

DEREE COLLEGE SYLLABUS FOR: MG 4156 ENTERPRISE GROWTH

(Updated Fall 2021)

UK LEVEL: 6
UK CREDITS: 15
US CREDITS: 3/0/3

PREREQUISITES:

MG 2003 Management Principles **or**
 MG 3034 Managing People and Organizations

CATALOG DESCRIPTION:

Analysis and evaluation of growth opportunities, growth strategies, and the role of innovation inside organizations. Management of growth and challenges that entrepreneurs need to face. Discussion of growth under the prism of a human-centered approach.

RATIONALE:

A sound understanding of the stages of business growth, and the challenges and opportunities faced at each stage, can help offset the subsequent 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.

LEARNING OUTCOMES:

- As a result of taking this course, the student should be able to:
1. Assess current theoretical debates on issues and challenges related to enterprise growth. (evaluation)
 2. Analyse growth strategies, theoretical approaches and management practices related to enterprise growth. (analysis)
 3. Apply growth-related theoretical concepts and approaches to the contemporary business environment and formulate recommendations for effective enterprise growth. (application and synthesis)

METHOD OF TEACHING AND LEARNING:

- In congruence with the teaching and learning strategy of the college, the following tools are used:
- Classes consist of lectures, case studies, problem solving, and in-class analysis of related research articles.
 - 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.
 - 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.

ASSESSMENT:

Summative:	
First Assessment: Written project; Individual; 2,300-2,700 words	60%
Final Assessment: Final Examination (2-hour): essay type	40%

Formative:

Short project proposal	0%
Research articles discussion, case studies	0%

The formative assessments aim to prepare students for the project and the examination.

The written project tests Learning Outcome 3.

The final examination tests Learning Outcomes 1 and 2.

Students are required to resit failed assessments in this module.

INDICATIVE READING:**RECOMMENDED READING:****A. BOOKS**

Galbraith, J.R. (2020). *Designing Organizations: Strategy, Structure and Process at the Business Unit and Enterprise Levels*. Jossey-Bass.

Ross, A., Lemkin, J. (2019). *From Impossible to Inevitable: How SaaS and other Hyper-Growth Companies Create Predictable Revenue*. Wiley.

Liedtka, J., Ogilvie, T., Brozenske, R. (2019). *The Designing for Growth Field Book: A Step-by-Step Project Guide*, Columbia University Press.

Bardi, U. (2019). *Before the Collapse: A Guide to the Other Side of Growth*. Springer.

Polak, P., Warwick, M. (2013). *The Business Solution to Poverty: Designing Products and Services for Three Billion New Customers*. Berrett-Koehler Publishers.

Hess, E. (2011). *Growing an Entrepreneurial Business: Concepts & Cases*. Stanford University Press.

Butler, D. (2006). *Enterprise Planning and Development: Small Business and Enterprise Start-up Survival and Growth*, Routledge.

Simmons, W.A. & Crawford, K.A. (2012). *Growth Thinking: Building the New Growth Enterprise*, Nucraft Holdings, LLC.

Saxby, A. & Hayes, P. (2016). *The Growth Gears: Using a Market-Based Framework to Drive Business Success*, Advantage Media Group.

Marks, K.H., Robbins, L.E., Fernandez, G., Funkhouser, J.P., Williams, D.L. (2009). *The Handbook of Financing Growth: Strategies, Capital Structure, and M&A Transactions*. Wiley.

Longenecker, J., Petty, J., Palich, L., & Hoy, F. (2011). *Small business management: Launching and growing entrepreneurial ventures*. Cengage Learning.

B. ARTICLES

Spivack, A.J. & McKelvie, A. (2021). Measuring addiction to entrepreneurship. *Journal of Business Venturing Insights*, 15, <https://doi.org/10.1016/j.jbvi.2020.e00212>.

Nicolaou, N., Phan, P.H., Stephan, U. (2020). The Biological Perspective in Entrepreneurship Research. *Entrepreneurship Theory and Practice*, 45(1), 3-17.

Islam, S.M. (2020). Unintended consequences of scaling social impact through ecosystem growth strategy in social enterprise, and social entrepreneurship. *Journal of Business Venturing Insights*, 13, <https://doi.org/10.1016/j.jbvi.2020.e00159>.

Hansen, C. & Block, J. (2020). Exploring the relation between family involvement and firm's financial performance: A replication and extension meta-analysis. *Journal of Business Venturing Insights*, 13, <https://doi.org/10.1016/j.jbvi.2020.e00158>.

Baranova, P., Paterson, F., Gallotta, B. (2020). Configuration of enterprise support towards the clean growth challenge: A place-based perspective. *The Journal of the Local Economy Policy Unit*, 35(4), 363-383.

Lajqi, S., Krasniqi, B.A. (2017). Entrepreneurial growth aspirations in challenging environment: The role of institutional quality, human and social capital. *Strategic Change*, 26(4), 385-401.

Boohene, R. (2018). Entrepreneur's Social Capital and Firm Growth: The Moderating Role of Access to Finance. *Journal of Enterprising Culture*, 26(3), 327-348.

Stenholm, P., Pukkinen, T., Heinonen, J. (2016). Firm Growth in Family Business: The role of entrepreneurial orientation and the entrepreneurial activity. *Journal of Small Business Management*, 54(2), 697-713.

Mazzucato, M., Parris, S. (2015). High-growth firms in changing competitive environments: the US pharmaceutical industry (1963 to 2002). *Small Business Economics*, 44, 145-170.

Gries, T., Grundmann, R., Palnau, I., Redlin, M. (2017). Innovations, growth and participation in advanced economies – a review of major concepts and findings. *International Economics Policy*, 14, 239-351

Brush, C.G., Ceru, D.J., Blackburn, R. (2009). Pathways to entrepreneurial growth: The influence of management, marketing and money. *Business Horizons*, 52, 481-491.

Jamak, A., Ghazali, Z., Sharif, M. (2017). Micro-Enterprise Growth Strategies: A Conceptual Model. *Global Business and Management Research: An International Journal*, 9(1), 581-591.

Ferreira, G., Azevedo, S., Cruz, R. (2011). SME growth in the service sector: A taxonomy combining life-cycle and resource-based theories. *The Service Industries Journal*, 31(2), 251-271.

Wei, Z., Yang, D., Sun, B., Gu, M. (2014). The fit between technological innovation and business model design for growth: evidence from China. *R&D Management*, 44(3), 288-305.

Du, J., Temouri, Y. (2015). High-growth firms and productivity: evidence from the United Kingdom. *Small Business Economics*, 44, 123-143.

	<p>Bi, R., Davidson, R., Smyrnios, K. (2017). E-business and fast-growth SMEs. <i>Small Business Economics</i>, 48, 559-576.</p> <p>O'Regan, N. (2012). Entrepreneurship and Innovation: Overview. <i>Strategic Change, Briefings in Entrepreneurial Finance</i>, 21, 193-198.</p> <p>Huggins, R., Prokop, D., Thompson, P. (2017). Entrepreneurship and the Determinants of Firm Survival Within Regions: Human capital, growth motivation and locational conditions. <i>Entrepreneurship & Regional Development</i>, 29(3), 357-389.</p>
<p>INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)</p>	<p>REQUIRED MATERIAL: N/A</p> <p>RECOMMENDED MATERIAL: N/A</p>
<p>COMMUNICATION REQUIREMENTS:</p>	<p>Use of appropriate academic conventions as applicable in oral and written communications</p>
<p>SOFTWARE REQUIREMENTS:</p>	<p>Microsoft Office: Word, Excel</p>
<p>WWW RESOURCES:</p>	<p>http://www.aimresearch.org/ http://www.aomtim.org/ http://www.springer.com/business+%26+management/entrepreneurship/journal/13731 http://academic-conferences.org/ecie/ecie2014/ecie14-home.htm</p>
<p>INDICATIVE CONTENT:</p>	<ol style="list-style-type: none"> 1. Various types of Business Growth 2. Rationale for Business Growth 3. The 4ps of Growth: Planning, Prioritization, Process and Pace 4. The Business Plan for Growth 5. Preparing a Human Resources Plan for Growth 6. Marketing for Growth 7. Financial Planning for growth 8. The Entrepreneurial mindset for Growth 9. Acquiring a Business and Franchising 10. Challenges of Corporate Growth