

DSC 19: Start-up Development and Growth Strategies

Credit distribution, Eligibility and Pre-requisites of the Course
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Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorials	Practical/Practic e		
Start-up Development and Growth Strategies (DSC 19)	4	3	1	0	Class XII	NIL

Learning Objectives:

- To instil entrepreneurial skills in the students
- To develop a deeper understanding of strategic decisions and competences vital to becoming a successful entrepreneur.
- To understand how to gain competitive advantage and build a strong team for start-up ventures.

Learning Outcomes:

By the end of the course, students should be able to:

- Recognize the entrepreneurial potential within themselves
- Appreciate the role of strategic decision making.
- Develop and appraise creative new business concepts that can be turned into sustainable business ventures and
- Build the creative team for the start-up.

Syllabus of DSC 19

Unit 1

Sensing Growth Opportunities

(9 hours)

Introduction to strategy and strategic decisions, conceptual framework in strategic management of enterprise. Understanding economic and business landscape, challenges of new disruptive business models. Evaluation of external environment: general, industry, and competitor, assessment of resources, capabilities, and competencies for growth.

Unit 2

Crafting Competitive Advantage

(15 hours)

Building the organizational vision and mission. criteria for evaluating a mission statement- Goal, Process & Formulation of the mission statement (Drucker's Performance Area).

Competitive rivalry and dynamics, developing corporate strategy, developing international strategy.

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies – offensive & defensive strategies.

Cooperative strategies: Strategic alliances and joint ventures Mergers, acquisitions, and divestitures.

Shaping strategies: BOP strategies, Strategy in emerging markets, Corporate-intrapreneurship, Non-market strategy, Designing and analysing business experiments.

Unit 3

Realizing Competitive Advantage

(9 hours)

Strategy implementation, organisation structure and management control, corporate governance, ethic, and corporate social responsibility. Corporate and strategic communication. Management of change and transformation.

Unit 4

New Frontiers in Start-ups and Entrepreneurship

(12 hours)

Technology and Entrepreneurship: tech-enabled ventures; technology supporting entrepreneurship. Intrapreneurship: description, forms, levels and degrees of corporate entrepreneurship, corporate culture. Entrepreneurial climate within the organization: description, impact on intrapreneurship. Eco-friendly and climate conscious entrepreneur. Stimulating organizational creativity: creative teams; managing organizations for innovation and positive creativity.

Textbook (latest edition to be used)

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: *Entrepreneurship*, Tata McGraw Hill

Essential/recommended Readings (latest editions to be used)

1. Kuratko, D.F., and Rao, T. V., *Entrepreneurship: A South-Asian Perspective*, Cengage
2. Andriopoulos, C. and Dawson, P.: *Managing Change, Creativity and Innovation*, Sage
3. Thompson, A.A., Strickland III, A.J., Gamble, J.E. and Jain, A.K., *Crafting and Executing Strategy: Concepts and Cases*, Tata McGraw Hill.

Suggestive Readings (latest editions to be used)

1. Barringer, B.R. and R. Duane Ireland, *Entrepreneurship*, Pearson Prentice Hall
2. Pearce, J.A. and Robinson, R.B., *Strategic Management Formulation, Implementation and Control*, McGraw Hill
3. Johnson, G. and Scholes, K., *Exploring Corporate Strategies*, Prentice Hall
4. Bilton, C. and Cummins, S., *Creative Strategy*, Wiley

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time