

Course: BU435-I Growth Enterprise: Strategy and Planning  
Credit: 3 Semester Hours  
Semester: Spring 2025 Session 1 January 14 – March 7, 2025  
Time: Tuesday 6:00pm – 9:00pm  
Instructor: Mickey Ary (adjunct)  
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## I. DESCRIPTION

This course is designed to enable students to synthesize and apply the principles of managing a financially sponsored startup enterprise. Course elements include exploring alternative approaches for enterprise stages of expansion, formulating organization outcomes and planning their achievement, and demonstrating mastery of employee management at all levels consistent with the biblical worldview. (Prerequisite: BU200) \*  
*This course is offered in two formats: in-person and online. Students registered for in-person attend the classes in person, online students attend the classes via the online classroom. For both in-person and online students, assignments, and interaction outside of the class period are done in the learning management system.*

## II. OBJECTIVES

A. General competencies to be achieved. The student will be able to:

1. Discuss insight into organizational growth stages (PLO 4,5)  
**(Assignment a-d)**
2. Learn historical hurdles that organizations face (PLO 1,4,6)  
**(Assignment a)**
3. Understand dynamics of strategy in a culture of change (PLO 1-6)  
**(Assignment a, b, d)**
4. Assess the environment to identify strengths and weaknesses, opportunities and challenges (PLO 1-6) **(Asgmt. A, b, d)**

5. To enforce and synergy implementation of strategy, operations, finance, marketing, leadership, culture, human resources, organizational design, business model, and growth. (PLO 3,5,6)  
**(Assignment a-d)**

B. Specific competencies to be achieved. The student will be able to:

1. Recognize the stages of the life cycle of an organization (PLO 1,3,5,6)  
**(Assignment a–c)**
2. Understand biblical models of the planning, strategy, and operations of an organization (PLO 1-6) **(Assignment a-d)**
3. Designing strategic systems based on historical and current models (PLO 4,5,6) **(Assignment a-d)**
4. Formulate a tactical plan to aid an organization through the startup, growth, contingency, and decline phases. (PLO 4,5,6) **(Assignment c)**

### III. REQUIREMENTS

- A. Attendance of all classes
- B. Read text, complete assignments on time, and participate in class discussion and activities including presentations.
- C. Completion of course materials according to the prescribed schedule.
- D. Complete and present any case studies assigned to class.
- E. Complete final project – A Tactical Plan
- F. Student is encouraged to ask instructor for guidance in this independent study course.

### IV. POLICIES

*The Bible is a required textbook in every course at Calvary University. To facilitate academic level study, students are required to use for assignments and research an English translation or version of the Bible based on formal equivalence (meaning that the translation is generally word-for-word from the original languages), including any of the following: New American Standard (NASB, English Standard Version (ESV), New King James (NKJV), or King*

*James (KJV). Other translations and versions based on dynamic equivalence (paraphrases, and thought-for-thought translations like NLT and NIV) may be used as supplemental sources. Please ask the professor if you have questions about a particular translation or version.*

*Students with disabilities have the responsibility of informing the Accommodations Support Coordinator ([aso@calvary.edu](mailto:aso@calvary.edu)) of any disabling condition that may require support.*

*Plagiarism is defined as copying any content without identifying the source. This also includes taking another person's or AI entity's ideas or constructs and presenting them as your own. The use of AI generated content in student work is prohibited (even if cited) as it does not represent original work created by the student and is an unreliable aggregate of ideas from other sources. Plagiarism of any kind will not be tolerated.*

The Clark Academic Center ([learning@calvary.edu](mailto:learning@calvary.edu)), located in the library building, is dedicated to providing free academic assistance for all CU students. Student tutors aid with all facets of the writing process, tutor in various subject areas, prepare students for exams and facilitate tests. Please take advantage of this service.

**Business Administration students must write papers according to the *Publication Manual of the American Psychological Association, Seventh edition (APA Manual)*.**

## V. METHODS

- A. Case Studies
- B. Reading assignments
- C. Written Assignments
- D. Final Project

## VI. REQUIRED MATERIALS

Hess, Edward D. (2011) *Growing an Entrepreneurial Business: Concepts & Cases* Stanford Business Books. ISBN: 978-0804771412 Retail Price \$38.99

Student's Bible

## VI. COURSE ASSIGNMENTS

- a. Read sections of *Growing an Entrepreneurial Business: Concepts & Cases*. To be assigned in Canvas.
- b. Discussion questions will be completed each week.
- c. Develop a tactical plan for a business, or ministry you are familiar with. Or, you can develop a tactical plan for a future opportunity you have thoughts of developing. (more details to follow in Canvas)
- d. Case studies homework as assigned in class.
- e. Using the research and information collected for your tactical plan, develop an executive level briefing of the assessment and implementation necessary to help the organization continue to grow (PowerPoint slides) to present to the class. Briefing should be 5-8 min.

VII. LECTURE SCHEDULE

Week	Lecture	Assignment
1	The Life Cycles of an Organization	
2	Organizational Design	Assignment 1 (200pts)
3	Leadership and Culture	
4	Human resources	
5	Finance and Marketing	Assignment 2 (200 pts)
6	Strategy and Growth	
7	Business models	
8	Tactical Plan presentations	Assignment 3 (300 pts)

VIII. Course Grading

Writing Assignment	40%
Attendance, discussion, and Interaction	10%
Case Studies	20%
<u>Final – Tactical Plan for organization</u>	<u>30%</u>
	100%

## RUBRIC FOR THE EVALUATION OF WRITTEN ASSIGNMENTS

CRITERIA	NEEDS IMPROVEMENT Minimum Points	SATISFACTORY Medium Points	EXCEPTIONAL Maximum Points
<b>CONTENT</b> 75%	<p>The writer does not demonstrate cursory understanding of subject matter, and/or the purpose of the paper is not stated clearly. The objective, therefore, is not addressed and supporting materials are not correctly referenced.</p> <p><i>48.9 or FEWER POINTS</i></p>	<p>The writer demonstrates limited understanding of the subject matter in that theories are not well connected to a practical experience or appropriate examples, though the attempt to research the topic is evident, and materials are correctly referenced.</p> <p><i>49 to 65.9 POINTS</i></p>	<p>The writer demonstrates an understanding of the subject matter by clearly stating the objective of the paper and links theories to practical experience. The paper includes relevant material that is correctly referenced, and this material fulfills the objective of the paper.</p> <p><i>66 to 75 POINTS</i></p> <p style="text-align: right;"><b>Grade:</b></p>
<b>ORGANIZATION</b> Including Readability & Style 20%	<p>Paragraphs do not focus around a central point, and concepts are disjointedly introduced or poorly defended (i.e., stream of consciousness).</p> <p>The writer struggles with limited vocabulary and has difficulty conveying meaning such that only the broadest, most general messages are presented.</p> <p><i>15.9 or FEWER POINTS</i></p>	<p>Topics/content could be organized in a more logical manner. Transitions from one idea to the next are often disconnected and uneven.</p> <p>Some words, transitional phrases, and conjunctions are overused. Ideas may be overstated, and sentences with limited contribution to the subject are included.</p> <p><i>16 to 18.9 POINTS</i></p>	<p>The writer focuses on ideas and concepts within paragraphs, and sentences are well-connected and meaningful. Each topic logically follows the objective and the conclusion draws the ideas together.</p> <p>The reading audience is correctly identified, demonstrated by appropriate language usage (i.e., avoiding jargon and simplifying complex concepts). Writing is concise, in active voice.</p> <p><i>19 to 20 POINTS</i> <b>Grade:</b></p>
<b>FORMAT</b> 4%	<p>The paper does not conform to Turabian or APA style. Students must use one or the other correctly.</p> <p><i>0 POINTS</i></p>	<p>The paper does not conform completely to Turabian or APA style (e.g., margins, spacing, pagination, headings, headers, citations, references, according to the appropriate style guide).</p> <p><i>Up to 2 POINTS</i></p>	<p>The paper is correctly formatted to style (e.g., margins, spacing, pagination, headings, headers, citations, references, according to the <i>appropriate style guide</i>).</p> <p><i>2.1 to 4 POINTS</i> <b>Grade:</b></p>
<b>GRAMMAR, PUNCTUATION, &amp; SPELLING</b> 1%	<p>The writer demonstrates limited understanding of formal written language use; writing is colloquial (i.e., conforms to spoken language). Grammar and punctuation are consistently incorrect. Spelling errors are numerous.</p> <p><i>0 POINTS</i></p>	<p>The writer occasionally uses awkward sentence construction or overuses and/or inappropriately uses complex sentence structure. Problems with word usage (e.g., evidence of incorrect use of Thesaurus) and punctuation persist causing difficulties with grammar.</p> <p><i>0.5 POINTS</i></p>	<p>The writer demonstrates correct usage of formal English language in sentence construction. Variation in sentence structure and word usage promotes readability. There are no spelling, punctuation, or word usage errors.</p> <p><i>1 POINT</i> <b>Grade:</b></p>

## IX. BIBLIOGRAPHY

Hess, Edward D. (2011) *Growing an Entrepreneurial Business: Concepts & Cases*  
Stanford Business Books.

Bet-David, Patrick (2021) *Your next five moves* Gallery Books

Harvard Business Review *The five stages of small business growth*

Forbes *Five basic strategies to manage business growth*

Cialdini, R. (2009). *Influence: Science and practice*. Boston, MA: Pearson.

Greenleaf, R. (1977). *Servant leadership*. Mahwah, NJ: Paulist Press.

Hill, A. (2008). *Just business: Christian ethics for the marketplace*. (2<sup>nd</sup> Ed.). Downers  
Grove, IL: InterVarsity Press.

Katzenbach, J. (2006). *The Wisdom of Teams* (2<sup>nd</sup> Ed.). New York, NY: HarperCollins  
Publishers.