



BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, Pilani  
Pilani Campus

## INSTRUCTION DIVISION

Second Semester 2020-21

Course Handout

Date: 17/01/2021

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

### Objectives:

The objectives of the course are:

- To understanding about entrepreneurship and getting inspiration from successful entrepreneurs.
- To learn about idea generation, opportunity assessment and evaluation and the process to create, build, and lead an entrepreneurial organization.
- To learn about nitty gritty of preparation of Business Plan.
- To know about different sources of funding and identify an appropriate source of funding for the venture.
- To learn about launching a business venture and growing it to next level of growth.

### Deliverables

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



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for Growth; Legal Aspects to entrepreneurship; People Skills; Marketing and Branding; Creativity and Communication.

## 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, 6<sup>th</sup> 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.

## 7. Course Plan:

The course is broken into 10 broad TASKS as under:

	No of Sessions	Text Book Chapter
<b>TASK 1: To understand and appreciate the importance of Entrepreneurship.</b>	<b>3</b>	<b>Chap 1-2</b>

The roller coaster ride of entrepreneurship,  
Fundamentals of Entrepreneurship, Entrepreneurship vs  
Intrapreneurship, Risks, Challenges, Uncertainty

<b>TASK 2: Entrepreneurial Leadership.</b>	<b>3</b>	<b>Chap 3</b>
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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.



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**TASK 3: Assess Business Potential of an Idea.**

**6 & 7**

Creativity, innovation and entrepreneurship, Sources of new ideas, Techniques for generating new ideas, Opportunity recognition and Assessment.

Legal aspects of a business – Forms of business entities and related Implications, winding up of accompany, Need for a lawyer.

Intellectual Property Rights and Implications for Entrepreneur.

**TASK 4: Develop the Business idea into a Business Plan –**

**5**

**Chap 8, 9,**

**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.

**10**

**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

**4**

**Chap 13**

**TASK 6: To learn the art of raising finance**

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.



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<b>TASK 8: Developing Business Strategy - Launching and Growth of Business</b>	<b>4</b>	<b>Chap 14,15</b>
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 - Venture development stages, Why entrepreneurs do not scale up?		
<b>TASK 9: Start up to Going Public</b>	<b>4</b>	<b>Chap 16</b>
What is an IPO? When to go for IPO? Steps involved in issuing an IPO, Marketing strategies for IPO.		
<b>TASK 10: Revival, Exit and End of a venture</b>	<b>2</b>	<b>Chap 17</b>
Managing Change, Key strategies to turn around, liquidation, exit strategy for entrepreneur		

## 8. Methodology of Teaching:

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.
- 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.
- Above all, to create an entrepreneurial environment that encourages participants to have zeal to learn by interaction and asking questions.



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### 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 , Case studies, Simulation Games/Role Play , Seminars (students will be required to articulate and share their learning from their practical experience) ,

### Evaluation Scheme

Component	Duration	Weight age %	Date & Time
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i) Mid Term Exam	90 Min	30% each	
ii) Surprise Quizzes		10%	
Business Plan Preparation/ Presentation		15%	
Exercises//Reading		15%	
Assignment/Assignments etc.			
v) Comprehensive Exam	20 min.	30%	

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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