

<b>ELECTIVE SUBJECTS</b>	
<b>3.5</b>	<b>ENTREPRENEURSHIP AND START-UPS</b>  <b>3.5.1. IDEATION, DESIGN THINKING AND INNOVATION</b>  <b>3.5.2.MANAGEMENT OF SMES AND FAMILY BUSINESS</b>  <b>3.5.3. CORPORATE ENTREPRENEURSHIP AND NEW VENTURE CREATION</b>

**3.5.1. IDEATION, DESIGN THINKING AND INNOVATION**

**1.GENERAL INFORMATION**

No.of Credits 4  
 No.of Hours Per Week 4

**2.COURSE PERSPECTIVE**

Ideation, Design Thinking and Innovation – aims at bringing out the primary stage and integral of entrepreneurship process. Ideation methods is discussed explaining the best method that can be adopted. Innovation in the entrepreneurial process is seen as a necessity for a creating a well-defined entrepreneurial idea. Integrating innovation in the entrepreneurial process and the government policies and support to make Innovation easy to embrace and implement.

**3.COURSE OBJECTIVES AND OUTCOMES**

**OBJECTIVES**

- 1.To make students of entrepreneurship understand and implement the ideation process.
- 2.To adopt design thinking process to ensure ideation is inclusive and customer centric- that it meets market needs.
- 3.To build an innovative temperament for all ideas generated and To apply the recent innovative models and technology to build new ideas.

**OUTCOME**

To equip students with comprehensive and well-defined means and tools of Ideation.  
 To ensure students are trained on the much used and largely accepted ideation methods such as design thinking.  
 To initiate innovative thinking and ensure innovative practices are inculcated in all their entrepreneurial thinking.

**4. COURSE CONTENT AND STRUCTURE**

**MODULE 1: INTRODUCTION AND BASIC CONCEPTS OF ENTREPRENEURIAL IDEATION PROCESS  
10 HOURS**

Introduction to Entrepreneurship process, Entrepreneurship decision making and thinking process, Difference between managerial decision making and entrepreneurial decision making, Source of Ideas, Methods of idea generation and Creative Problem Solving

**MODULE 2: OPPORTUNITY ANALYSIS 12 HOURS**

Opportunity analysis –Source of opportunity, Opportunity-trends, Basic concepts of creative thinking modes-Divergent, Convergent, Emergent thinking, Nurture Creative Ideation through Lateral Thinking –De Bono theory of six thinking hats – Use of Lateral thinking ways for generating Ideas and Use of Design thinking for creative ideation.

**MODULE 3: DESIGN THINKING FOR IDEATION AND FORMALIZING IDEATION 08 HOURS**

Basic concepts of design thinking, Stages in design thinking-empathies, define, ideate, prototype, test. Importance of design thinking in today’s Disruptive world. Advantages of design thinking in making an idea viable.

**MODULE 4: DESIGN THINKING - FORMALIZING IDEATION AND COMMERCIALIZING 08 HRS**

Idea Validation-Idea validation based on Usability; Idea validation based on Feasibility, Ideation and its relevance to building - Consumer experience -consumer-centric for improved consumer experience. Build a viable user interface for making the idea commercial and adaptable.

#### **MODULE 5: INTRODUCTION TO INNOVATION**

**08 HOURS**

Creativity, Invention and innovation, Types of Innovation, Relevance of Technology for Innovation. The Indian innovations and opportunities, Innovators and Imitators

#### **MODULE 6: LEGAL ASPECTS REGARDING INNOVATION, INNOVATION RISK**

**10 HOURS**

Patents, Trademarks, Intellectual Property Government policies regarding Innovation, Exploring, Executing, Leveraging and renewing innovation, Enhancing Innovation Potential & Formulating strategies for Innovation Risks and barriers for introducing products and services Selecting a Strategy, setting up the Investment and establishing organization, Evaluating the Costs and impact of the Project, Cases on Innovation among entrepreneurs in India.

#### **5.PEDAGOGY**

A mix of lectures, case study, learn through project and interactions with budding entrepreneurs. Project work in a team of 10 and work on a detailed Entrepreneurial Idea Development project by using the design thinking method

Project should include: - Idea generated through the design thinking stages (empathies, define, ideate, prototype, test.)  
Student team presentation-The project will bring out a prototype and test results this will be presented by the students.

#### **6.SKILL SET DEVELOPMENT**

MOOCS on Design thinking from any reputed online programming platforms (some of the courses are IDEO.org, Harvard course on Design Thinking.).

Creative thinking or Critical thinking online course can be completed by the students

Attending Mentoring programs at a registered accelerator or Incubator

Attend Open houses session at NSRCEL, Bangalore, for getting first-hand experience of How Entrepreneurial Idea generation process can be initiated

#### **7.TEACHING/LEARNING RESOURCES**

##### **ESSENTIAL READINGS**

- 1.Design Thinking: Integrating Innovation, Customer Experience, and Brand Value Paperback - 2009, Thomas Lockwood.
- 2.Non-Designers-Guide-Design-Thinking-Marketer- Saso Kunitake, Hiroshi Ishii

##### **REFERENCES**

1.[Entrepreneurship Development Robert D Hisrich](#)

2.Entrepreneurship Development B.Jankiram and M.Rizwana, Excel Books

3.Edward de Bono, New think: The use of lateral thinking in the generation of new ideas, 1967

4.Ella Miron-Spektor, Miriam Erez, and Eitan Naveh. To Drive Creativity, Add Some Conformity. Harvard Business Review, March 2012:<https://hbr.org/2012/03/to-drive-creativity-add-so...>

5. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown ([Goodreads](#))

6. The Design of Business: Why Design Thinking is the Next Competitive Advantage by Roger L. Martin ([Goodreads](#))

7. Human-Centered Design Toolkit: An Open-Source Toolkit To Inspire New Solutions in the Developing World by IDEO and The Bill & Melinda Gates Foundation ([Goodreads](#))

8. Innovation and Entrepreneurship, Peter .F.Drucker

9. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley and Jonathan Littman ([Goodreads](#))

### 3.5.2.MANAGEMENT OF SMEs AND FAMILY BUSINESS

#### 1. GENERAL INFORMATION

No. of Credits	4
No.of Hours Per Week	4

#### 2.COURSE PERSPECTIVES

The course perspective is to give exposure to the students about the special approach that needs to be taken with respect to managing MSMEs in different stages of its life cycle including family business aspects as a part of successor panning.

#### 3.COURSE OBJECTIVES AND OUTCOMES

##### OBJECTIVES

To make students aware that managing small enterprises require different approach visa Vis managing large enterprises.  
To make students understand how managing a Family business calls for a balanced approach of professional inputs to be competitive

##### OUTCOMES

By the end of the course the students would

Gather adequate knowledge to adopt various tools & techniques of Management to run a small enterprise efficiently.  
Know the intricacies involved in managing a Family business without sacrificing the advantages of a professional setup.

#### 4.COURSE CONTENT AND STRUCTURE

##### MODULE 1: OVERVIEW OF MANAGING SMES 08 HOURS

Introduction to SMEs, Typical structure, Role of Managers and Entrepreneurs, Managing Small Enterprises & Large Enterprises, Managerial functions, Tasks & Skills required constraints in SMEs.

##### MODULE 2: MSME 08 HOURS

**Sensitivity to environment:** Social, economic, political & technical aspects & awareness of change at the market place.

**Managing Crisis:** During starting phase, cash crisis/finance crisis, delegation crisis, leadership crisis. Developing problem solving attitude, Importance of communication.

##### MODULE 3: PRIORITISING AND FOCUSING ON KEY AREAS 12HOURS

**Production:** Production planning and control, productivity enhancement

**Finance:** Financial Planning, Issues related costing and maintenance of accounts

**Marketing:** Market studies for small entrepreneurs, product selection, pricing, promotion and distribution aspects of MSMEs

**Human Resource:** Planning, requirement, training, retaining, also maintaining in MSMEs.

##### MODULE 4: NEGOTIATION 10HOURS

Importance of communication, time management, negotiations, problem solving & issues related to growth & legal aspects with reference to SMEs. Sickness in industries, causes & remedial measures, revival support & Turn around strategies.New government policies for Entrepreneurship ( Central and State Government)

##### MODULE 5: AN OVERVIEW OF FAMILY BUSINESS. 8HOURS

Introduction, economic impact, special strengths, dilemmas & challenges, competitive edge, Founders, teams, designing family governance, council, retreats & constitutions. Non family employees, importance of external expertise, pit falls in family business and overcome. Family reunions & bringing in cohesion.

##### MODULE 6: MANAGING A FAMILY ENTERPRISE 10HOURS

Issues related to working in Business, Inducting family members, training & development, mentors, gaining respect from employees, sibling rivalry, establishing personal identity. Relationship with members belonging to other generations, seeking balanced approach. Professionalizing the management, use of external resources- Professional advisers & consultants.

## **5.PEDAGOGY**

A mix of lectures, case study and interactions with budding entrepreneurs.

## **6. TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

- 1.Mary Jane Byrd/Leon C Megginson: Small Business Management, Mc Graw Hill Higher Education
- 2.Thomas W Zimmer: Effective Small Business Management, Printice Hall
- 3.Donald Kurato & Richard M Hodgetts: Small Business Management, Profile Books
- 4.Michael K Allio & Robert J Allio: Practical Strategy for Family Business, Tats Mac Graw Hill

### **REFERENCES**

- 1.David Cadden & Sandra Lucder: Small Business Management in 21<sup>st</sup> Century, Saylor foundation
- 2.Soni Sharma: Entrepreneurship and small Business Management, Vayu Education of India
- 3.Walter Vieira, Mita Dixit : The 5Gs of Family Business, Sage Publication
- 4.Arjun Kakkar: Small Business Management, Global India Publications Pvt. Ltd
- 5.V G Patel, The seven Business Crisis- SAGE Journal/Publications
- 6.Eric Ries, The start-up Way
- 7.Jim Collins, Turning the Fly wheel, Harper business

### 3.5.3. CORPORATE ENTREPRENEURSHIP AND NEW VENTURE CREATION

#### 1.GENERAL INFORMATION

No.of Credits 4

No.of Hours Per Week 4

#### 2.COURSE PERSPECTIVE

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach.

#### 3.COURSE OBJECTIVES AND OUTCOMES

##### OBJECTIVES

To Understanding Corporate Entrepreneurship, its origin and growth in modern times

To apply the entrepreneurial process to the operations of a department or functional area within an established organisation

To formulate corporate objectives and strategies that support entrepreneurial behaviour

To Understand and evaluate the ethical dimensions of corporate entrepreneurial behaviour

##### OUTCOMES

By the end of the course, the students must get clarity and understanding of corporate entrepreneurship concept and manage it.

#### 4.COURSE CONTENT AND STRUCTURE

##### MODULE 1: INTRODUCTION TO CORPORATE ENTREPRENEURSHIP 08 HOURS

Introduction to Corporate entrepreneurship, forms and history of corporate entrepreneurship, entrepreneurial orientation and architecture, building entrepreneurial architecture, corporate entrepreneurship strategy, Corporate entrepreneurship Vs. role of managers

##### MODULE 2: BUILDING AN ORGANISATION 10 HOURS

Introduction to Building an organisation, Types of Entrepreneurship organisational structures, building supportive organisational cultures, Vision, Mission, Aligning Vision & Mission with Objectives

##### MODULE 3: ENTREPRENEURIAL LEADERSHIP 10 HOURS

Introduction to Entrepreneurial leadership, Qualities of Entrepreneurial control systems, obstacles to and risk of corporate entrepreneurship, Eco system plans

##### MODULE 4: INTERNATIONAL CORPORATE ENTREPRENEURSHIP 10 HOURS

International corporate entrepreneurship, ICE and organisational learning, Setting Goals and Strategies, selected international entrepreneurial best practices and Case Studies

##### MODULE 5: CORPORATE CULTURE AND ORGANISATIONAL STRUCTURE 10 HOURS

Corporate culture, Values, Norms, Expectations. Ethical & Compliances in Corporate Entrepreneurship, shared resources, Mentoring opportunities

##### MODULE 6: INTRAPRENEURSHIP 08 HOURS

History of Intrapreneurship, Differences between Entrepreneur and Intrapreneur, Intrapreneurial activities, Benefits to the organisation and Intrapreneur, Case Studies of organisations supported and nurtured the Intrapreneurship.

Introduction to new venture creation, Development and New Venture Formation; Growth and Development Phases of Venture Creation.

#### 5.PEDAGOGY

A mix of lectures, case study, interactions, industrial visits and a hands-on project

#### SKILL DEVELOPMENT EXERCISES

Identify 4 start-ups which were incubated by an organisation and prepare a document on how these intimated  
Prepare a SWOT analysis of any 2 start-ups

Prepare a proposal to Chairman of your organisation with a product idea and how it can be created  
Profile any 4 Entrepreneurs and chart their journey from idea generation to growth

## **6.TEACHING/LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with organisations – Kuratko, D F; Morris, M H; & Cavin, J G
2. Corporate Entrepreneurship: Innovation and Strategy in Large organisations – Burns, P
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C

### **Reference Books**

1. Operations Management for Competitive Advantage – Chase, R.B
2. The Entrepreneur's guide to hiring a building the team – Ken Tanner
3. Indian Entrepreneurial Culture – A Gupta
4. The Success Story Behind the World's Most Unusual Workspace – Semler, Ricardo.
5. David H Holt, 'Entrepreneurship: New Venture Creation', Pearson Education India
6. Timmons, 'New Venture Creation', McGraw Hill

<b>ELECTIVE SUBJECTS</b>	
<b>4.5</b>	<b>ENTREPRENEURSHIP AND START-UPS</b> <b>4.5.1. TECHNOLOGY FOR NEW VENTURES</b> <b>4.5.2. SCALING UP AND SUSTAINABILITY OF START-UPS</b> <b>4.5.3. ENTREPRENEURIAL FINANCE</b>

#### **4.5.1. TECHNOLOGY FOR ENTREPRENEURSHIP**

### **1. GENERAL INFORMATION**

No. of Credits	4
No. of Hours Per Week	4

### **2. COURSE PERSPECTIVES**

This subject is introduced keeping in mind the growing role of technology in the present dynamic world.

The VUCA world of today is heavily reliant on technology and anything and everything is driven by technology including business. The literacy paradigm has shifted from not just traditional education but has expanded to technical knowhow. Many of the businesses have shifted to virtual platform either partially or completely. Hence it is always wise for the budding entrepreneur to have a full hand understanding of the virtual platforms, business transactions and various related tools and techniques. The subject will dab a little bit of everything as it is the need for the hour in the uncertain environment.

### **3. COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES**

- To make the students aware of the importance and role of technology in entrepreneurship and the various uses, abuses, and opportunities available in present scenario.
- To acquaint them with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business with favourable usage of technology.

#### **OUTCOMES**

By the end of the course, the student should be able to

- Acquire Hands on Knowledge of different technological tools for starting up their venture.
- Develop and apply strategies for business competition with technological techniques.
- Build a sustainable business venture through the effective usage of technology.

### **4. COURSE CONTENT AND STRUCTURE**

#### **MODULE 1: TECHNOLOGY FOR NEW AGE ENTREPRENEURS**

**8 HOURS**

Introduction – Importance of technology for an Entrepreneur, Role of Technology in starting a New Venture. Benefits of using technology for Startups. Technologies that drive Entrepreneurship – trends and success stories.

#### **MODULE 2: DIGITAL ECOSYSTEM FOR STARTUPS**

**10 HOURS**

Digital Ecosystem for Business – Digital Management of Core Business Functions, Evolution of Value Chains and Business Models. Digital Platforms – Website Development, SEO, Affiliate Marketing, Social Media Marketing, Email Marketing. Digital Promotion and Engagement– Optimizing Content, Social Media Engagement, Usage of various tools for tracking Digital Marketing initiatives.

#### **MODULE 3: DATA SCIENCE AND NEW VENTURE CREATION**

**12 HOURS**

Enterprise Big Data – Characteristics of Big Data, Four Forms of Pattern Identification, Types of Analytics and purpose, Data Types. Business Intelligence for Decision Making - Data Pipeline, Properties of Data Pipeline, Evolution of Data Pipelines. Data Pipeline Process – Setting the Environment, Publishing Events, Storing Events. Data Flow through Google Cloud Platform. Data Metrics – tracking the health of start-ups through KPIs, Reporting with R, Base R, ETLs. Data Reporting – Google Data

Studio, Tableau, Custom Tooling.

#### **MODULE 4: LEVERAGING AI, VR, AND AR FOR BUSINESS SUCCESS**

**8 HOURS**

Introduction to AI, VR and AR. How businesses use AI – Cross Referencing Data, Consumer Behaviour Tracking and forecasting, Fraud detection, Personalization of marketing Communication – Chatbots. VR/AR applications to Business – Managing Workforce, Customer Experience Management, Online Shopping. Scope and opportunities of using VR/AR in different sectors in India.

#### **MODULE 5: APPLICATION OF IOT FOR VENTURE DEVELOPMENT 10 HOURS**

Introduction to IOT - Computing Devices, Digital Machines, UIDs. Networks and Interactions – Human to Human, Human to Computer. Usage of Sensors & Processors, Automation Processes, Customer transactions, HR Costs, SCM, Logistics Operations. Business decisions using IOT, Contemporary Smart Business Models.

#### **MODULE 6: CYBER SECURITY STRATEGIES FOR ENTERPRISES**

**8 HOURS**

Approaches to Cybersecurity- Computer Security, Websites Security, Network Security, Large Data Breaches. Cyber Threats: Types of attacks, How attacks are carried out?, Attack Vectors. Firewalls and Mitigation Tools, Proactive Security Measures. Effectiveness and Safety of Payment Gateways, Use and Abuse of Crypto currency in Business practices.

### **5. PEDAGOGY**

A mix of lectures, Simulations, Dynamic Visualizations, Virtual Labs, Computational modelling, Mobile Learning, Project based learning, Online learning Platform and MOOC Courses.

1. Role Playing
2. E-COMMERCE Simulation Exercise

### **6. TEACHING/LEARNING RESOURCES**

#### **ESSENTIAL READINGS**

1. Ray Rothrock, Richard A. Clarke, Digital Resilience: Is Your Company Ready for the Next Cyber Threat, 2018,
2. Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press.
3. George Gilder, "Life after Google: The Fall of Big Data and Rise of the Blockchain Economy, Financial Times Book, 2018
4. Thomas M Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, RosettaBooks, 2019

#### **REFERENCES**

1. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication. 2013. Dorling Kindersley (India) Pvt. Ltd.
2. O'Brien, Management, Info Systems, Tata McGrawhill, Latest
3. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013.

## 4.5.2. SCALING UP AND SUSTAINABILITY OF START-UPS

### 1.GENERAL INFORMATION

No. of Credits	4
No.of Hours Per Week	4

### 2.COURSE PERSPECTIVE

The skill set required to manage a large firm largely differ from that required to manage a small firm. The lack of which will hold back an entrepreneur from scaling up. This course will acquaint the management students with those challenges and skills to equip them to face the challenges of scaling up.

### 3.COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES

This course aims to acquaint the students with the challenges of scaling up and strategies of scaling up. Also, it will guide them to attain sustainable growth of the businesses.

#### OUTCOME

By the end of the course the students will possess knowledge required to assess and take decision on scaling up of a venture They will be well equipped to take care of issues associated with scaling up of a venture

### 4.COURSE CONTENT AND STRUCTURE

#### MODULE 1 - OVERVIEW OF THE START-UP ENVIRONMENT 8 HOURS

Start-ups eco system – meaning, importance of a sound eco-system; Business environment and uncertainty; Environment scanning, adaptability and sustainability of business; Growth Vs Scaling. Start-up life cycle – Scaling phases; vision & mission.

#### MODULE 2 - ASSESSING AND IDENTIFYING THE NECESSITIES FOR SCALING UP 10 HOURS

Assess the readiness to scale-up – Assess robustness of current business – optimize core business functions - Developing new processes – Change over from Multifunctional teams to specific departments; Consequences of Premature and rapid scaling.

#### MODULE 3 - ENTREPRENEUR READINESS 10 HOURS

Difference in managing small firm to large enterprise; Transition from people to process - Goal setting for sustainability and value creation, Women entrepreneurs in India, Key characteristics – Managing complexities – Leadership - Delegation of power- Decentralization; Organization Structure and communication – Organization culture - Right people on right job; Deployment of right technology.

#### MODULE 4 – BUSINESS MODEL & STRATEGIC CONTROL SYSTEMS 10 HOURS

Identification of sustainable business models through value creation; Types of Business Models; Automate and Outsource; Business Model Innovation – Scalable Business Models - Scalability patterns in business models - business scalability matrix – Primary and secondary Archetypes, Online business models.

#### MODULE 5 – STRATEGIES TO SCALE UP 10HOURS

Leveraging of resources, Automate and digitize, invest in technology and information security policy. Cloud based tools - CRM, customer support, team communications, project management, Marketing & social media management- choose markets with growth potential and customer segments - Use appropriate tools - minimum viable product (MVP) development, ecosystem maps, IP portfolio, Crowd-funding, product road-map, ESOPs, term sheets, competition metrics, Forge strong strategic tie-ups. Methods of growing – Franchising, Licensing, Joint Ventures, Mergers & Acquisitions.

#### MODULE 6 – EFFECTIVE IMPLEMENTATION AND REALIGNMENT 8 HOURS

Set Goals and Time-lines – Monitor growth cycle – Measuring the effectiveness – Review – Re-align. Discuss scaling up case studies from different industries – e-commerce, Software, Services and Manufacturing.

## 5.PEDAGOGY

A Classroom Lecture, Case Studies, Group project and Individual assignments, Visit an entrepreneur and interview to understand various issues in scaling up

## 6.TEACHING/LEARNING RESOURCES

### ESSENTIAL READINGS

- 1.Robert I Sutton, Hayagreeva Rao (2014) Scaling Up Excellence: Getting to More Without Settling for Less – Crown Publishing Group
- 2.Frank Mattes (2019) – Lean Scaleup: Turn Innovation Concepts into Business Impact – Independently published

### REFERENCES

- 1.Peter Cohan (2019)Scaling Your Startup: Mastering Four Stages from Idea to \$ 10 Billion- Apress
- 2.Howard Love ( 2016); The Start-Up J Curve: The Six Steps to Entrepreneurial Success Greenleaf Book Group Press
- 3.Phadke Uday, Vyakarnam Shailendra (2018);The Start Up Manual : The Handbool for innovators, Entrepreneurs, Teams and Firms : World Scientific
- 4.Henry Chesbrough (2006); **Open Business Models: How To Thrive In The New Innovation Landscape** : Harvard Business Press
- 5.Sangeet Paul Choudary, Geoffrey G. Parker, Marshall Van Alystne (2015); Platform Scale: How an Emerging Business Model Helps Startups Build Large Empires with Minimum InvestmentPlatform - Publisher -Thinking Labs
- 6.Salim Ismail (2014) Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours; Diversion Books
- 7.Charles Baden-Fuller, Vincent Mangematin (2015) Business Models and Modelling ; Emerald Group Publishing,
- 8.The Concept of Business Model Scalability Morten Lund 1 and Christian Nielsen - Journal of Business Models (2018), Vol. 6, No. 1, pp. 1-18

### 4.5.3.ENTREPRENEURIAL FINANCE

#### 1.GENERAL INFORMATION

No.of Credits	4
No.of Hours Per Week	4

#### 2.COURSE PERSPECTIVE

The Entrepreneurial Finance course prepares students to be competent in entrepreneurship and corporate finance management skills. The course focuses on specific financial planning and financial decision making needs of entrepreneurial ventures, including start up and development phase financial and management problems.

#### 3.COURSE OBJECTIVES AND OUTCOMES

##### OBJECTIVES

Entrepreneurial Finance examines the elements of entrepreneurial finance, focusing on technology-based start-up ventures and the early stages of company development.

The course addresses key questions which challenge all entrepreneurs: how much money can and should be raised; when should it be raised and from whom; what is a reasonable valuation of the company; and how funding, employment should contracts and exit decisions are structured.

##### OUTCOMES

It aims to prepare students for formulating decisions, both as entrepreneurs and venture capitalists.

In addition, the course includes an in-depth analysis of the structure of the private equity industry

#### 4.COURSE CONTENT AND STRUCTURE

##### MODULE 1: INTRODUCTION TO ENTREPRENEURIAL FINANCE

**08 HOURS**

Introduction; Meaning; Definitions; Concepts; Importance & Applications to the Entrepreneurial Finance; Corporate Finance VS. Entrepreneurship Finance; Sequence of New Venture financing; Regulatory considerations; financial distress affecting, financing choices.

##### MODULE 2: BUSINESS EVALUATION AND VALUATION

**10 HOURS**

Introduction; Business Plan Development; Checklist of Finance Information; Business Plan Development Sources,Government Schemes, Key factors of Valuation; Methods of Asset Valuation (Simple Problems)

##### MODULE 3: VENTURE CAPITAL FUNDS

**08 HOURS**

Introduction to Venture Capital Industry; Venture Capital Partnerships; Types of Funds; Investment Characteristics; Credible Finance Proposals; Amount and Staging of Investment; Financial Projections; Investment Expectations.

##### MODULE 4: ISSUES OF FINANCING START-UPS AND SMALL FIRMS

**08 HOURS**

Introduction and Changing Landscape of Small Firm Finance; Time Series Perspective on Credit Availability and Cost; Start-up Financing; On Going Financing of Small Firms; Bank Consolidation and Small Firm Finance

##### MODULE 5: EXIT AND TURNAROUND STRATEGY

**10 HOURS**

Components of Exit Strategy; Importance of Exit Strategy; Differing Perspectives; Valuation by Revenue Multiples; Compression of Return by Exit Type; Options for exit; Acquisition, Earn-Out; Debt-Equity Swaps; Merger; Management Buyout; Liquidation; Leveraged Buyout

##### MODULE 6: OPPORTUNITIES TO DO BUSINESS & RAISE CAPITAL – A GLOBAL PERSPECTIVE 12 HOURS

Introduction to Mind-set of Global Investors; International Collaborations; International Sources of Funds; Basic Considerations; Angel & Venture Capitalists Concepts and Application.

#### **5.PEDAGOGY**

The course will consist of a combination of lectures, case discussions and building / analysing Excel financial models. The course focus on practical managerial implications and considerations. Excel proficiency is essential to complete the course successfully.

#### **6.TEACHING / LEARNING RESOURCES**

##### **ESSENTIAL READINGS**

- 1.Rassoul Yazdipour: Advances in Entrepreneurial Finance, Springer Publication
- 2.Gary Gibbons: Entrepreneurial Finance: A Global Perspective, Sage Publication
- 3.Steven Rogers: Entrepreneurial Finance, McGraw Hill Publication

##### **REFERENCES**

- 1.John B Vinturella & Suzanne Erikson; Raising Entrepreneurship Capital
- 2.Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss: Entrepreneurial Finance, Stanford University Press
- 3.Luisa Alemany, Job J. Andreoli: Entrepreneurial Finance: The Art and Science of Growing Ventures, Cambridge University Press