

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
 Faculty of Transport, Management and Logistics
 Management of Foreign Economic Activity of Enterprises Department

AGREED
 Dean of Faculty of
 Transport, Management and Logistics


 Tetiana MOSTENSKA
 «19» 10 2022

APPROVED
 Vice-Rector for Academics


 Anatolii POLUKSHIN
 «24» 10 2022



Quality Management System

COURS TRAINING PROGRAM
 on
"Business Planning in Foreign Economic Activity"

Educational and Professional Program: "Management of Foreign Economic Activity"
 Field of study: 07 "Management and Administration"
 Specialty: 073 "Management"

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Laboratory classes	Self-study	HW/ CGP	TP/CP	Form of semester control
Full-time:	1	120/4,0	17	17	-	86	-	1 CP - 1s	Examination - 1 s.
Extramural	1	120/4	6	6		108	1 HW- 1s.	1 CP - 1s	Examination - 1 s.

Index: CM-7-073-2/21-2.1.4.

Index: CM-7-073-2pt/22-2.1.4.



The Course Training Program on "Business Planning in Foreign Economic Activity" is developed on the basis of the Educational and Professional Program "Management of Foreign Economic Activity", Master Curriculum № CM-7-073-2/21, CM-7-073-2pt/22 and Master Extended Curriculum № ECM-7-073-2/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

Developed by:

Professor of Management of Foreign
Economic Activity of Enterprises Department

Oleksandr NAUMOV

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Guarantor of Educational and Professional Program

Valentyna NOVAK

Head of the Department

Oksana KYRYLENKO

Vice-Rector on International
Collaboration and Education


Iryna ZARUBINSKA

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INTRODUCTION

The Course training program (CTP) on "Business Planning in Foreign Economic Activity" is developed based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/о.д. of 29.04.2021 and corresponding regulatory documents.

1. EXPLANATORY NOTE

1.1. Place, objectives, tasks of the subject.

This subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management of foreign economic activity.

The purpose of teaching the subject is to acquaint students with the features of business planning in the enterprises of the country and to determine the strategic, tactical and operational goals in the implementation of foreign economic operations.

The tasks of the subject are:

- mastering by students of the categorical apparatus used in the approaches of planning foreign economic operations of business entities;
- formation of a system of knowledge about the theoretical foundations of the analysis of the internal and external environment of the enterprise;
- mastering the methods of obtaining and processing information in economic and foreign economic activity;
- definition of the main components and features of construction of the planned policy of the enterprise in the international markets, in particular the markets of the EU countries;
- study of forms of interaction of business partners in the framework of creating a plan to enter foreign markets;
- research of features of the organization of planned policy at the enterprises - subjects of foreign economic activity;

1.2. Learning outcomes the subject makes it possible to achieve.

As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:

- **PLO 1.** Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
- **PLO 3.** Design effective organization management systems.
- **PLO 4.** Justify and manage projects, generate entrepreneurial ideas.
- **PLO 5.** Plan the activities of the organization in strategic and tactical sections.
- **PLO 6.** Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
- **PLO 7.** Organize and implement effective communications within the team, with representatives of various professional groups and in an international context.
- **PLO 9.** Be able to communicate in professional and scientific circles in the state and foreign languages.
- **PLO 10.** Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
- **PLO 11.** Provide personal professional development and planning your own time.
- **PLO 12.** Be able to delegate authority and management of the organization (unit).



1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:

- **IC 1.** Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in case of uncertainty of conditions and requirements.
- **GC 4.** Ability to motivate people and move towards a common goal.
- **GC 5.** Ability to act on the basis of ethical considerations (motives).
- **GC 6.** Ability to generate new ideas (creativity).
- **GC 8.** Ability to work independently, to make independent decisions and to take responsibility for their implementation. Ability to self-organize.
- **GC 10.** Knowledge of a business foreign language: reading, speaking, writing in a foreign language, which allows you to work in English, for example, if it is foreign.
- **PC 2.** Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.
- **PC 5.** Ability to create and organize effective communications in the management process.
- **PC 6.** Ability to form leadership qualities and demonstrate them in the process of managing people;
- **PC 7.** Build projects, manage them, and implement them.
- **PC 8.** Ability to use psychological technologies for working with staff.

1.4. Interdisciplinary connections.

The subject "Business Planning in Foreign Economic Activity" is based on knowledge of such subjects as: "Operations Management", "Business Statistics in Management", "Marketing", "Personnel Management", "Strategic Management" and is the basis for studying such as "International Management and Marketing", "Management of Foreign Economic Activity" and others.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material is structured according to the module principle and consists of **two educational modules**:

- **Module № 1 "Methodology of business plan development and evaluation in international economic relations",**
 - **Module № 2 "Course Project",**
- which is logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

2.2. Modular structuring and integrated requirements for each module

Module № 1 "Methodology of business plan development and evaluation in international economic relations".

Integrated requirements of the module № 1: the use of information and communication technologies; perform economic research in a group and under the guidance of a leader, taking into account the requirements of discipline, planning and time management; analyze the financial, logistical, personnel support of the enterprise; analyze the results of the organization's activities, compare them with the factors of influence of the external and internal environment; work in a team and establish interpersonal interaction in solving professional problems; make an assessment of the business plan; make an assessment of the business plan.



Topic 1: Goals and basic principles of business planning

Introduction to the discipline: subject, methods and structure of the discipline "Business planning". Theoretical foundations of business planning. General information about the business plan: the essence, purpose, stages of implementation. Goals and principles of business plan preparation. Typology of business plans, sectoral and territorial features. Specifics of business planning: foreign and domestic experience.

Topic 2. Basic methods of choosing a planning strategy

Objective necessity of business planning. Basics of planning and system of plans of a modern enterprise: strategic, current and operational plans. Methods and ways of planning. The role of business planning in the activities of the enterprise: external and internal functions of the business plan. Use of business planning tools for modeling the future business management system. General requirements for business plans.

Topic 3. Economic essence and forms of investment. Legal regulation of investment and innovation activities.

Fundamentals of investment management, its features. The concept of investment, types and forms of investment. Legal framework for regulating investment activity. The concept and content of the investment project. Classification of investment projects. Stages of project implementation. The role of innovation in the development of enterprises. Typology of innovations. Features of the implementation of innovative projects.

Topic 4. Preliminary analysis of investments and preparation of business plan

Information field of the business plan. Entrepreneurial idea. Marketing, production, financial and general economic information. Sources of information for business plan development. The main indicators of information quality. Analysis of the investment project. Collection and interpretation of information for the business plan. Forecasting sales Financial needs for the implementation of marketing strategy. Basic production operations. Scheme of production flows of raw materials, materials and components. Production and non-production premises. Development of the organizational chart of the company's management, determining the need for staff. Elaboration of the organizational chart of the company's management.

Topic 5: Main sections of the business plan, their characteristics and performance indicators

General methodology of business plan development. The main sections of the business plan: content and methodology. Structure of the business plan. Logic of business plan development. Style of writing a business plan. Design of the business plan. Title page of the business plan. Business plan content page. Summary of the business plan. Performance indicators and sensitivity analysis of the project. Criteria for market segmentation. Methodology for developing a marketing plan. Component blocks of the production plan. Content characteristics of the organizational plan. Meaning, content and technology of financial plan calculation. Project performance indicators. Organization and presentation of the business plan.

Topic 6. Procedure of financial analysis of the enterprise

Initial data for the analysis. Drawing up an aggregate balance sheet of the enterprise. System of financial analysis indicators, methods of their calculation and evaluation of results. Analysis of cash flows and income and expense plan. Financial needs of the company and terms of repayment of creditors and foreign investors. Plan of cash receipts and payments. Planned balance sheet, expected financial ratios.



Topic 7. Problems of risk and reliability of investment projects

The impact of risk on the effectiveness of the investment activity of the enterprise. Classification of risks and types of losses. Basic approaches to risk management. Methods of qualitative and quantitative risk analysis. Modeling of risk situations. Rationale for the choice of measures to overcome the risk: acceptance, evasion, distribution, insurance of risk. Reducing the level of losses in the implementation of the business plan.

Topic 8. Principles and sequence of investment project expertise

Objectives and types of investment project expertise. Methodological principles of project expertise. Procedure for conducting scientific and technical expertise of investment projects. Quality assessment of business plan development. Relevance of information. Evaluation criterion. Management consulting. Expert model. Pre-expert self-assessment. Support of the investment project at the stage of its implementation

Module № 2 "Course Project".

In the first semester, students complete a course project (CPr), in accordance with the approved guidelines, in order to consolidate and deepen the theoretical and practical knowledge and skills acquired by students in the process of mastering the subject in the field of management and planning of foreign economic operations, further in the study of many subsequent subjects of professional training with basic and complete higher education

Implementation of the CPr is an important stage in preparation for participation in student conferences, the implementation of the thesis of the future specialist in the field of management of foreign economic activity.

The specific purpose of the CPr is to create a model for managing foreign economic transactions, using the mechanisms of business administration in the field of foreign economic activity. The tasks differ in their options.

For the successful implementation of the CPr the student must know the methods of organization management, substantiation technologies, the process of preparation, adoption and implementation of managerial foreign economic decisions, taking into account the human factor in the organization; features of the connection between the strategy and management structure of the organization's foreign economic activity; technology of design and planning of organizational management structures; models of preparation and planning, implementation of management decisions. Be able to find out the causal links when planning foreign trade transactions; to develop technologies for the adoption and implementation of strategic and operational plans of foreign economic activity; to analyze and generalize the material in a certain system, to compare facts on the basis of knowledge obtained from different sources; to choose the most effective direction of foreign economic activity, to organize planning decisions in the field of foreign economic activity; perform analysis of the external environment and the planned potential of the enterprise; to form a system of long-term goals of the organization in the field of foreign economic activity; develop a plan of organizational management structure of the organization; students must have the skills to calculate various planning parameters and justify management decisions, independently conduct research on the internal and external environment of the organization; independently develop a planned working project.

Execution, registration and protection of CPr is carried out by the student individually according to methodical recommendations.

The time required to perform CPr - up to 45 hours of independent work.



2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours								
		Full-time				Extramural				
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study	
1	2	3	4	5	6	7	8	9	10	
I semester										
Module № 1 "Methodology of business plan development and evaluation in international economic relations"										
1.1.	Goals and basic principles of business planning	9	2	2	5	8	1	-	7	
1.2.	Basic methods of choosing a planning strategy	9	2	2	5	8	1	-	7	
1.3.	Economic essence and forms of investment. Legal regulation of investment and innovation activities.	9	2	2	5	8	1	1	6	
1.4.	Preliminary analysis of investments and preparation of business plan	8	2	2	4	8	1	1	6	
1.5.	Main sections of the business plan, their characteristics and performance indicators	9	2	2	5	8	-	1	7	
1.6.	Procedure of financial analysis of the enterprise	9	2	2	5	8	1	-	7	
1.7.	Problems of risk and reliability of investment projects	9	2	2	5	8	-	1	7	
1.8.	Principles and sequence of investment project expertise	10	2	2	5	8	1	-	7	
1.9.	Control Work (Homework)					8	-	-	8	
1.10.	Final semester control work					3	-	2	1	
1.11.	Module test № 1	3	1	-	2					
Total for the module № 1		75	17	17	41	75	6	6	63	
Module №2 Course project										
2.1.	Course Project	45	-	-	45	45	-	-	45	
Total for the module № 2		45	-	-	45	45	-	-	45	
Total for 1 semester		120	17	17	86	120	6	6	108	
Total for the subject		120	17	17	86	120	6	6	108	

2.4. Homework and home control work (extramural form of study)

Homework and home control work (extramural form of study) is performed in the first semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.



2.5. The list of questions for preparation for the final control work (extramural form of study).

The list of questions and the content of tasks for the preparation of the final control work (extramural form of study), developed by leading teachers and approved by the minutes of the meeting of the department and brought to the attention of students.

2.6. List of questions to prepare for the examination.

The list of questions and content of tasks for preparation for the exam are developed by leading teachers and approved by the minutes of the department meeting and brought to the attention of students.

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The methods of teaching the subject "Business Planning in Foreign Economic Activity" are ways of joint activity and communication of a teacher and students, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 073 "Management".

Depending on the source of knowledge, during training sessions, both practicals and lecture, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practicals (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the discipline "Business Planning in Foreign Economic Activity" are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

- methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;
- reproductive and problem-search; methods of educational work under the guidance of a teacher and methods of independent work of students;
- methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;
- methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

3.2. List of references (basic and additional)

Basic references

3.2.1. Ковуненко К.В., Коваленко О.В. Менеджмент зовнішньоекономічної діяльності для магістрів: Навчальний посібник / К.В. Ковуненко, О.В. Коваленко. – К.: Центр навчальної літератури, 2019. – 496с.

3.2.2. Гребельник О. Основи зовнішньоекономічної діяльності: 5-те вид, перероб. і доповн. / О. Гребельник. – К.: Центр навчальної літератури, 2016. – 336с.

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3.2.4. Сгорченков О.В. Азбука управління проектами. Планування: навч. посіб. / О.В. Сгорченков, Н.Ю. Сгорченкова, Є.Ю. Катаєва. – Київ: КНУ ім. Т. Шевченка, 2017.– 117 с.



- 3.2.5. Логачова Л. М. Управління проектами: навч. посіб. / Л.М. Логачова, О.В. Логачова. – Суми : Університетська книга, 2015. – 208 с.
- 3.2.6. Петренко Н. О. Управління проектами [Текст]: навч. посіб. / Н.О. Петренко, Л.О. Кустрич, М.О. Гоменюк. – К.: «Центр учбової літератури», 2017. – 224 с.
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- 3.2.8. ДСТУ ISO 31000:2014 Менеджмент ризиків. Принципи та керівні вказівки.
- 3.2.9. Ferreras, R., Hernández, A. B. and Serradell-López, E. (2017) 'Entrepreneurship Competencies in Business Plans: A Systematic Review'. *Revista Internacional de Organizaciones* 18, 57–72
- 3.2.10. Fernandes, S. F. M. , Cunha Brandão, A. M. P. d. , & de Brito, C. H. F. M. (2017). Business Plan: In or Out? A Holistic View of the Combination of Planning and Learning Processes when Evaluating Business Opportunities. In (Ed.), *Entrepreneurship - Development Tendencies and Empirical Approach*. IntechOpen. <https://doi.org/10.5772/intechopen.71844>
- 3.2.11. Welter, C., Scrimshire, A., Tolonen, D., & Obrimah, E. (2021). The road to entrepreneurial success: business plans, lean startup, or both? *New England Journal of Entrepreneurship*, 24(1), 21-42. 4 Doi: 10.1108/NEJE-08-2020-0031
- 3.2.12. Mishra, S., Tripathi, A.R. Literature review on business prototypes for digital platform. *J Innov Entrep* 9, 23 (2020). <https://doi.org/10.1186/s13731-020-00126-4>

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- 3.2.13. Кожушко Л.Ф. Управління проектами: навч. посіб. / Л.Ф. Кожушко, С.М. Кропівко. – К.: Кондор-Видавництво, 2015. – 388 с.
- 3.2.14. Шишмарьова Л. О. Управління проектами : навчальний посібник для самостійної роботи студентів 8.03060101 «Менеджмент організацій і адміністрування» / Л.О. Шишмарьова. – Х. : ХНЕУ ім. С. Кузнеця, 2015. – 136 с. (Укр. мова)
- 3.2.15. Великанова М.М. Виявлення та ідентифікація як стадії управління ризиком / М.М. Великанова // *Часопис Київського університету права*. – 2017. – № 3. – С. 24-27.
- 3.2.16. Васюренко О.В. Ризик як складова економічних процесів // *Фінанси України*. – 2015. – № 7. – С. 68–74.

3.3. Internet Information Resources

- 3.3.1. English version of OECD Principles of Corporate <http://www.oecd.org/daf/governance/principles.htm>.
- 3.3.2. Сайти періодичних видань: «Менеджмент». [Електронний ресурс] – Режим доступу : <http://www.management.com.ua>
- 3.3.2. Офіційний сайт Українська асоціація управління проектами. [Електронний ресурс]. — Режим доступу: <http://upma.kiev.ua/ru/home/about/>
- 3.3.4. Міністерство статистики України www.ukrstat.gov.ua.



4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT.

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	
	Full-time	Extramural
1 semester		
Module № 1		
Kind of academic work	Grade values	
Carrying out tasks on practicals	10 points × 7 = 70	10 points × 2 = 20
Carrying out test tasks	20 points × 1 = 20	20 points × 1 = 20
Carrying out the Home control work (extramural form of study)	-	30
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>54 points</i>	-
Carrying out Module Test №1	10	-
Total by the Module №1	100	70
Final control work	-	30
Total by the Modules №1	80	80
Semester examination	20	20
Total by the subject	100	100
Module № 2		
Course project execution	60	60
Course project defense	40	40
Total by the Module №2	100	100

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The final module rating grade obtained by the student based on the results of the fulfillment and defense of the **course project** in points, according to the national scale and the ECTS scale is recorded in the module control sheet, as well as in the student's academic card, individual curriculum (academic record) and Diploma Supplement, for example *92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E*, etc.

4.5. The sum of the final semester module and examination rating grades in points is the final semester rating grade, which is converted to grades on the national scale and ECTS scale.

4.6. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: *92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E*, etc.

4.6. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.



(Ф 03.02-01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	Ц/СС/10	23.10.22	Шмекун А		

(Ф 03.02-02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02-04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02-03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02-32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				