

ENTREPRENEURIAL GROWTH: SCALING VENTURES FOR LONG-TERM SUCCESS

Professor

Christina Lubinski
Copenhagen Business School

June 20 – June 30

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

DESCRIPTION

The course provides tools and insights to help you scale ventures in fast-changing marketplaces. Drawing on strategy, history, entrepreneurial finance, and organizational behavior, the course provides principles of venture management, with a focus on organizing people and resources for long-term success, evaluating the tradeoffs related to growth and impact, and structuring relationships with investors to achieve long-term goals.

Students will examine critical dilemmas that span the lifecycle of entrepreneurial ventures. Focusing on companies that have already achieved product-market fit and are ready for scale and impact, students will explore how to unite people for growth, involve investors without losing control over mission, use financial planning tools to organize different resource providers, and evaluate exit dilemmas.

OBJECTIVES

Upon successful completion of this course, students should be able to:

- Anticipate which growth decisions can cause problems for founders and their ventures at later points in time.
- Describe the tradeoffs of involving cofounders, hires, investors, and board members in new ventures and discuss options for managing them.
- Evaluate growth and impact strategies in entrepreneurial ventures in both qualitative and quantitative terms.
- Discuss the fit between different growth strategies and their institutional context.
- Assess their own motivations for scaling a venture and understand how preferences affect growth strategy throughout the lifecycle of the startup

METHODOLOGY

Through experiential exercises and simulations, students will develop practical skills at dealing with negotiations in startups, evaluating growth options, and using (not just theoretically debating) entrepreneurial finance tools. From case studies that focus on high-potential startups around the world, we will develop frameworks to guide students' future evaluations and decision-making. To provide greater context and understanding of these entrepreneurial dilemmas, we will tap statistics gleaned from a dataset on 15,000 founders, providing an overview of typical growth challenges and long-term consequences of decisions.

EVALUATION

- Class participation: 40%
- Short pre-class polls: 30%
- Final exam: 30%

PRE-REQUISITES

N/A