Entrepreneurial Leadership  
Term-VIII  

Faculty: Prof. K Ramachandran (ISB)

This course is about how rapidly growing organizations become ever lasting institutions over the years. Lasting organizations are always entrepreneurial, constantly identifying growth opportunities while ensuring synergy in the entire organization.

The course will build on a number of topics covered in the PGP including leadership, entrepreneurship and strategy. It will provide an opportunity to see how the different themes in these courses are synthesized in globally recognized entrepreneurial ventures in both commercial and non-commercial contexts.

This course will be found useful by those interested in understanding how fast growth, long lasting organizations are built, by focusing on the strategies followed by the entrepreneurs in realizing their vision.

The course will provide tremendous new insight into entrepreneurial individuals and organizations, but not many new tools and techniques for analysis.

Outline of the sessions:

28<sup>th</sup> February’ 06

1. Introduction and Relevance of Entrepreneurial Leadership

To cover:
- Entrepreneurial leadership - essentials
- Opportunity spotting as a habit
- Innovations on CDE Chain
- Building right resource bundles


2. *Leadership that Gets Results*, D. Goleman, HBR, March-April 2000

1st March’ 06

2. Entrepreneur Speaking: Serial entrepreneurial leadership

Mr Saurabh Srivastava, Founder NASSCOM & Executive VC, Xansa

7th March’ 06

3. Entrepreneurial Passion – dreaming the reality

Case: Virgin – Branson’s Virgin: The Coming of Age of a Counter-Cultural Enterprise

Read: 1. Reawakening your Passion for Work, R. Boyatzis, A. Mckee and D. Goleman, HBR, April 2002

9th March’ 06

4. Entrepreneur Speaking
   Challenges in building lasting ventures

   Read: Mr. Sanjeev Bikchandani, Founder & CEO, Naukri.com

   3. The Vision Trap, G.H. Langeler, HBR, March-April 1992

14th March’ 06

5. Opportunity driven innovation – creating new paradigms

Case: Sony

Read: Inspiring Innovation, The Innovative Enterprise, August 2002

16th March’ 06

6. Entrepreneur Speaking: Institutional Entrepreneurship

   Dr Anji Reddy, Chairman, DRL (to be confirmed)


21st March’ 06

7. Symphony in entrepreneuring – building dynamic synergy

   Case: Transformation of Matsushita Electric Industrial Co. Ltd., 2005 (A)

   Read: 1. Matsushita Electric Company
23rd March’ 06

8. Institution Building – challenges for entrepreneurial leadership

Film: Lessons in Excellence, Sumantra Ghoshal on CNBC

Read: 1. Changing the Role of Top Management: Beyond Strategy to Purpose, A. Bartlett and Ghoshal, HBR, November-December 1994;
   2. Changing the Role of Top Management: Beyond Structure to Processes, by S. Ghoshal and A. Bartlett, HBR, January-February 1995

28th March’ 06

9. Entrepreneur Speaking: Entrepreneurial leadership in non-commercial Organizations

Mr Vijay Mahajan, Founder Basix and PRADAN


30th March’ 06

10. Entrepreneur Speaking: Entrepreneurial Journey

Mr Karan Billimoria, Founder Cobra Beer

Read: Level 5. Leadership, J.Collins, HBR, January 2001

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<tr>
<th>Evaluation Criteria</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>25%</td>
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<tr>
<td>Group assignment</td>
<td>10%</td>
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<tr>
<td>Group Project “My Entrepreneurial Leader”</td>
<td>35%</td>
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<tr>
<td>Individual Diary</td>
<td>30%</td>
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1. Soft copy to be submitted the day after each class before 3.00 p.m.

2. Day 10 diary should include a self analysis in comparison with three entrepreneurial leaders studied in the course.