



INTERNATIONAL  
**SUMMER &  
WINTER TERM**  
MAY - JULY | DECEMBER 2016

CENTRAL UNIVERSITY OF HARYANA

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## **START UPS AND ENTREPRENEURSHIP: CASE BASED LEARNING APPROACH**

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**COURSE OVERVIEW:** This course focuses on examples of successful international and India startups to assess business models, understand the unique strategies that were adapted to competitive environments, and determine what obstacles were overcome by the startups to continue growth. We seek to identify what lessons can be learned from their successes. Because entrepreneurs often use existing infrastructure and existing technology to grow their companies, we will closely examine ten different international and India success cases to discover lessons that can be learned. Specific companies are identified in this proposal.

**COURSE OBJECTIVE:** The main objective is to conduct an in-depth examination of startup businesses, including their business models and main functions, through individual case study research. Our approach includes international and India startups.

Groups will work together to access company information, learn about key directors and leaders, identify mission and vision statements, and analyze competitive industry information. Based on this analysis, we examine opportunities that the start-up first realized, the specific innovation that was adopted, and how the startup adapted to the competitive environment. Questions about the case will be discussed in class.

Quoting John Elkington (2011), “One thing that has always fascinated me is history. If you look at history, you see technological, economic and political cycles, and if you look at the area of enterprise and entrepreneurship it is fascinating to see how it also circulates...”

**LANGUAGE OF INSTRUCTION: English**

**PREREQUISITES : None**

**Course Duration : 2 Weeks ( 10 Days)**



2016	<p>1. <b>Uber.</b> Launched in 2010 in San Francisco, California, U.S.A. used existing infrastructure (existing taxi routes) and technology (smart phone app integrated with Google Maps) to build successful startup. We examine the growing success of Uber in India &amp; New Delhi). What can we learn from Uber's success?</p> <ul style="list-style-type: none"> <li>• Uber uses a multisided business model with large fluctuations in demand and a variable supply of driver-partners.</li> <li>• Uber seeks a local market focus through social media, event sponsorship. Word-of-mouth fuels growth.</li> <li>• Uber has solved traditional problems of calling ordinary taxis, handling cash, wait time, and tips. No cash is used with Uber.</li> <li>• The company does not employ drivers but serves as a connection between drivers in a certain area with people who need rides.</li> <li>• Overall, Uber has disrupted and redefined the taxi industry.</li> </ul> <p>What do we learn from accelerating growth of the company</p>		
7 <sup>th</sup> Sept., 2016	<p><b>Air BnB.</b> Internet platform allowed owners to know who they were letting into their homes before renting to them. The purpose of this case study is to examine reputation and overall design of an online marketplace. We will compare with Vacation Renters By Owner (VRBO). Includes analysis of India and New Delhi presence.</p> <ul style="list-style-type: none"> <li>• An early disastrous experience by renter almost destroyed the company.</li> <li>• These problems with security and protection of owners were overcome.</li> <li>• An innovative online reservation system facilitated secure financial transactions, built trust, gained reliability among market participants, and received positive social media coverage.</li> </ul> <p>Improving online reputation system serves as good example</p>	2HR	1HR
8 <sup>th</sup> Sept., 2016	<p><b>Toms Shoes</b> offers a unique business model that starts with a "greatest happiness" principle as initial motivation. Blake Mycoskie became a successful entrepreneur who became selling shoes and now eyeglasses.</p> <ul style="list-style-type: none"> <li>• Operates on the buy-one, give-one business model (two for one principle) that is an effective model for creating both commercial and social value.</li> <li>• TOMs has become a world presence, yet the company still holds the original value proposition.</li> <li>• Success of TOMS has encouraged other entrepreneurs to adopt similar business models. How long will it last?</li> <li>• Four important characteristics of buy-one, give one model business model,</li> </ul>	2HR	1HR
9 <sup>th</sup> Sept., 2016	<p><b>Tesla.</b> Mission to accelerate the world's transition to sustainable transport. Successful startup. Holding to value proposition.</p> <ul style="list-style-type: none"> <li>• Tesla is known for its Model S \$69,000 luxury car that became disruptive through open-source innovation.</li> <li>• Known for electric car cross over</li> <li>• Model S sold more than BMW 7 and Audi A8</li> </ul>	2HR	1HR

	<p>combined.</p> <ul style="list-style-type: none"> <li>• Innovative car design, car manufacturing, and car marketing, distribution, and service top traditional auto manufacturing.</li> <li>• Will goal of mass production work for Tesla? How will the company overcome obstacles of standard car manufacturing?</li> </ul>		
12 <sup>th</sup> Sept., 2016	<p><b>TOP INDIA STARTUPS</b> (<u>Common themes</u>: supply chain and logistics costs; government regulations, tax rules &amp; laws, taxes on profits of private companies; government permissions; jobs creation for poor; angel investors, growth, competition; SAIDI reliable electricity index).</p> <p><b>Legal Factors:</b> Class time on Monday, 18 July and Tuesday, 19 July will be devoted to up-to-date legal aspects of the local government and banking, and applicable company laws linked to exit and bankruptcy. An expert guest speaker will address the class on these matters. Legal factors will be analyzed in each future case in India. Students will also analyze the World Business Report for India with the distance-to-frontier metric used by World Business.</p> <p><b>Others factors</b> affecting startups include land reform and digitizing records.</p> <p>The World Bank 2016 <i>Doing Business</i> report stated, “In 2004 India cut time from the process for obtaining a permanent account number (an identification number for firms), and in 2006 it speeded up the process for obtaining a tax registration number. In 2010 India established an online system for value added tax registration and replaced the physical stamp previously required with an online version. And in the past year India eliminated the paid-in minimum capital requirement and streamlined the process for starting a business” (p. 17).</p>	2HR	1HR
13 <sup>th</sup> Sept., 2016	<p><b>ShopClues.</b> Top ranked five-year-old e-commerce marketplace site. Why so successful?</p> <ul style="list-style-type: none"> <li>• Started in 2011 by Sanjay Sethi, Radhika Ghai Aggarwal and Sandeep Aggarwal located in Gurgaon</li> <li>• LOGISTICS: Indian start-ups spend as much as 30% of net sales on logistics.</li> <li>• Considered a “parcel race” with other e-commerce companies, what is the best practices for future growth opportunities?</li> <li>• INVESTMENTS: WSJ reported <i>ShopClues</i> raised close to \$150 million from Singaporean sovereign-wealth fund GIC Pte Ltd. and existing investors Tiger Global Management Corp. and Nexus Venture Partners. Total over \$1.1 billion valuation. Seventh Indian startup over \$1 billion.</li> </ul>	2HR	1HR
14 <sup>th</sup> Sept., 2016	<p><b>Flipkart Online Services Pvt. Ltd.</b> Online shopping includes a variety of products. Founded in 2007 and is based in Bengaluru, India.</p> <ul style="list-style-type: none"> <li>• WSJ reported Flipkart carries over \$3 billion in the bank, \$15 billion valuation, is India’s biggest e-</li> </ul>	2HR	1HR

	<p>commerce player, &amp; world's most valuable shopping startup as measured by value of goods sold.</p> <ul style="list-style-type: none"> <li>• Not profitable yet (high costs of logistics), supported by investors</li> <li>• China's Alibaba Group trying to acquire Flipkart.</li> </ul>		
15 <sup>th</sup> Sept., 2016	<p><b>Snapdeal.</b> Billionaire Masayoshi Son, founder Japan's <i>SnapGroup</i> Bank invested in this online-retailing marketplace. Emphasis on this case will be on investments.</p> <ul style="list-style-type: none"> <li>• Snapdeal is valued at \$5 billion.</li> <li>• Per capita income across India is about \$1,500 and e-commerce sales last year in India was about \$4 billion.</li> <li>• To what extent should investors fund operation losses in startups?</li> <li>• "Burn rates" are a measure of how much cash is being spent to fund operating losses (logistics costs for example). Is this ok for now?</li> <li>• India Tec Startups raised almost \$1 billion in last 3 months of 2015</li> </ul>	2HR	1HR
16 <sup>th</sup> Sept., 2016	<p><b>Conclusions:</b> Additional startups will be analyzed, based on the needs of students and the issues raised. For example,</p> <ol style="list-style-type: none"> <li>8. <b>MySmartPrice.</b> Located in Hyderabad. Analysis of mission and vision statements. Projected success.</li> <li>9. <b>Edureka</b> located in Bangalore. What does the future hold?</li> <li>10. <b>Linkstreet Learning.</b> Education for the poor? Analysis in depth.</li> <li>11. <b>LimeRoad.</b> E-commerce site three years old. Will it continue its growth? Why?</li> <li>12. Other possibilities: <b>Framebench Technologies, Haygot Education Pvt Ltd, Culture Machine Media, or HackerEarth</b></li> </ol> <p>Close: Summarizing newest and best startups in New Delhi: Background, competition, investments, and future possibility. Born global concept</p>	2HR	1HR

#### Course Information:

<b>WHO CAN ATTEND THIS COURSE?</b>	<ul style="list-style-type: none"> <li>▪ University students at all levels (Business and Engineering) that aspire to become an entrepreneur or agents of change in corporate environment</li> <li>▪ Academicians</li> <li>▪ Executives and managing personal of manufacturing, service and government organizations</li> </ul>
<b>LANGUAGE OF INSTRUCTION</b>	English
<b>PREREQUISITES</b>	Motivation and desire to learn

Instructor



**Prof. Roger N. Conaway**  
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Presently Prof. **Roger N. Conaway** is working as Professor , Taylor College of Business and Technology, University of Boulevard Tyler, Texas. His Focus areas of teaching include Human Resources, Organizational Behavior, and Sustainability Management. His areas of research interests are highly interdisciplinary varying from sustainability or “green issues” impacting business, cultural issues, organizational communication, and human resources topics. He has got a rich teaching experience for more than 19 years working in EGADE Business School, Mexican National Research System (Sistema Nacional de Investigadores) for international business courses and marketing communication He worked as visiting Professor also in *FLORENCE UNIVERSITY ITALY* and Professor in *STEINBEIS UNIVERSITY, BERLIN* and Professor (tenured), Professor Emeritus in *University Of Texas At Tyler*, Professor Emeritus in *UNIVERSITY OF TEXAS AT TYLER*.

He is Ph.D. from Bowling Green State University and M.A., B.S from Stephen F. Austin State University. He published six books of international publications. His First Official Textbook for the United Nations Principles for Responsible Management Education (PRME) Academic Network has received excellent 2015 book review by Academy of Management Learning and Education. He has contributed two chapters in different Books on Management. He has got 11 international publication and over 70 professional papers, presentations, and proceedings publications involving two to three conferences per year.

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#### Instructor



**Dr. Sunita Tanwar**  
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Dr. Sunita Tanwar is an expert in the field of Organisation Behaviour, Human Resource Management and Entrepreneurship having 12 years of extensive teaching and research experience. She is presently working as an Assistant Professor in Department of Management Studies in School of Law, Governance, Public Policy and Management in Central University of Haryana, Mahendragarh. She has completed her First GIAN( Global Initiative for Academic network) Course on “ Starters and Starups : A learning Cycle for Beginners” in July, 2016, Funded by MHRD. She is Ph.D in Management from MLSU, Udaipur Rajasthan and Graduate in Computer Science. She has served many Universities like ITM University Gurgaon, Lingaya’s University Faridabad and Rajasthan Vidyapeeth University, Udaipur, Rajasthan. She had supervised 6 PhD and 1 M.Phil thesis. Dr. Tanwar has published three books and edited two books on research Methodology. She is on the advisory and editorial board of number of National and International Journals. Dr. Tanwar has more than 27 publications in the national and International Journal of Repute. She has chaired the technical sessions of International Conference and National Seminar. She has supervised

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more than 200 Research Projects of MBA students. She has got a corporate teaching experience in organisations like Kean India, Errickson Gurgaon.

Dr. Sunita is a certified Entrepreneurship educator from National Entrepreneurship Network in association with DST, NSTEDB and Wadhvani Foundation. She has completed Certificate course in Advanced Knowledge in Business models and business Plans, Launching Intensive Plan: High Impact infrastructure Design. She is Certified in Essentials of Entrepreneurship: Thinking and Learning from University of California, Irvine and Completed an online course on Understanding Research Methodology from University of London & SOAS. She is lifetime member of with Indian Society for training and Development, American Society for Quality and National Entrepreneurship Network.

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**Course Co-ordinator:**

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**Fees:** The participant fees for taking the course are as below:

For Industry/Research Organisations - Rs. 10000/- (Non-refundable)

For Academic Institutions - Rs. 4000/- (Non-refundable)

Students / Scholars -Rs. 2000

For participants from abroad – US \$ 300

The above fee includes all instructional materials, computer use for tutorials and assignments, laboratory equipment usage charges, 24 hour free internet facility. The participants will be provided with accommodation on payment basis.

**Registration Process:**

Once the ISWT Course is approved then University will create a registration page on its website along with details of registration and fee payment .