MASTER INSTITUTIONAL SYLLABUS

Architecture of a Startup Company — Book I: Designing the Enterprise

From Conception to Operational Readiness | Revised curriculum v1.1

STATUS: Revised institutional draft for approval. Core 15-week schedule approved; assessment allocation, grades, and institutional policy remain adaptable.

1 Course identification

Parameter	Proposed designation
Course title	Enterprise Architecture for Startup Companies
Instructional source	Nicholas Blake, Architecture of a Startup Company, Book I: Designing the Enterprise — From Conception to Operational Readiness (2026).
Standard schedule	15 weekly meetings: 14 instructional sessions and a comprehensive final examination in Week 15.
Meeting duration	2 hours scheduled per meeting; instructor controls teaching method, activities, and breaks.
Standard total	30 scheduled course hours (28 instruction + 2 final examination).
Extended offering	Two additional 2-hour advanced sessions; 17 meetings / 34 scheduled course hours.
Audience	Trade/technical schools; community colleges; entrepreneurship programs; professional and continuing education.
Prerequisites	No formal prerequisite proposed; basic numeracy and comfort with workplace/business reading recommended.
Credit / recognition	Determined exclusively by adopting institution; this syllabus does not award credit or imply accreditation.

2 Course description

An integrated introduction to the deliberate design of startup enterprises, from business-model sustainability and entity choice through founder alignment, ownership, governance, organizational structure, repeatable operations, and financial architecture. Students examine how apparently separate business decisions interact, how structural weaknesses accumulate as Corporate Structural Debt, and why sustainability must precede scalability. The course culminates in assessing whether an illustrative enterprise has acquired the interconnected systems necessary for operational readiness. The course is educational, not individualized legal, tax, accounting, investment, or other professional advice.

3 Instructional approach and course-level learning outcomes

The course follows the eight chapters of Master v3.5 sequentially. The book is the authoritative instructional source; the instructor may select industry-neutral examples. By successful completion, learners should be able to:

- Explain Corporate Structural Debt, the relationship among product, operating systems, and capital, and the distinction between sustainable growth and premature scale.
- Compare LLC and corporate entity architecture, including appropriate use of multi-entity structures and the limitations of risk compartmentalization.
- Distinguish ownership percentages from economic, governance, information, transfer, and control rights; analyze founder alignment, vesting, deadlock, buy-sell mechanisms, capitalization, and dilution.
- Map governance authority, decision rights, accountability, delegated authority, reserved powers, escalation, and institutional controls.
- Explain the different implementation mechanisms of LLC governance and corporate governance, including owners, managers, directors, officers, and organizational delegation.
- Construct and critique functional organization charts, roles, reporting structures, staffing assumptions, and measures of capacity.
- Assess repeatability, workflows, KPI design, operational risks, culture, technology systems, and institutional memory as components of operational sustainability.
- Explain how financial governance, capital allocation, budgets, forecasts, treasury, banking, cash management, and controls combine to establish financial readiness.
- Integrate findings across the eight architectural chapters into an evidence-based operational-readiness assessment for a hypothetical enterprise.

4 Required and supplemental materials

- Required text: Book I, Master v3.5; page numbers below refer to printed book pagination rather than PDF viewer page numbering.
- Instructor-curated figures from the text and authorized instructional slides, worksheets, or case studies.
- Book Vault forms and Advanced Resources: optional demonstrations only when separately licensed and accessible; no existing book purchase or course enrollment implicitly grants additional redistribution or account entitlements.
- Supplementary professional or jurisdiction-specific sources, if used by an instructor, must be identified as supplemental and distinguished from Master v3.5.

5 Master weekly course schedule

Week	Focus / assigned reading	Instructional emphasis / indicative deliverable
1	The Enterprise Ch. 1, pp. 7–17	Structural failure patterns; product–systems–capital model; sustainable growth; seven domains. Application: Structural-debt diagnosis and preliminary sustainability map.
2	Entity architecture Ch. 2, pp. 19–26	LLC and corporation as distinct institutional foundations; entity evolution. Application: Compare entity alternatives for a hypothetical startup.
3	Multi-entity and ownership rights Ch. 2, pp. 26–35	Parent/operating-entity design; risk separation and limitations; ownership rights. Application: Draft a simple

		enterprise-entity map and rights inventory.
4	Founder alignment and contributions Ch. 3, pp. 37–44	Founder problem; Target Model; four pillars of startup capital. Application: Build a founder-alignment target and contribution ledger.
5	Ownership mechanics and founder exit Ch. 3, pp. 45–55	Fixed equity/vesting; deadlock and control; buy-sell architecture. Application: Evaluate a founder departure and deadlock scenario.
6	Cap tables, valuation, and fiduciary alignment Ch. 3, pp. 56–72	Founder contribution values; tax-issue awareness; cap tables, dilution, power, information rights, fiduciary roles. Application: Analyze a cap table and control-risk scenario.
7	Governance architecture Ch. 4, pp. 73–95	Authority Pyramid; accountability architecture; Seven Roles; governance controls. Application: Identify accountable actors and control boundaries.
8	Governance decisions and implementation Ch. 4, pp. 95–124	Decision architecture, delegation, escalation, approvals, authority matrices. Application: Create a decision-rights/approval matrix.
9	Governance in practice Ch. 5, pp. 125–162	LLC operating agreement; member/manager roles; corporate shareholders, boards, officers and bylaws. Application: Compare governance pathways for LLC versus corporation.
10	Organizational architecture and structural design Ch. 6, pp. 163–188	Functional organization, division of labor, span of control, organization structure and charts. Application: Design a functional organizational chart.
11	Job architecture, staffing and capacity Ch. 6, pp. 189–203	Position descriptions, staffing, capacity, organizational scalability. Application: Build a job/authority profile and capacity assumptions.
12	Operational architecture Ch. 7, pp. 205–248	Value stream and business processes; workflow approvals, KPIs, risk, culture, technology, memory, sustainability–scalability. Application: Map a workflow with KPI and risk-control checkpoints.
13	Financial architecture I Ch. 8, pp. 249–266	Financial governance; capital allocation; budgets and forecasts.

		Application: Analyze a baseline budget and resource-allocation scenario.
14	Financial architecture II and integration Ch. 8, pp. 267–296	Treasury/banking, cash, internal control, financial architecture integration, financial readiness. Application: Submit integrated operational-readiness case analysis.
15	Comprehensive final examination Ch. 1–8	Cumulative conceptual, applied, and integrated case assessment. Application: 2-hour scheduled final examination.

6 Reading and classroom expectations

Students should read the assigned sections before each meeting, review relevant diagrams and defined terms, and prepare to apply the architectural concepts to fictional cases. Instructors may deliver the two-hour session as lecture, seminar, case discussion, or practicum; the syllabus does not prescribe within-session time blocks or breaks. Illustrative exercises are recommendations, not mandatory legal or financial work products.

7 Proposed evaluation and assessment policy

Suggested assessment weighting for institutional consideration. Draw each evaluation from the existing chapter question banks and approved comprehensive tests; no new bank is required.

Assessment	Suggested weight	Available source and evidence
Chapter knowledge checks	20%	MC Form A/B bank (80 per chapter), with selected SA items; short retrieval and comprehension checks.
Applied case assignments	30%	SA bank (24 per chapter) and EQ bank (12 per chapter); explanation, causal diagnosis, and scenario application.
Integrated architecture assignment	20%	Essay case prompts and/or selected Northstar/Crescent capstone exhibits; multi-domain synthesis.
Comprehensive Week 15 final	30%	Two-hour institutional Form A or B: 30 MC + 5 SA + 1 integrated essay; 100 points.

Week 15 final examination: 120 minutes; 30 multiple-choice items (30 points), five short-answer items (30 points), and one integrated architectural essay (40 points). Total 100 points. Prepare parallel institutional Forms A and B by selecting and adapting the existing comprehensive final examinations. Keep the original three-hour Form A and Form B intact. Select items for balanced chapter coverage and comparable difficulty; use a focused essay response appropriate to the two-hour limit.

8 Optional 17-week advanced extension

The standard Week 15 final remains the core-course final. For an institution that wants the final examination at the end of a 17-week term, the two advanced sessions may be scheduled as Weeks 15–16 and the comprehensive final administered in Week 17, with adjustments to examination scope announced in advance.

Extended session	Source alignment	Advanced application
Advanced A — Ownership, control and governance	Chapters 2–5	Complex founder contributions, multi-entity risk choices, dilution and protective rights, governance control failures; integrated restructuring case.
Advanced B — Operating and financial stress	Chapters 6–8	Capacity limits, workflow/control failures, liquidity stress scenarios, cash safeguards and institutional readiness; cross-functional diagnostics.

These sessions deepen the Book I material and should not be marketed as a substitute for Book II topics such as full enterprise valuation programs, Lean Six Sigma transformation, or IPO readiness.

9 Institutional adoption and instructor guidance

- Instructor profile (proposed): demonstrated competence in enterprise management, business formation, corporate governance, accounting/finance, operations, or related professional disciplines; cross-functional command is preferable to narrow specialty alone.
- Delivery neutral: in-person, hybrid, synchronous online, or institutionally approved asynchronous forms; equivalent learning objectives and assessment integrity should be preserved.
- Examples may reflect trades, professional services, manufacturing, digital products, distribution, or other enterprises, but no particular industry is required.
- The school determines any academic credit or continuing-education recognition, applicable contact-hour interpretation, accessibility requirements, grading system and training-licensing terms.
- Existing question banks, chapter instructor answer/evaluation guides, comprehensive Forms A and B, and capstone assessments form the core assessment resources. Lecture decks, lesson plans, and teaching aids remain separate future deliverables.

10 Source traceability and scope controls

Controlling textbook: Master v3.5 PDF, Preface pp. i–v; Chapter Summaries pp. vii–viii; Table of Contents pp. ix–xiii; Introduction pp. 1–5; Chapters 1–8 pp. 7–296; Book Conclusion pp. 296–299; Theoretical Challenges and Arguable Defenses pp. 301 onward. Weekly pages and chapter titles were aligned to the book's printed table of contents. Course outcomes, teaching assignments, examination scheme, and institutional policies are proposed instructional design, not claims stated by the author in the textbook. Assessment sources: 640 MC items in the 2026-10-18 arch_platform SQL export; 192 SA questions (24 per chapter); 96 essay prompts (12 per chapter); comprehensive final Forms A/B; and capstone Forms A/B.

Web implementation control: no changes to working Book Vault website v1018.4a; preserve purchasing, registration, resource, download, EPUB-delivery, and entitlement functionality. v1018.5 remains the planned next website baseline, pending separately approved instructional and implementation requirements.

11 Existing assessment library and instructional alignment

The course uses an established 928-item chapter bank: 640 multiple-choice questions (80 per chapter; two 40-item forms), 192 short-answer prompts (24 per chapter), and 96 essays (12 per chapter). Two existing

comprehensive final examinations (A/B) and two enterprise capstones (Northstar Advanced Systems and Crescent Industrial Robotics) are distinct additional instruments. Instructor materials include answer-element guides for short answers and analytic scoring rubrics for essays. Student versions must exclude answer keys and evaluation notes.

Instructional sequence: multiple choice assesses recognition; short answer assesses explanation; essays assess diagnosis and application; capstones assess integrated architecture and evidence-based judgments. A question bank is a selection resource, not a mandatory set of questions to administer.

Weekly assessment alignment (selection guidance)

Week(s)	Existing source	Assessable architectural emphasis
1	Ch 1 MC/SA/EQ	Failure patterns, Product–Systems–Capital, SGR, founder scaling
2–3	Ch 2 MC/SA/EQ	Entity/LLC/corporation, multi-entity design, economic/control/information rights
4–6	Ch 3 MC/SA/EQ	Target Model, four pillars, vesting, buy-sell, valuation, cap tables
7–8	Ch 4 MC/SA/EQ	Authority Pyramid, seven accountability roles, decision rights, reserved authority
9	Ch 5 MC/SA/EQ	LLC and corporate governance instruments; legal hierarchy and delegated authority
10–11	Ch 6 MC/SA/EQ	Organizational form, span of control, position design, staffing capability
12	Ch 7 MC/SA/EQ	Cross-functional processes, KPIs, risk, culture, technology, repeatability
13–14	Ch 8 MC/SA/EQ	Financial authority, capital, budget/forecast, banking, cash, SoD, readiness
15	Final Form A or B — 2-hour edition	Cumulative recognition, explanation and integrated enterprise analysis
Optional 16–17	Selected EQ and capstone A/B cases	Advanced cross-system diagnosis and evidence-based recommendations

12 Grading, moderation, and institutional discretion

Recommended reference: 70% as an initial minimum-competency benchmark, not a mandatory or automatic passing score. The adopting institution establishes final letter-grade scales, course-passing criteria, credit requirements, and any applicable grading curve or moderation policy. Neither a fixed 70% threshold nor a fixed 80% threshold is imposed by this master syllabus.

A grading curve is optional, not mandatory. It can help detect unusually difficult assessments or unexpected performance distributions, but a curve does not by itself prove or remedy instructor quality. Review item difficulty, ambiguous wording, coverage, alignment with instruction, cohort performance, and scoring consistency before making adjustments. Any curve or adjustment should use a transparent, preannounced or institutionally approved method and be applied consistently; avoid compulsory rank-based failure rates or lowering grades merely because a cohort performed well.

For constructed responses, use the existing instructor answer elements and essay analytic rubrics. Document moderation decisions, preserve the original raw score and adjusted grade where applicable, and follow institutional assessment, appeals, accommodations, and academic-integrity policies. A minimum competency

requirement may still be imposed for designated safety/legal/compliance outcomes if the institution determines it necessary.

13 Capstone use and examination security

The Northstar and Crescent capstone assessments require substantial written enterprise analysis (their source packets recommend 12–20 pages). They are not suitable as unmodified in-class 120-minute exams. Assign one as an extended individual/group project, selected-exhibit analysis, or optional advanced-course exercise; retain the other for rotation or alternate use. Student packets and instructor guides must be distributed separately.

Do not distribute the full MC/SA/EQ bank or instructor keys to students. Instructors should draw balanced, documented selections and may rotate versions to protect validity. Provide equitable access and reasonable accommodations without disclosing secure items. The SQL export is a question source only, never a student-distributed database backup because it contains unrelated operational/account information.

Revision control

Version 1.1 updates the assessment architecture and grading guidance only. The approved 14 instructional weeks, Week 15 final, optional two advanced weeks, two-hour meetings, textbook Master v3.5, and website freeze on v1018.4a remain unchanged. Website v1018.5 is reserved for later approved implementation.