

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education  
«SAINT-PETERSBURG STATE UNIVERSITY OF ECONOMICS» (UNECON)

APPROVED:  
Vice-rector for study and methodical work  
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«22» 12 2022

**Финансовое планирование /Financial Planning**

**Syllabus of the course**

Specialty *38.03.02 Management*  
Specialization *Business management and digital innovations*  
Level of higher education *Bachelor*  
Form of training *Full-time*  
Year of enrolment *2022*  
Authored by:  
PhD in Economics, Irina I. Dobroserdova

Total number of hours	108	<b>Form of final attestation:</b>  Test: semester 6
incl:		
contact work	42	
self-study	66	
practical training	0	
control hours	0	

**Hours distribution:**

Semester:	6
Type of classes	Hours
Contact hours	18
Practical training	24
Laboratory work	
<b>Total contact hours</b>	<b>42</b>
Self-study	66
Control hours	0
<b>Total academic hours</b>	<b>108</b>
<b>Total credits</b>	<b>3</b>

Saint-Petersburg  
2022

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## 1. LEARNING OBJECTIVES

<b>Objective:</b>	Formation of a knowledge system in the field of financial planning and budgeting, modeling and forecasting; formation of a system of financial responsibility at the enterprise; structure and organization of work of the financial bodies of the enterprise; principles of building an effective budgeting system; methods of control over the execution of financial plans of the enterprise; infrastructure of the financial planning process.
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## 2. COURSE PLACE IN THE PROGRAMME STRUCTURE

The discipline B1.V Financial Planning is a part of Block 1.

## 3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
PC-4 – Development of a business development strategy	PC-4.2 – Determination of the norms of expenses and incomes of a series of products, preparation and coordination with investors and sponsors of proposals for the volume of financing, control of expenses and incomes of a series of products	<p>To know: the main approaches and methods of collecting and processing information to determine the need for financial resources in order to develop a business development strategy</p> <p>To be able to: distinguish between expenditure and income budgets for planning and control purposes, justify the amount of need for additional financial resources in order to achieve the strategic goals of business development</p> <p>To possess: the skills of cost rationing and income planning for building financial plans and coordinating proposals on funding volumes with investors</p>

## 4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Essence, methods and types of financial planning	The essence of financial planning and the evolution of the content of financial planning in organizations of various forms of ownership. Information base for the analysis of financial statements as the basis of financial	4	4		6

in the enterprise.	planning. Cost and accounting approaches to the analysis of financial statements. Strategic, current and operational planning. Types of financial plans and their purpose. Methods of financial planning (normative and settlement-analytical, balance methods of planning financial indicators). Fundamentals of organizing financial planning in Russian and foreign companies.				
Topic 2. The role of the strategic plan of organizations in the financial planning system and the procedure for its development.	Tasks, objects of strategic planning, the main range of tasks to be solved during the implementation of strategic planning. Modeling the company's free cash flow. Characteristics of the organization's financial strategy and factors that determine its specifics. Key indicators of financial strategy. Risk assessment of forecast cash flows. Substantiation of growth rates and development of financial strategy matrices. Features of cash flow management depending on the stage of the life cycle of the enterprise, organizational and legal forms of doing business. Financial plan indicators. The content of the financial section of the business plan and methods for forecasting the main indicators of the financial section. The concept of the financial model of the company.	4	6		16
Topic 3. Budgeting as the main tool for current financial planning.	Concept of budgeting and budgeting system. The goals of building a budgeting system at the enterprise. The concept of the budget, types of budgets. Determination of the duration of the budget period. The main stages of the budget process. Basics of building BDR, BDDS and BBL. Principles of effective budgeting and criteria for assessing the quality of financial plans. Financial structure of the enterprise: The concept of financial responsibility centers and diagnostics of their types. Coordination of organizational and financial structures, options for building financial and budgetary structures. Responsibility centers relationship. Management accounting and development of budget accounting policy.	6	8		28
Topic 4. Control and analysis of the execution of enterprise budgets.	Current, intermediate and final control. Objects of control. Classification of internal reports. Flexible budgeting and rationing as the basis for variance analysis. Estimation of the limit of permissible deviations. Monitoring the activities of responsibility centers. Control of cash flows of the enterprise, development of payment priorities. Goals and objectives of the treasury system in the framework of monitoring the execution of the budget of the cash flow of the enterprise.	4	6		16
<b>Control hours:</b>					<b>0</b>
<b>Total hours:</b>		<b>18</b>	<b>24</b>	<b>0</b>	<b>66</b>

## 5. TEACHING AND LEARNING TOOLS OF THE COURSE

### 5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Bocharov, Vladimir Vladimirovich Financial planning and budgeting: a textbook for bachelors of all forms of education in the specialty "Finance and Credit" / VV Bocharov; Ministry of Education and Science Ros. Federation, St. Petersburg. state economy un-t, Dept. finance. St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2013.	<a href="http://opac.unecon.ru/elibrary/elib/423593366.pdf">http://opac.unecon.ru/elibrary/elib/423593366.pdf</a>
Financial management: textbook and workshop for academic bachelor's degree / [V.A. Chernenko et al.] ; ed. V.A. Chernenko, K.I. Fedorova; Ministry of Education and Science Ros. Federation, St. Petersburg. state economy un-t, Dept. corporate finance and business valuation. St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2018.	<a href="http://opac.unecon.ru/elibrary ... D%D0%B5%D0%BD%D0%BA%D0%BE.pdf">http://opac.unecon.ru/elibrary ... D%D0%B5%D0%BD%D0%BA%D0%BE.pdf</a>
Chernenko, Vladimir A. Financial planning and budgeting: textbook / V.A. Chernenko, A.Yu. Skorokhod; Ministry of Education and Science of the Russian Federation, St. Petersburg State University University of Economics, Department of Corporate Finance and Business Valuation. St. Petersburg: Publishing House of St. Petersburg State University of Economics, 2016.	<a href="http://opac.unecon.ru/elibrary ... B2%D0%B0%D0%BD%D0%B8%D0%B5.pdf">http://opac.unecon.ru/elibrary ... B2%D0%B0%D0%BD%D0%B8%D0%B5.pdf</a>
Financial planning and budgeting: textbook / V.N. Nezamaikin, N.A. Platonova, I.M. Pomortseva [and others]; ed. V.N. Nezamaikin. — 2nd ed., corrected. and additional - Moscow: INFRA-M, 2021. - 112 p.	<a href="https://znanium.com/read?id=372323">https://znanium.com/read?id=372323</a>

### 5.2 List of software (including national production)

- 7-Zip
- LibreOffice
- ОС АЛТ образование 10

### 5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – <a href="http://www.grebennikon.ru">www.grebennikon.ru</a>
2.	Science Digital Library eLIBRARY – <a href="http://www.elibrary.ru">www.elibrary.ru</a>
3.	Science Digital Library КиберЛеника – <a href="http://www.cyberleninka.ru">www.cyberleninka.ru</a>
4.	Database ПОЛПРЕД Справочники – <a href="http://www.polpred.com">www.polpred.com</a>
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary <a href="http://www.oecd-ilibrary.org">www.oecd-ilibrary.org</a>
6.	Legal reference system КонсультантПлюс (installed resource UNECON or <a href="http://www.consultant.ru">www.consultant.ru</a> )
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or <a href="http://www.garant.ru">www.garant.ru</a> )
8.	Information and referral system «Кодекс» (installed resource UNECON or <a href="http://www.kodeks.ru">www.kodeks.ru</a> )

9.	Digital library system BOOK.ru - <a href="http://www.book.ru">www.book.ru</a>
10.	Digital library system ЭБС ЮРАЙТ – <a href="http://www.urait.ru">www.urait.ru</a>
11.	Digital library system ЗНАНИУМ (ZNANIUM) – <a href="http://www.znanium.com">www.znanium.com</a>
12.	Digital library UNECON – <a href="http://opac.unecon.ru">opac.unecon.ru</a>

## 6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Classroom 2009 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 122 seats (study table 61 pcs., chairs 122 pcs.), the teacher's workplace, desk m/m, drawer 1 pc, chalk board 1 pc (3 sections), chair 1 pc, drawer 1 pc, chair 1 pc, Chair 2 pcs., Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, Sound projector Yamaha YSP-3000 - 1 pc, Projector stand with camera decks - 1 pc, Projection screen draper - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, Screen Media D1 ceiling bracket - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2011 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 118 seats, teacher's workplace, desk - 1 pc, chalk board (3 sections) - 1 pc, marker board - 1 pc, desk - 1 pc, drawer - 1 pc, chair - 3 pcs., Computer Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 - 1 pc, Panasonic PT-VX610E multimedia projector - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2028 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 44 seats, teacher's workplace, chalk board (one section) - 1 pc, chair - 1 pc, table - 1 pc, chair - 3 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2045 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 78 seats, teacher's workplace, chalk board (3 sections) - 1 pc, chair - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2052 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 88 seats, teacher's workplace, chalk board (3	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P

sections) - 1 pc, desk - 1 pc, table - 2 pcs, chair - 2 pcs, Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 motorized screen - 1 pc, MW Cinerollo 200*200cm manual spring loaded screen - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	
Classroom 2060 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 82 seats, a teacher's workplace, chalk board (3 sections) - 1 pc., chair - 1 pc., table - 1 pc., chair - 2 pcs., Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc., Multimedia projector Panasonic PT-VX610E - 1 pc., Screen with electric drive ScreenMedia Champion 203x153cm (SCM-4303) - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2061 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 80 seats, teacher's workplace, table - 1 pc, chalk board (3 sections) - 1 pc, pulpit - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2023 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 48 seats, teacher's workplace (computer desk - 1 pc.), wheeled marker board - 1 pc, 3 sectional marker board - 1 pc, desk - 1 pc, iso chair - 7 pcs, chair -1 pc, blinds - 3 pcs., Computer i5-8400/8GB/500GB SSD/Viewsonic VA2410-mh -34 pcs, Switchboard Cisco Catalyst 2960-48PST-L (including SmartNet Service Contract CON-SNT-2964STL) - 1 pc, Wi-Fi Access Point Type1 UBIQUITI UAP-AC-PRO - 1 pc, NEC M350 X projector - 1 pc, Local Area Network Switch (48 ports) Cisco WS-C2960+48PST-L - 1 pc, ProCurve Switch 2626 - 1 pc, Intel pentium x2 g3250 computer /500gb / philips 21.5' monitor - 1 pc, Ubiquiti IP video camera - 1 pc, Wireless access point/UNI FI AP PRO/Ubiquiti - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2034 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 25 seats, teacher's workplace (table 1pc., chair 1pc.), marker board 1pc, Rack hanger 2pcs, chairs 3pcs.Computer I5-7400/8Gb/1Tb/DELL S2218H - 21pcs, Network switch Cisco WS-C2960-48TT-L (Catalyst2960) 48-ports 10/100Mbps+2p - 1 pc, Switchboard Cisco Catalyst 2960 24 WS-C2960-24PC-L - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

## 7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;

- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

## **8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS**

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);
- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;
- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.



## ASSESSMENT RESOURCES

### 1.1 Control tasks and assignments for interim attestation

Is not provided by the work programme of the discipline.

### 1.2 Topics for written task

Is not provided by the work programme of the discipline.

### 1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Analytical work	Written	1-2
2	Settlement and practical work	with the help of technical means and information systems	3
3	Monitoring	with the help of technical means and information systems	1-4

### 1.4 Other assessment objects

Is not provided by the work programme of the discipline.

### 1.5 Self-study

Name of self-study	Topic number
Work with analytical databases, normative documents, reference books	1-2
Calculations, analyses, graphic and other tasks	2-3
Lectures and practical classes preparation	1-4

### 1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

**A grading and rating system** is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
<55	Not passed
>=55	Passed

### Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarised.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.