



BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, Pilani
Pilani Campus

INSTRUCTION DIVISION
Second Semester 2015-16
Course Handout (Part II)

Date: 07/01/2016

In addition to Part I (General Handout for all courses appended to the Time Table), this portion gives further specific details regarding the course.

- 1. Course No : BITS F482/C482/MBA C482**
- 2. Course Name: “Creating and Leading Entrepreneurial Organization”**
- 3. Instructor(s)-in-charge: Jyoti**
- 4. Course Objective(s):**

This Course is about creating, managing, and leading an organization. This course helps in creating an entrepreneurial mindset, developing entrepreneurial skills and equipping students with the basic knowledge necessary for an entrepreneur.

The course titled Creating and Leading an Entrepreneurial Organization is about the Creating an entrepreneurial ventures, learning the skills to effectively run it and to work out strategies for the growth of the organization. This course is focused on understanding about entrepreneurship and getting inspiration from successful entrepreneurs, idea generation, opportunity assessment and evaluation and to learn about the process to create, build, and lead an entrepreneurial organization. The students will go through a business planning exercise. The goal of the business planning exercise isn't to create a document, but to gain hand on experience through learning by doing to diagnose and understand a clear perspective about future potential of an opportunity so that student can develop a confidence in creating an innovative organization to satisfy customers by continuously satisfying them.

The course shall enable the participants to acquire and equip themselves with requisite knowledge and skills to start and run a business successfully, which is divided into personal skills (entrepreneurial skills) and those to start a company (Start-up tools).

5. Course Content:

Fundamentals of Entrepreneurship; Elements of Leadership; Identifying Business Opportunities; Market Study and Research; Business Plans; Finance, Issues in Raising Finance, Venture Capitalist Evaluation of Business Plans, Technical Aspects for the Project; Corporate Strategies for Growth; Legal Aspects to entrepreneurship; People Skills; Marketing and Branding; Creativity and Communication.



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6. Text Book:

Entrepreneurship - Creating and Leading an Entrepreneurial Organisation, Arya Kumar, Pearson 2012

Reference Books:

- i) Entrepreneurship; Robert D Hisrich , Michael P Peters, and Dean A Shepherd, Tata McGraw Hill Publishing Company, New Delhi, 6th ed., 2006.
- ii) Patterns of Entrepreneurship, Jack M Kaplan, John Wiley & Sons, 2006.
- iii) Entrepreneurship New Venture Creation, David H Holt, Prentice Hall of India, New Delhi, 2004.
- iv) The Handbook of Business enterprise, Kogan Page India Pvt. Ltd. 2003.
- v) The Guru Guide o Entrepreneurship, Joseph H Boyett and Jimmie T Boyett, John Wiley & Sons, 2001.
- vi) Entrepreneurship Theory, Process, Practice, Donald F Kuratko and Richard M Hodgetts, Thomson Learning, 2007.

Suggestive List of Books for Book Reading, and Presentation Exercise:

- i) Direct from Dell: Strategies that Revolutionized an Industry, Dell Michael and Catherine
- ii) Great Minds of Business, Forbes, John Wiley, New York, 1997.
- iii) The Road Ahead, Bill Gates, Viking, New York, 1995
- iv) Secrets of a CEO Coach; D A Benton, Tata McGraw Hill
- v) Executive Charisma: Six Steps to Mastering the Art of Leadership by D A
- vi) Benton, McGraw-Hill Companies
- vii) Innovation Strategy for Corporate Renaissance, AIMA, Excel Book
- viii) Mastering Risk Vol 1: Concepts, Financial Times Mastering Executive
- ix) Entrepreneur 25 Golden Rules for the Global Business Manager; William E
- x) Heinecke with Jonathan Marsh, Jhon Wiley
- xi) Big Idea 2nd ed., Alan M Ross
- xii) Big Idea: How Business Innovators Get Great Ideas to Market, Steven D Strauss
- xiii) Born to Succeed, Collin Turner
- xiv) Business Development, David Butler
- xv) Committed Enterprise, Hugh Davidson
- xvi) Managing Change Effectively, Donald L Kirkpatrick
- xvii) Path to Succeed, Colin Turner
- xviii) The Google Story by David A Vise
- xix) Why Not ... Racing Ahead with Mentors by Partha Sarathi Basu
- xx) It Happened in India by Kishore Biyani
- xxi) Leading for Innovation by Frances Hesselbein, Marshall Goldsmith, Lain Somerville.



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7. Course Plan:

The course is broken into 10 broad TASKS as under:

	No of Sessions	Text Book Chapter
TASK 1: To understand and appreciate the importance of Entrepreneurship.	3	Chap 1-2
The roller coaster ride of entrepreneurship, Fundamentals of Entrepreneurship, Entrepreneurship vs Intrapreneurship, Risks, Challenges, Uncertainty		
TASK 2: Entrepreneurial Leadership.	3	Chap 3
Leader vs Manager, Principled Centered Leadership, Entrepreneurial Leadership, Case studies on some of the most successful business leaders. To diagnose self in relation to business leaders and prepare oneself with requisite skills, especially to identify and prepare a plan of action to overcome some of the critical weaknesses.		
TASK 3: Conduct a local to global industry scan and identify a Business idea. Identify and assess business potential of an idea.	8	Chap 4, 5, 6 & 7
Creativity, innovation and entrepreneurship, Sources of new ideas, Techniques for generating new ideas, Opportunity recognition and assessment, Assessment and evaluation of ideas, Steps involved in assessing business potential of an idea. Legal aspects of a business – Forms of business entities and related implications, winding up of accompany, Need for a lawyer. To Protect your Idea - Intellectual Property Rights.		
TASK 4: Develop the Business idea into a Business Plan – Basics of BP	5	Chap 8, 9, & 10
Business plan – what, when and for whom?, Business plan drivers, Pitching BP, Why plan fails? Various facets of BP - market, management team, financial requirements, risks involved, and exit strategy. Marketing Plan - Need and importance of marketing research, tools and techniques for undertaking market research Operation and Production Plan – Product design & analysis, new product development, Product specifications and customer needs, Production , planning and control		
TASK 5: Incorporate your Revenue model into your Business	5	Chap 12





Basic financial modeling, Basic elements of finance , Understanding cash flow projection and budgeting, Balance sheets and income tax, Break-even analysis, ratio analysis

TASK 6: To learn the art of raising finance 4 Chap 13

Raising Finance, Assessing financial requirements, Issues in raising finance, Understanding the financiers.

Sources of finance - seed funding, angel funding, venture capitalist funding, raising money from banks, lease financing and financial institutions etc.

TASK 7: Art and science of Managing People 4 Chap 11

Venture team development, Building winning team, People management – key to success, organizational structure and systems, Designing an effective organizational structure.

TASK 8: Developing Business Strategy - Launching and Growth of Business 4 Chap 14,15

New Venture launch and Managing Early Growth, Steps involved in launching a business, Raising different resources, motivating and inspiring a team, Understanding technology trends, , managing cash, Record keeping and due diligence, Implementation plan.

Managing Growth - Strategic planning for Start ups, Product and service development strategies, Venture development stages, Why entrepreneurs d not scale up?

TASK 9: Start up to Going Public 4 Chap 16

What is an IPO? When to go for IPO?, Steps involved in issuing an IPO, Marketing strategies for IPO.

TASK 10: Revival, Exit and End of a venture 2 Chap 17

Managing Change, Key strategies to turn around, liquidation, exit strategy for entrepreneur

8. Methodology of Teaching:

There are variety of ways and approaches to sail through participants to learn the art of entrepreneurship. The approach used in this course focuses on learning by doing and learning by interactions. The effort of the instructor in this course is to be on the following:

- Enable participants to understand the importance and relevance of entrepreneurship in the present era.
- Motivating and inspiring them to take up entrepreneurship as a career option.





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- Enable them to understand the traits of an entrepreneur with a view to diagnose their own personality as to their strengths and weaknesses Vis-a- Vis ideal profile and to enable them to work out strategies to consciously inculcate desired skills.
- Enabling participants to identify ideas, judge their potential as an entrepreneurial opportunity, select a particular opportunity within a well defined criteria, developing it further to concretize it to give it a shape of a business, with a focus on implementation strategies.
- Develop skills to pitch their ideas for meeting their goals to raise finance.
- Inculcate communication and negotiation abilities to manage situations and people.
- Guide students in application of concepts and skills learnt in other courses.
- Above all, to create an entrepreneurial environment that encourages participants to have zeal to learn by interaction and asking questions.

9. Special Lectures:

A series of online talks on entrepreneurial topics by leading entrepreneurs spread all over the globe (mostly BITSians having achieved great heights) would be arranged under Embryo project. These lectures would be well planned and carry substantive weight age. A series of interactive sessions by entrepreneurs and professionals shall also be arranged from time to time for the benefit of students which would be part and parcel of course curriculum.

10. Evaluation Components

The evaluation components will have a basic focus on the following:

Business Conceptualization to execution (Core), Evaluation on modules of specialization (Finance, Project Preparation etc.), In-house learning sessions , Group discussions , Experiential Learning , Assignments and project work , Viewing films followed by critical analysis and discussion, Case studies, Simulation Games/Role Play , Seminars (students will be required to articulate and share their learning from their practical experience) , Industry Sync (Awareness of current Industry trends/scenarios), Networking (Network with externals/ students of other institutions)

11. Evaluation Scheme

Component	Duration	Weight age %	Date & Time
i) Mid Term Test	90 min	25%	16/3 2:00 -3:30 PM
iii) Surprise Quizzes		10%	
Business Plan Preparation/ Presentation			
Assignments *		15%	
Online Sessions/Group Discussions/ Role Plays/ Case discussion/ Seminars/Reading Assignment etc.*		20%	



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v) Comprehensive Exam 180 min. 30% 9/5 FN

* These components would relate to various tasks as highlighted above under item 7 starting from idea generation to preparation of a business plan

11. Chamber Consultation Hours: To be announced in the class.

12. Notices: To be announced in the class.

13. Make up Exam: Make-up exam will be given to only genuine cases that to with prior permission.

Instructor In-Charge
BITS F482



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