



**JSC «Kazakh-British Technical University»
 Business School
 Department of “Business and Social Sciences”**

APPROVED

Dean of Business School

Ewan Simpson

«___» _____ 2017

SYLLABUS

Discipline: Business Planning
Number of credits: 3
Semester: Summer, 2017
Instructor: Alex Mosesov

Information on the instructor	Time and place		Contact information		
	Class-Room	Office hours (TSIS)	Phone	Room	E-mail
Associate Professor, PhD	351	Mon. 15-16; Tue. 12-13 Wed. 15-16; Fri. 15-16	611	435	a.mosesov@kbtu.kz

1. Introduction and Course Description.

This course teaches students how to assess and estimate the market potential for business ideas. It provides thorough and realistic guidance towards the process necessary to turn an entrepreneurial idea into a business plan that will attract investors, partners and/or shareholders.

In a systematic manner the course will guide students through collection and organization of the fundamental information necessary to prove the viability of a business idea and turn it into a self-sustaining enterprise. There will be heavy emphasis on knowing the customers intimately; on careful analysis of all the potential competitors; and on understanding the external environment and how it can affect businesses. All products and support services should be designed around the customers' needs and should use their strengths to develop a convincing competitive advantage.

The resulting plan should thoroughly and explicitly reveal how all these factors have been taken into consideration in developing the suggested business strategy. It is important that all these elements of the strategy are based on market forecasting and financial projections.

2. Course Objectives and Intended Learning Outcomes.

Course Objectives:

The intent of the course is to give students an understanding of the planning process, its stages, elements and issues involved in developing a new businesses or expanding already existing enterprises. It will present a comprehensive roadmap to decision making in business planning and will offer reliable toolkit of analytical methods and techniques that are helpful in competitive business environment. By combining both advanced theory and best practices in management finance, accounting, statistics and economics students will learn how to build and operate successful companies.

Intended Learning Outcomes

Upon graduating this course, the students will be able to:

- ✓ Foster students' critical thinking, analytical and communication skills,
- ✓ Describe the interdisciplinary nature and challenges of business operations and apply cross-functional knowledge for strategic management of organizations,
- ✓ Analyze the micro-economic business issues and macro-economic business environment,
- ✓ Identify and apply various decision making tools and techniques in functional areas of Business,
- ✓ Use tools for analyzing the market, customers, competitors and the business environment,
- ✓ Apply appropriate techniques for examining and choosing between different strategic options,
- ✓ Conduct market research and forecasting,
- ✓ Identify the business's financing needs and select the optimal combination of finance,
- ✓ Compare competitor's performance with their own,
- ✓ Analyze and mitigate various types of risk,
- ✓ Utilize the business planning model presented to prepare financial forecasts,
- ✓ Synthesize and apply integrated knowledge for effective strategic management of organizations,
- ✓ Provide specialized knowledge and develop necessary skills for successful careers in business,
- ✓ Work effectively with others in the pursuit of common objectives (team projects,)
- ✓ Communicate business ideas and relevant information clearly and effectively in written and oral English.

3. Learning Support Materials

Compulsory

Friend G., Zehle S., ["Guide to Business Planning"](#), 2nd Edition Revised, London, Profile Books Ltd, 2009 – p.282 - ISBN: 978-1-57660-328-4

Recommended

Sumner Mary. Enterprise resource planning - 1st ed. - USA : Prentice Hall, 2005. - p.185. - ISBN 0-13-140343-5 : 7428-11.

Барроу Колин, Барроу Пол, Браун Роберт. Бизнес - планирование: Полное руководство : The business plan workbook, пер.с англ.М.Веселковой. - М. : ФАИР-ПРЕСС, 2003. - 400 с. - (Университеты бизнеса). - ISBN 5-8183-0585-6 : 683-00. (Colin Barrow, Paul Barrow, Robert Brown. Business Plan: The Business Plan Workbook, 6th Ed., Kogan Page, London/Philadelphia ,2008)

Бизнес-планирование : Учебник, Под ред. В.М.Попова, С.И.Ляпунова. - М. : Финансы и статистика, 2002. - 672 с. - ISBN 5-279-02106-7 : 1512-00. V.M. Popova, V.M.Lyapunova. Business planning. Textbook. Moscow, Finansy & Statistika, 2002.

4. Week by Week Course Outline

Week	Title	Description	Text book	Expected Learning Hours		
				Lecture	Tutorial	Self-Study
1	Topic 1	Introduction. The Business Plan. The Business Planning Process	core	2	1	6
2	Topic 2	Strategic Planning	core	2	1	6
3	Topic 3	Analyzing the Environment. Analyzing the Firm	core	2	1	6
4	Topic 4	Industry and Competitor Analysis	core	2	1	6
5	Topic 5	Product and Portfolio Analysis. SWOT Analysis	core	2	1	6
6	Topic 6	Generating Strategic Options	core	2	1	6
7	Topic 7	Market Analysis and Strategy. Market Forecasting	core	2	1	6
8	Midterm week - Revision/Preparation for midterm exam/ Midterm Exam. (12 – 16 October 2015)					12
9	Topic 8-9	The Operational Plan. Modeling the Business. Accounting/Financial Statements	core	2	1	6
10	Topic 10	Reviewing the Financial Statements. Evaluating Strategic Options	core	2	1	6
11	Topic 11	Funding Issues	core	2	1	6
12	Topic 12	Risk Analysis	core	2	1	6
13		Group projects and presentations		2	1	6
14		Group projects and presentations		2	1	6
15		Course Revision for the Final		2	1	
16-17	Final Exam					

NB: A three credit course should cover 45 lecture and tutorial hours and 90 hours of self study

5. Teaching Methodology.

Class sessions involve a variety of teaching techniques. Much of the time will be dedicated to lecture and class discussion of materials related to assigned reading. Topics will be delivered in an illustrative interactive manner with PowerPoint slides to help better understand the textbook. These presentations will be integrated with classroom discussions encouraging active learning.

All students are expected to read and understand the chapters ahead of lectures; so that everyone can participate during interactive discussions. Readings consist of relevant chapters in the text books, assigned articles, PowerPoint lecture slides, and further articles on the Intranet. Case analysis, problem solving, real case applications will be offered to improve learning process.

Tutorial exercises aim to develop a firm understanding of tools and practices of business planning. All tutorial classes are designed for the step-by-step in-class creation of a business plan, hence attendance is essential.

6. Course requirements and assessment

Attendance/Participation

The class participation grade is earned via unflinching presence in class and consistent contribution to class discussions. You should, therefore, make conscientious efforts to be sufficiently prepared for the class discussions. The responsibility for making the learning process succeed is yours. The faculty requires

students to attend at minimum 80% of the scheduled class sessions. Attendance that is less than this requirement will make you not eligible for obtaining the grade.

Home-Works (SIS)

Chapter summaries will be assigned to enhance students' comprehension of lectured concepts and techniques. You may discuss assignments with others, but you must write up by yourself with the full understanding of what you write. Students handing in identical assignments will be violating university regulations and will not receive credit! Late home-works are not allowed unless you negotiate with the instructor at least one day in advance.

Group Project (TSIS)

Teams of 2-3 students will work together to prepare the group project and write a comprehensive written report on that project (15-20 pages; 1.5 space, Times New Roman) with a cover page according to provided standards. The project report should be submitted (handed over or e-mailed) according to the class schedule, but no later than a week before the presentation date.

Reports will be evaluated along the following criteria:

- ✓ Quality of the writing - clear, straight, and correct style and grammar;
- ✓ Quality of the structure and organization; smooth, logical flow of content;
- ✓ Quality and amount of reflection, analysis, comparison, and evaluation;
- ✓ Proper use of literature.

Projects will wrap up with an oral presentation and defense lasting twenty minutes. Use of PowerPoint along with any other appropriate technology is expected. Be creative when preparing and making your presentation. Avoid reading your paper in class. Concentrate on the main points. Defense of the group project determines the level of theoretical knowledge and practical skills of the group members. Student must summarize the contents of the paper and give satisfactory answers to questions. Once the teams are formed, each team will receive a number. While submitting teamwork reports for checking and grading, please include the following information on the cover page (see the template below) to assure proper credit:

- ✓ Team number
- ✓ ID of all students in the team with their last and first names, and mail addresses
- ✓ Title of the study
- ✓ Course name (Business Planning)

The dates of defense are 13th, 14th and 15th weeks. Assessment of group projects will be counted instead of the end of term examination.

Mid-Term Exam

Mid-Term appraisal is evaluation of the students' academic achievements over first seven weeks of the semester. Mid-Term Exams are based on topics of all accumulated lectures, practice works, SIS, TSIS and materials for reading discussed up to the time of assessment. Maximum number of points with attendance, activity, SIS, TSIS and practice for each attestation is 30 points. For instance, for the first attestation 15 points are allocated for the Mid-Term and another 15 points for the rest.

Final Exam

Final examination is evaluation of the students' academic achievements, conducted after the completion of the course. It covers all delivered course materials and it is conducted in the form of oral exam (presentation of the project) and MCQ's and/or problems. Duration of the final exam is 90 min. Maximum number of points is 40: project presentation – 20, written exam – 20 points). At the end of semester students receive an overall total grade (accumulated points for accomplishments during semester) according to the conventional KBTU grade scale.

Grading Breakdown:

	<i>1 attestation</i>	<i>2 attestation</i>	Final exam	Total
Attendance / Participation	7.5%	7.5%		15%
SIS	7.5%	7.5%		15%
TSIS		15.0%		15%
Mid-Term	15.0%			15%
Final Exam			40.0%	40%
Total	30%	30%	40%	100%

7. Timetable for Assessment Submission

#		Week															Points			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		16-17		
1	Attendance / Participation		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					15%
2	SIS		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					15%
3	TSIS									✓	✓	✓	✓	✓	✓					15%
4	Mid-Term								✓											15%
6	Final Exam																		✓	40%
	Total																			100%

8. Grading policy

At the end of the semester a total final score, which is a cumulative measure of your work throughout the semester is calculated. The final rating will be offered according to the scale of assessments adopted in KBTU

- If a student has less than 30 points out of 60 cumulative for Attestation 1 and 2, the student gets a Fail on the course.
- If a student gets less than 50% on the final examination (less than 20 points out of 40), the student gets a Fail on the course.
- If a student misses the final examination (without good reason) - the student gets a Fail on the course.

The grading scale is as follows:

95-100	A	75-79	B-	55-59	D+
90-94	A-	70-74	C+	50-54	D
85-89	B+	65-69	C	Below 50	F
80-84	B	60-64	C-		

9. Academic Integrity

Any time you put your name on a piece of work for this source you are asserting that it is your own work. If it is not the case, it is plagiarism. You must report, in proper citation format, the source of information used in a paper. Direct quotes must be denoted by quotation marks and page references. Plagiarism is classed as cheating and will be dealt with according to the policies and procedures of KBTU Business School. Students are provided with a copy of the extended KBTU Business School plagiarism policy currently in force in the first week of each semester.

Cheating on exams and assignments will not be tolerated and will be dealt with according to the policies and procedures of KBTU.

10. Attendance Policy

Attendance policy for all Bachelor program courses delivered by KBTU Business School is governed by the Bylaw of the KBS Dean #8, amended February 5 2016. The relevant extract is provided below. All students are sent a full copy of this document in the first week of each semester.

The relevant extract is as follows:

"A key component of the education process is attendance at all scheduled sessions - both lectures and tutorials. If students miss more than ten (10) scheduled sessions they are excluded from the course. Attendance is not recorded for 'add-drop' week for the purposes of this policy. Students will be allowed to miss three (3) classes without penalty. For each scheduled session (lecture or tutorial) missed after this students will have two points deducted from their grade to a maximum of twelve (12) points. If scheduled sessions are missed before the first attestation, then any deductions to the student's score will be made to

the first attestation score. If scheduled sessions are missed between the first and second attestations, then any deductions to the student's score will be made to the second attestation score. The only exceptions to this rule are absences due to medical conditions - and only then if appropriate documentation is provided - or absences taken with the written approval of the Chair of the Department of Business and Social Sciences and the faculty member in question".

11. General Conduct

Students are required:

- to be respectful to the teacher and other students;
- to switch off mobile phones during classes;
- to meet the deadlines;
- to come to classes prepared and actively participate in classroom work;
- to enter the room before the teacher starts the lesson;
- to attend all classes. No make-up tests are allowed unless there is a valid reason for missing them;
- to follow KBTU academic policy regarding **W, AW, I, F** grades.

Students are encouraged to

- consult the teacher on any issues related to the course;
- make any proposals on improvement of the academic process;
- monitor their continuous assessment throughout the semester.

Students must abide by all course management issues according to KBTU policies and procedures/

Should students wish to raise issues regarding their grades, they must follow KBS and KBTU procedures.

Should students wish to raise issues regarding the conduct of the instructor, they should contact the Office of the Dean, Room 457.

Course Moderator _____

Chair of the Department _____

Approved by the meeting of the Department of Business and Social Sciences

Meeting number: _____

Date: _____

Appendix 1: Common Goals, Objectives and Intended Learning Outcomes of Programs

The KBS bachelor programs have a common set of goals, objectives, learning objectives and ILOs. In addition, each program has a unique set of learning objectives and ILOs. In this section, the common sets are specified. The unique sets of each program are stated under the specific programs.

The overarching *common goals* of all undergraduate business programs are to:

- offer undergraduate programs in business administration with integrated multi-disciplinary curriculum and comparable, in terms of quality and standards, to leading programs offered at universities in Europe and the US;
- educate and develop business leaders capable of effectively managing organizations in Kazakhstan and internationally, in an ethical manner; and
- prepare graduates who will make significant contributions to the community in which they work, whether in business or in the public and non-profit sectors

Common Objectives of Programs

The common objectives of all programs are to:

- provide students with undergraduate-level, cross-functional knowledge in the areas of Economics, Accounting, Finance, Management, Marketing, Information Systems, Operations Management, Business Law and Taxation;
- foster students' critical thinking, analytical and communication skills;
- provide a solid foundation knowledge to graduates who want to pursue graduate study in the field of business and related disciplines;
- educate undergraduate students for ethical service to their society and the broader regional and international community; and
- provide specialized knowledge and develop necessary skills for successful careers in one of the areas of Accounting and Audit, Finance, Management and Marketing.

Common Learning Objectives for Undergraduate Programs

The common learning objectives of all undergraduate business programs are to ensure that graduates have:

- A satisfactory knowledge of:
 - the micro-economic business issues and macro-economic business environment;
 - the core business disciplines of Accounting, Finance, Marketing, Management, Operations Management, Information Systems Business Law and Taxation; and
 - quantitative and qualitative techniques of problem solving;
- The necessary cognitive, inter-personal and self-management skills to:
 - communicate ideas and information clearly and effectively in written and oral English;
 - use information technology for the retrieval, analysis and presentation of information;
 - work effectively with others in the pursuit of common objectives;
 - undertake supervised independent research and internship, involving the synthesis and application of theoretical constructs to topics in the fields of business, with a specific focus on Kazakhstan and Central Asia; and
 - describe the interdisciplinary nature and challenges of business operations and apply cross-functional knowledge for strategic management of organizations
 - ethics as they apply both to general business practices and in the area of specialization.

Common Intended Learning Outcomes for Undergraduate Programs

At successful completion of each program, students will be able to:

- describe and articulate key concepts and major paradigms and theoretical perspectives within the discipline of business administration;
- identify and apply various decision making tools and techniques in functional areas of Accounting, Finance, Management and Marketing;
- analyze and solve business problems, using the necessary quantitative and qualitative tools;

- use information technology for the retrieval, analysis, and presentation of information for effective management of business organizations;
- communicate ideas and information clearly and effectively in written and oral English;
- describe and apply the concepts and theories of ethics as they apply to business organizations;
- synthesize and apply integrated knowledge for effective strategic management of organizations; and
- undertake supervised practical training and independent research, involving the synthesis and application of theoretical constructs to topics in the fields of business.

Appendix 2: Objectives and Intended Learning Outcomes of the BACHELOR OF FINANCE

The purpose of the BFIN program is to train students with specialized knowledge and skills in the field of Finance, in addition to the common knowledge and skill set in business administration.

Objectives

To prepare graduates who have a thorough knowledge of:

- the theory and application of corporate finance;
- the fundamentals of investment analysis and portfolio management; and
- nature, structure, and functions of financial institutions.
- regulation, supervision and management of financial institutions.

Intended Learning Outcomes

At successful completion of the Bachelor in Finance program, graduates will be able to:

- describe and apply capital budgeting techniques in evaluating investment decisions;
- demonstrate analytical and computational skills in determining the optimal level of capital structure;
- analyze the current business and investment environment (domestic and international), including the effect of changes in exchange rates, interest rates, and inflation, in making investment and portfolio management decisions;
- explain and apply the methods of evaluating portfolio performance;
- demonstrate knowledge in analyzing financial statements of banks and banking operations and performance;
- describe financial regulations and supervision requirements and demonstrate computational skills in calculating the capital adequacy ratio; and
- Describe and apply the concepts and theories of ethics as they apply to the field of Finance.

Appendix 3: Unique Learning Objectives and Intended Learning Outcomes of the BACHELOR OF MANAGEMENT program

Learning Objectives

The purpose of the BMGT program is to train bachelor of business students with specialized knowledge and skills in the field of Management, in addition to the common knowledge and skills set in business administration.

To prepare graduates who will have a thorough knowledge of:

- the core management concepts such as decision making, human resource management, leadership and motivation, global business and strategic management;
- a solid understanding of managing diversity, critical thinking, and managerial ethics;
- a solid grounding in the knowledge, theory and practice of general management.

Intended learning outcomes

At successful completion of the BMGT program, graduates will be able to:

- describe the core concepts of management theory, knowledge and practice;
- communicate on a professional level using contemporary communication technologies;
- apply appropriate analytical tools for planning, development and implementation of strategy;
- demonstrate managerial competences for leading people and organizations toward organizational success in competitive environments, local and global;
- identify diverse managerial roles and exercise judgment in highly dynamic and complex business environments; and
- Describe and apply the concepts and theories of ethics as they apply to the field of Management.