

Work program of the Course:

Course title	BUSINESS PLANNING AND SUSTAINABLE DEVELOPMENT
Level of higher education (degree)	FIRST (BACHELOR)
Field of study	07 MANAGEMENT AND ADMINISTRATION
Major	073 MANAGEMENT
Program subject area	MANAGEMENT (ENGLISH)
Status of the discipline	Elective
Mode of studies	FULL-TIME, PART-TIME, E-LEARNING
Total number of hours/ ECTS credits	150 HOURS /5 ECTS CREDITS
Language of instruction	ENGLISH
Lecturer	Andrii Lotariiev (KROK), Ieva Bruksle (Turiba University, LV)
Lecturer's profile	https://www.krok.edu.ua/ua/pro-krok/spivrobotniki/lotarev-andrij-grigorovich
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Consultations	Tuesday, 14:00 – 14:30, MS Teams https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZDMzNTkyMWItNzZiNi00ZWEzLTk0Y2ItY2I2ZDgzNmFmYzRm%40thread.v2/0?context=%7b%22Tid%22%3a%22cf94ad9d-2983-43f5-9909-722602ea2165%22%2c%22Oid%22%3a%22a75933ff-b011-462e-982a-8a1b671ce7e4%22%7d

1. Brief summary of the course

The course is designed to equip aspiring entrepreneurs with the essential skills and knowledge needed to effectively plan and launch their businesses. After passing the course graduates should know how to plan sustainable and innovative business. Core knowledges on sustainable development goals will be given as well as how to use sustainable approach during planning and doing business. Step by step students will prepare their business plans. The group will learn how to evaluate business idea, investigate the market and competitors, create the team, share the roles and responsibilities, analyze and mitigate risks, prepare operational and financial plans, calculate start-up and first period costs. The overview of external funded programs for start-up will be made.

2. Course scope

Type of class	Total number of hours/ ECTS credits -150 HOURS /5 ECTS CREDITS		
	full-time	part-time	e-learning
lectures	28	14	14
seminars / practical / laboratory classes	22	7	7
Individual work	100	129	129

3. Prerequisites

Introduction to Management.

4. Hardware and software

PC / laptop, MS Word, MS Excel, MS PowerPoint, Internet access, camera, microphone

5. Course policies

Students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

Forms of academic dishonesty include:

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

6. Course Program

Topic 1: Introduction to Sustainability

What the sustainability is and what it means to you? Importance of sustainability for our future. How to incorporate sustainable practices into daily life. Three pillars of sustainability (environmental, economic, and social) and how they interact and support each other. Most pressing global sustainability challenges for today.

Topic 2: United Nations Sustainable Development Goals

Characteristics of SDGs: No poverty, Zero hunger, Good health and well-being, Quality Education, Gender equality, Clean water and sanitation, Affordable and clean energy, Decent work and economic growth, Industry, innovation and infrastructure, Reduced inequalities, Sustainable cities and economies, Responsible consumption and production, Climate action, Life below water, Life on land, Peace, justice and strong institutions, Partnership for the goals.

Topic 3: Planning of Sustainable Business

How to plan sustainable business: Importance of sustainability for long-term business success. How does sustainable business planning differ from traditional business planning. Balance of profitability with sustainability, environmental and social responsibility. Good examples of economic practices that support sustainability. Incorporation of sustainability into business mission, vision, and values. Innovation and technology in sustainable business. Measuring and reporting sustainability, market trends.

Topic 4: Business Planning Process

Conducting feasibility analysis. Evaluating the viability of ideas. Creating a business model canvas. Understanding the purpose of a business plan. Essential components of a business plan. Practical suggestions for developing a business plan. Techniques for presenting your business plan effectively. Participation in business plan and venture competitions.

Topic 5: Creating a Business from Opportunity

Determining the type of organization desired. Establishing core values for your company. Crafting a mission statement focused on customer satisfaction. Developing a broader vision for your company. Defining company culture and its impact on work environment. Strategic decision-making processes. Identifying and leveraging competitive advantages. Analyzing consumer needs and wants to find competitive edge. Formulating competitive strategies: definitions and advantages. Understanding cost of goods sold (cogs) and gross profit margins. Evaluating business value through various valuation methods: asset valuation method. Earnings valuation method. Cash flow valuation method.

Topic 6: Exclusive Summary

How and when to prepare Exclusive Summary. Opportunity and setting up the problem. Uniqueness of your problem solving solutions. Setting up company's mission and vision. Identification of ideal market. Identification of ideal customer. Expected returns and key milestones for revenue, profits, and customers.

Topic 7: Company Overview

Company Summary – introduction of your company. What your company stands for. Company's goals. Company's near-term objectives. Mission statement – the guiding principles of your company or what the company aims to do for customers, employees and owners. Company history or business was founded. Markets and products: what needs your company will address. Management team, company's team, division of roles and responsibilities. Legal structure and ownership, how to choose the appropriate one. Locations and facilities.

Topic 8: Product (Service) Description

Best market for your product (service). Market participants: partners and competitors. Current state of products (services) available and why your offer is better. Product overview: uniqueness of your product (service). The ways to present your product. Key participants and contributors to your product (service). Strategic partners, critical suppliers, distributors, referral partners etc. Pricing, gross margin projections. Making pricing attractive.

Topic 9: Market Analysis

Analyzing the marketing environment. SWOT analysis. Understanding demand and consumer behavior. Competitors' analysis and benchmarking. Components of the marketing mix: product, price, placement, promotion. Exploring e-marketing strategies. Steps to develop an effective marketing plan.

Topic 10: Operating Plan

Management responsibilities the envisioned phases for future growth. Sourcing and order fulfillment. Storing, managing and tracking of key items. Payment: terms and methods. Pricing plans. Key technologies. Data security plan key customers. Key employees and organization: unique skills or experiences; recruiting and training processes. organization chart. Facilities: leased, owned or shared business premises. Listing of first demanded facilities and future plans for facilities.

Topic 11: Marketing Plan

Market participants: partners and competitors. The ways to market your business. Key messages and channels for generating leads. Channels for promoting the business. Marketing activities: Media advertising (newspaper, magazine, television, radio); Direct mail; Telephone solicitation; Seminars or business conferences; Joint advertising with other companies; Word of mouth or fixed signage; Digital marketing such as social media, email marketing, SEO.

Topic 12: Sales Plan

Setting up smart sales goals. Sales strategy and process. Sales tactics and channels. Pricing and offers, pricing strategy and special promotions. Sales team. Sales pipeline management: forecasting, KPIs and metrics. Customer relationship management (CRM). Collaboration between sales and marketing: sales plan integration with marketing campaigns. Sales budget and resources. Sales reports and performance analysis.

Topic 13: Financial Plan

Projected Start-Up costs. Profit and Loss Model. Cost items. Revenue and expenses. Templates to create financial plan.

Topic 14: Sources to Finance your Start-Up

Bootstrapping, venture capital, angel investors, crowdfunding, government grants, loans, incubators/accelerators, corporate partnerships Regional and state funded programs. Programs from central and local authorities. International funded programs. Дія Бізнес, USF, EYE, COSME, Erasmus, USAID, SI, VF.

7. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
Topic 1: Introduction to Sustainability	2	1	7			8			8	E
Topic 2: United Nations Sustainable Development Goals	4	2	8	2	1	11	2	1	11	T, CS, P, E
Topic 3: Planning of Sustainable Business	2	2	7			10			10	E
Topic 4: Business Planning Process	2	2	7	2	1	8	2	1	8	T, E
Topic 5: Creating a Business from Opportunity	2	2	7	1	1	8	1	1	8	CS, E
Topic 6: Exclusive Summary	1	1	7			8			8	IA, P, E
Topic 7: Company Overview	2	2	7	1	1	8	1	1	8	IA, P, E
Topic 8: Product (Service) Description	2	1	7			11			11	IA, P, E
Topic 9: Market Analysis	2	2	7	2	1	10	2	1	10	IA, CS, P, E
Topic 10: Operating Plan	2	1	7			10			10	IA, P, E
Topic 11: Marketing Plan	2	2	7	2	1	8	2	1	8	IA, P, E
Topic 12: Sales Plan	1	1	7			8			8	IA, P, E
Topic 13: Financial Plan	2	2	7	2	1	10	2	1	10	IA, CA, P, E
Topic 14: Sources to Finance your Start-Up	2	1	8	2		11	2		11	P, E
Total hours	28	22	100	14	7	129	14	7	129	-
FINAL CONTROL/ credit										
TOTAL	150			150			150			-

Control forms:

 IA – individual assignments
 T – test, mid-term tests

 CA – calculation assignments
 CS – solving case-studies
 P – oral presentation
 E – final assessment

8. Individual tasks

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

Content of an individual educational and research task (educational project)

During the course students will prepare Business plans individually or in groups of max 3 students. The proof of clear roles' division is required. Students will gradually fill in 8 parts of Business plan. This will test the understanding of the topics, ability to formulate and argue the idea. Financial part requires performing of calculations and using formulas.

Requirements for completing the task: Business plan should be logically structured and contain 8 parts. The idea should be well argued and described. When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement. Idea and descriptions must be original and contain no plagiarism. The work must be designed in accordance with the template provided on Moodle platform.

9. Teaching methods

In the process of studying the discipline "Business Planning and Sustainable Development", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.

2. Practical classes: focus on the application of Entrepreneurship tools.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.

2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.

3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

10. Control methods

Control measures are used to determine the success of training. Control measures include mid-term tests (2) and final test.

Mid-term tests are carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control).

During the study of this course, the following forms of current control are used: a mid-term tests. When completing this course, the following form of semester control is used: credit (final test).

11. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / credit – 90%/10%

All tasks must be written independently or in group of max 3 students, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The assignments should be presented in Moodle.

12.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Solving case-studies (1 x 5 points)	5	
Calculation assignments (1 x 15 points)	15	
Mid-term test (2 x 5 points)	10	

Oral presentation (2 x 10 points)	20	
Individual assignments (8 x 5 points)	40	
Final test	10	
Total	100	
Total for the course		100

The minimum score for admission to the exam is 21 points.

12.2. Conditions for awarding points

1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.
- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

2. Calculation assignments (Maximum Score – 15 Points)

- Completeness of the Solution (10 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (2 Point): All numerical data and calculation results must be accurate.
- Clarity of Presentation (3 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

3. Mid-term tests (Maximum Score – 5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).

4. Oral presentation (Maximum Score – 10 Points)

- Substance (4 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
- Visual Presentation (3 Points): Quality of slides, use of graphics, clarity, and aesthetics.
- Communication Skills (3 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

5. Individual assignments (Maximum Score – 5 Points)

- Depth of Research (2,5 Points): Quality of topic analysis, use of various sources of information and literature.
- Structure and Formatting (0,5 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
- Originality and Creativity (1 Points): Presence of personal conclusions, recommendations, and interesting ideas.
- Responses to Questions (1 Points): Engagement in presenting work results, participation in discussions, and feedback.

6. Final test (Maximum Score – 10 Points)

- Number of Correct Answers (10 Points): Students receive 0,5 points for each correct answer (total number of tests per session is 20).

12.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

13. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Business Planning and Sustainable Development (Andrii LOTARIEV): <https://dist.krok.edu.ua/course/view.php?id=2936>

14. Recommended literature

Basic

1. Lee A. Swanson (2017). Business Plan Development Guide. https://www.academia.edu/109083199/The_Business_Plan_Development_Guide
2. 17 Sustainable Development Goals. <https://sdgs.un.org/goals>

Additional

1. Jane Nelson, Beth Jenkins, Richard Gilbert (2015). Business and the sustainable development goals. [https://www.hks.harvard.edu/sites/default/files/BusinessandSDGs\(Final\).pdf](https://www.hks.harvard.edu/sites/default/files/BusinessandSDGs(Final).pdf)
2. Colin Barrow, Paul Barrow and Robert Brown (Seventh edition, 2012). The Business Plan Workbook. https://students.aiu.edu/submissions/profiles/resources/onlineBook/d5a8R6_business%20plan%20workbook-2012.pdf

15. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

Work programme of the discipline:

Compiled by: Associate Professor of the Department of International Business, PhD in Public Administration, Andrii Lotariev.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).