UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Business Plan and Innovation

2425-2-F7701M122

Learning objectives

The module aims to provide students with an understanding of strategic planning processes, the comprehension and creation of business models, and above all the analysis and development of a business plan, with a particular focus on innovation and innovative enterprises. The teaching comprises both theoretical and practical components, including case studies and group work.

By the end of the module, students will be familiar with:

Some basic strategic planning tools
The components of the business model
The main types of innovation
The sections that make up a business plan
The Lean Startup method

Knowledge and Understanding
Students will be expected to acquire an understanding of the business plan as a strategic tool and of the ways in which companies, particularly innovative ones, analyse both their internal and external environments to draft an effective business plan. The course includes the analysis of practical cases, through which students can develop the skills required to tackle emerging issues in drafting business plans for both start-ups and established enterprises.

Applying Knowledge and Understanding
Students should be able to:
Recognise and analyse the main elements of strategic planning.
Analyse and utilise the Business Model Canvas as a tool for creating business models.
Structure a business plan and present it to potential investors.
Apply theoretical models to concrete cases to develop effective solutions.

Making Judgements

The module aims to help students develop the capacity for critical and independent analysis in drafting a business plan. Participants will be required to formulate well-reasoned judgements on issues related to corporate strategy, innovation, and business planning, based on concrete data and best business practices.

Communication Skills
Students will be expected to develop the ability to communicate clearly and effectively on topics related to business planning, innovation, and compliance, engaging with both technical experts and non-specialist audiences. These communication skills will be enhanced through presentations, classroom discussions, and the drafting of business plans for innovative enterprises.

Learning Skills
The module fosters the development of autonomous learning abilities through the study of textbooks and business case studies. Students will cultivate a critical and up-to-date approach to addressing the ongoing evolutions in the fields of innovation and business planning.

Contents

Overview of strategy and strategic planning

Business models and business model canvas

Introduction to innovation

Business plan focus:
* Market analysis
* Competition
* The supply system
* Communication
* The sales channels
* The creation of value
* The economic model
* The budget forecast and the evaluation of the business plan

The lean startup

Detailed program

Reference market analysis

Market evaluation, with reference to the competitors and to the alternative products.

Evaluation of the value of the market.

Analysis of supply and demand.

Product evaluation

Analysis of the product compared to what is proposed by competitors

Strategies

Definition of alternative choices

Quantification of objectives

Management policies

Organization, marketing and production policies

SWOT Analysis

SWOT analysis is a strategic planning tool used to assess the strengths, weaknesses, opportunities and threats of a project or business or any other situation in which an organization or individual needs to carry out a decision to achieve a goal.

Financial plan

The financial plan should explain to the investors the financial situation of the enterprise and which capital requirement develops thereby.

Lean start-up method

Prerequisites

Good knowledge of the English language.

Teaching methods

The module includes:

- Classroom Lectures: Sessions will alternate between more didactic parts and interactive segments.
- Individual and Group Interactive Activities: Lessons will feature exercises and activities, either individually or in groups, under the supervision of the instructor.
- Analysis of Business Cases
- Synchronous Online Sessions: These will account for up to 30% of the total hours.

Specifically, the 56 hours are organised as follows:

- 8 sessions of 2 hours each, conducted synchronously via the Webex application.
- 12 sessions of 3 hours each, held in person, which will alternate between didactic instruction and case studies, simulations, and practical applications.
- 1 session of 4 hours, dedicated to the presentation and assessment of group work.

Assessment methods

The exam consists of:

For attending students:

- A group assignment on the development and presentation of a business plan (50%)
- A written exam (50%)

For non-attending students:

- A written exam (with more questions compared to attending students) (100%)

Textbooks and Reading Materials

Main reading materials:

- Parolini, C. (2020). Business planning. Dall'idea al progetto imprenditoriale. Terza edizione. Pearson. (IN ITALIAN
- Barringer, B. R. (2009). Preparing effective business plans: An entrepreneurial approach. Second edition. Pearson. (IN ENGLISH)
- Slides, case studies and other materials provided on Moodle

OTHER USEFUL TEXTS:

- Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business. (IN ENGLISH, but there’s also an Italian version)
- D’Onofrio, T. (2018). Il business innovation plan. Dalla start up all'impresa di successo. Guerini Next. (IN ITALIAN)

Semester

Second semester

Teaching language

The course will be held in English language.

Sustainable Development Goals