



**BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, Pilani**  
**Pilani Campus**  
**AUGS/ AGSR Division**

**SECOND SEMESTER 2020-21**  
**COURSE HANDOUT**

**Date: 18.01.2021**

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

**Course No** : BITS F322  
**Course Title** : Venture Team Development & Organisation  
**Instructor-in-Charge** : Revendranath T

**1. Course Description:**

Team building and organisation of start-ups is a challenging task for entrepreneurs. The course does a deep dive on recruitment process, steps to retain employees, and processes involved in compensation for employees in start-ups. The course then delves into organizational aspects of start-ups such as conflict management, inter-personal skills, effective communication, goal settings for start-ups, and other key aspects of team development and organizing start-ups.

**2. Scope and Objective of the Course:**

The scope of the course is limited to the team as well as organisational development for start-ups and ventures at early stages. The course aims to impart skills on building teams in start-ups, handling different processes in recruitment process, employee well-being, creating conducive environment for the employees, ensuring diversity, compensation, conflict management, inter-personal skills, effective communication, goal settings for start-ups, and other key aspects of team development and organizing start-ups.

**3. Text Books:**

Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume

**4. Reference Books:**

Who The A Method for Hiring by Goeff Smart & Randy Street

**5. Course Plan:**

Module & Sessions	Learning outcomes	Reference
1) Building and managing high performance teams (Sessions: 1-4)	To understand the processes involved in building, and managing high performance teams	1) Chapter 1, Chapter 4, Chapter 6, Chapter 7, Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume
2) Multidisciplinary teams (Sessions: 5-7)	To analyse the value of multidisciplinary teams in startups and learn to manage them	1) Chapter 2, Chapter 9, Chapter 10, Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume
3) Virtual teams (Sessions: 8)	To understand and apply to create virtual teams and drive results.	1) A First-Time Manager's Guide to Leading Virtual Teams Mark Mortensen. Source: Harvard Business Review Digital Article. Product #: H02DEG-PDF-ENG 2) Five Ways Leaders Can Support Remote Work. Donald Sull, Charles Sull, Josh Bersin. MIT Sloan Management Review. Product #: SMR810-PDF-ENG



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4) Homogeneity & diversity in teams (Sessions: 9)	To understand the value of diversity in teams, and learn to create diverse teams	<ol style="list-style-type: none"> <li>Chapter 3, Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume</li> <li><a href="#">A Practical Guide to Diversity for Startups and Entrepreneurs</a></li> <li>The Case for Team Diversity Gets Even Better by David Feitler. Source: Harvard Business Review Digital Article Product #: H00QJ7-PDF-ENG</li> <li>The tech chief who put diversity at the heart of her group (Article on <a href="http://www.ft.com">www.ft.com</a>)</li> </ol>
5) Team building – inspiration, interdependence, interaction & integrity, Leadership, Motivation (Sessions: 10-11)	To evaluate the components of team building, and be able to apply in real work.	<ol style="list-style-type: none"> <li>Chapter 4, Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume</li> <li>What Makes a Successful Startup Team. Eva de Mol. Source: Harvard Business Review Digital Article. Product #: H04UNL-PDF-ENG</li> </ol>
6) Compensation & ESOPs (Sessions: 12-13)	To evaluate, analyse, and apply compensation and stock option schemes for employees in startups.	<ol style="list-style-type: none"> <li><a href="#">ESOPs — Creating Value and Retaining Talent as a Startup</a></li> <li><a href="#">Decoding ESOP for Startups</a></li> <li><a href="#">Pitfalls of ESOPs</a></li> <li>How to Make Startup Stock Options a Better Deal for Employees by Steve Blank. Harvard Business Review Digital Article. Product #: H04VON-PDF-ENG</li> <li>Chapter 10, Building Great Startup Teams: A guide to attracting, hiring and retaining employees by Dean Hume</li> </ol>
7) Negotiation Skills & techniques (Sessions: 14-15)	To understand negotiation skills and apply them in real life startup scenarios	<ol style="list-style-type: none"> <li><a href="#">10 techniques for better negotiations</a></li> <li><a href="#">Top ten negotiation skills</a></li> <li><a href="#">How VCs Negotiate: 8 Skills Top Founders Master for Startup Fundraising</a></li> <li><a href="#">How to Negotiate with VCs</a></li> </ol>
8) Interpersonal skills (Sessions: 16)	To understand the role of interpersonal skills, how to learn them, and apply in real life scenarios	<ol style="list-style-type: none"> <li><a href="#">The Importance of Interpersonal Skills to an Entrepreneur</a></li> </ol>
9) Communication skills (Sessions: 17)	To understand the role of communication skills, how to learn them, and apply in real life scenarios	<ol style="list-style-type: none"> <li>Class notes</li> </ol>
10) Conflict management (Sessions: 18-19)	To understand conflict management scenarios in startups, evaluate frameworks to address conflict management, and apply in real life	<ol style="list-style-type: none"> <li><a href="#">Conflict Resolution for Startups: 9 Common Startup Conflicts &amp; Tips</a></li> <li><a href="#">Learning to embrace conflict as a part of startup culture</a></li> <li><a href="#">How to reduce conflict in your startup, corporate innovation and business teams</a></li> </ol>



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11) Decision making (Sessions: 20-24)	To understand decision making processes, and apply frameworks for effective decision-making	1) How Decision Making Evolves as a Startup Grows 2) Brian Halligan. Source: Harvard Business Review Digital Article. Product #: H02RH1-PDF-ENG 3) To Innovate Like a Startup, Make Decisions Like VCs Do David Kidder, John Geraci. Source: Harvard Business Review Digital Article. Product #: H047VM-PDF-ENG 4) What the Lean Startup Method Gets Right and Wrong. Ethan Mollick Source: Harvard Business Review Digital Article. Product #: H057TZ-PDF-ENG
12) SMART goals (Sessions: 25-26)	To understand importance of goal setting, and learn to apply SMART goals framework	1) <a href="#">How To Set SMART Startup Goals At The Idea Stage</a> 2) <a href="#">A Lean Startup Starts With A LEAN MIND – 5 Crucial Elements To Achieve Your Goals</a>
13) Perception & bias (Sessions: 27-28)	To understand perception and biases in startups, and learn mitigate them effectively.	1) <a href="#">10+ Cognitive Biases that can Kill Your Startup</a> 2) Strengths Become Weaknesses: Cognitive Biases in Founder Decision-Making. Noam Wasserman, Kyle Anderson. Source: Harvard Business School. Product #: 811068-PDF-ENG
14) Cultural and emotional intelligence (Sessions: 29-31)	To understand to be aware of cultural and emotional intelligence in startups.	1) <a href="#">What is emotional intelligence - and why is it vital for a startup to have it?</a> 2) <a href="#">Five Ways Entrepreneurs and Startups Can Build Emotional Intelligence</a> 3) Practice session: <a href="#">Emotional Intelligence for Entrepreneurs</a> *Cultural factors of start-up are covered in the topic “Multidisciplinary teams and Diversity in Teams”
15) Permanent & contingent workforce (Sessions: 32)	To evaluate the necessity of permanent and contingent workforce in startups. To apply a few techniques in managing contingent workforce.	1) <a href="#">5 Reasons Why Your Business Should Embrace Contingent Workforce</a> 2) <a href="#">Capitalize on the Rise of the Contingent Workforce to Push Strategic Projects Over the Finish Line</a> Permanent workforce is covered in topics 1-5
16) Causes & remedies of dysfunctional teams (Sessions: 33-34)	To evaluate causes of dysfunctional teams, and apply appropriate remedies in startups scenarios.	1) <a href="#">4 Signs That You Have a Dysfunctional Management Team</a> 2) <a href="#">The Five Dysfunctions of Startup Teams</a> 3) <a href="#">Our Team is Screwed, and So is Yours</a> 4) <a href="#">How to build high performance startup teams</a> *Topics on remedies or ensuring performance of startup teams is covered in topics 1-10

**5. Hands-on Case Studies:**

1. On team building in start-ups: “Venture Team Design Workbook Balagopal Vissa. Source:INSEAD. Product #: INS243-PDF-ENG” (Case study discussed/solved after Module 6: 1 session)



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2. Goals for startups at different stages (At least 2 cases discussed/solved after Module# 16: 5 sessions):
  - a. ATH Technologies (A): Making the Numbers. Robert L. Simons, Jennifer Packard. Source: Harvard Business School. Product #:117013-PDF-ENG
  - b. ATH Technologies (B). Product: 117014-PDF-ENG
  - c. ATH Technologies (C). Product: 117015-PDF-ENG
  - d. ATH Technologies (D). Product: 117016-PDF-ENG
  - e. ATH Technologies (E). Product: 117017-PDF-ENG
  - f. ATH Technologies: Making the Numbers. Product: 117012-PDF-ENG

**6. Evaluation Scheme:**

Component	Duration	Weightage (%)	Date & Time	Nature of component (Close Book/ Open Book)
Assignment #1		10	19-February-2021	
Mid-Semester Test	90 Min.	30	19-March-2021	Closed Book
Assignment #2		10	19-April-2020	
Comprehensive Examination	3 h	50	11-May-2021 (FN)	Closed Book

**7. Chamber Consultation Hour:** 3-5pm, every Thursday

**8. Notices:**

**9. Make-up Policy:**

**10. Note (if any):**

**Instructor-in-charge**  
**Course No.**