

Business Planning (209.4830)

Orchid Class – International MBA Program

Period 6 (10–12.2020)

Course Instructor: Dr. Abi Moskovicz

Meeting times for students: By appointment

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SYLLABUS

This course is planned to be taught via Zoom. Cameras on and microphones muted until the lecturer unmute you. Attendance in the four sessions of the course is mandatory to obtain the credit.

COURSE DESCRIPTION:

Since all of the students already took a course focused on Entrepreneurship, our starting point is after the company was already created, matured and grown-up to a considerable size along several years.

This course focuses on **intrapreneurial ventures**. Each student is encouraged to propose to his team (before the first session) an initial idea of a project (s)he wishes to present (even just hypothetically) to her/his own real current employer

This half-course is designed to teach how to develop, formulate, write, and implement a comprehensive Business Plan as a multifunctional tool for the company, to be proposed to the Chief Development Officer, and to top level managers including the CEO.

Although theory and participation in class discussion is important, there is nothing that can replace the challenge and excitement of designing a Business Plan to be presented to the Board of Directors (commonly the stockholders) to obtain their approval, and usually later also to bankers and funding trusts as well new potential investors, in order to get the resources needed to implement it.

This course, among other things, will provide participants the:

- 1- Learn to gather and structure information into a Business Plan, and tools to develop product ideas and commercialization plans, identify/evaluate opportunities and acquire/manage resources.
- 2- Tools to analyze business context and risks, and how to implement ideas in the real world, developing a sensible commercialization strategy for a new venture.

- 3- Analytical frameworks for understanding competitive/market dynamics.
- 4- Guidelines for developing market-entry strategy.
- 5- Financial tools for estimating economic viability.
- 6- Criteria for making (or not) decisions to start new ventures.
- 7- Understanding of financial options and frameworks, learning how to present business, product, financial, and operational plans to those who are potentially interested in supporting their efforts.

COURSE OBJECTIVES:

Students who participate in this activity will be able to understand:

- How do existing companies convert new ideas into ventures that enhance (or even change) their mission and goals.
- What are the key components of a successful venture.
- The importance to give it a fair chance of succeeding by creating a solid plan.
- The meaning of a Business Plan, why and when to create one, obtaining the basic knowledge and language needed to participate effectively in discussions.
- The key components of a Business Plan and how to write it.
- How do the key components of a successful venture and the key components of a successful business plan differ.
- The target audiences: how to present a Business Plan focused on developing a compelling and effective approach to key decision makers, stakeholders and investors.
- The scenario before, during, and after the planning process to ensure the best chance of long-term success.

COURSE OUTLINE:

26/11. Introduction to Business Planning

Defining the purpose, identifying customers and markets, describing products and services, setting strategies and tactics, relating numbers to text, developing the Plan, describing the company/venture, structuring the organization, building a management team, refining the business proposition, conducting feasibility analyses and outlining implementation

The students were divided into teams of 5 (please see Orly's mail). At the beginning of this session each team will present two venture ideas chosen by themselves. After discussion with the Lecturer, one of the proposed projects will be finally selected. A suggested literature for each session will be duly provided by the Lecturer.

03/12. Strategic Planning

Targeting customers, characterizing the market, forecasting sales, managing cash flow, understanding the financials, defining business goals, planning operations setting milestones, assigning responsibility, allocating resources, maintaining timelines and assessing results

During the session the teams will advance in the creation of each Business Plan draft, with the help and support of the Lecturer and peers collaboration.

10/12. Completing a Business Plan

Writing the Plan: Executive Summary, Vision & Mission, Company & Product Overview, Service & Product Strategy, Market Analysis, Marketing & Sales Plan Pricing Strategy, Operations Plan, Management Team, Financials Assumptions, Funds Required & Uses, persuading lenders and/or convincing Investors.

The assignment (Business Plan highlights) of each team will be to sent by 15/12 to abim@abimoskovicz.org for the simulated presentation to the Board.

17/12. Business Plan Submission to the Board

The three teams make a 15 minutes presentation of the Business Plan draft. A discussion period of 10 minutes will be allowed after each presentation. After that, the Lecturer will unveil some BP Presentations to Boards he made.

COURSE REQUIREMENTS & GRADING SYSTEM:

Group Assignment: Business Plan Simulation: 60%.

This is composed as follows:

- o 40% for the Final Presentation
- o 20% for the team performance over the course as measured by fulfilling the detailed tasks within the set time period.

It is expected that each class member will operate as a full active member of a team and must present at least one section of the Business Plan draft. It is required that students will research the provided references to all, but most importantly, use their own words to address the key factors in their presentation.

Individual Assignment – Class participation: 40%

Teaching Methods:

The course is interactive and combines lectures and discussions. There is a team exercise that continues through the course in which each team of students starts a fictional intrapreneurial venture and develops it to a final BP draft presentation.

COURSE MATERIAL:

BIBLIOGRAPHY

Griffin, M, (2015). *How to write a Business Plan: A step by step guide to create a plan that gets results.* American Management Association.

SUGGESTED READINGS:

Berry, T., (2004). *Hurdle: The Book of Business Planning*, Palo Alto Software, ISBN 0-9712185-0-1

Blackwell, E, (2004). *How to prepare a Business Plan*, The Sunday Times.

Ferreras, F. & Hernandez, A (2019). Entrepreneurial competences in a higher education Business Plan course, *Education + Training*, Vol 61 N° 7/8 Emerald Publishing.

Farooq, M. (2019). *Business Plan template: Answer the questions, complete your Business Plan*. Linkowing University Press.

Galai, D. & Hilel, L. (2016). *How to create a successful Business Plan: for entrepreneurs, scientists, managers and students*. New Jersey Scientific.

Kishore, J., (2012). Success of Business Plan development course. *The Journal of Health Administration Education*, Spring edition. Carnegie Mellon University.

Nunn, L. & McGuire, B. (2010). The importance of a good Business Plan , *Journal of Business & Economic Research*, Vol 8 N°2.

O'Donnell, M., (1998). *The Business Plan: Step by Step*. 3rd Edition. UND Center for Innovation

Osterwalder, A. & Pigneur, Y. (2010). *Business Model Generation*, Wiley Publishers (2010), ISBN 978-0470-87641-1.

Reynolds, G. (2013). *Presentation Zen*, New Riders Publ. ISBN 978-0321934154

Sahlman, W. (1997). *How to write a great Business Plan*. Harvard Business Review.

Thompson, A. (2003). *Overview of a Business Plan*. Murdoch Business School