

COURSE SYLLABUS

Entrepreneurial Growth: Scaling Ventures in the Age of AI

 On-campus | PM



Copenhagen Business
School



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Christina Lubinski

Professor

Short Biography

Christina Lubinski is Professor of Entrepreneurship at Copenhagen Business School, where she leads the Rethinking Entrepreneurship in Society research group. Her teaching and research focus on entrepreneurial ventures, growth strategies, and the role of AI in entrepreneurship, bringing a critical lens to one-size-fits-all approaches to scaling. Previously, she has worked at the Greif Center for Entrepreneurial Studies at the University of Southern California, Harvard Business School, and Bocconi University. Christina has collaborated with scale-ups and entrepreneurial teams in California, Denmark, and Germany, and has contributed to incubators, accelerators, and executive programs. Her executive education offerings include startup boards and the application of AI in entrepreneurship.

Introduction/Course Description

Entrepreneurial Growth: Scaling Ventures in the Age of AI equips students with tools and insights to manage venture growth in fast-changing environments where artificial intelligence is reshaping strategy, finance, and organizational dynamics. Focusing on startups that have achieved product-market fit, the course explores how to unite people and resources for growth, leverage AI in financial and strategic decision-making, and evaluate tradeoffs in AI-driven business models. Through case studies and debates, students examine scaling dilemmas across diverse contexts, balancing global expansion with local embeddedness, and emphasizing long-term, sustainable success over growth at all costs.

Course Objectives

This course aims to:

- Anticipate which growth decisions, both human and AI-related, can cause problems for founders and their ventures at later points in time.
- Evaluate tradeoffs of involving cofounders, hires, investors, and board members in new ventures and discuss governance and management options.
- Evaluate growth and impact strategies in both qualitative and quantitative terms.
- Assess the fit between different growth strategies and their institutional/cultural context.
- Reflect on their own motivations for scaling a venture, and how adopting or resisting AI shapes growth strategy across the lifecycle of a venture.

Course Methodology

The course will be delivered on campus through a mix of interactive lectures, case discussions, and experiential exercises that place students in the role of decision-makers navigating entrepreneurial growth challenges. Preparatory and takeaway videos will be shared via Blackboard to reinforce learning and extend classroom debates. Students will engage in simulations, group work, and debates to test different scaling strategies, particularly in the context of AI-driven opportunities and dilemmas, ensuring they leave with both analytical frameworks and practical insights.

Evaluation System

The course evaluation will be performed based on the following set of activities:

- Regular pre-class polls (40%)
- Mid-term class exercise (30%)
- Final case-based exam essay (30%)

Course Prerequisites

English-language skills.

