
Jindal Global Business School
Course Outline

Course Title	Venture Development and Valuation
Core or Elective	Elective
Program and Batch	MBA 2, IBM 4
Semester & Academic Year	Spring 2026
Credits	1.5
Discipline/Area	Finance & Accounting
Name of the Faculty Member/Course Instructor	Harshita Gupta
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Contact Details of Support Staff	jgbs-co@jgu.edu.in
Faculty Member's Open Office Day/s & Time	TBD

Introduction to the Course

Upon completing this course, students will gain a general appreciation for the entrepreneurial journey and grasp the financial intricacies entrepreneurs face. It is designed to assist aspiring entrepreneurs and executives venturing into business by providing insights into the overall entrepreneurial landscape. The course encompasses topics such as the entrepreneurial environment, venture organization and operation, future planning, venture value creation and recognition, financing structure for growth, and exit and turnaround strategies. Each of these six overarching areas will delve into specific content and deliverables to provide applied base learning. Learning will be delivered through lectures, business plan presentations, role plays, classroom exercises, and real-life case discussions. Students will be grouped into business teams at the start of the semester and will work on group term papers, presentations, and other exercises based on class topics.

Course Learning Objectives

At the end of the course, students should be able to

1. CLO1- Appreciate the entrepreneurial journey, create a robust business plan, and understand various nuances of venture financing and valuation.
2. CLO2- Appreciate the role of teams in growth, exit and turnaround strategies for the venture
3. CLO3- Conduct financial accounting for startup decision-making and assess the financial health of a startup.

Programme Competency Goals

MBA Programme Competency Goals (PCGs)		MBA Programme Learning Objectives (PLOs)
		Students will be able to
1	Technological Agility: Ability to adopt relevant technologies for better business decision making.	1. Understand relevant business technologies 2. Understand future technologies in business domain
2	Responsible Global Citizenship: Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	3. Understand the interplay between local and global business issues 4. Demonstrate sensitivity towards ethical issues 5. Demonstrate sensitivity towards social issues 6. Address societal issues
3	Effective communication: Ability to effectively exchange ideas and information	7. Present their ideas with clarity 8. Prepare an organized and logical business document 9. Use technology for effective communication
4	Critical Thinking: Ability to identify, analyze business problems and propose effective solutions	10. Identify main issues of business problems 11. Examine information from different sources 12. Draw inferences from analysis 13. Evaluate alternatives 14. Summarize and conclude
5	Leadership: Ability to take initiative, inspire and collaborate with others	15. Take initiative 16. Contribute effectively in groups

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	Program Competency Goals (PCGs)	Course Assessment Item
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PCG3- PLO7 PCG4-PLO10	PCG3 PCG4	A3
PCG4-PLO11, PLO12, PLO13	PCG4	A2, A4
PCG3- PLO7 PCG4-PLO11,PLO12,PLO13	PCG3 PCG4	A1

Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Percentage)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1: Class Participation	10%	Individual	Week1-15	PCG3- PLO7 PCG4- PLO11,PLO12,PLO13
A2: Term paper	30%	Group	Week 10	PCG4-PLO11, PLO12, PLO13
A3: B-plan pitch	30%	Group	Week 6	PCG3- PLO7 PCG4-PLO10
A4 Endterm Examination	30%	Individual	In the JGU Examination period/week	PCG4-PLO11, PLO12, PLO13

Description of Assessments:

A1- Class participation: 10 marks will be allotted on continuous basis according to the students' participation in class.

A2 Term paper: 30 marks term paper (10+20-presentation and report) to be done in groups of 2 based on the topics covered in class.

A3 B-plan Pitch: Business plan pitches (in groups of 3-4) of 30 marks based on the business idea developed during the course.

A4 End term examination- The end term examination will be of 30 marks for 1.5 hours. This will be an invigilated exam held on the JGU campus according to the mode decided by CoE.

Rubrics for Assessments

Rubric for A2 & A3:

	Poor (0-5)	Average (5-10)	Above average (10-15)	Distinction (15-20)
Research Quality & variety of tools used for analysis (5 Marks)	Minimal analysis with insufficient number of tools and techniques used for analysis.	Acceptable analysis with minimum number of tools and techniques used for analysis	Sufficient analysis with adequate number of tools and techniques used for analysis	Analysis with meaningful insights and more than relevant number of tools and techniques used for analysis.
Quality/Robustness of analysis Quality of analysis with respect to the such as time horizon, peer group comparison, industry analysis etc. (5 Marks)	Insufficient quality without a robust analysis	Acceptable quality and robustness of analysis	Good quality and robustness of analysis	Excellent quality and robustness of analysis.
Logical flow Organisation of ideas; Ability to sustain audience interest (5 Marks)	Not attempted or entirely or significantly plagiarized from other sources.	Organisation of ideas generally clear. Presentation displays basic use of techniques (examples / headings / visuals etc) to develop audience interest.	Organisation of ideas clear. Presentation uses a variety of techniques (examples / headings / visuals etc) that are used well to sustain audience interest.	Organisation of ideas extremely clear. Presentation solidly uses varied and innovative engagement techniques (examples / headings / visuals etc) to sustain audience interest.
Attention to Detail • Group cohesion/synergy • Clarity of speech /eyecontact / pacing &enthusiasm • Visual tools (e.g.,PowerPoint slides) • Dress standard • Citations and Referencing (5 Marks)	The problems in one or more of the areas listed prevented audience understanding. References were absent from visuals.	The problems in one or more of the areas listed impacted audience understanding.	Group performance in all areas listed considerably assisted audience understanding.	Group performance in all areas listed was of a high quality and greatly assisted audience understanding.

Teaching Method

The course will have a judicious mix of lectures, class discussions and problem set (to be done by the students). Issues and concepts fundamental to the course will be first explained to the students

through the medium of lectures, they will then be encouraged to discuss their observations upon them with the instructor.

Textbook / Other Readings

Textbook:

1. Rogers, S., “Entrepreneurial Finance - Finance and Business Strategies for the Serious Entrepreneur”, 4th Edition, Harvard Publishing, USA, 2020
2. Fabozzi, F., “Entrepreneurial Finance and Accounting for High-Tech Companies”, 1st edition, MIT Press, USA, 2016.
3. Vega, G. and Lam, M. S., “Entrepreneurial Finance - Concept and Cases”, 1st edition, Routledge, 2015.

Entrepreneurship videos

- Funding for Your StartUp - Private Equity - Venture Capital - Angel Investor - Dr Vivek Bindra
- How to Create a Pitch Deck for Investors- Fundraising for Startups
- How to give the perfect pitch - with TedX speech coach David Beckett - Young Creators Summit 2016
- The 3 Most Important Things Investors Look For in a Winning Business Plan

Session Plan

Session Details	Topics	PLOs Covered
Session 1	Entrepreneurial Journey	PLO11, PLO12, PLO13
Objective of the session	To understand the Venture lifecycle	
Subtopics to be covered	Entrepreneurial process, Venture lifecycle stages	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 2	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 2	Idea creation and developing Business Plan	PLO11, PLO12, PLO13
Objective of the session	To understand how to develop an effective Business plan	
Subtopics to be covered	Business idea creation, components of B-plan, SWOT, sound business model	
Readings	Rogers, S: Entrepreneurial Finance	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 3	Business Plan presentations	PLO7, PLO10
Objective of the session	To discuss the business ideas of the students	
Subtopics to be covered	B-plan pitches of students	
Readings	Rogers, S: Entrepreneurial Finance	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	

Session 4	Organizing and financing a new venture	PLO11, PLO12, PLO13
Objective of the session	To understand venture creation and financing	
Subtopics to be covered	Forms of business, Patents, trademarks, IP, venture financing, Bootstrapping, angels, VCs	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 3	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 5	Managing cashflows of startups	PLO11, PLO12, PLO13
Objective of the session	To understand the financial projections and cash management	
Subtopics to be covered	Cash Budget, forecasting for seasoned firms	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 5	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 6	Evaluating Operating and Financial Performance of startups	PLO11, PLO12, PLO13
Objective of the session	To understand the financial ratios	
Subtopics to be covered	Cash burn rates, ratio analysis for start-ups	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 4	
Case Title & Number	N/A	
Pedagogy	Class Discussion	
Session 7	Startup ecosystem-Sectoral analysis	
Objective of the session	To understand the global startup environment	
Subtopics to be covered	Indian and international startup scenarios, sectoral analysis	
Readings	N/A	
Case Title & Number	N/A	
Pedagogy	Class Activity	
Session 8	Types and cost of Financial Capital	PLO11, PLO12, PLO13
Objective of the session	To understand the venture capital costs	
Subtopics to be covered	Financial markets, Venture cost of debts, cost of equity, WACC, Venture target returns, capital loss	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 7,8,9	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 9	Venture Capital Valuation Methods	PLO11, PLO12, PLO13
Objective of the session	To understand the venture valuation	
Subtopics to be covered	Business valuation methods, Valuation in start-ups, Security	

	structures and determining enterprise values	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 6	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 10	Professional venture capital and other financing alternatives	PLO11, PLO12, PLO13
Objective of the session	To understand how VC set up works and discover alternative sources of finance	
Subtopics to be covered	Growth stage funding, mezzanine funding, VC vs banks, second round funding, Croud funding	
Readings	Rogers, S: Entrepreneurial Finance: Chapter 11, 13	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 11	Guest Lecture 1	
Objective of the session	Resource person- Shiva Botchu (Senior Director-Alvarez & Marsal; Angel Investor)	
Subtopics to be covered	N/A	
Readings	N/A	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 12	Startup Unicorns and other cases: success and failure	
Objective of the session	To discuss popular start-up cases	
Subtopics to be covered	Swiggy, Mamaearth, Flipkart, Zepto, Boat, Shopex, Dhoodwala, Dazo, PepperTap	
Readings	Rogers, S: Entrepreneurial Finance: Chapter	
Case Title & Number	N/A	
Pedagogy	Lecture & computational exercise	
Session 13	Harvesting business venture and turnaround strategies	PLO11, PLO12, PLO13
Objective of the session	To understand exit strategies and how to deal with distressed ventures	
Subtopics to be covered	IPO, Going public, turnaround strategies	
Readings	Rogers, S: Entrepreneurial Finance	
Case Title & Number		
Pedagogy	Lecture & computational exercise	
Session 14	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	

Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 15	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

*Elective Endterm Examinations may take place in the last week of classes.

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to disabilitysupportcommittee@jgu.edu.in

Disclaimer: This course outline including assessments, sessions and/or readings may be revised during the semester if such need arises.