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BBA	SEMESTER 4	CALICUT UNIVERSITY	COURSE CODE: BBA4CJ207

ENTREPRENEURSHIP ESSENTIALS

EXAM REVISION NOTES

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MODULE I

FOUNDATIONS OF ENTREPRENEURSHIP & THE ENTREPRENEURIAL MINDSET

Concept, Definition, and Evolution of Entrepreneurship: " Economic thinkers have historically defined the entrepreneurial function across diverse paradigms:

- **Richard Cantillon (1755):** Defined the entrepreneur as an economic agent who buys goods at certain, fixed prices and sells them at uncertain future prices, thereby operating as a specialized bearer of market risk.
- **Jean-Baptiste Say (1803):** "
- **Joseph A. Schumpeter (1934):** The pioneer of innovation theory.
- **David McClelland (1961):** Psychological perspective emphasizing the Need for Achievement (next–Achn-Achnext–Ach)—an intrinsic psychological drive for personal excellence and problem-solving, rather than mere monetary reward.
- **Frank Knight (1921):** Distinguished quantifiable actuarial risk (which can be insured) from true non-quantifiable uncertainty.

Entrepreneur vs. Manager vs. Intrapreneur

- **Primary Motive:** ; Developing innovative corporate projects with corporate resource backing.
- **Status & Ownership:** ; Salaried employee operating within a large corporation; acts like an entrepreneur.
- **Risk Orientation:** ; Moderate risk; the sponsoring corporation absorbs capital losses upon failure.
- **Resource Control:** ; Leverages established corporate infrastructure, brand equity, and labs.

Entrepreneurial Competencies and Psychological Traits: Behavioral research identified key psychological and behavioral competencies characteristic of high-growth entrepreneurs:

- **Opportunity Seeking and Initiative:** Proactively identifying unmet consumer friction points before competitors recognize them.
- **Persistence and Grit:** Overcoming repeated market rejections, prototype failures, and cash flow constraints.
- **Information Seeking:** Conducting empirical customer interviews, competitive intelligence gathering, and supply chain audits.
- **Calculated Risk-Taking:** Evaluating probabilistic payoffs and designing risk mitigation hedges, rather than reckless gambling.
- **Internal Locus of Control:** The deep-seated conviction that personal effort, competence, and strategic action dictate outcomes, rather than external luck or fate.

The Entrepreneurial Ecosystem in India: India has emerged as the third-largest startup ecosystem globally. The Indian entrepreneurial landscape is nurtured by extensive sovereign policy initiatives:

- **Startup India Initiative (2016):** Offers self-certification under labor and environmental laws, tax holidays under Section 80-IAC, fast-track patent examinations with 80% fee rebates, and a Rs.
- **Atal Innovation Mission (AIM):** Establishing Atal Tinkering Labs (ATLs) across schools and Atal Incubation Centers (AICs) across universities to cultivate grassroots technological problem-solving.
- **Make in India & Production-Linked Incentives (PLI):** Incentivizing domestic manufacturing across high-technology sectors (semiconductors, electronics, mobile manufacturing, advanced chemistry cells).

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MODULE II

OPPORTUNITY DISCOVERY, IDEATION & FEASIBILITY EVALUATION

Ideation Frameworks and Creative Problem-Solving: Entrepreneurs deploy structured ideation methodologies to generate differentiated solutions:

- **SCAMPER Framework:** An ideation protocol that stimulates innovation by systematically asking: Substitute: What materials, components, or steps can be replaced?
- **Combine:** What disparate services or technologies can be merged?
- **Adapt:** What successful models from other industries can be adapted?
- **Modify / Magnify / Minify:** What features can be exaggerated or minimized?
- **Put to Another Use:** How can existing products serve alternative customer segments?

Comprehensive Feasibility Analysis: Before writing a detailed business plan or investing capital, an entrepreneur must conduct a four-pillar feasibility audit:

- **Industry & Market Feasibility:** Is the target market growing?
- **Product / Service Feasibility:** Does the proposed solution technically resolve customer pain points?
- **Financial Feasibility:** What are the capital requirements?
- **Organizational & Technical:** Does the founding team possess required technical and managerial competencies?

The Lean Startup Methodology and Customer Discovery: Pioneered by Eric Ries and Steve Blank, the Lean Startup Methodology replaces traditional, rigid multi-year business planning with rapid, hypothesis-driven experimentation.

- **Formulate Hypotheses:** Explicitly state core assumptions regarding customer problems, solution architecture, and revenue models on a Business Model Canvas (BMC).
- **Build a Minimum Viable Product (MVP):** , landing page, concierge prototype, video demonstration).
- **Measure Customer Behavior:** Collect empirical behavioral data (conversion rates, actual usage metrics, retention rates) rather than speculative verbal opinions.
- **Learn and Pivot or Persevere:** Analyze validated learning.

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MODULE III

FORMULATING A BANKABLE BUSINESS PLAN & INVESTOR PITCH DECK

Core Architecture of a Bankable Business Plan: An institutional-grade business plan comprises nine interdependent sections:

- **Executive Summary:** The most vital section.
- **Company Description & Vision:** Corporate mission, legal structure (Private Limited, LLP, OPC), founding history, and strategic core competencies.
- **Industry & Competitive Analysis:** Macroeconomic trends, regulatory environment, competitor positioning matrix, and barriers to entry.
- **Marketing & Sales Strategy:** Go-to-Market (GTM) plan, pricing model, customer acquisition channels, and sales pipeline conversion metrics.
- **Operations & Development Plan:** Manufacturing facilities, vendor partnerships, technological architecture, quality assurance protocols, and intellectual property.

Unit Economics: The Bedrock of Financial Feasibility: Institutional venture capital investors evaluate early-stage startups primarily through unit economics:

Pro Forma Financial Modeling & Cash Runway Management: Financial projections represent the quantitative translation of strategic assumptions into accounting statements.

- **Pro Forma Income Statement:** Illustrates revenue trajectories across customer segments, Cost of Goods Sold (COGS), gross margins, operating expenses (R&D, Sales & Marketing, G&A), EBITDA, and Net Income.
- **Pro Forma Cash Flow Statement:** The single most critical statement for early-stage survival.
- **Pro Forma Balance Sheet:** Projects asset accumulation (working capital, capital equipment, capitalized software), liabilities (accounts payable, venture debt), and equity dilution across successive funding rounds.

Investor Due Diligence and Term Sheet Mechanics: Once a pitch deck secures investor interest, the venture enters the Due Diligence phase, an exhaustive legal, financial, and technical audit.

- **Pre-Money vs. Post-Money Valuation:** Pre-money represents the agreed equity value of the enterprise prior to receiving investment capital; post-money equals pre-money plus the incoming investment cash (extPost−Money=extPre−Money+extInvestmentAmountPost-Money =Pre-Money +Investment AmountextPost−Money=extPre−Money+extInvestmentAmount).
- **Liquidation Preference:** Contractual provision guaranteeing preferred investors receive their capital back (often 1x non-participating) prior to common equity holders upon an exit or liquidation event.
- **Anti-Dilution Provisions:** Protecting investors against future "down-rounds" (equity issuances at a lower valuation than previous rounds) via Broad-Based Weighted Average mechanisms.
- **Board Representation and Protective Provisions:** Defining veto rights over major corporate actions (debt incurrence, executive hires, corporate sale) and allocating board director seats.

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MODULE IV

ENTREPRENEURIAL FINANCING, INSTITUTIONAL ECOSYSTEM & LEGAL FRAMEWORK

The Entrepreneurial Financing Continuum: Startups access distinct sources of capital across their developmental lifecycle:

- **Pre-Seed / Ideation:** ; Common equity, founder loans, non-dilutive grants.
- **Seed Stage:** ; Convertible notes, SAFE notes, Compulsorily Convertible Preference Shares (CCPS).
- **Early Stage (Series A & B):** ; Series A/B CCPS with board seats and liquidation preferences.
- **Growth Stage (Series C+):** ; Preferred equity, structured mezzanine debt.

Institutional Ecosystem for MSMEs in India: India maintains an extensive institutional infrastructure supporting enterprise creation:

- **SIDBI (Small Industries Development Bank of India):** The apex financial institution for financing and developing the micro, small, and medium enterprise sector.
- **NABARD:** Provides dedicated credit and refinancing facilities for rural, agri-business, and cottage industries.
- **District Industries Centers (DICs):** Single-window nodal agencies at the district level assisting entrepreneurs with industrial licensing, project profiles, and state subsidies.
- **KVIC (Khadi and Village Industries Commission):** Implements the Prime Minister's Employment Generation Programme (PMEGP), providing margin money subsidies for micro-enterprises.

The Micro, Small, and Medium Enterprises Development (MSMED) Act: In 2020, the Government of India revised the MSME classification criteria under the MSMED Act, eliminating the historical distinction between manufacturing and service sectors and instituting a composite criterion based on Investment in Plant & Machinery and Annual Turnover:

- **Micro Enterprise:** Does not exceed Rs.
- **Small Enterprise:** Does not exceed Rs.
- **Medium Enterprise:** Does not exceed Rs.

Intellectual Property Rights (IPR) and Startup Compliances: Protecting intellectual property establishes an enterprise's competitive moat:

- **Patents (Patents Act, 1970):** Grants 20-year exclusive monopoly rights for novel, non-obvious industrial inventions with practical utility.
- **Trademarks (Trade Marks Act, 1999):** Protects distinctive brand names, logos, symbols, and slogans for 10-year renewable intervals against market confusion.
- **Copyrights (Copyright Act, 1957):** Protects original literary, dramatic, musical, artistic, and software code works for the author's life plus 60 years.
- **Trade Secrets:** , Google search algorithm, Coca-Cola recipe) protected via Non-Disclosure Agreements (NDAs).

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