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## **MASTER OF SCIENCE IN BUSINESS ADMINISTRATION**

### **BUSINESS PLANNING 2019-2020**

#### **TEACHER RESPONSIBLE FOR THE COURSE**

Teacher: William De Ascaniis

Email: [william.deascaniis@uniroma2.it](mailto:william.deascaniis@uniroma2.it)

Office hours: by appointment

#### **LEARNING OBJECTIVES**

The course aims at providing students with theoretical framework and practical skills concerning business planning. Based on relevant case studies the course focuses on the main issues in making and using business planning for start-up and well-established companies for different strategic objectives.

The course is based on a real-life professional approach used by the business and financial community (investment banks, advisory and consulting firms, and companies).

The main subjects of the course will be the following:

- Theoretical and practical framework of a Business Plan
- Making a Business Plan (in excel)
- Using a Business Plan

The course is appropriate for students who are willing to pursue a career in investment banking, financial advisory, business consulting, and industrial/services and financial companies (in the areas of business development, finance, strategy, and financial planning).

#### **TEACHING METHODS**

Lectures, case discussions, and assignments.

#### **MAIN REFERENCES**

Required. Bruce R. Barringer, Ph.D., *Preparing Effective Business Plans: An Entrepreneurial Approach*, Second Edition, Global Edition, Oklahoma State University, Pearson, 2015.

Further material (Slides and Excel Models) will be made available on the course website step by step after each lesson.

Suggested, but not compulsory. A. Osterwalder and Yves Pigneur, *Business Model Generation, A Handbook for Visionaries, Game Changers, and Challengers*, Wiley, 2010.

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## **CLASS DISCUSSIONS AND BUSINESS CASE ASSIGNMENT**

Students are expected to be fully engaged in the learning process. This means that students need to study material during the course and they are expected to actively participate in class discussions to enhance the learning process.

### **Rules for class discussions**

During the discussions in class, each student should demonstrate:

- Good knowledge regarding the subjects of previous lessons (studying the material made available).
- Ability to actively participate in the discussion in class.

### **Rules for Business Case Assignment**

- The class of students will be divided into groups, and the composition of each group will depend on the number of attending students.
- Groups are required to develop a Business Case as homework and to discuss it during the last 2 lessons of the course.
- The grade for each student for Business Case results (homework and discussion in class) will be computed as reported below in the section "Exam".

## **ATTENDANCE**

Attendance in class is very important. Students who miss more than 9 hours will be considered not attending students.

## **INTEGRATIVE COURSES**

Two integrative courses related to the Business Planning will be available, which will be optional and not compulsory. The subjects of these optional courses are reported below.

*Course (A): Business Model Implementation between Theory and Practical Applications – to be taken by Prof. Gabriele Palozzi – 3 hours*

*Course (B): Business Planning and Financing: Funding Tools and Opportunities – to be taken by Prof. Rocco Frondizi – 3 hours*

Teaching material for each integrative course will be made available after the lessons.

Each integrative course will give students the opportunity to be credited, in addition to the grade credited for the Business Planning course, with 0.25 points for attendance, and with up to 0.75 points (out of 30) if the answers to the related questions of each course and inserted in the final written exam of the course, will be correct (see below in the section "exam"). In order to answer to the questions on integrative course included in the written exam, the attendance to the course is compulsory. In other

words, if you do not attend the course you cannot answer to the questions on integrative course included in the written exam. It is also allowed attending only one of the 2 integrative courses.

### **EXAM**

For attending students, the final grade will be based on the following structure:

Written exam + short session of oral questions	50%
Business Case Assignment	30%
Class participation	20% (intended both as physical presence and, above all, as commitment and participation during the lessons).

In case of not accepting written exam grade, the written exam can be repeated and grades for "class participation" and "group project" will be kept valid.

The grade for "Business Case Assignment" can be rejected, and the final grade will be calculated as 80% by written exam and 20% by class participation. The grade for group project can be rejected not later than 3 working days before the written exam date.

For attending students that have not taken part to the Business Case or that have not accepted the Business Case grade, in addition to the written exam, at the end of the written exam there will be a short oral session.

For not attending students, the grade will be based on the following structure:

Written exam + short oral session	100%
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For attending students and for not attending students, the written exam will be made of an Exercises Section and a Theory Section.

The written exam for attending students and not attending students will be the same.

In addition to the Business Planning grade, students could be credited with up to 1 point for each integrative course as reported above.

### **ANALYTICAL SYLLABUS**

	Date	Time	Agenda	Type of lesson	Lecturer
1	November 7, 2019	9 -13	Course presentation Analysis of Financial Statements	Lecture	W. De Ascaniis

2	November 13, 2019	15-18	Analysis of Financial Statements	Lecture	W. De Ascaniis
3	November 14, 2019	9 -13	Reclassification of Financial Statements	Lecture	W. De Ascaniis
4	November 20, 2019	15-18	Business Planning ▪ Theoretical Framework	Lecture	W. De Ascaniis
5	November 21, 2019	9 -13	Business Planning Case ▪ Income Statement	Business Case	W. De Ascaniis
6	November 27, 2019	15 -18	Business Planning Case ▪ Balance Sheet	Business Case	W. De Ascaniis
7	November 28, 2019	9 -12	Business Planning Case ▪ Cash Flow	Business Case	W. De Ascaniis
8	December 4, 2019	15 – 18	Business Planning Case ▪ Financial Ratios Uses of Business Plan ▪ Strategic management ▪ Management of Financing ▪ Management of Financial Structure ▪ Debt Restructuring	Business Case	W. De Ascaniis
10	December 5, 2019	9 -12	Uses of Business Plan ▪ Valuation	Business Case	W. De Ascaniis
11	December 11, 2018	15-18	Business Case Discussion - Session 1	Business Case Presentation	Students
12	December 12, 2019	9 -12	Business Case Discussion - Session 2	Business Case Presentation	Students

### INTEGRATIVE COURSES

	Date	Time	Agenda	Type of lecture	Lecturer
1	December 6, 2019	10-13	<i>Course (A): Business Model Implementation between Theory and Practical Applications</i>	Lecture	Gabriele Palozzi
2	December 10, 2019	15-18	<i>Course (B): Business Planning and Financing: Funding Tools and Opportunities</i>	Lecture	Rocco Frondizi