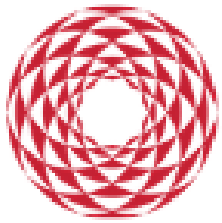


ENTREPRENEURIAL
LEADERSHIP AND STRATEGY
HANDBOOK



ASHOKA
UNIVERSITY

infoedge Centre for
Entrepreneurship

INFOEDGE CENTRE FOR
ENTREPRENEURSHIP
ASHOKA UNIVERSITY

The Department offers a minor and concentration in Entrepreneurial Leadership and Strategy or an interdisciplinary major with Computer Science. Infoedge Centre for Entrepreneurship (CFE) aims at building a dynamic global community of thought leaders and entrepreneurs who will change the world. It instils an entrepreneurial mindset among the Ashoka students and familiarizes them with the startup ecosystem, assisting them with ideation to product launch.

Faculty Members:

- Prof. Priyank Narayan, Director, Centre For Entrepreneurship
- Prof. Mukesh Sud, Visiting Faculty, IIM Ahmedabad
- Prof. Ankur Sarin, Visiting Faculty, IIM Ahmedabad
- Prof. Rashmi Bansal, Visiting Faculty, IIM Ahmedabad
- Prof. Piyush Tiwari, Founder and CEO, Save Life Foundation
- Prof. Sushil Jhangiani, Visiting Faculty, IIM Ahmedabad
- Prof. Divya Krishnan, Ex-Chief Investment Officer, SBI Mutual Fund
- Prof. Benedicte Faivre-Tavignot, Visiting Faculty, HEC Paris
- Akhil Dhawan, Managing Director, Locus Investment Group
- Sanjay Kukreja, Managing Partner, Chrys Capital
- Raman Roy, Chairman and Managing Director, Quattro BPO Solutions
- Pramod Bhasin, Ex-President and CEO, Genpact
- Kartikeya N. Desai, Partner, KOIS
- Rahul Bhasin, Founder and Managing Partner, Baring Private Equity Partners
- Yash Gupta, Managing Partner, YG Real Estate
- Nish Bhutani, Founder & CEO, Indiginus

Requirements:

The Department of Entrepreneurship allows students to explore the following three options:

1. **Minor in Entrepreneurial Leadership And Strategy:**

All undergraduate cohorts need to complete **24 credits in Entrepreneurial Leadership and Strategy** for obtaining a minor degree. A student can opt for any combination of **4 and 2 credit courses** to meet the credit requirements.

2. **Concentration in Entrepreneurial Leadership And Strategy:**

All undergraduate cohorts need to complete **16 credits in Entrepreneurial Leadership and Strategy** for obtaining a concentration in the discipline. A student can opt for any combination of **4 and 2 credit courses** to meet the credit requirements.

3. **Interdisciplinary Major in Computer Science and Entrepreneurship**

In order to obtain an Interdisciplinary major in computer science and entrepreneurship, students must accumulate 116 credit points at the end of three years. In addition to the requirements of a pure major in computer science, students will have to complete at least **16 credits in Entrepreneurial Leadership and Strategy**.

Prerequisites:

Although the Department has set **no prerequisites** for any ENT course, some courses are only open to students in certain years. There is no level-wise sequence of courses that you will have to take and hence are free to take courses in any order. However it is recommended that students take the basic courses first before jumping on the advanced courses.

Other Credit Options:

1. Independent Study Module (4 credits)

- The student should discuss the project/paper with faculty and HoD.
- ISM needs to be approved by the faculty before registering the course

2. Summer Abroad

1. Berkeley - Marketing UGBA 106
2. HEC Paris - Entrepreneurship: The Startup Studio
3. King's College London - International Business
4. Harvard - Entrepreneurial Solutions to Intractable Social & Economic Problems
5. Israel Tel-Aviv Immersion Programme
6. South Africa Entrepreneurship Immersion Programme

3. Entrepreneurship Capstone

All students who intend to graduate with a Minor in Entrepreneurial Leadership and Strategy are eligible to apply for the **Entrepreneurship Capstone (4 credits)**. These projects are floated by industry practitioners and entrepreneurial organizations with the aim of giving students practical experience and exposure to skills that may be relevant to early career opportunities. The students learn to work in teams in a thriving environment and increase their network in the entrepreneurship and corporate world. The student should discuss the project and deliverables with the Head of Department, Centre for Entrepreneurship.

4. Venture Immersion Project

Venture Immersion Project is for the students who are in their **third or fourth year**. In this Program, students are given the opportunity to work with the existing startups across the globe and increase their skill set, broaden their network and get industry exposure.

Important Note:

There may be different level courses offered in a semester, but a student can opt for any of the courses in any manner as there are no prerequisites. However it is recommended that students take the basic courses first before jumping on the advanced courses.

List of courses offered by the InfoEdge Centre for Entrepreneurship:-

- Creativity and Design Thinking (ENT-1000)
- Cultivating an Entrepreneurial Mindset (ENT-1003)
- Leadership Lessons from the Road Less Travelled (ENT-1007)
- Social Entrepreneurship and Impact (ENT-2002)
- Venture Planning and Strategy (ENT-2003)
- Governance Entrepreneurship (ENT-2006)
- Fundamentals of Entrepreneurial Finance (ENT-2008)
- #TheDigitalProfessional (ENT-2009)
- How to Start a Startup (ENT-2010)
- Business Analysis and Strategy (ENT-2011)
- Real Estate and Investments* (ENT-2012)
- Economics of Social Finance* (ENT-2013)
- Entrepreneurial Marketing and Finance (ENT-3001)
- Managing Value of Ventures (ENT-3003)
- Entrepreneurial Strategy & Operations (ENT-3004)
- Theory and Practice of Leadership* (ENT-3008)
- Fundamentals of Investing (ENT-3007/ FIN-3009)
- Startup Incubation Lab (ENT-4010)

*2 credit courses

Descriptions of the courses being offered by the Entrepreneurship Department:

- **Creativity and Design Thinking (ENT-1000)**

Professor Priyank Narayan

Credits: 4

It is often said that “Today, thinking is more important than knowing”. Opportunities are what we all look for and their counterpart — the problems — are what we need to solve in daily lives. The dynamic environment of the twenty-first century requires more creative skills from citizens than just analytical skills to manage in the ever-changing work environment. This course is designed to help students develop the ability to think of solving problems in new and interesting ways.

- **Cultivating an Entrepreneurial Mindset (ENT-1003)**

Professor Mukesh Sud

Credits: 4

What are the key ingredients that drive success in startups? How do entrepreneurs capitalize on new ideas and bring them to market? How is an entrepreneurial mindset different from a managerial one?

This course engages with these and other key questions and enables students to understand how entrepreneurs are able to connect the dots to recognize patterns, visualize opportunities and get a feel of the language entrepreneurs engage in the business world. Students try to draw conclusions whether entrepreneurship should be confined to establishing and running a venture or it can be a mindset that they follow through their lives.

- **Leadership Lessons from the Road Less Travelled (ENT-1007)**

Professor Rashmi Bansal

Credits: 4

A storytelling pedagogy oriented course, this is a journey that leading entrepreneurs of India take students through, along with Rashmi Bansal. High achieving entrepreneurs will speak about their life stories, how and why they started out, what were/are their motivators, what difficulties and challenges they faced along the way, how they built their team, how they managed to work with very little capital and so on. The course aims to enable the participants to appreciate the various facets of leadership and the behavior and traits of successful leaders through listening to the life stories of a dozen high achieving entrepreneurs and interacting with them.

- **Venture Planning and Strategy (ENT-2003)**

Professor Mukesh Sud

Credits: 4

What tools do entrepreneurs need to successfully launch new ventures? What legal entity should a startup adopt? How do entrepreneurs raise funds, establish a team and get their venture off the ground? What are the key ingredients of a successful start-up?

Through a mix of case discussions, assigned articles and in-class activities, students learn the start-up process in establishing a venture, and get a feel of the practical challenges and opportunities involved in building ventures and the rewards it offers.

- **Governance Entrepreneurship (ENT-2006)**
Professors Piyush Tewari and Priyank Narayan
Credits: 4

Working with governance structures has become imperative for changemakers. Whether it is about selling or scaling, the Government can be a key customer as well as a facilitator. So, what are some of the principles of entrepreneurship that can be applied to deal with Government and governance structures? What differentiates it from entrepreneurship in a purely business setting? This course teaches cutting edge techniques to facilitate system-change by combining the spirit of enterprise with zeal for public service. The course covers all key aspects of building a successful and enterprising campaign to bring about positive change in governance. It pushes students to think hard about the change that they wish to see and then guides them through the structure of achieving that change.

- **Fundamentals of Entrepreneurial Finance (ENT-2008)**
Professor Divya Krishnan
Credits: 4

The objective of this course is to give students an overview of finance to equip them for potential roles in banking, investment banking and private equity; offer them a sense of financial tools and analysis required should they become entrepreneurs, and provide them an overview in finance that anyone in business needs to know. They can then go on to build on this through more advanced courses.

The topics that the course would tentatively cover are:

1. Financial statements and cash flow
2. Financial statement analysis and assessment
3. Time value of money
4. Capital structure and sources of finance
5. Equity valuation including capital asset pricing model
6. Debt and fixed income valuation including yield curve
7. Capital budgeting

- **Social Entrepreneurship and Impact (ENT-2002)**

Professor Ankur Sarin

Credits: 4

Living in India, one does not need facts and figures to understand the monumental challenges faced in the process of development and the need for social change. The idea of “Social Entrepreneurship” today captures much of the innovative thinking that has emerged over recent years to overcome these challenges. By seeking to merge the creation of societal value with more market-like pursuits, it seeks to engage individuals who are interested in contributing to society but are either wary of or intimidated by the traditional actors in the social space. However, the increased attention to the sector has also led to recognition of its limitations.

This course tries to understand private actions that engender social change and sources of resistance and threats to it. The specific objectives of the course are to help students:

- Engage with the complexities and paradoxes of social change
- Understand the need, role and functioning of social entrepreneurs in society
- Understanding models of social entrepreneurship
- Engage with evaluation frameworks for social enterprises

- **Real Estate and Investments (ENT-2012)**

Yash Gupta, Managing Partner, YG Real Estate

Credits: 2

This introductory course helps the course participants in understanding broad aspects of real estate and the economy around it. The course participants are exposed to the following major topics:

- Real Estate Investment
- Property Development
- Management of Assets
- PropTech
- Family Assets and Opportunities in Family Business

- Affordable Housing
- Sustainability in Real Estate

The aim of this course is to educate the course participants about the opportunities real estate offers and how best the sector can benefit them.

- **#TheDigitalProfessional (ENT-2009)**
Nish Bhutani, Founder & CEO, Indiginus
Credits: 4

The focus of this course will be to expose students to the thought-processes and practical skills that are important when entering the workforce in an increasingly digital world.

All students will benefit from this course, irrespective of whether they are thinking of 'digital careers'. In Mark Andreessen's words, "software is eating the world" and hence, the learnings from this course are important for anyone who wants to be a modern and forward-thinking professional, no matter what their chosen field.

If students can enter the working world with some confidence, and a lot of curiosity, about strategies, models and practices stemming from digital technologies, this course would have achieved its objective.

- **Economics of Social Finance (ENT-2013)**
Kartikeya N. Desai, Partner, KOIS
Credits: 2

The course will start with the a history of impact investing in India - the emergence of inclusive business models in financial inclusion and major social sectors (education, healthcare, agriculture) - followed by lectures on the key issues shaping the industry - the entry of commercial capital and corporates in areas like climate and gender empowerment; blended finance collaboration between governments, foundations and private investors for deeper impact on complex issues; and the role played by government and ecosystem enablers in

building a better market - and end with future-oriented lecture on the latest financial structures and innovative social finance projects being launched including impact-linked debt and impact bonds in India.

- **Business Analysis and Strategy (ENT-2011)**

Akhil Dhawan, Managing Director, Locus Investment Group

Sanjay Kukreja, Managing Partner, Chrys Capital

Credits: 4 (Open only to 2nd, 3rd & 4th years)

What differentiates a good business from a mediocre one? How do you evaluate the quality of an industry and how can it change over time? Does a particular market entry plan, strategic plan or acquisition make sense? What tools do analysts, consultants, investors or industry professionals use to examine and gain insights into a business opportunity or problem?

The goal of this course is to provide students with tools and concepts that have real-world applicability in understanding and addressing business situations. The content is designed to bring frameworks and methods used in today's workplace into the classroom. Whether you choose to pursue a career in consulting, banking, investing, corporate strategy, or journalism, this course will provide you with a foundation that will allow you to analyze a business or an industry situation.

- **How to Start a Startup (ENT- 2010)**

Raman Roy, Chairman and Managing Director, Quattro BPO Solutions

Credits: 4 (Open only to 2nd, 3rd & 4th years)

Have you been wondering how successful founders started up and scaled? If yes, then this course is just for you. This course is all about the process of starting up - understanding the mind and ways of an entrepreneur, and building from scratch a venture. In short, the course aims to cover almost all of the A-Z's you need to know about starting up. All this is synthesized into the much needed business plan which is a crucial self-reflection and guiding document for the founder(s).

With renowned entrepreneurs as guest speakers in class, the course ensures that starting up is not just taught theoretically, but also through the real life experiences and insights of the guest speakers - from their successes and challenges.

- **Entrepreneurial Marketing and Finance (ENT-3001-1)**

Professors Divya Krishnan and Sushil Jhangiani

Credits: 4

This course is divided into two parts, which will be taken by separate faculty members. The marketing part will be taught by Prof. Sushil Jhangiani, who will cover topics such as customer value, estimating demand, understanding consumer behavior, brand positioning, pricing strategy, market segmentation, brand positioning, and more. The finance part will be taught by Prof. Divya Krishnan, who will cover topics like introduction to and analysis of basic financial statements including ratio analysis, time value of money, cost of capital, valuation of projects and capital budgeting, start-up financing and valuation, formal and informal equity capital, and more.

- **Managing Value of Ventures (ENT-3003-1)**

Professor Divya Krishnan

Credits: 4

The course explores the levers that drive the creation and management of financial value, both at the enterprise level for an entrepreneur, and at the personal level for an individual. Students will get a working knowledge of the theoretical underpinnings of these concepts, but focus more on building practical skills.

- **Entrepreneurial Strategy & Operations (ENT-3004-1)**

Professor Mukesh Sud

Credits: 4

The course will give students an understanding of the ‘language of the workplace’.

The first part of the course deals with issues and challenges relating to context, process and content of strategy formulation and implementation. The course will provide a foundation to understand and analyze strategic issues managers confront.

In the latter part the focus is on operations management and covers the intricacies of operations, global supply chains, their constraints or bottlenecks, supply chain management, bullwhip effect, etc. These concepts are crucial to understanding how products reach retail stores from manufacturing units, the efficiency and challenges of these processes, and finally the associated risks and how these are resolved.

- **Theory and Practice of Leadership (ENT-3008)**

Pramod Bhasin, Ex-President and CEO, Genpact

Credits: 2 (Open only to 3rd & 4th years)

The course aims to inculcate and delve into a much-needed quality especially for entrepreneurs: Leadership. Be it a fast paced startup or a bureaucratic setup, the dynamics of leadership can be the differentiator. The course participants would be exposed to various facets of leadership and its utilities.

- **Fundamentals of Investing (ENT-3007/ FIN-3009)**

Rahul Bhasin, Founder and Managing Partner, Baring Private Equity Partners

Credits: 4 (Open only to 2nd, 3rd & 4th years)

The course helps expose the participants to both the practical considerations as well as the underlying theoretical constructs to explore the levers of investment returns. Students will get a framework to make and manage investments both personally and professionally.

- **Startup Incubation Lab (ENT-4010)**

Professor Priyank Narayan

Credits: 4

Ashoka students submit innovative projects and papers as class assignments across all departments. Lot of these assignments (and other ideas) have the potential to turn into entrepreneurial projects. The Startup Incubation Lab capstone is to support these assignments (and other ideas) and turn them into working entrepreneurial projects. This course will provide all the necessary academic and industry support to work on an independent entrepreneurship idea. The final outcome of the capstone is an entrepreneurial venture that you found.

Frequently Asked Questions:

Q: How many courses do I need to complete a minor/concentration in ENT?

A: Like all other minors, you need 24 credits to finish a minor in ENT. You need 16 credits to finish a concentration.

Q: Can I finish my ENT minor within 3 years?

A: It is possible to finish the minor within three years. However, it is important to plan your courses in advance.

Note: there is no level-wise sequence of courses that you have to follow in ENT. However it is recommended that students take the basic courses first before jumping on the advanced courses.

Q: What are the mandatory requirements to finish my ENT minor/concentration?

A: The only mandatory ENT requirement is that you take 6 courses for a minor and 4 courses for a concentration.

Q: Can I take a 300-level course before a 100-level course?

A: Yes, you can.

Q: Do I need to take 200-level courses before taking 300-level courses?

A: No.

Q: How many cross-listed courses can I take?

A: Currently CFE does not offer any cross-listed courses.

Q: How can I earn extra-credits for ENT?

A: Doing ISM (Independent Study Module), Startup Incubation Lab, Venture Immersion Program or Summer Abroad.

Q: Can I be a TA for an entrepreneurship course?

A: The faculty decides in case of TAship. Usually TFs are preferred but for specific cases head of department can be approached.

Q: Whom should I contact for further queries?

A: You can email them to the **Student Representatives**

Aditi Tibarewal at aditi.tibarewal_ug22@ashoka.edu.in

Shivansh Wadhwa at shivansh.wadhwa_ug22@ashoka.edu.in

Or **The Department** at: entrepreneurship@ashoka.edu.in.