

<b>DEREE COLLEGE SYLLABUS FOR:</b>									
<b>MG 4156 ENTERPRISE GROWTH</b>	<b>UK Level: 6</b> <b>UK Credits: 15</b> <b>US Credits: 3/0/3</b>								
(Revised: Spring 2015)									
<b>PREREQUISITES:</b>	MG 2003 Management Principles or MG 3034 Managing People and Organizations								
<b>CATALOG DESCRIPTION:</b>	Models of enterprise growth and systems for managing the growing venture within organizations. Barriers to enterprise growth. Analysis and evaluation of growth opportunities, growth strategies, and the role of innovation inside organizations.								
<b>RATIONALE:</b>	Research demonstrates that a new venture's chances of survival are dramatically increased by its continuous striving to grow. The objective of pure entrepreneurs is to produce perpetual growth within their ventures. If new ventures are to contribute substantially to economic and industrial development, they must embrace growth. However essential venture growth is not without risks. A sound understanding of the stages of business growth, and the challenges and opportunities faced at each stage, can help offset these risks, as can an appreciation of environmental factors and knowledge of the main growth strategies. This module provides students with the theoretical and practical knowledge on enterprise growth practices, challenges and issues required to successfully manage growth in organizations.								
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Assess current theoretical debates on issues and challenges related to enterprise growth. (evaluation)</li> <li>2. Analyse growth strategies, theoretical approaches and management practices related to enterprise growth. (analysis)</li> <li>3. Apply growth-related theoretical concepts and approaches to contemporary organizations and formulate recommendations for effective enterprise growth. (application and synthesis)</li> </ol>								
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the college, the following tools are used: <ul style="list-style-type: none"> <li>• Classes consist of lectures, case studies, problem solving, and in-class analysis of related research articles.</li> <li>• Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.</li> <li>• Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</li> </ul>								
<b>ASSESSMENT:</b>	<p><b>Summative:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Written project; Individual; 1,800-2,200 words</td> <td style="text-align: right;">40%</td> </tr> <tr> <td>Final Examination (2-hour): essay type</td> <td style="text-align: right;">60%</td> </tr> </table> <p><b>Formative:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Short project proposal</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Research articles discussion, case studies</td> <td style="text-align: right;">0%</td> </tr> </table> <p>The formative assessments aim to prepare students for the project and the examination.</p>	Written project; Individual; 1,800-2,200 words	40%	Final Examination (2-hour): essay type	60%	Short project proposal	0%	Research articles discussion, case studies	0%
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	<p>The major written project tests Learning Outcome 3. The final examination tests Learning Outcomes 1 and 2.</p>
<p><b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)</p>	<p><b>REQUIRED MATERIAL:</b></p> <ul style="list-style-type: none"> <li>• Hess, E. (2011). <i>Growing an Entrepreneurial Business: Concepts &amp; Cases</i>. Stanford University Press.</li> </ul> <p><b>RECOMMENDED MATERIAL:</b></p> <p><b>A. BOOKS</b></p> <ul style="list-style-type: none"> <li>• Sherman, Andrew J. (1997). <i>The complete guide to running and growing your business</i>, New York, NY, USA: Times Business.</li> <li>• Strauss, Steven D. (2003). <i>The business start-up kit</i>, Chicago, IL, USA: Dearborn Trade.</li> <li>• Walters, Jamie S. (2002). <i>Big vision, small business: four keys to success without growing big</i>, San Francisco, CA, USA: Berrett-Koehler.</li> <li>• Longenecker, J., Petty, J., Palich, L., &amp; Hoy, F. (2011). <i>Small business management: Launching and growing entrepreneurial ventures</i>. Cengage Learning.</li> </ul> <p><b>B. ARTICLES</b></p> <ul style="list-style-type: none"> <li>• Davidsson, P. (1991). Continued entrepreneurship: Ability, need, and opportunity as determinants of small firm growth. <i>Journal of business venturing</i>, 6(6), 405-429.</li> <li>• Davidsson, P. (1989). Entrepreneurship—and after? A study of growth willingness in small firms. <i>Journal of business venturing</i>, 4(3), 211-226.</li> <li>• Davidsson, P., Steffens, P., &amp; Fitzsimmons, J. (2009). Growing profitable or growing from profits: Putting the horse in front of the cart? <i>Journal of Business Venturing</i>, 24(4), 388-406.</li> <li>• Delmar, F., Davidsson, P., &amp; Gartner, W. B. (2003). Arriving at the high-growth firm. <i>Journal of business venturing</i>, 18(2), 189-216.</li> <li>• Fernández, B. L., González-Busto, B., &amp; Castaño, Y. Á. (2013). The Dynamics of Growth in Franchising. <i>Journal Of Marketing Channels</i>, 20(1/2), 2-24.</li> <li>• Gilbert, B. A., McDougall, P. P., &amp; Audretsch, D. B. (2006). New venture growth: A review and extension. <i>Journal of management</i>, 32(6), 926-950.</li> <li>• Garnsey, E., Stam, E., &amp; Heffernan, P. (2006). New firm growth: Exploring processes and paths. <i>Industry and Innovation</i>, 13(1), 1-20.</li> <li>• McKelvie, A., &amp; Wiklund, J. (2010). Advancing firm growth research: A focus on growth mode instead of growth rate. <i>Entrepreneurship theory and practice</i>, 34(2), 261-288.</li> <li>• Moreno, A. M., &amp; Casillas, J. C. (2007). High-growth SMEs versus non-high-growth SMEs: a discriminant analysis. <i>Entrepreneurship and Regional Development</i>, 19(1), 69-88.</li> <li>• Oviatt, B. M., &amp; McDougall, P. P. (2005). Defining international entrepreneurship and modeling the speed of internationalization. <i>Entrepreneurship theory and practice</i>, 29(5), 537-554.</li> <li>• Tong, T. W., Reuer, J. J., &amp; Peng, M. W. (2008). International joint ventures and the value of growth options. <i>Academy Of Management Journal</i>, 51(5), 1014-1029.</li> <li>• Watson, A. (2008). Small Business Growth Through Franchising. <i>Journal Of Marketing Channels</i>, 15(1), 3-21.</li> <li>• Wiklund, J., &amp; Shepherd, D. (2003). Aspiring for, and Achieving</li> </ul>

	Growth: The Moderating Role of Resources and Opportunities. <i>Journal of management studies</i> , 40(8), 1919-1941.
<b>COMMUNICATION REQUIREMENTS:</b>	Assignments presented in Word. Use of proper English, both oral and written.
<b>SOFTWARE REQUIREMENTS:</b>	Microsoft Office: Word, Excel
<b>WWW RESOURCES:</b>	Students are expected to use the internet at their own discretion to select information on the 'individual project'. Examples of interesting internet sources include: <a href="http://www.aimresearch.org/">http://www.aimresearch.org/</a> <a href="http://www.aomtim.org/">http://www.aomtim.org/</a> <a href="http://www.springer.com/business+%26+management/entrepreneurship/journal/13731">http://www.springer.com/business+%26+management/entrepreneurship/journal/13731</a> <a href="http://academic-conferences.org/ecie/ecie2014/ecie14-home.htm">http://academic-conferences.org/ecie/ecie2014/ecie14-home.htm</a>
<b>INDICATIVE CONTENT:</b>	<ul style="list-style-type: none"> <li>Various types of Business Growth</li> <li>Rationale for Business Growth</li> <li>The 4ps of Growth: Planning, Prioritization, Process and Pace</li> <li>The Business Plan for Growth</li> <li>Preparing a Human Resources Plan for Growth</li> <li>Marketing for Growth</li> <li>Financial Planning for growth</li> <li>The Entrepreneurial mindset for Grow</li> <li>Acquiring a Business and Franchising</li> <li>Challenges of Corporate Growth</li> </ul>