



**Course Title: ENTERPRISE GROWTH AND SUCCESSION**

**Course Code: ENTR705**

**Credit Units: 3**

**Course Level: PG**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
3	-	-	-	3

#### **Course Objectives:**

The course focuses on turning a small business into a successful and professionally managed organization along with managing the succession process. This course will focus on the challenges of building, managing and enduring a successful organization or renewing the vitality of an existing organization. The focus of this course is to learn how to use theories of entrepreneurship, strategy, family business, innovation and management to understand ways to grow an existing business. It also strives to make the students understand what management tools, strategies and methods “will” and “will not” be effective in the growth objectives. Conclusively, the course will help in analysing the issues concerning growth strategies and succession planning.

#### **Pre-requisites:**

The student opting to study this course should have successfully completed the course titled “Entrepreneurship and New Venture Creation” offered by the university. The student must have an edge and should have completed additional courses including “Family Business Management”. The student will be expected to combine and align the knowledge gained from other courses including “Strategic Management”. The student is expected to have knowledge of basic microeconomic theories of distribution and also welfare.

#### **Student Learning Outcomes:**

- The student who completes the course successfully will gain a better understanding of identifying the challenges of building and managing an enduring, successful company.
- The graduate of the course will be better positioned to identify the challenges in renewing the vitality of a small organization and understand the challenges behind creating a rapidly growing enterprise.

- By the end of the course, graduates of the programme will be better positioned to devise, develop and formulate an effective growth strategy and a succession plan.

### Course Contents/Syllabus:

	<b>Weightage (%)</b>
<b>Module I Introduction</b>	
1. Scope, focus, and requirements of managing a small emerging enterprise 2. Motivation and desire to expand 3. Identifying and building on opportunities to grow the business	<b>25%</b>
<b>Module II Setting Direction for Growth</b>	
1. Changing goals, roles and responsibilities and setting the direction 2. Desire for growth and ability to manage the growth. 3. Choosing Growth Strategies, Expansion, Diversification, Merger, Acquisition and Franchising. 4. Entrepreneurs and managers: concept of organizational life cycles; family business issues.	<b>20%</b>
<b>Module III Valuation of Business</b>	
1. Placing a value on a business and why it matters in entrepreneurship 2. Approaches to valuation: quantitative and qualitative issues, structuring the deal 3. Negotiable terms and negotiating issues, purchasing a business.	<b>30%</b>
<b>Module IV Harvesting the Business</b>	
1. Choosing your exit strategies. Successful exit routes. 2. Harvesting firm's value 3. Process and results, Succession planning for business	<b>25%</b>

### Pedagogy for Course Delivery:

The conduct of sessions will encapsulate discussion on principles, latest concepts from research and publications in the leading international journals along with case methodology. In addition to assigning the case studies, the course instructor will spend considerable time helping the student in understanding the concept of business development and challenges with a growing business. The student will gain most if it is engaged in a family business or/and a start-up.

### Assessment/ Examination Scheme:

<b>Theory L/T (%)</b>	<b>Lab/Practical/Studio (%)</b>	<b>Total</b>
<b>100%</b>	-	<b>100%</b>

## Theory Assessment (L&T):

Continuous Assessment/Internal Assessment					End Term Examination
Components (Drop down)	Home Assignment (Case)	Seminar	Project	Attendance	
Weightage (%)	10 %	5%	10 %	5%	70%

## Lab/ Practical/ Studio Assessment: NA

### Text

- Vega Ronaldo F. Evolution, games, and Economic behavior (OUP, 1996) (ISBN0198774737) (O) (222s).
- Friedman J.W. Oligopoly Theory (CUP, 1983) (ISBN 9780521282444) (T) (256s)\_GC\_djvu
- Das S.P. Microeconomics for Business (Sage, 2007) (ISBN0761935924) (O) (373s)\_GC.

### References:

- Chell, E. Haworth, J .M & Brearley, S. S, (1991), The Entrepreneurial Personality: Concepts, Cases and Categories, Lomnon: Routledge
- Drucker, P., (1985), Innovation and Entrepreneurship, Heinemann
- Holt H.,D., (2005), Entrepreneurship New Venture Creation, Prentice-Hall
- Kao, J., (1995), Entrepreneurship, Prentice-Hall
- Kuratko F. Donald and Hornsby S. Jeffery, (2009), New Ventures Management, Entrepreneur Road Map, Pearson Education.
- Morris, Kuratko, & Covin, (2001), Corporate Entrepreneurship & Innovation, published by Thomson.
- R.. Baron and S. Shane, (2004), Entrepreneurship: A Process Perspective, Thomson/ Southwestern.
- Timmons A. Jeffry and Jr. Stephen Spinell, (2009), New Ventures Creation; Entrepreneurship for the 21<sup>st</sup> Century, McGraw Hill.

### Journals

Amity Business Journal (ABJ)  
Business Strategy and the Environment (BSEVEM), Interscience-Wiley  
Emerald emerging market case studies (EEMCS), Emerald  
Family Business Review (FBR), Sage  
Foundations and Trends in Entrepreneurship (FET), Now Publishers  
Harvard Business Review (HBR)

International Journal of Entrepreneurship & Innovation (IJEI), IP Publishing  
International Journal of Globalisation and Small Business (IJGSB) , Inderscience  
International Journal of Strategic Business Alliances (IJSBA), Inderscience  
Journal of Business Venturing (JBV) - Elsevier  
Journal of Chinese Entrepreneurship (JCE), Emerald  
Journal of Entrepreneurship in Emerging Economies (JEEE), Emerald  
Journal of Family Business Management (JFBM), Emerald  
Journal of Family Business Strategy (JFBS), Elsevier  
Journal of Small Business Management (JSBM), Blackwell Publishing  
REVUE, Gestion 2000, ICHEC, Geneva Business School  
SIU Journal of Management, Shinawatra International University, Thailand  
Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald  
World Review of Entrepreneurship Management and Sustainability Development (WREMSD), Inderscience