

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

**ЗАТВЕРДЖЕНО**  
На засіданні кафедри  
Менеджменту та бізнесу  
Протокол № 1 від 25.08.2023 р.



Василь ОТЕНКО

**УПРАВЛІННЯ STARTUP-ПРОЄКТАМИ**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань	всі
Спеціальність	всі
Освітній рівень	другий (магістерський)
Освітня програма	всі

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

Розробники:

к.е.н., доцент

к.е.н., доцент

к.е.н., доцент

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Харків  
2023



## 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 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.

The purpose of the course “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 course 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 object of the course is the process of startup projects management

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

Competences and learning outcomes formed by the course are shown in the table 1.

Table 1

### Competence and learning outcomes of the course

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

### Course content

#### 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 laboratory classes is given in the table 2.

Table 2

**The list of laboratory studies**

Topic and / or task	Content
Topic 1. Task 1	Development and presentation of the business idea
Topic 2. Task 2	Development and presentation of Business Model Canvas
Topic 3. Task 3	Development and presentation of questionnaire
Topic 4. Task 4	Competence-oriented task on development of the financial model
Topic 5. Task 5	Competence-oriented task on development of the business plan

The list of self-studies in the course is given in table 3.

Table 3

**List of self-studies**

Name of the topic and/or task	Content
Topic 1 – 5	Search, selection and review of literary sources on the topic
Topic 1 – 5	Completing a laboratory task
Topic 1 – 5	Preparation of a presentation

The number of hours of lectures, laboratory studies and hours of self-study is given in the technological card of the course.

**TEACHING METHODS**

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

**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 a semester 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: written tests (estimated at 15 points (two written tests during the semester – the total maximum number of points – 30)); presentation 1 (maximum score – 7 points); presentation 2 (maximum score – 8 points); presentation 3 (maximum score – 15 points)4 presentation 4 (maximum score – 40 points).

Semester control: Grading.

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

## RECOMMENDED REFERENCES

### Main

1. Менеджмент стартап-проектів: Навчально-методичний комплекс дисципліни [Електронний ресурс] : навч. посіб. для студ. спеціальності 073 «Менеджмент» / КПІ ім. Ігоря Сікорського ; уклад.: К. О. Бояринова. – Електронні текстові дані (1 файл: 5,85 Мбайт). – Київ : КПІ ім. Ігоря Сікорського, 2020. – 153 с. - Режим доступу: [https://ela.kpi.ua/bitstream/123456789/35988/1/Menedzhment\\_s-p.pdf](https://ela.kpi.ua/bitstream/123456789/35988/1/Menedzhment_s-p.pdf).

2. Підприємництво, торгівля, біржі в процесі соціально-економічного розвитку [Електронний ресурс] : монографія / І. В. Гонtareва, Г. Л. Матвієнко-Біляєва, В. І. Ковальова [та ін.] ; за заг. ред. І. В. Гонtareвої. - Електрон. текстові дан. (2,70 МБ). - Х. : ХНЕУ ім. С. Кузнеця, 2018. - 155 с. - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/20275>.

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4. 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>.

### Additional

5. Іпполітова І. Я. Соціальна відповідальність бізнесу: стратегічний та інвестиційний аспекти [Електронний ресурс] / І. Я. Іпполітова, О. В. Ревенко // Інфраструктура ринку. – 2020. – Вип. 42. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/23087>.

6. Котлик А. В. Стартап-акселератори як спосіб активізації



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10. 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>.

11. 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).

12. 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>.

### **Informational resources**

13. Website about startups [Electronic resource]. – Access mode: <https://www.inc.com/startup>.

14. Management: methodology and practice. Ukrainian electronic journal [Electronic resource]. – Access mode: [www.management.com.ua](http://www.management.com.ua).

15. Website of YEP! Starter startup incubator [Electronic resource]. – <http://www.yepworld.org/en/>.