

- * identify the strategic options facing a growing business
- * identify the options for implementing strategy in a growing business
- * prepare a report describing and assessing these strategic options
- * understand relationship and 'guerrilla' marketing techniques that can be feasibly applied in a growing business environment
- * prepare a report identifying and selecting the relationship and 'guerrilla' marketing techniques appropriate to a specific growing company situation
- * identify financing sources appropriate and accessible to a growth company and apply basic financing techniques
- * identify strategic partners appropriate and accessible to a growth company and understand basic pros and cons of types of partners
- * understand the challenges faced by a family owned growth company and practical steps that can be taken to ease tensions and plan succession within this unique environment

Course Description

MKTG 3306 emphasized the start up stage of small business development and placed emphasis on three key areas involved in this phase - assessing business opportunities, composing a business plan and securing the necessary resources for growth.

Research from sources as diverse as Statistics Canada and MIT has indicated the number of small firms that create high skill, long term jobs in the economy is actually a small percentage of existing small businesses. Thus, to say that "small business creates jobs" is an oversimplification.

In fact, the real job creator is a subset of the small business sector, a select group of companies known as high growth ventures. These companies are concentrated in the high technology sector, although not exclusively. For example, in a 1997 study, the Business Development Bank found that rapidly growing Canadian technology companies increased their employment by an annual average of 34% from 1992 to 1996. In the same period, employment in Canada grew by only 1.2% overall.

This course will provide an overview of skills required in working within these companies.

Instructional Approach

Being able to apply information and skills rapidly and efficiently to real life situations is a cornerstone of success in a growing business. The lectures will consist predominantly of discussion of key concepts in each subject area. Consistent attendance is a 'must' for success in this course. There is no textbook.

The labs will largely consist of discussion of case studies. As the final examination emphasizes the ability to apply concepts to fact situations, the fullest possible participation in case discussions will provide the best preparation. Video case studies will be used to bring to life the growth company principles presented by the course. *Video content is potential exam material.*

Required Text

There is no required text for this course. You will be provided with a set of key cases which will be handed out in the first lab. **DO NOT LOSE THIS MATERIAL.** All written material will be handed out **ONCE** only: if you miss the hand out due to tardiness, lack of attention or any excuse other than illness, you should copy a fellow student's material.

Several case studies and readings will be referred to you as URL sites on the Internet. Part of the process learning in this course is to compel the student to hone their skills on this essential medium.

Evaluation Structure

Term Project	30%
Exam 1	20%
Exam 2	40%
Participation/Attendance/Quizzes	10%

Course Notes (Policies and Procedures)

- *Assignments:* Late assignments or projects will not be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.
- *Attendance:* The attendance policy as outlined in the current BCIT Calendar will be enforced.
- *Course Outline Changes:* The material specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.
- *Ethics:* BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.
- *Illness:* A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated (i.e. an average is given according to your performance throughout the course).
- *Makeup Tests, Exams or Quizzes:* There will be no makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for documented medical reasons or extenuating circumstances.
- *Labs:* Lab attendance is mandatory. Lab exercises are due at the end of the lab period.

Lecture	Material Covered	Lab Topics	Video Case
January 4-8	Strategy and Implementation Options For the Growth Company (1)	<i>Introduction to Course</i> <i>How to Research a Public Company</i> (casebook)	<i>"Triumph of the Nerds" excerpt</i>
January 11-15	Strategy and Implementation Options For the Growth Company (2) Marketing Strategy for the Growth Company (1)	<i>Burning Down the House</i> http://www.inc.com/incmagazine/archives/08970661.html	<i>Relationship Marketing</i>
January 18-22	Marketing Strategy for the Growth Company (2) Technology Strategy for the Growth Company - Internet	<i>Zane Cycle</i> http://www.inc.com/incmagazine/archives/02960301.html <i>Cold Fusion</i> (casebook)	<i>Staples</i>
January 25-29	Technology Strategy for the Growth Company - the technology plan	<i>No False Moves</i> http://www.inc.com/incmagazine/archives/1898048.1html	
February 1-5	Exam 1	NA	NA
February 8-12	Financing for the Growth Company	<i>Creo Industries</i> (casebook)	<i>Near Banks / Cisco Systems</i>
February 15 – 19	Partners and the Growth Company	<i>Tires on the Rim</i> (casebook) <i>Prologic</i> (casebook)	<i>Cirque du Soleil</i>
February 22-26	Family Business as Growth Company	<i>WIC</i> (casebook)	<i>Hollywood Game / Bay Hill Impex</i>
March 1-5	Clean Up	<i>Work period to complete term project</i>	NA
March 8-12	Exam 2	NA	NA