

**Appendix-66**  
**Resolution No. 27 {27-1 (27-1-9)}**



Based on Undergraduate Curriculum Framework 2022

**UNIVERSITY OF DELHI**

**UNDERGRADUATE PROGRAMMES OF STUDY**

**GENERIC ELECTIVE**  
**(ENTREPRENEURSHIP)**



## **Preamble**

Entrepreneurship education is a type of education that aims to equip individuals with the knowledge, skills, and mindset needed to identify and pursue new business opportunities. It aims to foster an entrepreneurial culture and mindset to help develop the next generation of entrepreneurs who can create jobs, drive economic growth, and contribute to the society by helping alleviate problems such as youth unemployment and encouraging innovative problem solving in both the commercial and social arena. Entrepreneurship is a life skill that will help an individual succeed in a variety of scenarios, both personal and professional.

By its very nature, entrepreneurship education is an interdisciplinary field that draws from a range of disciplines, including business, economics, engineering, and social sciences and typically includes both theoretical and practical components, such as classroom instruction, case studies, and experiential learning opportunities.

Some of the key topics covered in entrepreneurship education include opportunity recognition, market research, business planning, financing, marketing, and management while emphasizing the development of critical thinking, creativity, risk-taking, and problem-solving skills.

Entrepreneurship as a life skill refers to the ability to identify and pursue opportunities, take calculated risks, and create value in various aspects of life. It involves developing a mindset of innovation, creativity, and problem-solving, as well as acquiring the skills and knowledge needed to turn ideas into action. This also engenders an Entrepreneurial lifestyle; which is characterized by a focus on innovation, creativity, risk-taking, and self-motivation, as well as a strong work ethic and a willingness to learn and adapt. This helps not only while running one's own business/ start-up but also while serving in a corporate job role as well.

This why offering a set of papers in the field of Entrepreneurship assumes importance within the context of UG level courses. The spirit of multidisciplinary learning that these papers foster also gels well with the rationale behind offering GE courses in domains slightly different from the ones in the main degree program being pursued by the student.

The various papers under this GE have been carefully curated to include all aspects of entrepreneurship and start-up operations and activities. Each paper is supported through practical sessions, reading material and Suggested Case Studies to give the student a wholesome perspective to the topic at hand.

**It is advised that Entrepreneurship Essentials - 1 and Entrepreneurship Essentials - 2 are necessarily taken to get a comprehensive overview** of Entrepreneurship and its key components. The other 5 papers may be taken per need or all 7 papers may be taken in order to work towards attaining a Minor in Entrepreneurship.

Entrepreneurship Essentials - 1 and Entrepreneurship Essentials - 2 offer a comprehensive overview of the various concepts and key topics in entrepreneurship. These will take its students through concepts like Opportunity Identification, Financial and Marketing aspects,



Funding for start-ups, Market Entry, Business Model Development, Pitching to Investors and Growth Strategies. Better knowledge of these concepts will help make start-up ideas a reality and turn small ventures into larger scale operations.

**Creativity and Innovation**; as the name suggests will help guide students through the various mores of problem solving, identifying opportunities for innovative solution to solve everyday problems. These would be supported through the principles of Design Thinking and Lean Start-ups.

**Fundraising and Management for Entrepreneurs** aims to build upon the previous papers and show budding entrepreneurs how to identify, target and secure funding opportunities from various sources, how to utilize the power of crowdfunding, how to identify and manage investor needs and expectations and impress upon them the importance of financial prudence and management so that the start-up can grow and achieve its aims while keeping its investors content.

**Marketing and Sales for Entrepreneurs** should be able to address the elephant in the room i.e. how to turn socially beneficial ideas into messages that both convince and attract customers and sellers towards specific start-up ventures. Students should benefit from a deeper knowledge of the more practical aspects of start-ups like Marketing Strategy, Digital Marketing, Business Development and CRM.

**Start-up Operations** aims to bring together the various learnings on how to run a start-up operation, how to safeguard innovation and IPR, how to navigate the legal channels and planning to future-proof the business. This should help innovators with the difficult task of bringing an idea to life as a start-up and then expending targeted and effective efforts to make it robust enough to stay in business amidst a VUCA environment.

**Social Entrepreneurship and Social Innovation** attempts to handle the key drivers for most new start-up ideas and ventures. Start-ups driven to solve or alleviate social issues such as access to specific services, employment opportunities and personal health and wellness usually tend to be large in number but may not be able to realise their full impact potential. Learning about translating social needs into business opportunities, designing for social welfare, scaling up and managing collaborations for greater impact will help such start-ups realise their true potential to make a genuine and longer-lasting difference in the lives of those that these start-ups would touch.



## Table of Contents

<b>Summary of Key Topics Covered .....</b>	<b>- 5 -</b>
<b>Entrepreneurship Essentials - 1 .....</b>	<b>- 6 -</b>
<b>Entrepreneurship Essentials - 2 .....</b>	<b>- 10 -</b>
<b>Creativity, and Innovation .....</b>	<b>- 14 -</b>
<b>Fundraising and Management for Entrepreneurs.....</b>	<b>- 18 -</b>
<b>Marketing and Sales for Entrepreneurs.....</b>	<b>- 22 -</b>
<b>Startup Operations and Future-proofing .....</b>	<b>- 26 -</b>
<b>Social Entrepreneurship and Social Innovation .....</b>	<b>- 30 -</b>
<b>Pedagogy and Course Operations .....</b>	<b>- 34 -</b>
<b>List of Additional Case Studies.....</b>	<b>- 35 -</b>



### **Summary of Key Topics Covered**

S.No.	Paper Name	Topics Covered
1	Entrepreneurship Essentials - 1	<ol style="list-style-type: none"> <li>1. Introduction to Entrepreneurship</li> <li>2. Entrepreneurial Mindset</li> <li>3. Opportunity Identification</li> <li>4. Market Analysis &amp; Customer Research</li> </ol>
2	Entrepreneurship Essentials - 2	<ol style="list-style-type: none"> <li>1. Business Models &amp; Go-to-Market</li> <li>2. Funding and Financial Management</li> <li>3. Marketing Aspects of Entrepreneurship</li> <li>4. Scaling the Venture and Growth Strategies</li> </ol>
3	Creativity and Innovation	<ol style="list-style-type: none"> <li>1. Foundations of Creativity and Innovation</li> <li>2. Design Thinking and Prototyping</li> <li>3. Innovate and Iterate: The Power of Lean Startups</li> <li>4. Launching and Scaling Innovative Ventures</li> </ol>
4	Fundraising and Management for Entrepreneurs	<ol style="list-style-type: none"> <li>1. Fundraising Strategies and Sources</li> <li>2. Crowdfunding and Alternative Financing</li> <li>3. Investor Relations and Communications</li> <li>4. Financial Management and Budgeting</li> </ol>
5	Marketing and Sales for Entrepreneurs	<ol style="list-style-type: none"> <li>1. Marketing Basics and Strategy for Entrepreneurs</li> <li>2. Digital Marketing for Entrepreneurs</li> <li>3. Sales and Business Development</li> <li>4. Customer Relationship Management and Retention</li> </ol>
6	Startup Operations and Future-proofing	<ol style="list-style-type: none"> <li>1. Introduction to Startup Operations</li> <li>2. Safeguarding Innovation and IPR</li> <li>3. Navigating Legal Channels</li> <li>4. Future-Proofing the Business</li> </ol>
7	Social Entrepreneurship and Social Innovation	<ol style="list-style-type: none"> <li>1. Introduction to Social Entrepreneurship and Innovation</li> <li>2. Designing and Implementing Social Innovation</li> <li>3. Funding and Scaling Social Enterprises and Innovation</li> <li>4. Collaborations and Partnerships for Social Impact</li> </ol>



### GENERIC ELECTIVE (GE-1)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurship Essentials - 1	4	2		2		Nil

#### Course Description:

This course provides an overview of the essential aspects of entrepreneurship, equipping students with the knowledge and skills required to identify opportunities, develop innovative business models, and launch successful ventures. The course combines theoretical lectures with practical Session, enabling students to gain hands-on experience in developing their entrepreneurial projects.

#### Learning Objectives

Students of this course should be able to:

- Understand fundamental concepts and principles of entrepreneurship, including opportunity recognition and value creation.
- Develop an entrepreneurial mindset and skills that will enable them to identify, evaluate, and pursue viable business opportunities with confidence.
- Formulate comprehensive business plans that address key elements such as market analysis, product/service development, marketing strategy, sales strategy, and financial planning.
- Enhance leadership and team management capabilities, empowering them to foster a positive and productive work environment within their ventures.
- Acquire knowledge and skills in marketing aspects of entrepreneurship, including branding, positioning, sales techniques, digital marketing, and networking.

#### Learning outcomes

At the end of this course, students should be able to:

- Understand the fundamental of entrepreneurship, importance of opportunity recognition and value creation in entrepreneurship.
- Interpret and analyze market research data and customer analysis to make informed business decisions.
- Apply entrepreneurial thinking and skills to identify and evaluate business opportunities.
- Evaluate financial data and projections to make informed financial decisions and manage cash flow effectively.
- Develop effective marketing and sales strategies by combining knowledge of customer analysis, branding, and positioning.



## SYLLABUS

### Unit 1: Introduction to Entrepreneurship and Opportunity Recognition (16 hours)

#### Classroom Sessions:

- 1.1.1 Understanding Entrepreneurship: Concepts and Importance
- 1.1.2 Why be an Entrepreneur?
- 1.1.3 Traits of Successful Entrepreneurs, Types of Entrepreneurs (entrepreneurs as leaders)
- 1.1.4 Entrepreneurial Ecosystem in India

#### Practical Sessions:

- 1.1.1 Guest Speaker Session
- 1.1.2 Entrepreneurial Mindset Assessment (GETT)
- 1.1.3 Entrepreneurial Traits Analysis and Role Play
- 1.1.4 A field trip to a local startup incubator

#### Essential Readings:

- 1.1.1 Baron, R. A., & Shane, S. A. (2008). Entrepreneurship: A process perspective. Cengage Learning. .
- 1.1.2 Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). Entrepreneurship (11th ed.). McGraw-Hill Education.

#### Suggested Readings:

- 1.1.1 Shane, S. A. (2003). A general theory of entrepreneurship: The individual-opportunity nexus. Edward Elgar Publishing. .
- 1.1.2 Gupta, V. K., & Batra, S. (2019). Entrepreneurship: New Venture Creation (2nd ed.). Pearson.

#### Suggested Case Studies (Indian Context):

- 1.1.1 Flipkart (Laying the foundations for the Flipkart Story)
- 1.1.2 Paytm (Launching the Digital Wallet Revolution in India)
- 1.1.3 OYO Rooms (Starting small in an unorganised sector)

### Unit 2: Entrepreneurial Mindset (16 hours)

#### Classroom Sessions:

- 1.2.1 Introduction to Entrepreneurial Mindset
- 1.2.2 Key Dimensions of Entrepreneurial Mindset and its role in Entrepreneurial Success
- 1.2.3 Developing & Cultivating an Entrepreneurial Mindset
- 1.2.4 Ethical Considerations for Entrepreneurs

#### Practical Sessions:

- 1.2.1 Mindset Reflection Exercise (Gratitude Journal, SWOT analysis, Failures and Learnings)
- 1.2.2 Interaction with a successful entrepreneur
- 1.2.3 Personal Growth Plan
- 1.2.4 Case Study Analysis

#### Essential Readings:

- 1.2.1 Neck, H. M., Neck, C. P., & Murray, E. L. (2017). Entrepreneurship: The practice and mindset. SAGE Publications. .
- 1.2.2 Dweck, C. S. (2006). Mindset: The new psychology of success. Ballantine Books.



### **Suggested Readings:**

- 1.2.1 Sarasvathy, S. D. (2009). Effectuation: Elements of entrepreneurial expertise. Edward Elgar Publishing. .
- 1.2.2 Morris, M. H., Kuratko, D. F., & Covin, J. G. (2020). Corporate entrepreneurship: Entrepreneurial development within organizations. Cengage Learning.

### **Suggested Case Studies (Indian Context):**

- 1.2.1 "Dhirubhai Ambani - The Visionary Entrepreneur"
- 1.2.2 Narayana Murthy - Building Infosys from Scratch
- 1.2.3 Satyam Scandal - Lessons in Corporate Ethics

## **Unit 3: Business Opportunities Identification (12 hours)**

### **Classroom Sessions:**

- 1.3.1 Identifying, Evaluating Business Opportunities and Generating Ideas
- 1.3.2 Concept of Empathy and Design Thinking
- 1.3.3 Identifying opportunities for social entrepreneurship
- 1.3.4 Feasibility & Viability Analysis

### **Practical Sessions:**

- 1.3.1 Opportunity Scanning and Idea Generation Workshop
- 1.3.2 Design Thinking Challenge
- 1.3.3 Social Impact Assessment Workshop
- 1.3.4 Feasibility Study Simulation

### **Essential Readings:**

- 1.3.1 Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
- 1.3.2 Bornstein, David. (2003). How to change the world : social entrepreneurs and the power of new ideas. Oxford ; New York : Oxford University Press.

### **Suggested Readings:**

- 1.3.1 Baron, R. A. (2018). Opportunity recognition as pattern recognition: How entrepreneurs "connect the dots" to identify new business opportunities. Academy of Management Perspectives, 32(3), 332-345.
- 1.3.2 Timmons, J. A., & Spinelli, S. (2019). New venture creation: Entrepreneurship for the 21st century. McGraw-Hill Education.

### **Suggested Case Studies (Indian Context):**

- 1.3.1 Ola Cabs - Revolutionizing the Taxi Industry
- 1.3.2 Project Chirag - Empowering Rural India with Solar Energy
- 1.3.3. Zomato - From Start-up to Unicorn

## **Unit 4: Market Analysis & Customer Research (16 hours)**

### **Classroom Sessions:**

- 1.4.1 Know your customers: Basics of Segmenting the customer and the market
- 1.4.2 Identifying Customer Segmentation and Conducting Market Research
- 1.4.3 Customer Value Proposition
- 1.4.4 Moving ahead with customer targeting

### **Practical Sessions:**

- 1.4.1 Market Segmentation Activity
- 1.4.2 Designing a Market Research Plan





1.4.3 Crafting a Unique Value Proposition

1.4.4 Customer Targeting Simulation

**Essential Readings:**

1.4.1 Kotler, P., Keller, K.L., & Cunningham, P.H. (2018). Marketing Management. Pearson .

McDonald, M., & Dunbar, I. (2012). Market segmentation: How to do it, how to profit from it. John Wiley & Sons.

1.4.2 Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: How to create products and services customers want. John Wiley & Sons. .

**Suggested Readings:**

1.4.1 Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. Journal of Marketing, 52(3),

1.4.2 Dibb, S., Simkin, L., Pride, W. M., & Ferrell, O. C. (2019). Marketing concepts and strategies. Cengage Learning. .

**Suggested Case Studies (Indian Context):**

1.4.1 Amul: Targeting Different Customer Segments

1.4.2 Flipkart: Crafting a Customer-Centric Value Proposition

1.4.3 Swiggy: Revolutionizing Food Delivery through Targeted Marketing



### GENERIC ELECTIVE (GE-2)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Entrepreneurship Essentials - 2	4	2		2		Entrepreneurship Essentials - 1

#### Course Description:

##### Course Description:

This course provides a comprehensive understanding of key concepts and strategies in entrepreneurship and innovation. It covers various aspects of starting and growing a business, including business models, funding and financial management, marketing, and scaling the venture. Through a combination of theoretical knowledge and practical applications, learners will develop the necessary skills to identify opportunities, create value propositions, and navigate the challenges of entrepreneurship.

#### Learning Objectives:

Students of this course should be able to:

- Understand the fundamentals of business models, lean startup methodology, competitive analysis, and go-to-market strategies.
- Explore different funding sources for startups and evaluate financing options available, including government and non-government schemes.
- Develop skills in financial planning, projection, and project evaluation to make informed financial decisions.
- Gain insights into branding, positioning, sales techniques, customer acquisition strategies, and the use of social media and digital marketing for entrepreneurial success.
- Learn how to build strategic partnerships and alliances, manage operations, and navigate legal and intellectual property considerations.
- Explore growth strategies, business expansion, and scaling techniques, while understanding exit strategies and preparing for potential exits.

#### Learning Outcomes:

At the end of this course, students will be able to:

- Analyze and create business models using the Business Model Canvas framework, incorporating lean startup principles and competitive analysis.
- Identify and evaluate different funding sources and financing options suitable for startups, and develop financial plans and projections.
- Apply marketing techniques to effectively brand, position, and promote products or services, utilizing social media and digital marketing channels.



- Employ sales techniques and customer acquisition strategies to drive business growth and profitability.
- Understand the importance of networking and collaboration for business growth, and build strategic partnerships and alliances.
- Demonstrate knowledge of operational management considerations, including organizing, staffing, and legal and intellectual property rights.
- Evaluate growth strategies, expansion opportunities, and scaling techniques to sustain and develop the venture.
- Identify exit strategies and effectively plan for an exit, considering various factors such as valuation and succession planning.
- Following Bloom's Taxonomy, the learning outcomes cover various cognitive levels, including understanding, applying, analyzing, evaluating, and creating.

## **SYLLABUS**

### **Unit 1: Business Models & Go-to-Market (16 hours)**

#### **Classroom Sessions:**

- 2.1.1 Introduction to Business Models and Business Model Canvas
- 2.1.2 Lean Business model and its key components
- 2.1.3 Competitive Analysis and Market Positioning
- 2.1.4 Go-to-Market and Pricing Strategies

#### **Practical Sessions:**

- 2.1.1 Business Model Canvas Workshop
- 2.1.2 Lean Business Model Simulation Game
- 2.1.3 Competitive Analysis and Positioning Exercise
- 2.1.4 Go-to-Market Strategy Simulation

#### **Essential Readings:**

- 2.1.1 Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Wiley.
- 2.1.2 Mullins, J.W., & Komisar, R. (2009). Getting to Plan B: Breaking Through to a Better Business Model. Harvard Business Press.
- 2.1.3. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.

#### **Suggested Readings:**

- 2.1.1. Amit, R., & Zott, C. (2012). Creating value through business model innovation. MIT Sloan Management Review, 53(3), 41-49.
- 2.1.2 McGrath, R. G. (2010). Business models: A discovery driven approach. Long Range Planning, 43(2-3), 247-261.

#### **Suggested Case Studies (Indian Context):**

- 2.1.1 Flipkart: The Indian E-commerce Giant's Business Model
- 2.1.2 Patanjali Ayurved: Disrupting the FMCG Sector in India
- 2.1.3 OYO Rooms: Revolutionizing the Hospitality Industry with a Lean Business Model

### **Unit 2: Funding and Financial Management (16 hours)**

#### **Classroom Sessions:**



- 2.2.1 Funding Sources for startups (Bootstrapping, Venture Capital, Angel Investors, Crowdfunding)
- 2.2.2 Funding Schemes and Financing Options for Startups (govt and non-govt)
- 2.2.3 Financial Planning and Projections
- 2.2.4 Project Evaluation and Break-even Analysis

#### **Practical Sessions:**

- 2.2.1 Developing investor pitch
- 2.2.2 Exploring Suitable Government and Non-Government Financing Programs for specific Business Model.
- 2.2.3 Developing Financial Projections for Your idea
- 2.2.4 Analysing Cash Flow and Break-even Scenarios

#### **Essential Readings:**

- 2.2.1 Hisrich, R. D., & Ramadani, V. (2017). Financing Entrepreneurship and Innovation in Emerging Markets. Springer.
- 2.2.2 Megginson, W. L., Byrd, J. W., & Megginson, L. C. (2015). Small Business Management: An Entrepreneur's Guidebook. McGraw-Hill Education.
- 2.2.3 Gompers, P. A., & Lerner, J. (2004). The Money of Invention: How Venture Capital Creates New Wealth. Harvard Business Press.

#### **Suggested Readings:**

- 2.2.1 John Wiley & Sons. Moyer, R.C., McGuigan, J.R., & Kretlow, W.J. (2018). Contemporary Financial Management. Cengage Learning.
- 2.2.2 Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. K&S Ranch. .

#### **Suggested Case Studies (Indian Context):**

- 2.2.1 OYO Rooms: From Bootstrapping to Unicorn
- 2.2.2 Startup India: Boosting Entrepreneurship in India
- 2.2.3 BHIM App: Government Initiative for Digital Payments and Startup Funding

### **Unit 3: Marketing Aspects of Entrepreneurship (12 hours)**

#### **Classroom Sessions:**

- 2.3.1 Branding and Positioning
- 2.3.2 Sales techniques and customer acquisition strategies
- 2.3.3 Social Media and Digital Marketing for Entrepreneurs
- 2.3.4 Networking and Collaborating for Business Growth

#### **Practical Sessions:**

- 2.3.1 Discuss a case study on brand building
- 2.3.2 Sales Role-Play Exercise
- 2.3.3 Social Media Campaign Development
- 2.3.4 Networking and Negotiations exercise

#### **Essential Readings:**

- 2.3.1 Keller, K. L. (2013). Strategic brand management: Building, measuring, and managing brand equity. Pearson.
- 2.3.2 Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation, and practice. Pearson.

**Suggested Readings:**

2.3.1 Qualman, E. (2019). Socialnomics: How social media transforms the way we live and do business. Wiley.

2.3.2 Zig Ziglar. (1984). Secrets of Closing the Sale. Revell.

**Suggested Case Studies (Indian Context):**

2.3.1 Amul: Branding and Positioning

2.3.2 Amazon India: Revolutionizing E-commerce Sales

2.3.3 Zomato: Leveraging Social Media for Growth

**Unit 4: Scaling the Venture and Growth Strategies (16 hours)****Classroom Sessions:**

2.4.1 Growth Strategies and Business Expansion

2.4.2 Building Strategic Partnerships and Alliances

2.4.3 Operational Management Considerations (Organizing, Staffing, Legal, IPR)

2.4.4 Exit Strategies and Preparing for an Exit

**Practical Sessions:**

2.4.1 Analysing Growth Strategies and Business Expansion Options

2.4.2 Designing the Operational Framework for a Startup

2.4.3 Identifying and Evaluating Potential Strategic Partnerships and Alliances

2.4.4 Exit Planning and Valuation Simulation

**Essential Readings:**

2.4.1 Christensen, C.M., & Raynor, M.E. (2013). The Innovator's Solution: Creating and Sustaining Successful Growth. Harvard Business Review Press.

2.4.2 Collis, D. J., & Montgomery, C. A. (2008). Competing on resources: Strategy in the 1990s. Harvard Business Review, 73(4), 118-128.

**Suggested Readings:**

2.4.1 Das, T. K., & Teng, B. (2001). Trust, control, and risk in strategic alliances: An integrated framework. Organization Studies, 22(2), 251-283.

2.4.2 Huse, M., & Ovesen, G. H. (2016). Preparing for exit: A qualitative study of business exit in SMEs. Journal of Small Business and Enterprise Development, 23(3), 706-724.

**Suggested Case Studies (Indian Context):**

2.4.1 Amul: The Taste of India Goes Global

2.4.2 Tata Starbucks: Strategic Alliance for Market Penetration

2.4.3 Paytm: Managing Operations in the Digital Payments Space



### GENERIC ELECTIVE (GE-3)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Creativity, and Innovation	4	2		2		-Nil

#### Course Description:

This engaging course combines creativity, innovation, and Lean Startup principles to equip entrepreneurs with the tools to turn ideas into successful businesses. Participants will learn to foster a creative mindset, implement innovative solutions, and use Lean Startup techniques such as MVPs and the build-measure-learn feedback loop. The blend of classroom sessions, practical activities, and case studies ensures that participants can apply these strategies to their own ventures in today's competitive business environment.

#### Learning Objectives:

Students of this course should be able to:

- Identify with a creative mindset that can help enhance creative problem-solving skills.
- Examine the importance of innovation in business success.
- Apply tools and techniques to foster creativity and innovation within their organizations.
- Evaluate the key principles of the Lean Startup methodology.
- Experiment to test Minimum Viable Products (MVPs) and validate business ideas.
- Formulate a Build-Measure-Learn feedback loop for continuous improvement.
- Assemble customer feedback and data-driven decisions to scale and pivot the business.

#### Learning Outcomes:

At the end of this course, students should be able to:

- Enhanced creative thinking and problem-solving skills to generate innovative ideas and solutions.
- Use their understanding of the role innovation plays in driving business success.
- Judge the application of suitable tools and techniques to foster creativity and innovation within their organizations.
- Set up the implementation of the Lean Startup methodology and its principles for efficient business development.
- Select specific measures to design, test, and validate Minimum Viable Products (MVPs) to assess business ideas.
- Interpret the learnings from the build-measure-learn feedback loop to facilitate continuous improvement and learning.



## SYLLABUS

### Unit 1: Foundations of Creativity and Innovation (16 hours)

#### Classroom Sessions:

- 3.1.1 Foundations of Creativity and Innovations
- 3.1.2 Creative thinking process, Developing a creative mindset, and Overcoming creative blocks
- 3.1.3 Types of Innovation: Incremental, Disruptive, and Radical, The Innovation Process: from idea to execution
- 3.1.4 Managing risk and uncertainty in innovation, measuring innovation success

#### Practical Sessions:

- 3.1.1 Creativity and Idea Generation Exercises like Brainstorming, SCAMPER, and Random word association etc.
- 3.1.2 Exploring Types of Innovation through Case Studies
- 3.1.3 Idea evaluation and selection exercises
- 3.1.4 Risk assessment and mitigation workshops

#### Essential Readings:

- 3.1.1 Csikszentmihalyi, M. (1996). Creativity: Flow and the Psychology of Discovery and Invention. HarperCollins.
- 3.1.2 Tidd, J., & Bessant, J. (2018). Managing Innovation: Integrating Technological, Market and Organizational Change. John Wiley & Sons.
- 3.1.3 Christensen, C.M. (2016). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press.

#### Suggested Readings:

- 3.1.1 Dyer, J., Gregersen, H., & Christensen, C.M. (2011). The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators. Harvard Business Review Press.
- 3.1.2 Kelley, T., & Littman, J. (2001). The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. Currency.

#### Suggested Case Studies (Indian Context):

- 3.1.1 Amul: Growing through Cooperative Innovation
- 3.1.2 The Viral Fever (TVF): Redefining Indian Digital Entertainment
- 3.1.3 ID Fresh Food: Disrupting the Indian Food Market

### Unit 2: Design Thinking and Prototyping (16 hours)

#### Classroom Sessions:

- 3.2.1 Introduction to Design Thinking: Principles and Process
- 3.2.2 Empathy and Understanding User Needs
- 3.2.3 Ideation, Concept Development, and Selection
- 3.2.4 Prototyping, Testing, and Iteration

#### Practical Sessions:

- 3.2.1 Design Thinking Workshop: Defining a Problem or Opportunity
- 3.2.2 Empathy Mapping and User Research
- 3.2.3 Ideation and Concept Development Exercises
- 3.2.4 Prototyping, Testing, and Iteration



### **Essential Readings:**

- 3.2.1 Brown, T. (2009). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business.
- 3.2.2 Liedtka, J., & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Tool Kit for Managers. Columbia University Press.

### **Suggested Readings:**

- 3.2.1 Norman, D. A. (2013). The Design of Everyday Things: Revised and Expanded Edition. Basic Books.
- 3.2.2 Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.

### **Suggested Case Studies (Indian Context):**

- 3.2.1 Razorpay (Digital Payments for the Next Billion Users)
- 3.2.2 Unacademy (Democratizing Education through Online Learning)
- 3.3.3 Khatabook (Digitizing India's Small Businesses)
- 3.3.4 CRED (Building Trust and Rewarding Good Credit Behaviour)

## **Unit 3: Innovate and Iterate: The Power of Lean Startups (12 hours)**

### **Classroom Sessions:**

- 3.3.1 Overview of the Lean Startup Methodology and its Principles
- 3.3.2 Understanding the concepts like Split Testing, Pivot, Business-Measure-Learn (BML) and Minimum Viable Product (MVP)
- 3.3.3 Designing market scenarios to test hypotheses
- 3.3.4 Analysing results and making data-driven decisions

### **Practical Sessions:**

- 3.3.1 Identifying customer needs and problems to solve
- 3.3.2 Designing a Value Proposition and Defining Customer Segments
- 3.3.3 Developing an MVP for your business idea, conducting experiments and gathering customer feedback
- 3.3.4 Measuring the success of your MVP and experiments, Iterating and refining your business idea based on feedback

### **Essential Readings:**

- 3.3.1 Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
- 3.3.2 Maurya, A. (2012). Running Lean: Iterate from Plan A to a Plan That Works. O'Reilly Media.

### **Suggested Readings:**

- 3.3.1 Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. K&S Ranch.
- 3.3.2 Osterwalder, A., Pigneur, Y., & Papadakis, T. (2014). Value Proposition Design: How to Create Products and Services Customers Want. John Wiley & Sons.

### **Suggested Case Studies (Indian Context):**

- 3.3.1 OYO Rooms (Embracing Lean Startup Principles in the Hospitality Industry)
- 3.3.2 Zomato (Pivoting and Scaling with Lean Startup Methodology)
- 3.3.3 Grofers (Adapting and Growing with a Lean Approach)
- 3.3.4 Zoomcar (Navigating the Car Rental Industry with Lean Startup Principles)





#### **Unit 4: Launching and Scaling Innovative Ventures (16 hours)**

##### **Classroom Sessions:**

- 3.4.1 Innovating for Social Causes
- 3.4.2 New Product development and testing
- 3.4.3 Growth Strategies for Innovative Businesses
- 3.4.4 Managing Innovation and Building an Innovative Culture

##### **Practical Sessions:**

- 3.4.1 Identifying Funding and Financing Options for Your Venture
- 3.4.2 Identifying new product development processes and benchmarks and testing plans and parameters
- 3.4.3 Designing a Growth Strategy for Your Innovative Venture
- 3.4.4 Creating an Action Plan for Building an Innovative Culture

##### **Essential Readings:**

- 3.4.1 Kawasaki, G. (2015). The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything. Portfolio.
- 3.4.2 Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. K&S Ranch.

##### **Suggested Readings:**

- 3.4.1 Hoffman, R., & Casnocha, B. (2012). The Start-up of You: Adapt to the Future, Invest in Yourself, and Transform Your Career. Crown Business.
- 3.4.2 Thiel, P., & Masters, B. (2014). Zero to One: Notes on Startups, or How to Build the Future. Crown Business.

##### **Suggested Case Studies (Indian Context):**

- 3.4.1 Byju's (Disrupting the EdTech Space with Personalized Learning)
- 3.4.2 Dunzo (Transforming Hyperlocal Delivery through Technology)



### GENERIC ELECTIVE (GE-4)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Fundraising and Management for Entrepreneurs	4	2		2		–Nil

#### Course Description:

This course explores various fundraising strategies and techniques for entrepreneurs while emphasizing effective management of acquired funds. Students will learn about different sources of funding, investor relations, financial planning, and budgeting. The course combines classroom lectures with hands-on Practical Session, providing students with practical experience in fundraising and financial management.

#### Learning Objectives:

Students of this course should be able to:

- Describe the key concepts, principles, and strategies related to fundraising and financial management for entrepreneurial ventures.
- Compare various funding sources, including angel investors, venture capitalists, grants, and crowdfunding platforms, and determine the most suitable options for their businesses.
- Devise and create compelling investor pitches, develop financial projections, and effectively manage their venture's financial resources.
- Assemble some real-world examples and case studies that will help them understand the practical aspects of fundraising and financial management in the context of entrepreneurship.
- Assess their critical thinking, problem-solving, and decision-making skills.

#### Learning Outcomes:

At the end of this course, students should be able to:

- Recognize various fundraising strategies and techniques, enabling students to choose the most appropriate funding sources for their entrepreneurial ventures.
- Sketch effective pitches and fundraising campaigns tailored to different types of investors and funding sources, ensuring successful capital-raising efforts.
- Manage strong investor relationships through effective communication and reporting, fostering trust and ongoing support.
- Prepare comprehensive financial plans and budgets for their businesses, supporting both short-term and long-term financial goals.
- Test to determine optimal cash flows and working capital management, that will help ensure the financial sustainability and growth of their ventures.



## SYLLABUS

### Unit 1: Fundraising Strategies and Sources (16 hours)

#### Classroom Sessions:

- 6.1.1 Introduction to Fundraising for Entrepreneurs
- 6.1.2 Bootstrapping and Self-Financing
- 6.1.3 Financial Planning and Budgeting for Entrepreneurs
- 6.1.4 Cash Flow Management and Working Capital Optimization

#### Practical Sessions:

- 6.1.1 Evaluating Different Fundraising Strategies
- 6.1.2 Developing a Self-Financing Plan
- 6.1.3 Crafting an Effective Pitch for Investors
- 6.1.4 Analysing Debt Financing Options

#### Essential Readings:

- 6.1.1 Gompers, P.A., & Lerner, J. (2004). The Venture Capital Cycle. MIT Press.
- 6.1.2 Bhidé, A. (2000). The Origin and Evolution of New Businesses. Oxford University Press.

#### Suggested Readings:

- 6.1.1 Bygrave, W.D., & Zacharakis, A. (2014). Entrepreneurship. Wiley.
- 6.1.2 Dorsey, D. (2003). Bootstrap Business. Adams Media.

#### Suggested Case Studies (Indian Context):

- 6.1.1 Zomato (Navigating the venture capital landscape)
- 6.1.2 Ola Cabs (Raising capital through multiple funding rounds)
- 6.1.3 Patanjali Ayurveda (Bootstrapping and organic growth in the FMCG sector)

### Unit 2: Crowdfunding and Alternative Financing (16 hours)

#### Classroom Sessions:

- 6.2.1 Crowdfunding: Types, Platforms, and Best Practices
- 6.2.2 Peer-to-Peer Lending, Microfinancing and Social Stock Exchange
- 6.2.3 Strategic Partnerships and Joint Ventures
- 6.2.4 Social Impact Investing and Corporate Social Responsibility

#### Practical Session:

- 6.2.1 Developing a Crowdfunding Campaign
- 6.2.2 Exploring Peer-to-Peer Lending and Microfinancing Platforms
- 6.2.3 Identifying Potential Strategic Partners and Joint Ventures
- 6.2.4 Assessing Social Impact Investment Opportunities

#### Essential Readings:

- 6.2.1 Macht, S.A. (2014). The Crowdfunding Revolution: Social Networking Meets Venture Financing. CreateSpace Independent Publishing Platform.
- 6.2.2 Yunus, M., Moingeon, B., & Lehmann-Ortega, L. (2010). Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs. Public Affairs.



### **Suggested Readings:**

- 6.2.1 Mollick, E. (2014). The Dynamics of Crowdfunding: An Exploratory Study. Journal of Business Venturing.
- 6.2.2 Morduch, J., & Haley, B. (2002). Analysis of the Effects of Microfinance on Poverty Reduction. NYU Wagner Working Paper.

### **Suggested Case Studies (Indian Context):**

- 6.2.1 Ketto (Success and challenges of crowdfunding in India)
- 6.2.2 Milaap (Impact of peer-to-peer lending and microfinancing in India)
- 6.2.3 Tata Power (Strategic partnerships and joint ventures in the renewable energy sector)

## **Unit 3: Investor Relations and Communications (12 hours)**

### **Classroom Sessions:**

- 6.3.1 Building and Maintaining Investor Relationships
- 6.3.2 Effective Communication Strategies for Investors
- 6.3.3 Reporting Financial Performance and Progress
- 6.3.4 Navigating Difficult Conversations and Negotiations

### **Practical Session:**

- 6.3.1 Role-Playing Investor Meetings
- 6.3.2 Creating an Investor Relations Communications Plan
- 6.3.3 Preparing Financial Reports for Investors
- 6.3.4 Practicing Difficult Conversations and Negotiations with Investors

### **Essential Readings:**

- 6.3.1 Mahon, J.F., & Wartick, S.L. (2003). Dealing with Stakeholders: How Reputation, Credibility, and Framing Influence the Game. Corporate Reputation Review.
- 6.3.2 Goleman, D., Boyatzis, R., & McKee, A. (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press.

### **Suggested Readings:**

- 6.3.1 Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books.
- 6.3.2 Gallo, C. (2014). Talk Like TED: The 9 Public Speaking Secrets of the World's Top Minds. St. Martin's Press.

### **Suggested Case Studies (Indian Context):**

- 6.3.1 Flipkart (Investor relations during rapid growth and acquisition by Walmart)
- 6.3.2 Paytm (Communicating with investors during regulatory changes)
- 6.3.3 OYO Rooms (Managing investor expectations amidst global expansion)

## **Unit 4: Financial Management and Budgeting (16 hours)**

### **Classroom Sessions:**

- 6.4.1 Equity Financing: Seed Fund, Angel Investors and Venture Capital
- 6.4.2 Debt Financing: Loans, Grants, and Government Schemes
- 6.4.3 Monitoring and Controlling Expenditure
- 6.4.4 Financial Performance Analysis and Benchmarking

### **Practical Sessions:**

- 6.4.1 Creating a Financial Plan and Budget for a Business
- 6.4.2 Analysing Cash Flow and Working Capital Management



6.4.3 Implementing Cost Control Measures

6.4.4 Conducting Financial Performance Analysis and Benchmarking

**Essential Readings:**

6.4.1 Brigham, E.F., & Ehrhardt, M.C. (2016). Financial Management: Theory & Practice. Cengage Learning.

6.4.2 Atrill, P., & McLaney, E. (2018). Accounting and Finance for Non-Specialists. Pearson.

**Suggested Readings:**

6.4.1 Horngren, C.T., Sundem, G.L., Schatzberg, J.O., & Burgstahler, D. (2017). Introduction to Management Accounting. Pearson.

6.4.2 Gitman, L.J., & Zutter, C.J. (2018). Principles of Managerial Finance. Pearson.

**Suggested Case Studies (Indian Context):**

6.4.1 BigBasket (Financial management during rapid growth and increased competition)

6.4.2 Nykaa (Balancing growth and profitability in the Indian e-commerce space)

6.4.3 Swiggy (Cash flow management and working capital optimization in the food delivery industry)



### GENERIC ELECTIVE (GE-5)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Marketing and Sales for Entrepreneurs	4	2		2		– Nil

#### Course Description:

This Marketing and Sales for Entrepreneurs course focuses on marketing and sales fundamentals, tailored specifically for entrepreneurs. Students will learn about marketing strategies, customer acquisition, and sales techniques to effectively promote and sell their products or services. The course combines classroom lectures with hands-on Practical Session, providing students with practical experience in marketing and sales.

#### Learning Objectives:

Students of this course should be able to:

- Describe the key concepts, principles, and strategies related to marketing and sales for entrepreneurial ventures.
- Construct, develop and execute effective marketing campaigns, leveraging digital marketing tools and techniques.
- Discover the skills and knowledge needed to master the sales process, build lasting customer relationships, and achieve customer retention.
- Compare real-world examples and case studies to enable better understanding of the practical aspects of marketing and sales in the context of entrepreneurship.

#### Learning outcomes:

At the end of this course, students should be able to:

- Recall the fundamentals of marketing and sales in the entrepreneurial context.
- Use tailored marketing strategies, including segmentation, targeting, and positioning.
- Test and implement digital marketing techniques like social media, content marketing, and SEO.
- Prepare effective sales plans and apply sales techniques to close deals.
- Set up and maintain strong customer relationships.
- Manage customer retention and business development strategies.



## SYLLABUS

### Unit 1: Marketing Basics and Strategy for Entrepreneurs (16 hours)

#### Classroom Sessions:

- 5.1.1 Marketing Fundamentals for Entrepreneurs
- 5.1.2 Market Segmentation, Targeting, and Positioning
- 5.1.3 Creating a Unique Selling Proposition (USP)
- 5.1.4 Developing a Marketing Strategy and Marketing Mix

#### Practical Sessions:

- 5.1.1 Identifying Target Markets and Customer Profiles
- 5.1.2 Developing a USP and Positioning Statement
- 5.1.3 Crafting a Marketing Strategy
- 5.1.4 Analysing the Marketing Mix (Product, Price, Place, Promotion)

#### Essential Readings:

- 5.1.1 Kotler, P., & Armstrong, G. (2020). Principles of Marketing. Pearson.
- 5.1.2 Godin, S. (2003). Purple Cow: Transform Your Business by Being Remarkable. Portfolio.

#### Suggested Readings:

#### Suggested Readings:

- 5.1.1 Ries, E. (2017). The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture and Drive Long-Term Growth. Currency.
- 5.1.2 McCarthy, J., & Perreault, W. (2008). Basic Marketing: A Global-Managerial Approach. McGraw-Hill.

#### Suggested Case Studies (Indian Context):

- 5.1.1 Amul (Building a strong brand through cooperative marketing)
- 5.1.2 Paper Boat (Nostalgia-driven marketing in the Indian beverage industry)
- 5.1.3 Zomato (Harnessing digital marketing for growth in the food delivery space)

### Unit 2: Digital Marketing for Entrepreneurs (16 hours)

#### Classroom Sessions:

- 5.2.1 Introduction to Digital Marketing
- 5.2.2 Social Media Marketing and Advertising
- 5.2.3 Search Engine Optimization (SEO) and Online Advertising.
- 5.2.4 Content and Email Marketing.

#### Practical Sessions:

- 5.2.1 Developing a Digital Marketing Strategy
- 5.2.2 Creating Social Media Marketing Campaigns
- 5.2.3 Implementing Content Marketing and SEO Techniques
- 5.2.4 Designing Email Marketing Campaigns and Online Advertising

#### Essential Readings:

- 5.2.1 Ryan, D. (2019). Digital Marketing: Strategy, Implementation, and Practice. Pearson.
- 5.2.2 Halligan, B., & Shah, D. (2014). Inbound Marketing: Attract, Engage, and Delight Customers Online. Wiley.



### **Suggested Readings:**

- 5.2.1 Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing. Pearson.
- 5.2.2 Patel, N., & Hines, K. (2018). The Definitive Guide to Growth Hacking. Quick Sprout.

### **Suggested Case Studies (Indian Context):**

- 5.2.1 Flipkart (Pioneering e-commerce marketing in India)
- 5.2.2 Nykaa (Leveraging social media and content marketing to build a beauty empire)
- 5.2.3 Byju's (Scaling an ed-tech startup through online advertising and app marketing)

## **Unit 3: Sales and Business Development (12 hours)**

### **Classroom Sessions:**

- 5.3.1 Sales Fundamentals for Entrepreneurs
- 5.3.2 The Sales Process and Sales Techniques
- 5.3.3 Negotiation Skills and Closing Deals
- 5.3.4 Business Development and Strategic Partnerships

### **Practical Sessions:**

- 5.3.1 Creating a Sales Plan and Setting Sales Goals
- 5.3.2 Role-playing Sales Scenarios and Techniques
- 5.3.3 Practicing Negotiation Skills and Closing Techniques
- 5.3.4 Identifying Business Development Opportunities and Partnerships

### **Essential Readings:**

- 5.3.1 Tracy, B. (2006). The Psychology of Selling: Increase Your Sales Faster and Easier Than You Ever Thought Possible. HarperCollins Leadership.
- 5.3.2 Gitomer, J. (2004). The Little Red Book of Selling: 12.5 Principles of Sales Greatness. Bard Press.

### **Suggested Readings:**

- 5.3.1 Pink, D. H. (2012). To Sell Is Human: The Surprising Truth About Moving Others. Riverhead Books.
- 5.3.2 Rackham, N. (1988). SPIN Selling. McGraw-Hill.

### **Suggested Case Studies (Indian Context):**

- 5.3.1 Ola Cabs (Sales and business development strategies in the Indian ride-hailing market)
- 5.3.2 Lenskart (Expanding through online and offline sales channels)
- 5.3.3 Zoho (Global growth and business development in the software industry)

## **Unit 4: Customer Relationship Management (CRM) and Retention (16 hours)**

### **Classroom Session:**

- 5.4.1 Introduction to Customer Relationship Management (CRM)
- 5.4.2 Building and Maintaining Customer Relationships
- 5.4.3 Customer Retention Strategies and Loyalty Programs
- 5.4.4 Measuring Customer Satisfaction, Customer Acquisition Cost (CAC) and Customer Lifetime Value (CLV)

### **Practical Session:**

- 5.4.1 Exploring CRM Tools and Techniques
- 5.4.2 Designing Customer Engagement and Communication Plans
- 5.4.3 Developing Customer Retention Strategies and Loyalty Programs





#### 5.4.4 Analysing Customer Satisfaction Metrics and CLV

##### **Essential Readings:**

5.4.1 Peppers, D., & Rogers, M. (2016). Managing Customer Experience and Relationships: A Strategic Framework. Wiley.

5.4.2 Reichheld, F.F. (2003). The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value. Harvard Business Review Press.

##### **Suggested Readings:**

5.4.1 Blattberg, R.C., Malthouse, E.C., & Neslin, S.A. (2009). Customer Lifetime Value: Reshaping the Way We Manage to Maximize Profits. Wiley.

5.4.2 Gartner, A. (2014). Customer Success: How Innovative Companies Are Reducing Churn and Growing Recurring Revenue. Wiley.

##### **Suggested Case Studies (Indian Context):**

5.4.1 Paytm (Enhancing customer engagement and loyalty through innovative CRM strategies)

5.4.2 BigBasket (Building customer retention in the competitive online grocery market)

5.4.3 Swiggy (Balancing customer satisfaction and operational efficiency in food delivery)



### GENERIC ELECTIVE (GE-6)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Startup Operations and Future-proofing</b>	<b>4</b>	<b>2</b>		<b>2</b>		<b>– Nil</b>

#### Course Description:

This course focuses on the operational aspects of starting and running a successful startup venture. Students will learn how to protect their intellectual property, navigate legal channels, and future-proof their business. The course combines theoretical lectures with practical sessions, enabling students to gain hands-on experience in developing their startup operations.

#### Learning Objectives:

Students of this course should be able to:

- Describe the key operational aspects of starting and running a successful startup venture.
- Assess the importance of safeguarding innovation and intellectual property.
- Assemble knowledge of legal and regulatory requirements for startups, including compliance with relevant regulations.
- Devise ways to future-proof their business and adapt to changing market conditions.

#### Learning Outcomes:

At the end of this course, students should be able to:

- Recognize the key operational aspects of starting and running a successful startup venture.
- Sketch out an effective understanding of how to protect their innovation and intellectual property.
- Manage legal and regulatory requirements and compliances for startups.
- Prepare strategies to future-proof their business and adapt to changing market conditions.



## SYLLABUS

### Unit 1: Introduction to Startup Operations (16 hours)

#### Classroom Sessions:

- 7.1.1 Introduction to Startup Operations, Key Operational Challenges for Startups
- 7.1.2 Operations Strategy: Aligning operations with business goals
- 7.1.3 Key Operational Functions: Production, Supply Chain and Quality Management
- 7.1.4 Operational Resilience: Concept and Implementation

#### Practical Sessions:

- 7.1.1 Identifying Key Operational Challenges for Startups
- 7.1.2 Developing Operational Plans
- 7.1.3 Evaluating Operational Risks and Challenges
- 7.1.4 Building Operational Resilience, Mapping Start-up value streams and identifying improvement areas.

#### Essential Readings:

- 7.1.1 Blank, S. (2012). The Four Steps to the Epiphany. K&S Ranch.
- 7.1.2 Eisenmann, T. (2012). Entrepreneurship: Starting, Developing, and Managing a New Enterprise. Pearson.
- 7.1.3 Campbell, A., Gutierrez, M., & Lancelott, M. (2017). Operating Model Canvas: Aligning Operations and Organization with Strategy. Van Haren Publishing.

#### Suggested Readings:

- 7.1.1 Osterwalder, A. (2014). Value Proposition Design: How to Create Products and Services Customers Want. Wiley.
- 7.1.2 Maurya, A. (2012). Running Lean: Iterate from Plan A to a Plan That Works. O'Reilly Media.

#### Relevant Case Studies:

- 7.1.1 Airbnb (Building Operational Resilience through Crisis Management)
- 7.1.1 Uber (Managing Rapid Growth and Operational Scale)

### Unit 2: Safeguarding Innovation and IPR (12 hours)

#### Classroom Sessions:

- 7.2.1 Importance of Innovation and Intellectual Property
- 7.2.2 Types of Intellectual Property
- 7.2.3 Intellectual Property Protection Strategies
- 7.2.4 Intellectual Property Management

#### Practical Session:

- 7.2.1 Identifying Intellectual Property
- 7.2.2 Developing an Intellectual Property Strategy
- 7.2.3 Filing for Intellectual Property Protection
- 7.2.4 Intellectual Property Management

#### Essential Readings:

- 7.2.1 Chesbrough, H.W. (2010). Open Business Models: How to Thrive in the New Innovation Landscape. Harvard Business Press.
- 7.2.2 Furr, N., & Dyer, J.H. (2014). The Innovator's Method: Bringing the Lean Start-up into Your Organization. Harvard Business Review Press.

**Suggested Readings:**

- 7.2.1 Gassmann, O., Frankenberger, K., & Csik, M. (2014). The Business Model Navigator: 55 Models That Will Revolutionize Your Business. Pearson.
- 7.2.2 Harreld, J.B., O'Reilly III, C.A., & Tushman, M.L. (2018). Winning Now, Winning Later: How Companies Can Succeed in the Short Term While Investing for the Long Term. Crown Business.

**Relevant Case Studies:**

- 7.2.1 Tesla (Protecting Innovation through Intellectual Property)
- 7.2.2 Coca-Cola (Managing Trademark Protection and Brand Value)

**Unit 3: Navigating Legal Channels (16 hours)****Classroom Sessions:**

- 7.3.1 Introduction to Legal Channels for Startups
- 7.3.2 Legal Structures for Startups
- 7.3.3 Contracts and Agreements for Startups
- 7.3.4 Compliance and Regulations for Startups

**Practical Session:**

- 7.3.1 Choosing a Legal Structure for Your Startup
- 7.3.2 Drafting Contracts and Agreements
- 7.3.3 Understanding Compliance and Regulations
- 7.3.4 Legal Due Diligence and Risk Management

**Essential Readings:**

- 7.3.1 Bagley, C.E., & Dauchy, C.E. (2011). The Entrepreneur's Guide to Business Law. Cengage Learning.
- 7.3.2 Kohlhagen, R.W. (2018). Business Law: An Introduction. Cengage Learning.

**Suggested Readings:**

- 7.3.1 Bygrave, W.D., & Zacharakis, A. (2013). Entrepreneurship: A Process Perspective. Cengage Learning.
- 7.3.2 Macey, J.R. (2010). Macey on Corporation Laws. Aspen Publishers.

**Relevant Case Studies:**

- 7.3.1 Apple (Navigating Legal Issues for a Tech Startup)
- 7.3.2 Google (Legal Due Diligence for Acquisitions and Partnerships)

**Unit 4: Future-Proofing the Business (16 hours)****Classroom Sessions:**

- 7.4.1 Understanding Market Trends and Disruptions
- 7.4.2 Innovation and Adaptability for Startups
- 7.4.3 Building a Resilient Business Model
- 7.4.4 Strategies for Growth and Expansion

**Practical Sessions:**

- 7.4.1 Analysing Market Trends and Disruptions
- 7.4.2 Developing Innovation and Adaptability Strategies
- 7.4.3 Building a Resilient Business Model
- 7.4.4 Planning for Growth and Expansion



**Essential Readings:**

7.4.1 Christensen, C.M. (2016). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press.

7.4.2 Moore, G.A. (2014). Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers. HarperCollins.

**Suggested Readings:**

7.4.1 Blank, S. (2012). The Four Steps to the Epiphany. K&S Ranch.

7.4.2 Furr, N., & Dyer, J.H. (2014). The Innovator's Method: Bringing the Lean Start-up into Your Organization. Harvard Business Review Press.

**Relevant Case Studies:**

7.4.1 Amazon (Innovation and Adaptability in the E-Commerce Industry)

7.4.2 Netflix (Building a Resilient Business Model through Disruptive Innovation)



### GENERIC ELECTIVE (GE-7)

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
<b>Social Entrepreneurship and Social Innovation</b>	<b>4</b>	<b>2</b>		<b>2</b>		<b>–NIL</b>

#### Course Description:

The course provides students with the knowledge and skills needed to create and manage ventures that address social, environmental, or cultural issues. Students will explore the principles of social entrepreneurship, learn how to develop innovative solutions to pressing social challenges and understand the unique business models, funding strategies, and impact measurement approaches used by social enterprises. Through case studies, interactive lectures, and practical exercises, students will gain the expertise required to turn their passion for social change into viable, sustainable, and impactful ventures.

#### Learning Objectives:

Students of this course should be able to:

- Identify the key concepts, principles, and strategies related to social entrepreneurship and social innovation.
- Discover how to identify social, environmental, or cultural issues and develop innovative solutions using entrepreneurial approaches.
- Classify the skills and knowledge needed to create, manage, and scale social enterprises, including unique business models, funding strategies, and impact measurement approaches.
- Examine real-world examples and case studies, helping them understand the practical aspects of social entrepreneurship and social innovation.
- Assemble tools that help the students develop critical thinking, problem-solving, and decision-making skills; thus, enabling them to better navigate the complex landscape of social entrepreneurship and create meaningful social impact.

#### Learning Outcomes:

At the end of this course, students will be able to:

- Match and apply the key concepts and principles of social entrepreneurship and social innovation in various contexts.
- Inspect social, environmental, or cultural issues and develop innovative solutions using entrepreneurial approaches.
- Manage, create and scale social enterprises



- Select the various critical thinking, problem-solving, and decision-making skills that they have absorbed to navigate the complex landscape of social entrepreneurship and create meaningful social impact

## SYLLABUS

### Unit 1: Introduction to Social Entrepreneurship and Social Innovation (16 hours)

#### Classroom Sessions:

- 4.1.1 Understanding Social Entrepreneurship and Social Innovation
- 4.1.2 The Social Entrepreneurial Mindset and Skills
- 4.1.3 Identifying Social Needs and Opportunities
- 4.1.4 Social Enterprise Models and Legal Structures

#### Practical Sessions:

- 4.1.1 Assessing Personal Social Entrepreneurial Mindsets
- 4.1.2 Identifying Social Needs and Opportunities
- 4.1.3 Evaluating Social Business Models
- 4.1.4 Selecting Social Enterprise Legal Structures

#### Essential Readings:

- 4.1.1 Bornstein, D., & Davis, S. (2010). Social Entrepreneurship: What Everyone Needs to Know. Oxford University Press.
- 4.1.2 Mair, J., & Marti, I. (2006). Social Entrepreneurship Research: A Source of Explanation, Prediction, and Delight. Journal of World Business.

#### Suggested Readings:

- 4.1.1 Dees, J. G., Emerson, J., & Economy, P. (2002). Enterprising Nonprofits: A Toolkit for Social Entrepreneurs. Wiley.
- 4.1.2 Nicholls, A. (2008). Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.

#### Suggested Case Studies (Indian Context):

- 4.1.1 SELCO India (Pioneering off-grid solar energy solutions)
- 4.1.2 Aravind Eye Care System (Accessible eye care for all)
- 4.1.3 Jaipur Rugs (Empowering rural artisans through a sustainable supply chain)

### Unit 2: Designing and Implementing Social Innovation (16 hours)

#### Classroom Sessions:

- 4.2.1 The Social Innovation Process
- 4.2.2 Human-Centred Design for Social Impact
- 4.2.3 Prototyping and Testing Social Innovations
- 4.2.4 Measuring and Evaluating Social Impact

#### Practical Sessions:

- 4.2.1 Understanding the Social Innovation Process
- 4.2.2 Applying Human-Centred Design for Social Impact
- 4.2.3 Prototyping and Testing Social Innovations
- 4.2.4 Measuring and Evaluating Social Impact

**Essential Readings:**

- 4.2.1 Mulgan, G. (2018). The Process of Social Innovation. MIT Press.
- 4.2.2 Brown, T., & Wyatt, J. (2010). Design Thinking for Social Innovation. Stanford Social Innovation Review.

**Suggested Readings:**

- 4.2.1 Altringer, B. (2019). The Design Thinking Playbook. MIT Press.
- 4.2.2 Pol, E., & Ville, S. (2009). Social Innovation: Buzzword or Enduring Term? The Journal of Socio-Economics.

**Suggested Case Studies (Indian Context):**

- 4.2.1 Pratham (Innovative education models to address illiteracy)
- 4.2.2 SEWA (Empowering women through skill development and microfinance)
- 4.2.3 Gram Vikas (Sustainable and inclusive rural development)

**Unit 3: Funding and Scaling Social Enterprises and Innovations (12 hours)****Classroom Sessions:**

- 4.3.1 Funding Sources for Social Enterprises and Innovations
- 4.3.2 Impact Investing and Social Venture Capital
- 4.3.3 Grant Funding and Philanthropy
- 4.3.4 Scaling Strategies for Social Enterprises and Innovations

**Practical Sessions:**

- 4.3.1 Identifying Funding Sources for Social Enterprises and Innovations
- 4.3.2 Exploring Impact Investing and Social Venture Capital
- 4.3.3 Securing Grant Funding and Philanthropic Support
- 4.3.4 Developing a Scaling Strategy for Social Enterprises and Innovations

**Essential Readings:**

- 4.3.1 Bugg-Levine, A., & Emerson, J. (2011). Impact Investing: Transforming How We Make Money While Making a Difference. Wiley.
- 4.3.2 Epstein, M.J., & Yuthas, K. (2014). Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors. Berrett-Koehler Publishers.

**Suggested Readings:**

- 4.3.1 Clark, C., Emerson, J., & Thornley, B. (2012). The Impact Investor: Lessons in Leadership and Strategy for Collaborative Capitalism. Jossey-Bass.
- 4.3.2 Reis, T., & Clohesy, S. (2001). Unleashing New Resources and Entrepreneurship for the Common Good: A Scan, Synthesis and Scenario for Action. W.K. Kellogg Foundation.

**Suggested Case Studies (Indian Context):**

- 4.3.1 Pratham (Scaling educational impact through partnerships)
- 4.3.2 Waste Ventures India (Tackling waste management through innovative business models)
- 4.3.3 WaterHealth International (Providing clean water to rural communities)

**Unit 4: Collaborations and Partnerships for Social Impact (16 hours)****Classroom Sessions:**

- 4.4.1 Public-Private Partnerships for Social Impact
- 4.4.2 Collaborating with NGOs and Nonprofits
- 4.4.3 Cross-sector Collaboration and Collective Impact
- 4.4.4 Networking and Building Partnerships for Social Enterprises and Innovations





**Practical Sessions:**

- 4.4.1 Analysing Public-Private Partnerships for Social Impact
- 4.4.2 Exploring Collaborations with NGOs and Nonprofits
- 4.4.3 Designing Cross-sector Collaboration and Collective Impact Initiatives
- 4.4.4 Practicing Networking and Partnership Building Skills

**Essential Readings:**

- 4.4.1 Austin, J.E., & Seitanidi, M.M. (2012). Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses. *Nonprofit and Voluntary Sector Quarterly*.
- 4.4.2 Kania, J., & Kramer, M. (2011). *Collective Impact*. Stanford Social Innovation Review.

**Suggested Readings:**

- 4.4.1 Selsky, J.W., & Parker, B. (2005). Cross-sector Partnerships to Address Social Issues: Challenges to Theory and Practice. *Journal of Management*.
- 4.4.2 Waddell, S., Waddock, S., Cornell, S., Dentoni, D., McLachlan, M., & Meszoely, G. (2015). Large Systems Change: An Emerging Field of Transformation and Transitions. *Journal of Corporate Citizenship*.

**Suggested Case Studies (Indian Context):**

- 4.4.1 Akshaya Patra (Public-private partnership for school meal programs)
- 4.4.2 Barefoot College (Empowering rural communities through education and skill development)
- 4.4.3 Goonj (Cross-sector collaboration for resource management and upcycling)



### **Pedagogy and Course Operations**

1. **Course Credits:** Taking all 7 courses on offer under this GE will allow the student to earn 28 credits, thus conferring a Minor specialisation upon the student for their regular course.
2. **Interactive Classroom Sessions:** Classroom Sessions should incorporate real-life examples, case studies, and multimedia elements to facilitate learning.
3. **Group Discussions:** Students will participate in group discussions during class, sharing their insights, experiences, and ideas to enhance collective learning and promote critical thinking.
4. **In-class Exercises:** Students will engage in practical exercises and activities designed to reinforce the concepts and skills taught in the Classroom Sessions. These may include individual or group work, brainstorming sessions, or problem-solving exercises.
5. **Case Studies:** Suggested Case Studies will be integrated into the curriculum to help students analyse and understand real-world entrepreneurial challenges and opportunities. Students will be encouraged to dissect the cases, propose solutions, and learn from the experiences of other entrepreneurs.
6. **Practice Labs:** Students will participate in hands-on practical sessions; working on projects or assignments that apply entrepreneurship concepts learned in class. These sessions will allow students to develop and refine their entrepreneurial skills through practical experience.
7. **Student Presentations:** The students will be encouraged to present their ideas and projects in workshops and seminars.
8. **Reflection Activities:** Regular reflection activities will be incorporated into the course, encouraging students to assess their progress, identify areas for improvement, and develop a deeper understanding of their entrepreneurial journey.
9. **Mentorship and Feedback:** Instructors and/or industry mentors will provide ongoing guidance, support, and feedback to students, helping them navigate challenges and make informed decisions.
10. **Assessment and Evaluation:** A combination of assignments, quizzes, exams, and project work will be used to evaluate students' understanding of the course material and their ability to apply entrepreneurial principles and practices effectively.
11. **Course Improvements:** This is a new course thus regular evolution is needed. The course contents would need to thus modified. DSSEED would constitute a Course Improvement Committee which should be able to monitor and implement changes upto 20% of the course content without the need to seek approval from the statutory bodies of the University of Delhi.
12. **Teachers:** The course teaching will be supplemented by practitioners and industry experts to enhance the learning experience.



**List of Additional Case Studies**

(Indian and International Context)

1. Blue Tokai Coffee Roasters
2. Narayana Hrudalaya
3. GoJek
4. Rapido
5. BluSmart
6. Mamaearth
7. BharatPe
8. Housing.com
9. GoMechanic
10. Unacademy
11. WeWork
12. OceanGate
13. BYD
14. NIO
15. Country Delight
16. Zepto
17. Urban Company
18. Burger Singh
19. RedBus
20. Akasa Air
21. Okinawa Motors
22. Treebo
23. Uniqlo
24. The Baker's Dozen
25. Theranos

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