections;
4. Assimilation of modern business modelling tools for building logical ideological structures of future business;
5. Formation of skills in the application of digital technologies and services for market analysis, planning, visualization of business processes and preparation of presentations;
6. Development of team interaction, leadership and communication competencies in the creation of small group business projects;
7. Formation of entrepreneurial thinking – ability to see opportunities, make informed management decisions and take responsibility for the result;
8. Familiarization with the start-up ecosystem, their life cycle, financing mechanisms (venture capital, crowdfunding, business angels) and innovative project launch practices.
9. Development of analytical skills in assessing the feasibility, effectiveness and riskiness of entrepreneurial initiatives.

Prerequisites for the discipline:
The study of the discipline is based on the knowledge, abilities and skills that students acquired while studying the previous discipline "Management", "Organization Theory", "Basics of Business Management", "Finance, Money and Credit", "Marketing".

Post-requests for the discipline:
After completing the study of the discipline, students must be able to:

1. Understand the essence of entrepreneurship, business planning and start-up ecosystems, their role in the development of the knowledge economy and digital business.
2. Formulate a business idea and determine its relevance to market needs and trends.
3. Apply basic methods of market, competitive environment and consumer analysis to justify the viability of a business idea.
4. Describe the main components of the business model (value proposition, resources, sales channels, partners, clients, revenue streams).
5. Develop the structure of the business plan taking into account the logic of its main sections (marketing, organization, finance, risks).
6. Use basic digital tools (MS Excel, Canva, PowerPoint, Miro, Trello, etc.) to create business presentations and financial calculations.
7. Assess the key risks of entrepreneurial activity and propose ways to reduce them.
8. Prepare and present a short business concept (pitch idea), demonstrating teamwork, communication and creativity skills.
9. Show initiative, responsibility and entrepreneurial thinking during the performance of project tasks.

Program competences

General competences	GC4. Ability to apply knowledge in practical situations. GC5. Knowledge and understanding of the subject area and professional activity. GC8. Skills in using information and communication technologies. GC9. Ability to learn and acquire up-to-date knowledge. GC12. Ability to generate new ideas (creativity).
Special competences	SC2. Ability to analyze the performance results of an organization and compare them with the influencing factors of the external and internal environment. SC3. Ability to determine the prospects for the organization's development. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC5. Ability to manage an organization and its divisions through

	the implementation of management functions. SC7. Ability to select and apply modern management tools. SC8. Ability to plan organizational activities and manage time effectively. SC11. Ability to create and organize effective communication in the management process. SC16. Ability to think strategically, formulate business ideas, manage investments, organize own entrepreneurial activities of socially responsible business.
Intended learning outcomes	ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions. ILO7. Demonstrate skills in organizational design. ILO8. Apply management methods to ensure the effective operation of an organization. ILO9. Demonstrate teamwork, leadership, and collaboration skills. ILO18. Demonstrate skills in analyzing the effectiveness of management of operational, marketing, foreign economic activity of the enterprise, justify the directions of its future development for the preparation and presentation of analytical reports. ILO19. Demonstrate the ability to initiate, develop and implement business projects and start-ups using the principles of project management, methods of strategic analysis and business intelligence to ensure the competitiveness of the organization.

Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods
		Lectures	**Seminars**	**Independent work**	
5th semester **Content module 1. Basics of business planning and entrepreneurial activity**					**Teaching methods:** verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; reductive method; analytical; synthetic; explanatory and illustrative; reproductive; method of problem presentation; partial-search; research; interactive methods
Topic 1.	The essence of entrepreneurship and start-up culture	2	2	4	
Topic 2.	Search, formation and selection of business ideas	2	2	4	
Topic 3.	Analysis of consumer needs and market opportunities	2	4	6	

Topic 4.	Assessment of the external environment and competitive field	2	2	4	(analysis of situations; discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; practice of skills; situational modelling, processing of discussion issues); modelling of professional activity; innovative teaching methods (competent; project-research); case method. **Assessment methods:** oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control (closed tests: test alternative, test compliance); method of self-control and self-assessment; assessment of case tasks.
Topic 5.	Start-up business model: development and testing	2	4	6	
Topic 6.	Marketing strategy for new business	2	2	6	
Topic 7.	Organizational design and start-up team	2	4	6	
Content module 2. Start-up management and its development					
Topic 8.	Financial modelling and forecasting of activities	2	2	6	
Topic 9.	Business plan: structure, content and evaluation criteria	2	4	6	
Topic 10.	Risk management	2	2	6	
Topic 11	Legal aspects of creating a start-up	2	2	4	
Topic 12	Financing attraction strategies and investment tools	2	4	6	
Topic 13.	Management of operational activities and product development	2	4	6	
Topic 14	Pitch dec and presentation of the business project to investors	2	8	6	
Topic 15	Start, zoom and exit the start-up	2	2	4	
Module Assessment Task					
Total :		**30**	**44**	**76**	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM:

http://IAPM.com.ua The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical

material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment															Modular assessment task	Exam	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	Topic 11	Topic 12	Topic 13	Topic 14	Topic 15	20	40	100
Work in a seminar	2	1	2	1	2	1	2	1	2	2	2	1	2	2	2			
Independent work	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Business planning and start-up creation" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Business planning and start-up creation":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;
"B" - 16-17 points;
"C" - 14-15 points;
"D" - 12-13 points.
"E" - 10-11 points;
"FX" - less than 10 points.

The final semester assessment in the academic discipline "Business planning and start-up creation" is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline "Business planning and start-up creation" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Business planning and start-up creation".

Recommended sources of information:

Basic literature:

1. Blank S., Dorf B. The holy book of the startup. How to build a successful company. Kyiv: Our format, 2019. 512 p.
2. Business planning: education. manual. /T. G. Vasyltsiv, Ya. D. Kachmarik, V. AND. Blonska, R. L. Lupak. Kyiv: Knowledge, 2013. 173 p.
3. Management of startups: textbook /Havrysh O. A., Boyarinova K. O., Kravchenko M. O., Kopishinska K. O. Kyiv: KPI named after. Igor Sikorskyi, Publishing House «Polytechnic», 2020. 716 p.
4. Hiroko Nakajima and Tomoki Sekiguchi Is Business Planning Useful for Entrepreneurs? A Review and Recommendations https://www.researchgate.net/publication/389075914_Is_Business_Planning_Useful_for_Entrepreneurs_A_Review_and_Recommendations
5. Shen, R., Zhang, H., Zhong, W., & Lu, J. (2024). Distinctiveness from whom? Evaluation of startups' distinctiveness from multiple referents in angel

investment platforms. Strategic Entrepreneurship Journal. https://sms.onlinelibrary.wiley.com/doi/10.1002/sej.1521

6. Delmar, F., & Shane, S. (2003). Does business planning facilitate the development of new ventures? Strategic Management Journal,24(12), 1165–1185. https://sms.onlinelibrary.wiley.com/doi/10.1002/smj.349
7. Honig, B., & Samuelsson, M. (2021). Business planning by intrapreneurs and entrepreneurs under environmental uncertainty and institutional pressure. Technovation,99, 102124. https://www.sciencedirect.com/science/article/abs/pii/S0166497218307892?via%3Dihub
8. Bratus H., Bazaluk, O., Kader, S.A., Zayed, N.M., Nitsenko, V.S. Determinant on Economic Growth in Developing Country: A Special Case Regarding Turkey and Bangladesh. *Journal of the Knowledge Economy*, 2024
9. Bratus G. A., Goncharenko M.F., Seredyuk K. IN. Synergy of classical and project management in the management of regional changes //Scientific Bulletin of the International Humanitarian University. Series: «Economics and management». 2025. Issue № 62.
10. Bratus G. A., Goncharenko M.F., Filipov M.I. project management as a tool for increasing the competitiveness of the regional economy //State and regions. Series: Economics and entrepreneurship. 2025. Issue №1 (135)
11. Skiba , G. I., Bratus , G. A., Kryvoberets , M. M., Kryshtal , G. O. (2025). Innovative approaches to the formation of competitive advantages of IT companies in the conditions of digital transformation. Actual problems of sustainable development, 2(5), 169-177.

Additional literature*:*

1. Ben Horowitz. The ruthless truth about merciless business. Business development in conditions of uncertainty. Kyiv: Our format, 2015. 264 p.
2. Dan Senor, Saul Singer. Country of startups. The story of the Israeli economic miracle. Yakaboo Publishing, 2016. 368 c.
3. Collins J. From good to great /J. Collins. Kyiv: Our format, 2017. 368 p.
4. Okhotnik S. I., Svichkar N. M. Management accounting: from theory to practice: a study guide. Dnipro: «Accent PP», 2023. 512 p.
5. Payne B. Scorecard valuation methodology. Establishing the Valuation of Pre-revenue, Start-up
6. Companies. Angel Investing: The Valuation of Start-up Companies. URL : http://billpayne.com/wp-content/uploads/2011/01/Scorecard-Valuation-Methodology-Jan111.pdf.
7. Bratus G. A., Chervinska L. P. Financing of innovative activities and sustainable development of enterprises in the regions in the conditions of digitalization and circular economy. Scientific Bulletin of the Uzhhorod National University. Publishing house «Helvetica». Issue 56. 2025. S. 125-130.
8. Bratus G.A., Kalina I.I., Skyba G.I. Organizational change in the enterprise to support sustainable development and reporting. Scientific and industrial journal «Business navigator». Issue 2 (79) 2025. S. 337-342.

Information resources:

1. “Legislation of Ukraine” – database of the Verkhovna Rada of Ukraine. URL : https://zakon.rada.gov.ua/laws/main/index.
2. Ukrainian Startup FundUSF. URL : https://usf.com.ua/.
3. Ukrainian Startup Fund «Save UA Startups». URL : https://saveuastartups.com/.
4. Global investment platform «Startup.Network». URL : https://startup.ua/.
5. Accelerator of Ukrainian startups «CfE Accelerator». URL : https://ucucfe.com.ua/.
6. Information portal of the startup industry of Ukraine «Ukrainian Startup Office». URL : https://ukrstartup.com/.
7. Internet portal dedicated to key aspects of modern management and professional development of managers. URL : https://www.management.com.ua/.
8. Prometheus online education platform. URL : https://prometheus.org.ua/.
9. National Education Educational Platform of Current Knowledge and Skills. URL: https://osvita.diia.gov.ua/.
10. Index mundi /International statistics site: URL http://www.indexmundi.com/
11. Decree of the Cabinet of Ministers of Ukraine dated April 24, 2019 № 265- r On approval of types of economic activity belonging to creative industries /URL: https://zakon.rada.gov.ua/laws/show/265-2019-%D1%80.
12. EU programme «Creative Europe» [Electronic resource]. https://eu-ua.kmu.gov.ua/news/ukrayina-stala-povnopravnoyu-uchasnytseyu-programy-yes-kreatyvna-yevropa/