The resource guide contains over 900 items dealing with new business formation and the enterprising person. Included are books, articles, films, tapes, games, and research reports published since 1960. It is divided into 21 categories: the entrepreneur; the female entrepreneur; the minority entrepreneur; entrepreneurship in other cultures; biographical; historical; psychological; sociological; small business start-up; small business management; small business (an overview); financial; venture capital; business terminations (including failures); counseling the small businessman; innovation, technology, research, and development; economic development; management concepts; the Small Business Administration; schools, continuing programs, and sources; and additional sources of information. In addition, there are a glossary, special lists for potential entrepreneurs and educators, and an author index. Many items are annotated and cross referenced. The resource guide is an expanded and updated version of the Center's 1970 bibliography.
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WILMINGTON, WISCONSIN
CVM

THE ENTREPRENEUR AND NECESSARY FORMATION
A RESOURCE GUIDE

Compiled by

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.
Everything you wanted to know about new business formation and entrepreneurship...but were afraid to ask seems like a good subtitle for this Resource Guide. As a result of over 5 years of experience in finding out about new business and about business firm founders (entrepreneurs), we have tried to put all the sources of information and help together in one volume.

The Resource Guide contains well over 900 separate items and is extensively cross-referenced, with special interest listings for the potential entrepreneur and the educator. In addition, many of the items are annotated and special notations have been made on the relevance and availability of the items. The Resource Guide's entries, the people, games, books, articles, films, and research reports should be of interest to anyone working or studying the subjects of entrepreneurship, new enterprise formation, and small business management.

The Entrepreneur and New Enterprise Formation: A Resource Guide is divided into 21 separate categories ranging from materials concerning the Entrepreneur to the motivations, historical and sociological aspects of entrepreneurs and their activities in forming new businesses. The Resource Guide also devotes several sections to the topics of small business formation, management, and financing, that are important to small business formation and operation. For a clearer understanding of the terms involved, an extensive glossary is included.

The Resource Guide will prove useful to the potential entrepreneur who wants to discover what has happened and what might be of assistance in the process of starting a new enterprise; to the sophisticated entrepreneur who is interested in improving the operation of a business; to the educator and scholar who are interested in all material pertaining to entrepreneurship and in the teaching of small business formation and management; and to librarians who are interested in assisting any of these individuals in locating pertinent information.

Title: THE ENTREPRENEUR AND NEW ENTERPRISE FORMATION: A RESOURCE GUIDE

James W. Schreier and John L. Komives

Price: $4.00

Available from: The Center for Venture Management
811 East Wisconsin Avenue
Milwaukee, Wisconsin 53202
RESOURCE GUIDE

THE ENTREPRENEUR AND NEW ENTERPRISE FORMATION

NOVEMBER, 1973
The Resource Guide is an updated, expanded version of the Center for Venture Management's Bibliography published in 1970. Originally, the Center lamented the fact that there was no bibliographical source which concentrated on the items of "New Venture Formation" or "The Entrepreneur." After 200 years of free enterprise, our society had not yet undertaken to catalogue the literature and accumulated knowledge in this particular field. The Center is pleased to present the second edition in an effort toward a continuing, complete resource guide.

The Resource Guide is changed in scope from its original bibliographic format. It is no longer limited to printed materials, but includes taped programs, schools, and continuing sources of information. As in the original we have attempted to catalogue all works, in English, published since 1960. However, several items of particular interest have been included which were published prior to this date. The Resource Guide has expanded the number of categories and has adopted several new systems for referencing the entries. It is our hope that this document will ease the burden of scholars pursuing new knowledge in this particular field, and entice additional able scholars to pursue new knowledge and understanding of the font of the enterprise system. This document should also prove useful to both the beginning and the professional entrepreneur in search of relevant materials.

While it has been our attempt to catalogue all items published since 1960, we accept full responsibility for omissions. We ask all readers to submit additional items for our next editions, and to comment critically on this document, its format and its usefulness.

James W. Schreier, Research Consultant to the Center in 1973, is largely responsible for the design and compilation of the Resource Guide. He was assisted by numerous persons in scholarly endeavors and librarians in the several Municipal and University systems, and by the staff at the Center. To all, we are indeed grateful.
This Resource Guide is divided into twenty-one sections, which cover the relevant areas of interest under the title of the Entrepreneur and New Enterprise Formation. The scope of these sections are explained in the first part of the Glossary, which also provides some basic definitions of the many terms involved in the field of entrepreneurship.

In the Resource Guide, the entries are grouped into the twenty-one sections, and are listed chronologically within each section. This should hopefully allow a more useful organization than alphabetical order by authors. However, if the user of the Resource Guide wishes to consult some specific author, a complete author index is presented at the end of the Resource Guide. Unauthored items are also listed alphabetically within this index.

The numbering system includes two numbers, in the form: 8-6. The first number represents the section in which the entry is listed, and the second number is the chronological placement of the entry within the section.

Special Interest References

Because the Resource Guide is designed for use by entrepreneurs, both the potential, the beginning, and the sophisticated, by scholars, by educators, and by people who work with entrepreneurs in varying capacities, several new features have been instituted with this edition which will make the guide easier to use by any of these special interest groups.

Glossary: Because of the differences which might arise over the meaning of the many terms used within the Resource Guide, an extensive glossary is provided in the beginning of the guide to clarify the meaning of such terms as entrepreneur, venture capital, and small business management. The glossary also includes the descriptions of the categories which were developed for the basic structure of the Resource Guide.

Special Interest Lists: With recognition of the need to quickly ascertain the most important references in any particular area, two special interest lists have been created for the potential entrepreneur, and for the educator.
Cross Reference Key: For many of the entries, it is difficult to determine where the item might best be placed according to the structure of categories that were established. In the old bibliography, there was no attempt to aid the researcher in determining what other categories might pertain to a particular entry. In the Resource Guide, however, this problem has been resolved, hopefully to the benefit of its users, by establishing a cross reference key for articles which contain material relevant to other sections in the guide. This key, which merely indicates the sections in which the article might also be listed, immediately follows the entry, if applicable. For example, item 1-2 on the nature of the entrepreneur in society is cross referenced to the sections on psychology, history, and entrepreneurs in other cultures.

Bibliographies: Many of the scholarly works which are included in the Resource Guide contain extensive bibliographies which contain items related to their specific purpose, and not necessarily directly related to the concepts of entrepreneurship and new enterprise formation. When this occurs, and the Center feels the bibliography is worthwhile to the researcher, a special notation has been made within the entry.
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Alphabetical Index

Center Publications
Resource Guide Categories

The following list is a lengthy attempt to provide a key word listing of items we feel will help researchers in the field of entrepreneurship. Since the field covers all aspects of human behavior, it is difficult to narrow down to four or five areas without a great deal of subheadings. We have therefore cross-referenced many items under several headings.

1. The Entrepreneur refers to those general personality items dealing with individual persons who behave as entrepreneurs, i.e., they start new businesses.

2. The Female Entrepreneur - While the entries in this section are few in number, we feel that particular attention should be brought to the female entrepreneur, the emerging role of women in business, the need for research into the subject of women entrepreneurs, and most importantly, the need for more women to become entrepreneurs.

3. The Minority Entrepreneur - While technically referring to smaller and more alien groups of society, or at least disadvantaged groups, the term is applied more generally to non-white, i.e., blacks, Indians, and browns (or Latin Americans). It also refers to the economically disadvantaged in a given society, for example in Fiji the numerical majority of natives are minorities in the commercial and economic sense.

4. Entrepreneurship in Other Cultures also crosses many lines of behavioral analysis, but is listed here mainly to include cross-cultural types of literature. We are thus able to include considerable anthropological literature in this category. The reader is also advised to look under economic development.

5. Biographical refers to those items where personal life histories are related. Since entrepreneurial behavior can be traced to previous experiences we find this a fruitful area of research.

6. Historical refers to the background setting in which entrepreneurship has taken place. We are not so much interested in the personal history of the individual entrepreneur as much as the setting in which it occurred. Thus Benjamin Franklin's Autobiography, while very biographical in title, is really a document depicting the setting for entrepreneurship during the colonial period.

7. Psychological refers to those items or documents which relate to an analysis of the individual behavior, thinking, feeling,
beliefs, and compulsions which seem to be related to entrepreneurial behavior.

8. **Sociological** refers to the group dynamics of entrepreneurial behavior and to those aspects of individuals living in and among groups and peers, and a social structure which bears on the presence or absence of entrepreneurial behavior.

9. **Small Business Start-Up** This category includes those items of literature relating to what is going on or what is done to get a firm started. Here the concern is not so much on the behavior of entrepreneurs and others, but rather the events surrounding the start-up.

10. **Small Business Management** refers to all the separate events between people and between machines and organizations, which ultimately result in a value created sold and effort retrieved. This may be seen as the micro view of management.

11. **Small Business—An Overview** This category contains studies and articles which do not fit into other categories, but deals with small business in a macro sense, for example, Will Small Business Survive in America?

12. **Financial** All business events can be translated into a common language of money and time. This is another way of carefully viewing the aspect of new business and smaller business, because somewhere within the constraints of time and money lies either success or termination.

13. **Venture Capital** refers to the pool of money invested into a newer or smaller firm in the general form of equity (as opposed to debt) in the hopes that the invested capital will grow and that the payback will be some larger multiple of the original investment. There are some substitutes for venture capital in the form of long term debt money which can be included in this definition.

14. **Business Terminations—Including Failures** Any business which goes out of business or radically changes its form or nature of its business may be called a termination. Some percentage of these terminations can be called failures because the business did not deliver adequate funds to persist or the owner did not achieve his goals or the business was abandoned. This section contains literature which studies or reports on business terminations and failures.

15. **Counseling the Small Businessman** This category contains articles and items written to help educators and consultants to better
understand, communicate with, and teach the small businessman. This is a growing field and much new research effort is being directed to this important aspect of small business success.

16. **Innovation, Technology, Research and Development** are listed separately into one category because they are tangential to the process of enterprise formation. Entrepreneurship may involve some aspect of innovation or even technology, however innovation does not call for entrepreneurship. Entrepreneurship is the act of creating a new business firm for profit. Often it is confused with the development of a new product or a new way of doing business. Research and Development as a corporate expenditure is more often done after a new firm is well underway. There are numbers of people working in R&D who have dreams and aspirations for forming a new business based upon some new technology they are currently working on for an employer. This motive is only a small part of the entire process of entrepreneurship, thus we separate it. Conversely, major innovations in a society have generally been introduced by newer or smaller firms.

17. **Economic Development** is the "macro" view of small business start-up. Here the literature is not so concerned with how and why an individual firm begins, but rather how many firms do or do not begin as well as the events needed to generate an overall business growth.

18. **Management Concepts**: This category contains several articles and items not specifically directed at small business management and yet useful for a fuller understanding of entrepreneurship, for example items by Peter Drucker as he visualizes the future of the corporation and the new role of entrepreneurship.

19. **The Small Business Administration** is the major federal agency concerned exclusively with the small business sector. This agency sets standards to determine whether or not a business is small or large and has an extensive program of lending, aids, etc., to help nurture it. References in this section are to special literature items of interest to scholars, entrepreneurs, etc.

20. **School, Continuing Programs and Sources** Most bibliographies contain only literature notations. This Resource Guide also contains notations to personal resources, tape cassette programs, schools, etc.

21. **Additional Sources of Information** Since a bibliography is specialized for certain audiences, we felt that many researchers would be interested in other sources for related topics in this field. This is a pot pourri of additional sources, for example, a Small Business Bibliography completed in 1958. This section has been greatly expanded for the entrepreneur who, often without
the aid of formal business education, needs more information, statistical or otherwise, on business conditions or resources.

General Terminology

The following glossary of terms is designed for two purposes. Businessmen who read or use this source of information may not be acquainted with the terms used in here. Secondly there are numerous persons doing research in the field of new business and small business, and each one re-defines terms to suit his research. The time has now come to assert some agreement about the operational use of these terms.

There is wide agreement and wide ignorance about the distinction between the idea of entrepreneur and entrepreneurship and small business and small business management. We will attempt to clarify these terms here as well as some additional ones.

ENTREPRENEUR

Taken from the original French word, to undertake a project and to absorb risks (financial mainly) in this undertaking. The German word is unternamer, and the nearest English word through history is Daniel deFoe's word "projector", or one who projects into the future and absorbs the risks of that assertion. Early economic theorists and writers adopted the word entrepreneur to mean those who started new business and absorbed the risks of that effort and also absorbed the rewards.

Entrepreneur refers to that person or that small group of persons who start a new business and who stand to lose significant financial commitment or to gain significant financial rewards based upon the success of that formation. This term includes a person or a small group of persons who may purchase a small business with the purpose of growth and risk. It would also include franchises where there is considerable latitude of operations and considerable risk of loss or gain from these efforts. It would not include those franchises where success is almost assured and/or where there is considerable lack of personal operational alternatives and freedom. This definition would also include professionals such as lawyers, doctors, accountants, management consultants, where the above conditions prevailed.

The term entrepreneur is not an apt term or description of a person's behavior where there is no start-up, or where there is minimal or no personal risks, mainly financial, and where there are no operational freedoms or alternatives. One can speak of an innovative manager, or an exploitive or aggressive manager, but one cannot speak of a manager as being entrepreneurial unless he also qualifies in the above terms. There are exceptions, but these are very special cases, and we may be seeing more of these exceptions in the future.
A small business manager or any manager for that matter behaves differently from an entrepreneur. An entrepreneur is one who in rather hectic fashion goes about putting together or committing resources and arranging them in some sequence so that a new business firm emerges and is infused with some success and continuity. He plays his cards close to his chest; and when he does do some planning it takes place on the back of an old envelope. He rarely communicates his plans to colleagues, subordinates or his banker or his wife. It is not that he does not want to, he just does not think about it.

Contrast this to the behavior of a professional manager. It is his job to refine what the organization is doing in order to obtain better and better results. In order to do this he plans ahead, does detail work and then tries to communicate to his colleagues and subordinates. Managers work through other people, entrepreneurs like to do it themselves, and only when they do not have the time, do they think to employ or detail the services of others to do it. Managers write memos and do things in an orderly, bureaucratic way. Entrepreneurs would rather hop into a car or a plane and visit person to person, or if that is not possible, to get on the telephone.

Entrepreneurs start new firms, and they generally do not do a very good job of managing them. Managers tend to operate in an orderly and predictive manner, but they are incapable of starting new firms.

This is how these words are used in this document. We are concerned in this document with the entrepreneur and new enterprise development. There is a listing of items on page XIV which is designed as good literature for the practical entrepreneur. We hope that counselors and librarians will refer people who come to them for practical assistance on starting a new business to this sheet. In the body of the document, section 10, there is an extensive list of sources have to do with small business management. We urge counselors or librarians to refer to these sources for the small business manager who is trying to improve his operations.

VENTURE CAPITAL

Venture Capital is another term which is widely misused. Generally most people think that venture capitalists are people who invest in new ventures. This is only rarely true. Most venture capitalists invest in ventures when the product has been developed, the market has been tested by actual sales, and there is a semblance of a management structure. The myth is further compounded by the notion that venture capitalists only invest in equity positions as opposed to debt money. Lately most venture capitalists invest a combination of equity and debt. Money invested at the beginning of a company is called "start-up money". Start-up money is most often invested in the hopes of eventual "capital gains" (as opposed to return of principle plus interest). Capital gains can only be achieved by someone else later on paying a multiple for the equivalent ownership.
CLASSES OF SMALL BUSINESS

1. Ma & Pa, usually less than 5 employees, usually less than $250,000 annual sales, and most often in retailing or service rather than manufacturing. This classification comprises 70% of all 8 million visible businesses in the United States. (Observation suggests that this ratio is similar throughout the world in mature economies).

2. Craftsmen, usually less than 125 employees with an average somewhere in the 20-30 employee range. Most often there are two or three levels of supervision and gross sales are less than 2.5 million per annum. Organization charts show specialists such as bookkeepers, engineers, merchandising specialists, in addition to the trade or craft specialty around which the business is built. This group usually comprises some 20% plus of the 8 million population of small business in America.

3. Organization, or venture business comprises some 4-5% of all 8 million small businesses. This category is characterized by an elaborate organizational design, and quite often several founders. This is the type of organization which has the potential for growth into significance and possible public ownership. There are some 50,000 companies listed on the Over-the-Counter stock exchange of which some 5,000 are traded at least once a week.

SMALL BUSINESS MANAGEMENT

The events and the control over those events which are part of the efforts to operate a small business. These activities are different in nature and form from the start-up activities and may be pursued by not only the owner/manager but also the key employees in this small firm.

These activities may be observed as having to do with the organizing, managing and controlling of activities, or from a functional point of view such as accounting, marketing, office management, purchasing or shop supervision. The Resource Guide does not emphasize this aspect very heavily, but we are making some source material suggestions.

VENTURE MANAGEMENT

Recently there have been numerous inquiries from larger companies about "venture management." It seems that these larger companies contemplating diversification or "breeding their own companies" are trying to use this technique.

The term is loosely used to include all manner of effort ranging from a new name of an old activity called product management or marketing, all
the way over to include the sponsorship of a totally new and independent and sovereign business firm with its own ownership, board of directors and an independent entrepreneur. It has on occasion been used to include those activities which are included as part of a venture capital investment deal. There is no clearly accepted usage of this term.

This glossary proposes that this term be used only in those cases where there is some semblance of independence and sovereignty in the newly formed enterprise. This would include at least one outsider on the board of directors, some down-side risk for the entrepreneur via his own investment in the new firm, relative independence in employment, securing of resources and ability to sell some percentage of the output on the outside market (not a captive concern). Then and only then can this be considered some form of venture management and not just an extension of the existing and traditional management system of the sponsoring company.

Firms that engage in venture capital activities but where this is not their main or only business is a different activity. Here we have financial firms which are venture capitalists as a division of activity. Here we have venture capital divisions of large firms which are heavily but not mainly engaged in financial activities but these are not the basis of that business, for example Sears and Allstate, and venture capitalists which are exclusively in this activity. There was over the past few years a flurry of activity by manufacturing firms to engage in venture capital if not venture management, with only a few left today who were happy with their results. The point is that anyone who has a pool of capital to invest in newer firms with an expectation of growth of the capital base is a venture capitalist.

Citations made to this concept are designed to help the reader or researcher at least make a beginning in this field. To fully understand the ramifications of engaging in venture management as defined above, would require the reading and understanding of the entire literature body on venture formation and general management.
The following list of publications and tape cassettes has been compiled to be used by potential new entrepreneurs (people who start new businesses). We hope that librarians and others who counsel new business starters will use this list also.

We assume that the people who are looking through this list are not very experienced in business start-up. For those who are more experienced, we recommend that you contact the Center for Venture Management or your State Office of Entrepreneurship for additional books and items to read.

Books, pamphlets and tape cassettes have only limited value to entrepreneurs, because each business is very different. Therefore, we do recommend strongly that persons planning to start a business find a helpful person to talk out thoroughly your plans to start a venture.

These people may be a local independent business extension agent; a lawyer; a teacher or college professor; a member of SCORE (Service Corps of Retired Executives) which is a part of the Small Business Administration; or an active small business owner/manager.

The next step would be to go to the nearest Small Business Administration Office. There are 200 such offices throughout the nation. Not only are there SCORE counselors to talk to, but each office has a pamphlet collection for general use. Be sure to take the item entitled CHECKLIST FOR GOING INTO BUSINESS #71, Small Marketers Aid. Also, each office has a list of pamphlets designed for specific business interest. For example, Beauty Shops, Flower Shops, Television Repair, Small Manufacturing, etc. Be sure to obtain the one that most nearly fits your business interests.

The Bank of America in San Francisco has a Small Business Reporter, and these are also pamphlets with excellent information about starting certain types of businesses. Your library or your bank may have a set of these studies. Or, you may write to the Bank of America, Small Business Reporter, San Francisco, California, 94120.

The following books are divided into two groups.

The first group has to do with 'Starting a New Business'. The second group is concerned with the management of a small business. The list is rather long, but those items which are marked with an asterisk (*) are the best according to this author.

In conclusion, we commend you for looking to books and pamphlets for help in successfully starting your business. We have found that thoughtful and thinking entrepreneurs are those who are most likely to succeed. Continued reading and study will prove to be both helpful and profitable to you.
STARTING A NEW BUSINESS


A guide for finding the right path to ease the problems in starting a new business enterprise. Topics covered are: choosing the best form of business, obtaining finance and credit, record keeping, and buying a business.


This is an extensive annotated bibliography listing books treating the details of starting and operating 39 different types of small businesses. Available from The Business Library, 34 Commerce Street, Newark, New Jersey 07102.


This book is designed to show a person how he can become an entrepreneur. The book follows a sequence, from the first choice between entrepreneurship and employment, to the later considerations of enterprise, operating policy, management and personal factors.


This book is written as a serious handbook for an individual who wishes to start his own small business. The chapters cover how to raise money, how to get customers, how to select products, how to manage, and the philosophy of a venture capitalist.

Franchising, the kind of business arrangement that is sweeping the country, is treated in depth in this volume. The entire spectrum of franchising and ways to enter this field are laid out step by step. Designed primarily for aspiring entrepreneurs investigating franchising as a means of business entry.


This guide is of value to anyone seeking information about the field of franchising. The listings and sources include free and inexpensive books, magazines, directories and pamphlets; consulting and advisory services; associations; and workshops and seminars in the franchising fields.

David, William, NOT QUITE READY TO RETIRE, New York: Collier Books, 1970

The second part of this book contains ideas for new businesses which might be started by retired people.

*Barry, James, "Should You Start Your Own Business?" INDUSTRY WEEK, June 29, 1970, pp. 22-28

A hard-hitting article by a knowledgeable consultant exploring human and business alternatives to starting one's own business.

*Dible, Donald M. UP YOUR OWN ORGANIZATION, Entrepreneur Press, Santa Clara, California, 1971

A handbook for the employed, the unemployed, and the self-employed on how to start and finance a new business. Includes an extensive bibliography and sources of additional information.
"How to Start and Finance a New Business," A cassette tape program, Santa Clara, California: The Entrepreneur Press, 1973

Delman, M. "Pitfalls to Avoid in Starting Your Own Business," AMERICAN LEGION MAGAZINE, February, 1971 Vol. 90, No. 2


Small Business Administration, BUYING AND SELLING A SMALL BUSINESS, 1963

SMALL BUSINESS BIBLIOGRAPHIES, Small Business Administration

The Small Business Administration publishes a series of small business bibliographies on particular areas, such as retailing, pet shops, etc. Available from the local SBA offices.

Schabacker, Joseph, STRENGTHENING SMALL BUSINESS MANAGEMENT, Small Business Administration, 1972

The edited papers of the late Mr. L. T. White, former Vice President and Director of Research and Education for Cities Service Petroleum Company. Very readable and sensible advice about marketing and management for the small business.

Krentzman, H. C., MANAGING FOR PROFITS, Washington: Small Business Administration, 1968

This book offers both basic theory and day-to-day practices to assist the chief executive of a small business firm.


MANAGEMENT OF A SMALL BUSINESS


A book of selected case studies covering 1) starting a new enterprise; 2) acquisition of an established enterprise; 3) new enterprise financing; and 4) managing the small business.


A collection of articles covering many phases of managing a business. Subjects cover: records and accounting, financing, taxation, personnel, marketing, forecasting, and management responsibilities.


Under a grant from the Small Business Administration, a study of 110 metalworking plants in Ohio was made. This study reports on organization, accounting practices, marketing management, personnel management, and characteristics of executives.
Small Businesses must become more efficient to survive. The answer rests in education and the intelligent use of outside assistance.


A small business, if it is succeeding, is inescapably committed to living through three critical phases of growth. This article shows how these critical phases come with success, but how failure to cope with them will result in death of the business.

"Your Own Plant: Dream or Nightmare?" AMERICAN MACHINIST, June 30, 1969, 113:84-124

A 40-page article concerned with the risks and rewards of operating your own machine shop.

Palmer, L., "Not Size, But Enterprise!" AGRICULTURAL MARKETING, August, 1969, pp. 13-15

This article lists several things more important to success than size in farm operations. Companies and farms grow big because of the enterprise shown by their founder and the people who follow him.

Klatt, Lawrence, MANAGING THE DYNAMIC SMALL FIRM, Belmont, California: Wadsworth Publishing Co., 1971


*Schneider, Raymond K., "How to Make It in the (Air Conditioning, Refrigeration or any other) Service Business," SNIPS Book Department, Bellwood, Illinois, 1972
Fitzgerald, C. T., ORGANIZING FOR NEW PRODUCT EVOLUTION IN SMALL, TECHNICALLY-BASED MANUFACTURING COMPANIES, (M.I.T. Press), 1966

Casey, William J., HOW TO RAISE MONEY TO MAKE MONEY, New York: Institute for Business Planning, 1970


Herwitz, David R., BUSINESS PLANNING, Brooklyn: The Foundation Press, 1966


The book is a manual for evaluating a business firm by the owner/manager as a whole or particular major policies of a firm. Subjects covered include: the starting crisis, the cash crisis, the leadership crisis, the finance crisis, and the management-succession crisis.

Written as a textbook, this book can also serve as a useful operating manual for the small businessman. The book takes a careful look at small business, covering both the business and legal angles. The last chapters are concerned with all the specific areas that a small businessman must become knowledgeable in.


This book discusses how small business may best use its advantages and surmount its difficulties. Sixteen authors, all company presidents or members of top-management teams, attack the vital issues.

Management Source Publications for Small Business

This is the title of a free 44-page booklet published by Dun & Bradstreet, Inc. It provides a list of publications and periodicals for specific types of businesses as well as for various areas of business operation. Titles are arranged alphabetically by subject matter, and each listing contains the title, source, cost if any, date of issue and address of the publisher. Many of the publications are available at no charge, and others can be borrowed from local libraries.

Small Business Administration

The SBA has four separate lists of publications for small business:


2) "Small Business Administration Publications: Free Management Assistance Publications," SBA 115E, 8 pages, free

3) "Small Business Administration Publications: For-Sale Booklets," SBA 115F, 6 pages, free

"Publications for Business"

This is the title of a free 15-page booklet published by the U.S. Department of Commerce. It provides a list of government publications, periodicals, pamphlets, etc. of interest to business. The booklet is divided into four sections: Periodicals, Industry Studies, Marketing Publications, and Publications on World Trade.

SPECIAL INTEREST LIST: THE EDUCATOR

Obviously, a teacher of a course in New Venture Formation or a course in Entrepreneurship will find this entire Resource Guide as a valuable source of literature for his students. The authors felt that a short list of the "standard" readings would be particularly helpful. Furthermore, the selections of any teacher will depend upon his own orientation for teaching the course, as well as the character of the students, i.e., undergraduate students, vocational and technical students, engineering versus business administration students, graduate students or adult education students -- each has their own perspective, as well as previous experience from which to draw.


Hund, James, BLACK ENTREPRENEURSHIP, Wadsworth Publishing Company, Belmont, California, 1970


XXII


Allen, Louis L., STARTING AND SUCCEEDING IN YOUR OWN SMALL BUSINESS, Grosset and Dunlap, New York


THE ENTREPRENEUR


Research by the author into the personalities and roles of entrepreneurs in Latin America shows that society's value on industrial activity affects the development of entrepreneurs. In particular, if the value is low, entrepreneurs will be rebels against the traditional society.


In the analysis of the post-war European executive, the author shows how some older structures of society cause European executives to differ greatly from their American counterparts. Part III, on entrepreneurship, and Part IV, on owners and managers, show the difference between America and Europe.
"Developmental Marketing: The Rebirth of the Entrepreneur."  
Cross Reference:  18

A series of predictions are made indicating the importance of developmental marketing for future success in business. To make those predictions come true, a rebirth of the entrepreneur is needed. The article lists a dozen of the more outstanding trends, developments, shifts and change in the environment that gives the entrepreneur his chance to do developmental marketing.

Cross Reference:  17

This paper seeks to emphasize the role of "imitative," as opposed to "innovative," entrepreneur-managers in the newly industrializing countries.

52: 121-122+.  
Cross Reference:  7

Adapted from a chapter of THE ENTERPRISING MAN (see item 7-9). A penetrating look at the qualities of an entrepreneur -- the antitheses of the organization man.

BUSINESS TOPICS, XII, Winter, 1964, pp. 19-34.

Komives, John L. "Some Characteristics of Selected Entrepreneurs."  

An analysis of the relationship between the personal background of 33 entrepreneurs and the nature of the organizational patterns of the firms they founded.

An explanatory study to examine the relationship between entrepreneurial types and the initiation, maintenance and aggrandizement of their companies.


Cross Reference: 4, 6, 8

This collection of articles by the former editor of EXPLORATIONS IN ENTREPRENEURIAL HISTORY, approaches the subject from an historical basis. Divided into four groups, the first presents examples of better-known approaches to entrepreneurship, the second is articles on social and cultural factors in entrepreneurial behavior, and the third some portraits of individual entrepreneurs, and the fourth group attempts to define entrepreneurial types. All these essays are introduced by brief editorial statements.


Cross Reference: 7, 16

This new study reports that the R + D entrepreneur exhibits much achievement motivation, a high degree of awareness of himself and others, but little power-motivated behavior.


The author using two paper and pencil tests of Biographical history compared "Mom and Pop" Motel Entrepreneur to Chain Motel Managers. A statistical and verbal analysis of his findings are reported.


Cross Reference: 7
1-17 Delano, Myles S., Johnson, Dudley, W., Woodworth, Robert T.  
ENTREPRENEURIAL REPORT, University of Washington, 
March, 1966.

1-18 Roberts, Edward B. and Wainer, Herbert A.  
SOME CHARACTERISTICS OF TECHNICAL ENTREPRENEURS.  
Cambridge: Research Program on the Management of Science and Technology, M.I.T., 
Cross Reference: 8, 16

A study of 69 technical entrepreneurs to find  
characteristics in family background, education and  
motivation. Results showed that entrepreneurial  
fathers are likely to produce entrepreneurial sons, and  
a relationship was found between the father's occupa-  
tional status and the son's educational achievement.

1-19 Dubno, P. and Weintraub, W.  "The Entrepreneurial Spirit:  
Who Nurtures it?"  BUSINESS TOPICS, Summer, 1966,  
14: 38-44.  
Cross Reference: 7

A consideration of the recent attack upon collegiate  
undergraduate schools of business and the implications  
upon the development of entrepreneurs.

1-20 Smith, Norman R.  THE ENTREPRENEUR AND HIS FIRM: THE RELATIONSHIP  
BETWEEN TYPE OF MAN AND TYPE OF COMPANY.  East Lansing,  
Cross Reference: 7

This is a case study with the aim to identify types  
of entrepreneurs and types of firms, to examine how the  
two fit together, and to hypothesize on more standard  
study of entrepreneurial types. The author constructs  
models of craftsman-entrepreneur and opportunistic-  
entrepreneur, and then considers deviations from the  
ideal and the dynamics of man and his firm relationships.

1-21 "Science Entrepreneur"  INDUSTRIAL RESEARCH, February, 1967,  
Cross Reference: 16
"Entrepreneurs; luck and pluck -- and a strong succession," FORBES, September 15, 1967. 100: 200+

A look at the companies which have climbed onto the FORTUNE Top 100 list since 1917 - and a look at the extraordinary men who built them.


A collection of several articles, plus discussion, on entrepreneurs. See items 1-26, 1-27, 6-17, 17-14.


Introductory remarks to a session concerning the entrepreneur at the American Economic Association annual meeting. Mr. Cole, the Director of the Research Center for Entrepreneurial History at Harvard, offers six propositions concerning the entrepreneur.


The paper examines the grounds on which entrepreneurship should concern economists, seeks to explain why economic theory has failed to develop an illuminating formal analysis of entrepreneurship, and argues that theory can say a great deal that is highly relevant to the subject of entrepreneurship.


Cross Reference: 7
From a study of Taiwan, the author concludes that (1) entrepreneurs do not develop into corporate managers, and (2) economic development does not come about through entrepreneurship.
"Entrepreneurship." An Innovation Group Transcript, Article Seminar Number One, New York, June, 1969

An edited discussion with Richard S. Morse, president of National Research Corporation, and several men who regularly write for INNOVATION and other invited businessmen.

"What Makes Entrepreneurs Tick?" STEEL, September 1, 1969 165: 29-30

An interview with Dr. John Komives and Mr. Karl Bostrom concerning the creation of the Center for Venture Management, which has the goals to find out what makes the entrepreneur tick, to encourage new business formation and to help entrepreneurs solve their special problems through basic research.

"Young Tigers of Business," NATION'S BUSINESS, October, 1969 pp. 28-34


Cross Reference: 7

This is a revision of THE ENTERPRISING MAN. (See Item 7-9) In four parts, this book considers the school for entrepreneurs, projectors and projections, creators and the enterprise, and a new part comparing independent and administrative entrepreneurs.

The quality of entrepreneurship is not constant, but entrepreneurs are found in all societies. This article considers whether there is a less developed entrepreneur? The aim is to investigate the types and actions of entrepreneurs in less developed countries.

The entrepreneur typically fills a highly personal need to create ongoing enterprise from nothing but his own determination. The article looks at the type of people who become entrepreneurs and some of the considerations that must be faced to start your own business.

A short article discussing the entrepreneur, his actions in starting a new business, and the adjustments he might make once the business is functioning. Provides insights into unique qualities and difficulties of the entrepreneur.

Mitton, Daryl "The Peter Principle Catches the Noveau Entrepreneur," THE MANAGERS KEY May, 1971 Vol. XLVI, No. 1 pp. 6-10

"Can the Individualist Still Beat the Odds?" INSTITUTIONS/VOLUME FEEDING MANAGEMENT, August 15, 1971 68: 35-45
Cross Reference: 9

"Entrepreneurs Teach Others How to Do It, Project Enterprise, UCLA," BUSINESS WEEK, November 13, 1971 p. 124

Sinclair, D.L. and Fells, A.G. "Management Challenges to the Entrepreneur," THE BUSINESS QUARTERLY Spring, 1972 Vol. 37, No. 1
Cross Reference: 13

Two members of Charterhouse Canada Limited, a venture capital company, discuss some of the basic personal traits which they have learned to look for as investors.

Cross Reference: 8

Komives, John L. "Characteristics of Entrepreneurs," THE BUSINESS QUARTERLY, Summer, 1972, Vol. 37, No. 2
Cross Reference: 7

What are the ingredients that make a successful entrepreneur? Dr. Komives, director of the Center for Venture Management discusses his findings.


An eminently readable and practical guide to entrepreneurship.

Cross Reference: 13
This report contains materials and discussion on Entrepreneurial training and development in Indonesia, Korea, Malaysia, the Philippines, China, U.S. Trust Territories, Thailand, in addition to various areas in the United States.


A short quiz to see if background, personality traits and ideas match those of the entrepreneurial archetype.
MBA, wanting to start their own businesses, find that nothing in the graduate curriculum prepared them. Now some schools are trying to do something about it.
Cross Reference: 7
The results of a study of sex differences in cooperative behavior, finding a definite tendency for males to cooperate more than females.

Cross Reference: 1, 4
Report of an investigation of 55 women entrepreneuses in Germany. The numbers are rising and overcoming prejudice and role conflict.

"Fortunes from Fat," TIME, February 21, 1972, pp. 71-72
Cross Reference: 9

Cross Reference: 9, 10
A lighthearted narrative of the trial and error of two college trained young women (late 20's) as they started and operated their own small businesses in New York City. Covers four years of their particular experiences. Some good check lists are incorporated in the text.

Cross Reference: 15
THE MINORITY ENTREPRENEUR

3-1 Jones, Thomas B. HOW THE NEGRO CAN START HIS OWN BUSINESS


This article examines the condition of black entrepreneurship, describes what is being done to improve it, and shows how white business and white businessmen can help to alleviate this largely ignored problem in our large cities.

3-4 "Where It's At: Black Capitalism," BUSINESS AND SOCIETY December 17, 1968 1: 1-8


Cross Reference: 17

The papers in this volume were first used as background reading for the 35th American Assembly which met April 24-27, 1969 to discuss Black Economic Development. Taking into consideration the statistics of black exclusion from business, these authorities analyze effective programs for black enterprise, ways to build a black managerial class, the problems of black/white partnerships and the social utility of ghetto economic development.

The author believes that the ghetto economy operates at the threshold of anarchy, and it must be reshaped and stabilized. The book urges adoption of a thirteen-point system of attack on each of the wealth-repressive forces in the ghetto economy. Black capitalism is not only grounded on credit and skills from the white economy, but also on programs to assist the training of black entrepreneurs.


A survey of 564 enterprises in seven cities to determine what resources and assistance are necessary to make these enterprises - and Black enterprises in general - productive and self-sustaining. The study considered the characteristics of both the enterprises and the entrepreneurs who operate them.


The author suggests that Community Development Corporations will have very limited success because they make erroneous assumptions about the nature of the entrepreneur.

3-10 Petrov, John V. "Negro Entrepreneurship: Myth or Reality." MARQUETTE BUSINESS REVIEW Spring, 1969 Vol. 13, No. 1 pp. 34-37
Cross Reference: 6

A short but sympathetic essay with historical notations and concluding that Negro Entrepreneurs exist and will seize opportunity when such is a reality again.


After initial financing, many minority enterprises will require additional government assistance to continue the operation.


The authors in a thoughtful exploration warn against a miraculous upswing in Black Entrepreneurship and ask whether too much energy and resources devoted to this sector might have negative results to an otherwise good program.


A dispassionate and factual study of the economic situation in the ghetto and some of the possible solutions. Included are section explaining the need to create new private-sector jobs near the ghetto, the need to promote local ownership of ghetto business, and the need for a government-business partnership.

16

3-15 Hund, James M. BLACK ENTREPRENEURSHIP, Belmont, California Wadsworth, 1970
Cross Reference: 1, 9

With an objective to raise issues and present information to be used for further discussion, the volume faces the problem of developing black entrepreneurship and capitalism. The book points out that the development of human resources is a principle ingredient lacking in black entrepreneurial situations.


A report of the relative success of modest programs in starting new Black Enterprises and assisting their success, in answer to previous article "The Cons of Black Capitalism" BUSINESS HORIZONS, October, 1969.

3-17 Jackson, Bert E. "Training Minority Entrepreneurs." JOURNAL OF SMALL BUSINESS MANAGEMENT, April, 1970 8:27-31
Cross Reference: 15

Since 1964, the Small Business Guidance and Development Center at Howard University has worked to improve the management skills for minority owners and managers in the Washington area. Now a new program is being organized utilizing achievement motivation techniques developed by David McClelland. It attempts to integrate behavioral science ideas with established business concepts.


Minority groups are seeking commercial ideas which can generate employment for their own communities. To do this, Blacks have used a questionnaire to gain information about goods and services purchased by local firms from out-of-town vendors. Using this data, firms can then be planned to supply needed goods to local firms.
Cross Reference: 15

Some interesting experiences of students and faculty with Washington, D.C. Black Entrepreneurs.


Many of the readings have implications for American Indian entrepreneurship. See especially Chapter 9 by William Hodge.

Cross Reference: 15

A report on an entrepreneurial training program.

3-22 Poinsett, A. "From Plasterer to Plutocrat, Herman Jerome Russell," EBONY May, 1973 28:84-7+ 
Cross Reference: 1, 5

3-23 Brimmer, Andrew F. "Outlook for Blacks in Business," NAM REPORTS November 20, 1973 pp. 5-7

3-25 Strang, William A., Hairston, Richard; Maiken, Jeffrey; and Turner, Henry
MINORITY ENTERPRISE DEVELOPMENT PROGRAM: CONSULTING FOR
BLACK ENTERPRISE - A CHALLENGE TO THE BUSINESS ESTABLISHMENT.

3-26 Strang, William A. CONSULTING FOR BLACK ENTERPRISE - EXPERIENCES
DURING THE SECOND YEAR. Milwaukee: The Center for Venture

3-27 Anderson, Dan R. MINORITY ENTERPRISE DEVELOPMENT PROGRAM:
EXPERIENCES DURING THE THIRD YEAR. Madison: Bureau of
Business Research and Service, Graduate School of Business
Administration, University of Wisconsin, 1973, 162 pages.

3-28 Anderson, Dan R. MINORITY ENTERPRISE DEVELOPMENT PROGRAM:
EXPERIENCES DURING THE FOURTH YEAR. Madison: Bureau of
Business Research and Service, Graduate School of Business
Administration, University of Wisconsin, 1973 225 pp.

3-29 "He Cuts the Risk for Minority Entrepreneurs," BUSINESS WEEK,
October 20, 1973, pp. 70, 73, 76.
Cross Reference: 12
ENTREPRENEURSHIP IN OTHER CULTURES

4-1 Redlich, Fritz, "A Program for Entrepreneurial Research." WELTWIRTSCHAFTICHES ARCHIVES, 1957, Heft 1 78:47-64


4-3 Bonne, A. "Entrepreneurial Problems in Israel." MIDDLE EAST JOURNAL Winter, 1958 12: 89-95

4-4 Berna, James J. "Patterns of Entrepreneurship in South India." ECONOMIC DEVELOPMENT CULTURAL CHANGE April, 1959 7:343-62

4-5 Farmer, R.N. "Local Entrepreneurship in Saudi Arabia." BUSINESS HISTORY REVIEW, Spring, 1959 33:73-86


This is a study centering around a group of entrepreneurs developed as a case-study of a region of an under-developed country. It investigates the background of the entrepreneur, the ways they developed, and the problems faced.

4-7 Sayigh, Y.A. "Researching the Entrepreneur (In Lebanon)." BUSINESS HISTORY REVIEW, 1960, 34:98-110 Cross Reference: 1, 17

The reproduction of the questionnaire used by the author in a study of entrepreneurship in Lebanon.


The report of a conference held in October, 1961. The emphasis was on export marketing problems of small and medium sized firms, marketing techniques, and cooperation with other firms.

4-13 "Russia's Private Sector." ECONOMIST, May 13, 1961

The new Soviet penalties for "economic crimes" serve as a reminder of the persistence of private enterprise 43 years after the revolution: to abolish it altogether would create a real gap in Russian life.


The book presents a case history of the career of an Italian-born entrepreneur as head of an Argentine firm. The authors selected a modern Latin American country to avoid the arbitrary definition of entrepreneurship in its American and European forms. First the country of Argentina is described, then the history of the entrepreneur and his enterprise are related.

This study is concerned with the results of the South African business-government conflict upon production, enterprise, manpower and managerial and entrepreneurial talent.


Cross Reference: 1, 17

This study examines the relationship of entrepreneurship to development in Lebanon. The entrepreneur is seen as an innovator, who takes from elsewhere and contributes new ideas to the Lebanese economy. Lebanon is the most advanced of the Arab countries, and the author investigates the entrepreneurs role in this economic advancement.


Cross Reference: 1

The report of studies in Pakistan about the development of entrepreneurs. The author found that a substantial change in economic incentives or disincentives is a sufficient condition to bring about the emergency of industrial entrepreneurs.


Cross Reference: 17

A contribution to the theory of entrepreneurship and economic development: the case of Mexico.


Cross Reference: 17

An anthropological approach to the problem of developing an under-developed community. The book deals both with the theory and the practice of community development, considering social emotional and administrative concerns.

This book consists of four essays by anthropologists about the Northern Norway entrepreneur. The essays are: (1) Three Types of North Norwegian Entrepreneurship; (2) Entrepreneurial Activity Without Profits; (3) Two Entrepreneurial Careers in a Local Community; and (4) Entrepreneurship in Politics.

**Goertz, Clifford.** PEDDLERS AND PRINCES: SOCIAL CHANGE AND ECONOMIC MODERNIZATION IN TWO INDONESIAN TOWNS. University of Chicago Press, Chicago, IL 1963


**Carroll, John J.** "Industrial Background and Entrepreneurial Performance." PHILIPPINE STATISTICIAN June-September, 1963 12:72-81

Relationship between the previous position of a man and his actual performance as an entrepreneur. (Philippines)

**Gauld, Charles A.** THE LAST TITAN: PERCIVAL FARQUHAR, AMERICAN ENTREPRENEUR IN LATIN AMERICA. Institute of Hispanic American and Luso-Brazilian Studies, Bollvar House Stanford University, California 1964 xiv+427+(7)p

Published as a special issue of Hispanic American Report. Biography of well-known American responsible for developing many railroads, utilities and other industries in Latin America.

This study assesses the means by which private enterprise in Latin America can increase its contribution to the area's economic political and social progress. The businessman with whom this study is primarily concerned is the private entrepreneur in Latin America who owns, promotes, organizes, or manages a manufacturing enterprise. This entrepreneur is the major agent of productivity in the private sector of Latin American economies.


Cross Reference: 12

A case study of the national lending institution in Mexico, and the roles of the public and private sectors. The study attempts to find what entrepreneurial roles Nacional Financiera has played in the economic development of Mexico. The roles of its efforts to develop a national securities market and as fiduciary for the federal government are dealt with briefly.


Cross Reference: 17

The majority of this document is devoted to an analysis of African Entrepreneurs. The implication of this research for development is specified. A short but valuable bibliography is included.

4-28 Hirschmeier, Johannes ORIGINS OF ENTREPRENEURSHIP IN MEYI, JAPAN Cambridge, 1964

Cross Reference: 17
4-29 Katzin, Margaret "The Role of the Small Entrepreneur." in Melville J. Haskonits and Mitchell Hannitz (eds.) ECONOMIC TRANSITION IN AFRICA. Chicago Northwestern University Press, 1964
Cross Reference: 1, 8

4-30 Macapagal, Diosdado "Growth of Filipino Entrepreneurship." INDUSTRIAL PHILIPPINES, February, 1964 14:3-6
Address before the Philippine chamber of industries January 15, 1964.

Cross Reference: 1, 5, 8
This study, based on interviews with leaders of more than a hundred enterprises, examines the economic and social histories of the entrepreneurs and the processes of founding and successfully directing their firms in the postwar Philippine economy. Chapters are concerned with the Philippine setting, characteristics of entrepreneurs, various background, the social structure and entrepreneurship, and entrepreneurial performance.


4-33 Vicker, Ray "Global Tycoons: Some Young Americans Build Personal Empires in European Business." WALL STREET JOURNAL September 24, 1965 166:1+

4-34 Klein, Herbert S. "Entrepreneurs." INTER-AMERICAN ECONOMIC AFFAIRS Autumn, 1965 19:3-23
The creation of the Patino tin empire (career of Simon Iturri Panino and his role in the development of Bolivian and world tin industries).
The result of over 300 interviews with Latin American businessmen, the book reports how these businessmen perceive their role. Although similarities exist with European and American management, the author explores those traits which seem to be unique to the Latin American businessmen. The study is based on explorations in Latin America, but it also applies to other parts of the world.

Nanjappor, K.L. HOW TO MANUFACTURE ENTREPRENEURS IN BACKWOODS AREAS, New Dehli, India: National Small Industries Corporation, 1966


A country's schoolroom may actively discourage the traits most conducive to entrepreneurial success.

Harris, John R. and Rowe, Mary P. "Entrepreneurial Patterns in the Nigerian Sawmilling Industry." JOURNAL OF ECONOMIC AND SOCIAL STUDIES, March 1966. 8:67-95

Based on interviews conducted in over 200 firms.

Franko, Lawrence G.; Dixon, Michael; and Marulanda, Carlos "Entrepreneurship and Industrialization in Latin America: Three Essays." STUDIES IN LATIN AMERICAN BUSINESS, University of Texas, Austin Texas. May, 1966. vii+59p

Politics and economics of joint ventures in Latin America. Emergence of entrepreneurs in developing nations: the case of Mexico, the predicament of industrial promotion in Columbia.


A monograph by a group of anthropologists describing entrepreneurial activity among Papuan Tribesmen.


"Incubating Industry in Mexico." BUSINESS WEEK, June 24, 1967 pp. 86-88

Tycoon Bernardo Quintana acts as "mother hen" to flock of client companies.


Cross Reference: 18

4-48  Westfall, Steven L. INDUSTRIAL FRANCHISING IN NORTHEAST BRAZIL: A FEASIBILITY STUDY OF A NEW PROGRAM FOR INDUSTRIAL DEVELOPMENT, Ph. D. University of California, Los Angeles, 1968 Cross Reference: 17

A study into the possibility that United States franchising in Brazil makes contributions to industrial development. The study includes an examination of the entrepreneurs in Brazil and his relationship for the development.


The study of work patterns in Colombia, in Latin America, in Colombian individuals, as an occasion to consider psychological data on entrepreneurial work. It uses psychological techniques to study this first world of entrepreneurial democracies.


4-52  Caplan, B. "Denmark's Inventive Entrepreneur." DUN'S REVIEW June, 1968 Cross Reference: 1
Cross Reference: 17
The nature of the Entrepreneurial function on entrepreneurship in the theory of economic development.

4-54 Von Nell-Breuning, O. "Image of the Entrepreneur in Catholic Social Teaching." MANAGEMENT INTERNATIONAL REVIEW, 1969 No. 2-3:35-43
Cross Reference: 8

Cross Reference: 1, 17
This study considers the concept of entrepreneurship and the economic background, the entrepreneur as a deviant, goals and self-definition, and implications for economic development. The book results from three years of research in Bogota, Columbia.

4-56 Finney, B.R. "New Guinean Entrepreneurs," NEW GUINEA RESEARCH BULLETIN # 27 Australian National University, Canberra, A.C.T. Australia, 1969
Cross Reference: 1
A monograph by an anthropologist describing entrepreneurial type activity among New Guinean tribesmen.

Cross Reference: 6, 8
The study deals with three related and sequential aspects of the entrepreneurial role. Part One considers the origins of entrepreneurs, Part Two continues the discussion of industrialists as a group arising from elites and creating their own new elite, and in Part Three the manufacturers revealed their outlook on society which was a significant determinant of the next phase of industrialization.
"Small Firms: Ailments, Remedies," ECONOMIST, April 12, 1969 pp. 69-70

"Teaching Business Success." TIME, April 25, 1969
Cross Reference: 20
Course held at India's Small Industries Extension training institute in Hyderabad.


A survey of concepts, sources, and behavior.

In the former colonies it's "White Man, Come Back": freedom was no panacea for new countries of Asia and Africa; so now the skills and investments of people from former ruling nations are eagerly welcomed in the ex-colonies.

Nigerian entrepreneurs find business difficult to come by.


Superbly written analyses of the hardship for small business and the small businessman in contemporary England.


The first article of seven dedicating the entire issue to Japan's entrepreneurship. A valuable contribution to cross-cultural studies of entrepreneurship.

Hirschmeier, Johannes, Morikawa, Hidemasa, and Taira, Koji  "Japanese Entrepreneurship."  BUSINESS HISTORY REVIEW  Spring, 1970


Summary of the Confindustria-Pirelli commission report.


4-72 Finney, R.S. WOULD-BE ENTREPRENEURS? New Guinea Research Bulletin #41 Canberra: Australian National University, 1971

4-73 Inaba, Noboru. THE ECONOMIC THEORY OF MEDIUM AND SMALL INDUSTRIES IN JAPAN. Kobe University: School of Business Administration, 1971 132 pp.


4-75 EDUCATIONAL AND OCCUPATIONAL HISTORIES OF OWNER-MANAGERS AND MANAGERS, Furniture and Timber Industry Training Board, London, January, 1971

4-76 Jenkins, David "The New Millionaires." SWEDEN NOW March, 1971 5:38-42

Even in Social-democratic Sweden, with its very high taxes, it is still possible to make a fortune from scratch; the evidence is a number of new millionaires, many of them with spectacular careers in retailing—in competition with tough mass-marketing chain stores and international oil corporations.

4-77 Awad, Mohamed Hashim "The Supply of Risk Bearers in the Underdeveloped Countries." ECONOMIC DEVELOPMENT AND CULTURAL CHANGE, April, 1971 19:461-468

Cross Reference: 17
Cross Reference: 3, 6


4-80 Clarke, P. SMALL BUSINESSES: HOW THEY SURVIVE. Britain: David and Charles, 1972 395 pages.


4-82 Williams, Norman "The Cold Canadian Climate for the Entrepreneur: How One Company Weathered It." THE BUSINESS QUARTERLY, Spring, 1972 37:1
Cross Reference: 12

The story of Systems Dimensions Ltd. represents a casebook example of what can be accomplished in Canada when a group of aggressive and bright entrepreneurs get support and encouragement from the financial community.

4-83 McLeod, Ian H. "Can Canadians Be Successful Entrepreneurs?" THE BUSINESS QUARTERLY Spring, 1972 37:1

The question of why there have been so few successful entrepreneurs in Canada is examined by this author who does not pretend to have the final answer but he does have some hypotheses that will stimulate thoughtful discussion and perhaps even constructive action.
Litvak, I.A. and Maule, C.J. "Branch Plant Entrepreneurship." THE BUSINESS QUARTERLY, Spring, 1972 37:1

This article explains how direct foreign investment affects entrepreneurship and human resource development. The discussion is based on extensive research conducted by the authors and supported by the Canada Council of the organizational arrangements of U.S. multinational corporations and their subsidiaries in Canada and it shows Canadians' scope for entrepreneurship is limited by foreign firms.

Hodgins, J.W. "Academic Spin-Offs and Canadian Entrepreneurship." THE BUSINESS QUARTERLY Spring, 1972 37:1

There are in Canada several ingredients for successful entrepreneurship. What is lacking is a collective sense of optimism about the current economic environment. What is needed to develop spin-off entrepreneurship is a much more distinct economic policy, fully understood by the high civil service, the universities, the industrialists, and the financial community. The author feels the first step to such a consensus is for the governments of Canada to understand the intelligent management of change.

Grieve, Alan "Venture Capital Sources and the Canadian Entrepreneur." THE BUSINESS QUARTERLY Spring, 1972 37:1

Canada does not have many entrepreneurs. The author feels that if certain positive moves were made, Canada would see an upsurge in entrepreneurship which would greatly benefit this country. He spells out what those moves should be.


In Quebec opportunities are plentiful, old barriers are about to crumble and the new taboos have not crystallized. The entrepreneurs are in the center of the stage but they are still in Act I.
This article provides data about the factors which advance and obstruct technological entrepreneurship in Canada. Its aim is to determine the advancing role government might play.

In this article, the Vice-President and Director of Capital Dynamics Management Ltd, who is responsible for management of the All Canadian Mutual Funds, and Capital Dynamics Ltd, discusses the complexities of promoting Canadian entrepreneurship.

"Britain: U.S. Entrepreneurs Find a Home." BUSINESS WEEK September 9, 1972 p 50+

Cortes, Jaime M. "Entrepreneurship Training and Development." East-West Center, December 13, 1972 Cross Reference: 17


Cox, J.G. "Scientific and Engineering Manpower and Research in Small Firms."

Davis, J.R. and Kelly, M. "Small Firms in the Manufacturing Sector."

Lee, Dennis, "Financial Facilities for Small Firms."
Dunning, John H. "Problems of the Small Firm in Raising External Finance: The Results of A Sample Survey."

Freeman, C. "The Role of Small Firms in Innovation in the United Kingdom Since 1945."

Golby, C.W. and Johns, G. "Attitude and Motivation."

Hall, Margaret "The Small Unit in the Distributive Trades."

Hillebrandt, Patricia M. "Small Firms in the Construction Industry."


Lund, P. and Miner, D. "Three Studies on Small Firms."

Merrett Cyriax Associates, "Dynamics of Small Firms."

Moos, S. "Aspects of Monopoly and Restrictive Practices Legislation in Relation to Small Firms."


Smith, A.D. "Small Retailers: Prospects and Policies."
Tamari, M. "A Postal Questionnaire Survey of Small Firms: An Analysis of Financial Data."

Tamari, M. "A Postal Questionnaire Survey of Small Firms: Non-Financial Data."

Todd, Douglas "The Relative Efficiency of Small and Large Firms."

Cross Reference: 9, 14
This book is based on a careful survey of 64 small businesses in Britain, from which it attempts to draw conclusions about the nature of entrepreneurs and whether they can be encouraged.

4-94 Finney, Ben R. BIG MEN AND BUSINESS The University Press of Hawaii, 1973
Entrepreneurship and economic growth in the New Guinea Highlands.

4-95 Dresang, Dennis, L. "Entrepreneurialism and Development Administration," ADMINISTRATIVE SCIENCE QUARTERLY, March, 1973 18:1
pp. 76-85
Cross Reference: 8

4-96 Robidoux, Jean and Cloutier, Andre Guy PROFILE OF SELECTED ENTREPRENEURS PROMOTING THE SUCCESS OF THEIR ENTERPRISES IN QUEBEC, University of Shebrooke, Quebec, May, 1973
Cross Reference: 1
This is an important behavioral study of entrepreneurs in French speaking Quebec. The study was based primarily on extensive depth interviews, and supports the general findings of other such studies of operating entrepreneurs.
Available in French only, but an English translation is in process.
Olson, Dean F., and Goedeke, Ralph M. "The Role of the Alaskan Native Enterprise Manager: A Focal Point for Individual Stress and Community Conflict." ACADEMY OF MANAGEMENT JOURNAL, June, 1973 16 #2 pp. 347-351


This article is a valuable aid to the scholar examining the effect of migration on the rate of new business formation. Contains valuable bibliographical citations.
5-1 "A One-Man Operation in an Organized World." BUSINESS WEEK
September 10, 1960 p. 110-112
Cross Reference: 6
Erwin S. Wolfson has made a fortune in real estate operating
like a 19th century entrepreneur.

5-2 Getty J. Paul, HOW TO BE RICH, Chicago: Playboy Press, 1961

5-3 Hanicke, Jack, 'Industry In-Fighter.' WALL STREET JOURNAL
May 21, 1962 159:1+  
Edward D. Lamb caps his career in corporate takeovers with
win at Seiberling (rubber company); he hopes to avoid
repetition of slump that hit after he won Air-Way (electric
appliance corporation) control; portrait of an empire builder.

5-4 Scheiber, H.N. "Entrepreneurship and Western Development: The Case
of Micajah T. Williams." BUSINESS HISTORY REVIEW 1963
37:345-68 No. 4
Williams, who played a key role in western transport and
banking from 1820 to 1843, was precursor of an entrepreneurial
type usually associated with a later period of American
development.

5-5 Brown, S.H. "Frawley Phenomenon." FORTUNE, February, 1966
73:136-9+  
Business empire, based on razor blades, color film, and
electric appliances.
Cross Reference: 7, 18

The stories of twenty-one people who made it to the top of the business organizations. Also included are chapters on entrepreneur versus organization man, big companies versus small companies, and involvement and motivation.

5-7 Reynolds, Milton "If You Hesitate, You're Lost." FORBES October 1, 1967 100:68

5-3 "An Interview with Laser Inventor Dr. Theodore H. Maiman." FORBES, September 1, 1968 102:42-46

The experience of a top scientist when he got deeply involved in the business world.


Profile of the first tycoons, and of present day innovators including chapters on the careers of eight New Yorkers.

Cross Reference: 12

5-12 "Idea Man Extraordinary," INTERNATIONAL MANAGEMENT June, 1969 24:65-68

An article about one of the most creative businessmen in the U.S. - Sherman Fairchild.
5-13 "Conglomerate Chief on a Fast Track." BUSINESS WEEK, June 7, 1969 pp. 154-156

A short biography of Tinkham Veal, who has built up Alico Standard through the acquisition of smaller, successful companies. Veal then lets the entrepreneurs of the small companies continue their work, and Alico Standard handles the larger corporate problems.

5-14 Homan, Charles, and Wolff, Michael "The Management Style of Denis M. Robinson." INNOVATION, June, 1969 No. 2 10-19

The study of the co-founder and president of High Voltage Engineering. With John Trump and Robert Van de Graff, Robinson helped start the firm after World War II. Through his leadership, High Voltage Engineering is now still independent and heads the industry.

5-15 "Incurables." FORBES July 1, 1969 104:21-23+

Forbes interviewed nine men who love being entrepreneurs. Even great wealth cannot cure these men of functioning as entrepreneurs.

5-16 "John D. Mac Arthur's Very Private Empire." FORBES November 15, 1969 104:57-8+


5-18 Secrest, Larry (Interviewer). ENTREPRENEURSHIP IN OIL, MR. PAUL R. HOOS AND THE PRODO OIL AND GAS COMPANY. The University of Texas at Austin, February, 1971

Transcribed interviews with the four principal owners and operators of the PRODO Oil and Gas Company. The interviews concentrate on the entrepreneurial activity involved, the data and decisions that lead to business success.
5-19 Meyer, Larry (Interviewer) PIONEER IN TEXAS LEATHER GOODS, C.C. WELHAUSEN OF TEX-TAN WELHAUSEN, The University of Texas at Austin, February, 1971
Cross Reference: 1, 6, 9
An interview with the president and founder to Tex-Tan Welhausen and an examination of the factors, data, and decisions which led to the formation and successful operation of the company.

5-20 Beasley, William Howard III (Interviewer) INNOVATOR IN INDUSTRY AND BANKING, INTERVIEW WITH MR. BEN F. LOVE, The University of Texas at Austin, February, 1971
Cross Reference: 1, 7
An interview with Ben F. Love, the founder of his own company who later turned his attention to the banking industry. Includes an examination in his motives, goals and the decisions which affected his success.

5-21 Wilking, S.V. "Tale of Two Men, Two Businesses and Two Profit Performances." PUBLISHERS WEEKLY April, 19, 1971 199:26-8


5-23 Travers, N. "How Maxwell Joseph Came in from the Cold." DIRECTOR August, 1971 24:206-209

5-25 Mitton, Daryl C. "Understanding Howard Hughes: A Case Study in Entrepreneurship." JOURNAL OF BUSINESS (California State University, San Diego) Fall, 1971
   Cross Reference: 1

5-26 Louviere, V. "Encouragement for Young Entrepreneurs." NATIONS BUSINESS July, 1972 60:16


   Cross Reference: 1

   Cross Reference: 16

   Cross Reference: 16

   Cross Reference: 16


Schumpeter, Joseph A. CAPITALISM, SOCIALISM AND DEMOCRACY
Cross Reference: 18

Cross Reference: 17

Redlich, Fritz "The Business Leader as a 'Diamonic Figure' II" AMERICAN JOURNAL OF ECONOMICS AND SOCIOLOGY, April, 1953 Vol. 12, pp. 289-299
Cross Reference: 18


Cross Reference: 1, 18

The author traces the entrepreneurial history of four company founders and their management ideology which results in the emergence of four major U.S. companies.

This book gives a history of business from the revolution to the present. The heroes are entrepreneurs who undertook risk ventures and combined the units of production into creative enterprises. The history covers both periods and industries, from textile mill and railroad to automotive industry and computer corporation. Leaders of early industry are not presented as robber barons, but as builders, creators, innovators and enterprisers.


A history of the American society on the eve of the revolution, seen through the eyes of colonial businessmen. With an economic viewpoint, the book gives an account of the laying of the foundations for today's businesses.


A condensation of Norman Gras' three-volume manuscript.


Cross Reference: 19

This book part of the Praeger series on Government Departments and Agencies details the history, growth and work flow of the SBA.


A brief but comprehensive and useful survey of entrepreneurial research in economic history.
Examination of the economic literature on the businessman.

Beginning during the sixteenth century in England, new processes and industries were begun after the economically backward medieval period. This history attributes the rise in the economy to the entrepreneur, who organized the increasing capital resources. After discussing the making of the entrepreneur, the author considers the British industries that grew with the rise of the entrepreneur.

The author argues, from various perspectives, that the entrepreneur today in a democratic society is even more important than the entrepreneurs of 100 years ago. This is presented with examples from West Germany.

A significant contribution to the literature of economic development and theory of the firm. Taken in historical context, it sheds very favorable light on the role and function of entrepreneurs (and innovators).
Cochran, Thomas and Chandler, Alfred D.

Cross Reference: 9, 17

The serious student of enterprise formation, development, and history, must be fully familiar with the total literature of these two scholar-writers. The origins of large business in America, the role of new enterprise, the system of economic development in America, the entire range is explored in the various books, publications, etc. of these two giants. For example, THE AGE OF ENTERPRISE by Cochran, and THE RAILROADS by Chandler.

EXPLORATIONS IN ENTREPRENEURIAL HISTORY.

Cross Reference: 1, 4, 5, 6, 7, 8, 9, 17

Published at the Harvard Center for ten years. Upon cessation of the Harvard Center, the publication was resumed at Kent State University in Ohio, under the title of EEH II. Microfilm tapes of both series are available. The publication is now edited by Dr. Gary Walton, Department of Economics, Indiana University and has the title of EXPLORATIONS IN ECONOMIC HISTORY (since 1970). Articles in this series might be of particular interest to students interested in the following categories: 1, 4, 5, 6, 7, 8, 9, and 17.
This book shows how one human motive, the need for achievement, appears with great regularity in the imaginative thinking of men and nations before periods of rapid economic growth. The way in which a strong need for achievement promotes successful entrepreneurs is also explored. It is suggested that economic growth can be accelerated by increasing the motivation needed for success.


This study is based on the detailed study of 81 small retail and service firms over a two year period. It attempts to distinguish small business surviving the first two years from those which closed during the founding period. The study was begun without rigid hypotheses, and covers areas of motivation, location, financing, development, termination, and survivals.

Bradburn, N.M. and Berlew, D.E. "Need for Achievement and English Industrial Growth." ECONOMIC DEVELOPMENT AND CULTURAL CHANGE, October, 1961 10:8-20

Report on a study which attempted to link the need for achievement with the development of early Protestant Europe. The study arose from Max Weber's contentions in Protestant Ethnic and the Spirit of Capitalism.
7-5 Filley, Alan C. A THEORY OF SMALL BUSINESS AND DIVISIONAL GROWTH. Ph. D. Thesis, Ohio State University, Ann Arbor; University Microfilms, 1962.
Cross Reference: 10

A depth analysis of five different companies experiencing moderate to significant growth. Highlights the relationship of financial, production, and sales efforts to personality of key executives as well as abilities of the entrepreneur to grow with his growing firm.


A concept for developing successful change in the behavior of top executives. A working model of maturity based on theory and a laboratory program, relates interpersonal competence with the values of formal organization.

Cross Reference: 17

An explanation of the achievement motive in business, and the role it serves and results it brings. Also considered is how a nation's achievement is closely related to the achievement motive of its businessmen.


This book reports on the significant achievements in the study of motivation during the past 30 years and shows how the results can be applied to increase individual productivity.

This book is about the enterprising man or entrepreneur. It is based on research into the origins, motivations, and patterns of behavior of men who tried to establish businesses on their own and succeeded. The concern is with what motivates the entrepreneur to strike out on his own and set up a new business enterprise. The book has three parts: 1) Background of the Study; 2) The Man and the Firm; and 3) Enterprising Man and Administrative Man.


A collection of articles to show actual managers the possible use of management psychology. Of particular interest is the article "Entrepreneurial Psychology of Facing Conflict in Organizations." (pp. 50-67)

"Psychoanalyzing the Small Businessman." BUSINESS WEEK September 19, 1964. p 90+


A book of readings, generally from the behavioral sciences dealing with topics noted in the title.

7-14 Wagner, Sheldon R. "A Comparison of Personality Factors of Small Owner-Managers with those of Graduate Teacher: A Pilot Study." MARQUETTE BUSINESS REVIEW. Fall, 1965 Vol. 9, No. 3

Various comparisons are made for 25 small retail owners utilizing standard paper and pencil personality tests. The tests do not seem to discriminate the non-owner group. A thorough review of previous testing programs with this group is given.

7-15 McClelland, David C. "Achievement Motivation Can be Developed." HARVARD BUSINESS REVIEW, November/December, 1965 43:6-178

The article challenges the programs in underdeveloped and depressed areas which assume that increasing the opportunities available to the people is enough. Instead, the author believes it is necessary to increase the aspirations for achievement among the leaders of such areas.


Cross Reference: 8


In recent years psychologists have found a distinct achievement motive that can be isolated. The author reports on his findings.
7-19 Bliss, P. MARKETING AND THE BEHAVIORAL SCIENCES, Boston: Allyn and Bacon, Inc. 1967 pp. 34
Cross Reference: 17

7-20 McClelland, David C. BUSINESS LEADERSHIP TRAINING IN URBAN AND RURAL AMERICA, Sterling Institute, Behavioral Science Center, 1967.
The report of a 20-month project for the Economic Development Administration in which a Business Leadership Training Project was conducted in two economically depressed communities. The aim of the project was to increase the job-creating and income-generating capacity of the communities by training entrepreneurs and potential entrepreneurs.

Cross Reference: 18
Results to date indicate that one area of utility for extrasensory perception is in the area of better understanding the intuitive decision making process and to do a better job of selecting superior decision makers and people with superior creative abilities.

Cross Reference: 8

7-23 Vernon, L.N. "The Entrepreneur." PERIODIC REPORT of the Vernon Psychological Laboratory, October, 1968 No. 41 pp. 2-3
Cross Reference: 1
A brief article about the history, psychology, qualifications, and character of the entrepreneurs.

54
7-24 Halleck, Seymour. "Why They'd Rather Do Their Own Thing." THINK, September/October, 1968 Vol. 34 No. 5 pp. 3-7

Cross Reference: 1

7-25 "You Don't Have to be Powerless." TIME MAGAZINE, October 18, 1968 94:46-47

The article refers to "Doers" both within organization and without as entrepreneurs.

7-26 Byrd, R.E. "Redressing the Balance with Creative Risk Taking Training." ADULT LEADERSHIP, November, 1968 pp. 250-252

Creative Risk Taking Training was born out of the need for people to gain increased self direction and self motivation independent of incentives and external pressures.


The author explores the white collar need for independence and finds it wanting in large scale organizations. He concludes that by its nature large scale organization will not change and thus the need for independence needs to be requited under more costly conditions.


Cross Reference: 4, 6, 14

Farming in the United States, Japan and India. An insightful and personal exploration into the nature of success and failure among small scale independent farmers.
The purpose of the study is to assess the influence of alienation in a well-defined interpersonal situation relevant to the conformity domain. The investigation focuses on the relationship between alienation and responsiveness to peer group pressure.


The report of an original attempt to apply achievement motivation training in the field. The theory was tested, and a period of exposure to psychological inputs did increase the achievement motivation of businessmen and entrepreneurs in India and the United States. The authors conclude that economic achievement can be stimulated by psychological education.


Fifty-one technical entrepreneurs were studied, focusing upon the relationships between their motivation and company performance.


"Entrepreneurs Are Made, Not Born." FORBES, June 1, 1969 103:53-57

A short interview in which David McClelland says he not only knows how to spot the entrepreneurial type, but thinks he can help create them.
7-34 Shivers, Allan "Motivations and Risks of Private Business." MICHIGAN STATE UNIVERSITY BUSINESS TOPICS, Winter, 1969 17 pp. 7-10

7-35 Packerd, V. "First, Last or Middle Child - The Surprising Difference," READERS DIGEST, December, 1969


Report of a pilot study of 16 white and 4 black entrepreneurs utilizing structured biographical items in an interview Guidesheet plus three paper and pencil tests. Results tended to confirm findings in ENTERPRISING MAN and Clelland et al, MOTIVATING ECONOMIC ACHIEVEMENT.

7-38 Dart, John "The Development of a Classification System for Entrepreneurial Types with a Special Investigation of the Potential of Achievement Motivation and its Correlates to Discriminate these Types." Unpublished Ph.D. Thesis, University of Colorado, 1971 Cross Reference: 1

The study of entrepreneurial types and their motivations revealed that distinct types of entrepreneurs do exist and that achievement motivation is a useful concept in explaining the behavior of successful entrepreneurs.


<table>
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<th>SOCIOLOGICAL</th>
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<td><strong>8-1</strong> Lipset, Seymour, and Bendix, Reinhard, &quot;Social Mobility and Occupational Career Patterns,&quot; AMERICAN JOURNAL OF SOCIOLOGY, January &amp; March, 1952 pp. 366-74 &amp; 494-504</td>
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<td><strong>8-3</strong> Cole, A.H. BUSINESS ENTERPRISE IN ITS SOCIAL SETTING Harvard University Press, 1959 Cross Reference: 4, 6, 9 Arthur Cole, the founder of the Center for Entrepreneurial History, wrote this as a personal summary of his ten years of learning and directing the center.</td>
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<td><strong>8-4</strong> Hartmann, H. &quot;Managers and Entrepreneurs: A Useful Distinction?&quot; ADMINISTRATIVE SCIENCE QUARTERLY March, 1959 3:429-51 Cross Reference: 18 Rationalization of industrial management has limited the role of innovation and encouraged the substitution of the concept of manager for that of entrepreneur. The distinction is useful if it is in terms of formal authorities, Weber's concept and not Schumpeter, entrepreneurship viewed as the source of formal authority.</td>
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<td><strong>8-5</strong> Hoselitz, Bert F. SOCIOLOGICAL ASPECTS OF ECONOMIC GROWTH Free Press of Glencoe, IL 1960 250 pp. Cross Reference: 17 This book covers many aspects of the phenomenon of economic growth. The sixth chapter on Entrepreneurship and Economic Growth discuss various problems the developing nations might face in establishing the right groups of entrepreneurs.</td>
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The repeat of a famous study to determine prestige hierarchy of Industries and the background of respondents as they rank industries. The Scholar interested in occupational mobility and entrepreneurial choices will want to refer to this study.


8-8 Taylor, Grady, W. "An Analysis of Certain Social and Psychological Factors Differentiating Successful from Unsuccessful Farm Families." RURAL SOCIOLOGY September, 1962 Vol. 21, No. 3 pp. 303-315
Cross Reference: 7, 14

A report of the author's Ph.D research. Analysis of Family Characteristics (Caucasian and Negro) shows family tradition and values are better indicators than race or even Socio-Economic Status.

8-9 Pu.1, Ithiel de Sola "The Head of the Company: Conception of Role and Identity." BEHAVIORAL SCIENCE. April, 1964 Vol. 9, No. 2 pp. 147-155

A Sociologist reports on role of company head, many of whom are small businessmen, many are former entrepreneurs and in family held firms.


The most extensive empirical investigation of occupational mobility. It deals with factors affecting the distribution of people along the occupational status hierarchy.
Cross Reference: 11

A report of two Social Scientists investigating carefully the behavior and patterns of a small sample of expanding small firms principally in the Printing Industry.


Cross Reference: 10

An extensive report of a lengthy (three years) involvement of two Social Scientists involved in working in close association with Senior Management of a printing firm. An analysis of organization and communications in a small but expanding company. This project was initiated by previous work published in this Journal in 1967 and is an outgrowth of the Tavistock Institute Program.


Cross Reference: 7

Results of a study finding a clear relationship between socioeconomic class and subjective time sense. The potential of these findings have broad implications in relation to "interclass conflict," and by derivation how entrepreneurs perceive time in relation to their organization.
Cross Reference: 7

The author examines the theory that the strength of cohesion derives in part from occupational attainments. Nine hundred households surveyed and report as achievement values, authority relations, etc., reported. Contains a useful bibliography for Sociologists in this area of study.

8-17 Mindenhart, David "The Entrepreneur's Use of Language." SOCIOLINGUISTICS IN CROSS-CULTURAL ANALYSIS Georgetown University 1972 pp. 57-66


A comprehensive picture of an Italian-American crime family, its business and social organization, roles and relationships, rules of conduct, and social control.

8-19 WORK IN AMERICA Cambridge, Massachusetts: the MIT Press, 1973
Cross Reference: 11

Report of a Special Task Force to the Secretary of Health, Education, and Welfare. A discussion of the fundamental role work plays in the life of American adults, the problems currently being experienced in this country with dissatisfied workers. The report discusses work related problems and makes recommendations for large scale reforms to alter the current situation.
SMALL BUSINESS START-UP


A guide for finding the right path to ease the problems in starting a new business enterprise. Topics covered are: choosing the best form of business, obtaining finance and credit, record keeping, and buying a business.


Cross Reference: 10-21

This is an extensive annotated bibliography listing books treating the details of starting and operating 39 different types of small businesses.

Available from The Business Library, 34 Commerce Street, Newark, New Jersey 07102. 60 cents.


This book is written as a serious handbook for an individual who wishes to start his own small business. The chapters cover how to raise money, how to get customers, how to select products, how to manage, and the philosophy of a venture capitalist.

A study of the young, technologically based companies in the area surrounding Boston. This MIT study concerned those companies begun by former MIT employees as well as those started by "technological entrepreneurs" from local research centers.

This guide offers comprehensive and timely descriptions over 400 current franchise opportunities. The purpose is to present the broadest possible spectrum of franchise enterprises to prospective franchises, the business-minded public and students of the franchise method of distribution.
Franchising, the kind of business arrangement that is sweeping the country, is treated in depth in this volume. The entire spectrum of franchising and ways to enter this field are laid out step by step. Designed primarily for aspiring entrepreneurs investigating franchising as a means of business entry.

A study of technical company formation (between 1954 and 1967) in the Ann Arbor area with particular emphasis on the nature of the entrepreneur himself and the resultant marketing effort and style, and related organizational efforts.

Result of an CEO Grant to the author (in 1969) for "The development of some techniques for the facilitations of small business success." Some review of behavioral characteristics, considerable emphasis on finance, and the problems of getting started. Includes 85 item Bibliography.

"Figure in the Puzzle." NEWSWEEK December 29, 1969

74:51

This book shows how to issue successful news releases to the community press, how to cope with the constant problems of charity giving, and how to make friends for your business in the community.

Cross Reference: 21

This guide is of value to anyone seeking information about the field of franchising. The listings and sources include free and inexpensive books, magazines, directories and pamphlets; consulting and advisory services; associations, and workshops and seminars in the franchising fields.

Cross Reference: 2, 10

The second part of this book contains ideas for new businesses which might be started by retired people.

Cross Reference: 18

This paper discusses the factors influencing the birth of new, technologically-based firms. Especially considered is the incubator organization, from which individuals leave to begin a new firm. The research was based in Palo Alto, California, and involved intensive interviews with 30 technical entrepreneurs and studies of about 250 new firms.

9-18 "Improving on the General: Data Science Ventures, Inc."
FORBES April 15, 1970 105:78+
Cross Reference: 13
9-19  "How to Start and Operate a Small Business," Massachusetts Institute of Technology Seminar for Young Alumni, May 19, 1970 Paio Alto, California
Cross Reference: 10

Cross Reference: 16

Concerned with the founding of new technologically based firms that are begun by entrepreneurs who leave existing firms in the Palo Alto area. Important are the established, or incubator organizations, and the roles they play in the beginning of smaller companies.

9-21  Barry, James "Should You Start Your Own Business?" INDUSTRY WEEK June 29, 1970 pp. 22-28

A hard hitting article by a knowledgeable consultant exploring human and business alternatives to starting one's own business.

Cross Reference: 16

9-23  Bennet, K.W., "Dropouts Turn on New Profits." IRON AGE December 3, 1970

9-24  Dible, Donald M. UP YOUR OWN ORGANIZATION. Entrepreneur Press Santa Clara, California, 1971
Cross Reference: 1, 10

A handbook for the employed, the unemployed, and the self-employed on how to start and finance a new business. Includes an extensive bibliography and sources of additional information.
Delman, M. "Pitfalls to Avoid in Starting Your Own Business," AMERICAN LEGION MAGAZINE, February, 1971 90 No. 2


Kramer, L. "Grass and Hash Business at Syracuse University," FORTUNE September, 1971 84:102-3


Grindley, Andrew, "How Would You Like A Computer as a Partner." THE BUSINESS QUARTERLY, Spring, 1972 Vol. 37 No. 1 pp. 82-85

Cross Reference: 14

The computer service industry as a field for entrepreneurs has been changing in Canada. The author explores the development and reasons for failure and success.

"Competing With the Big Boys," INDUSTRY WEEK, July 24, 1972 pp. 46-48

Cross Reference: 15

An old-fashioned millionaire promoter, Herbert J. Miller, offers some guidelines for making it on your own.

This book is designed to show a person how he can become an enterpriser. The book follows a sequence, from the first choice between entrepreneurship and employment, to the later considerations of enterprise, operating policy, management and personal factors.
Christensen, C. Roland  MANAGEMENT SUCCESSION IN SMALL AND GROWING ENTERPRISES, Boston: Harvard University, 1953 217 pp.
Cross Reference: 14

A book of selected case studies covering 1) starting a new enterprise  2) acquisition of an established enterprise  3) new enterprise financing; and 4) managing the small business.

Prince (power seeker) hero (dedicated to noble causes) supermen (iconoclast and value-creator). An examination of leadership styles.


The author shows how the problems of pricing in small business demand a variety of practices seldom used in larger operations. The book reports the results of intensive interviews with the managers of eighty-eight small businesses.

A collection of articles covering many phases of managing a business. Subject areas: records and accounting, financing, taxation, personnel, marketing, forecasting, and management responsibilities.


Under a grant from the Small Business Administration, a study of 110 metalworking plants in Ohio was made. This study reports on organization, accounting practices, marketing management, personnel management, and characteristics of executives.


The report finds it imperative to minimize fluctuations in business, and this can be accomplished with general good management, business creativity, and long-range planning programs.

10-9 Dearden, John "Profit-Planning Accounting for Small Firm," HARVARD BUSINESS REVIEW, March-April, 1963

Tradition cost accounting techniques, which are expensive and inefficient for small businesses, can be replaced by this new system to provide sounder decisions.
Small businesses must become more efficient to survive. The answer rests in education and the intelligent use of outside assistance.

When a person is thinking about starting his own business, he is really selecting himself to be a top executive. The article lists some key points to consider from the experiences and observations of a former entrepreneur and now voted venture capitalist.

An excellent collection of 33 cases in small business analysis and management. Used mainly in case study type schools (e.g. Harvard), but useful in other settings too, for small business managers, etc. Final ill pages include a general summary of items for students interested in small business, plus bibliography.

In identifying factors which differentiate the manufacturing strategy of the present, the author sees the need for an extension of the entrepreneurial function to everyone in an organization.

Cross Reference: 11, 14, 15, 18

Imberman, A.A. "Two Ideas on Executive Development in Smaller Business," ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 9+
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Worthy, James C. "Who Fails, and Why?" ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 21+
Cross Reference: 11, 14, 15, 18

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White, Wilford L. "Can the Small Smalls Be Saved?" ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 34+
Cross Reference: 11, 14, 15, 18
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Cross Reference: 11, 14, 15, 18

Cross Reference: 11, 14, 15, 18

Cross Reference: 11, 14, 15, 18

Cross Reference: 11, 14, 15, 18


This paper describes a system for planning, scheduling, and controlling production and related activities in a job-shop manufacturing facility producing to customer's orders.


A book of case studies and readings on the management of small enterprises. Area covered are: the challenge of small enterprises, financing small businesses, cases on new businesses and cases on growing enterprises.

73

Cross Reference: 12

The book is a manual for evaluating a business firm by the owner/manager. Subjects covered include: the starting crisis, the cash crisis, the leadership crisis, the finance crisis, and the management-succession crisis.


Quist, G. "Some Hints on Small Company Success," *Iron Age,* June, 1967


Cross Reference: 8

The author, a long-time student of family-held, independent firms discusses some real problems of small companies in dealing with larger competitors, family members and succession.

"Recruiting in the Smaller Company," *Personnel (AMA)* September, 1967


A very practical approach for the more sophisticated owner/manager to do one and two years forward planning.
Arbruster, Gordon H., "Business and the Courtship of the Educated," PERSONNEL, September-October, 1967

Here is an article involved with recruiting in the small business. The author points out what he feels is most important when hiring educated personnel.


Written as a textbook, this book can also serve as a useful operating manual for the small businessman. The book takes a careful look at small business, covering both the business and legal angles. The last chapters are concerned with all the specific areas that a small businessman must become knowledgeable in.


A short guide for developing a small business, especially applied to England. Included are: Planning the market, reaching the market, budgeting, managing the factory, and making growth decisions.


Report of a cost bureau created by a group of Iowa-Illinois plants that is now a full-fledged profit-seeking organization.
10-41 Bothmer, Clyde "Subcontracting and Small Business." DEFENSE INDUSTRY BULLETIN, July, 1966

10-42 Bothmer, Clyde "Prime Contracting Program of Small Business Administration." DEFENSE INDUSTRY BULLETIN, August, 1968


Cross Reference: 7

This article reports on a study of 97 small business organizations and their success in fulfilling the needs and demands of their employees, their owners, and the society with which it transacts.

10-44 Hexter, "How to Sell Your Company," HARVARD BUSINESS REVIEW September/October, 1968


Small and medium-sized business is for the most part domestic. The author discusses his work in facilitating licensing and joint venture agreements to help such firms move into overseas markets.


This book discusses how small business may best use its advantages and surmount its difficulties. Sixteen authors, all company presidents or members of top-management teams, attack the vital issues.
A small business, if it is succeeding, is inescapably committed to living through three critical phases of growth. This article shows how these critical phases come with success but how failure to cope with them will result in death of the business.

An article concerned with the risks and rewards of operating your own machine shop.

This article lists several things more important to success than size in farm operations. Companies and farms grow big because of the enterprise shown by their founder and the people who follow him.

A book of readings and some how-to-do-it dictums on a four-day work week. Many smaller firms have exploited a competitive advantage using a four-day work week concept.


10-49 "Your Own Plant: Dream or Nightmare?" AMERICAN MACHINIST June 30, 1969, 113:84-124


10-51 Poor, Riva, ed. FOUR DAYS, FORTY HOURS: REPORTING A REVOLUTION IN WORK AND LEISURE. Bursk and Poor Publishing, Cambridge, Massachusetts, 1970

10-52 "How a Young Company Changes," INNOVATION. December, 1970

10-54 Petrof, J.V. and McDavid, J.E. "Big Business is the Small Businessman's Best Friend." MARQUETTE BUSINESS REVIEW. Spring, 1970 14:18-23

With the assumption that every big business of today had to start in a small way, the article considers 1) the case against big business; 2) history of assistance to small business; 3) how can small business compete; and 4) the symbiotic nature of all businesses.

Cross Reference: 8

Another essay in the authors continuing series on family-held small firms. A prescription for succession is presented.


A long time and knowledgeable consultant notes the benefits (and some negatives) to utilizing a four-day work week as a small business strategy.


10-58 Klatt, Lawrence, MANAGING THE DYNAMIC SMALL FIRM. Belmont, California: Wadsworth Publishing Co. 1971
10-59  Broom, H. H. and Longnecker, J. L. SMALL BUSINESS MANAGEMENT
1971

A text designed to cover the broad scope of small business
management. Areas included are: environment of small
enterprise, initiating a business, financial and administrative
control, marketing, management, and legal and governmental
relationships. Also presented are numerous cases in small
business management.

10-60  Sibson, Robert E. MANAGING PROFESSIONAL SERVICES ENTERPRISES,


10-63  Levinson, H. "Conflicts That Plague Family Businesses," HARVARD BUSINESS REVIEW, March/April, 1971

10-64  Mitton, Daryl C. "Entrepreneurial Style and the Situation Ethic," BUSINESS AND SOCIETY, Spring, 1971


Cross Reference: 14


10-71 Schneider, Raymond K. HOW TO MAKE IT IN THE (AIR CONDITIONING REFRIGERATION OR ANY OTHER) SERVICE BUSINESS, SNIPS Book Department, Bellwood, Illinois, 1972


10-73 "You're Never Too Little to Grow," NATIONS BUSINESS, April, 1972 60:78-82

10-74 "Small Companies Pool Their Smarts," INDUSTRY WEEK, May 22, 1972
"It's just a matter of time before our economic system sees the disappearance of the small manufacturer." Small manufacturers will need a strategy for survival. They will have to attack the areas they can influence internally and hope a few people wake up on the banks of the Potomac before tax laws safety and pollution codas, the flood of meaningless forms, plus a long list of traditional problems, sink them.

"Pittsburgh Small Manufacturers to Share Know-How with Others."
ALERT, Research Institute of America, September 6, 1972

Hake, Bruno, HAZARDS OF GROWTH: SUCCESSFUL COMPANY PLANNING.


Techniques in analysing bids which can be used by the small businessman using his own intuitive evaluation are explored.

"College Students Help Small Firms in SBA-Backed Consulting Program," MIDWEST INDUSTRY, June, 1973 Vol. 41, No. 6 p. 10


The acquisition games has started again, but the methods are completely different from those of the late 1960's. Entrepreneurs no longer pass their businesses on to their sons; they nurture them along until the time comes to sell them to another company or the public.

SMALL BUSINESS - AN OVERVIEW

II-1 Philips, J.D. LITTLE BUSINESS IN THE AMERICAN ECONOMY Illinois, The University of Illinois Press, 1958
Cross Reference: 17


Cross Reference: 8

II-4 Wisnewsky, Edward "Will More Success Fill Free Enterprise?"
MARQUETTE BUSINESS REVIEW. April, 1960 Vol. 4 No. 2 pp. 20-30

II-5 Wisnewsky, Edward "Small Business: Political Front or Ideological Problem?" MARQUETTE BUSINESS REVIEW June, 1960 Vol. 4 No. 3 pp. 1-17

A thoughtful scanning of the Philosophy of Small Business, Society, Government and Human Nature by an articulate Small Business Manager.

Cross Reference: 12, 16, 17

The papers and discussion from the 47th annual meeting of the National Industrial Conference Board. Included are both domestic and International outlooks, the impact of technology, and financing national growth.


A study of freedom, ownership, government, progress, and value: some of the basic concepts of the liberal American tradition.


This study finds that many small businessmen cling to 19th century American ideas. The book attempts to analyze what small businessmen can contribute to today's world and enterprise.

11-14 Davids, Lewis E. CHARACTERISTICS OF SMALL BUSINESS FOUNDERS IN TEXAS AND GEORGIA, Georgia: University of Georgia, 1963


This book summarizes the contributions that small business make to American life. The main body serves to aid small businessmen in finding problems with their businesses, and then offers suggestions about possible sources of aid. Advice is also given to those who are considering going into a business for the first time, and how to take advantage of opportunities.


After describing five categories of independent businessmen, the article considers the problems of how to reach them, how to maintain their value as independents, yet how to help them organize and plan their own development and realize the value of high productivity and growth of their businesses.


11-18 Kamerschen, David R. "The Persistence of Small Firms: A Pyrrhic Victory." MARQUETTE BUSINESS REVIEW. Winter, 1964 Vol. 8 No. 4 Cross Reference: 14

Following a statistical demonstration of the eventual demise of small business, the author suggests some drastic changes to alleviate the decline.


In discussing the major purposes of profits as a distributive share of income and as a measure of resource allocation, the author considers the profits earned by the entrepreneur for innovation.
A review of the impact of Small Business and Small Businessmen on the Society and Economy by an articulate small businessman.


With the accelerating adoption of long-range planning in large corporations, the article investigates the effect this will have on small business management.

A very complete study of small businesses, including manufacturing retail trades and construction. Also included are chapters on small business organization and management, demography, small business in metropolitan areas, and projections.

An economic treatment showing some of the traditional problems of new business start-ups and small business survival. Recommends some tax shifts to favor small business.


To make our markets more competitive, the main thrust of antitrust activity should be in the direction of removing contrived barriers to entry. Entry is considered to be any expansion of capacity from whatever source.


A contribution, in traditional static economic terms to the controversy of the explicitness of the role of entrepreneurship.
11-33 Monsen, R. Joseph "Ownership and Management: The Effect of Separation on Performance," BUSINESS HORIZONS August, 1969 Vol. 12, No. 4 pp. 45-52

The author has assembled data and reports on his findings. Among these reports is "The owner-controlled firms appear more efficient, yet are gradually being eliminated."

11-34 Toffler, Alvin, FUTURE SHOCK Random House, 1970
Cross Reference: 7, 8

11-35 Charlesworth, H.K. "The Uncertain Future of Small Business: Can This Picture be Changed." MSU BUSINESS TOPICS Spring, 1970 18:13-20

The author feels that in some industries small business is heading toward extinction, and small business will need professional assistance in identifying problems and developing realistic solutions to continue satisfactory growth.


The profitability of manufacturing firms of the same size and of different sizes can be compared under varying degrees of concentration. Such comparison can add significantly to the technique of analyzing the relationship between concentration and profitability of corporations.


11-39  McMillan, Sterling  CASE STUDIES OF GOVERNMENT COOPERATION IN FOUNDING NEW FIRMS: WITH IMPLICATIONS FOR MARINE RESOURCE DEVELOPMENT. U.S. Department of Commerce, October, 1970

11-40  Mofsky, James S.  BLUE SKY RESTRICTIONS ON NEW BUSINESS PROMOTIONS Matthew Bender and Company, Inc. New York, N.Y. 1971

11-41  "Weep Not for Horatio." FORBES February 1, 1971 107:7

11-42  Black, Guy  WHAT'S HAPPENING TO SMALL BUSINESS RESEARCH AND DEVELOPMENT  George Washington University, May, 1971

11-43  Shapero, Albert  "Do Small and Medium-Sized Businesses Have a Future in a Large Market?" Working paper 72-9 Bureau of Business Research, the University of Texas at Austin, July, 1971


11-45  Knebel, John  "Legal Basis for SBA's Minority Enterprise Program" FEDERAL BAR JOURNAL Fall, 1971 Vol. 30 pp. 271-279

11-46  Krentzman, Harvey  "Small Business Needs a Ralph Nader; Then It Wouldn't Be in Such Trouble." NEW ENGLAND BUSINESS April, 1972
11-47  Betts, Peter V.V. "Can the Entrepreneur Survive in the Seventies?"
THE BUSINESS QUARTERLY, Spring, 1972. Vol. 37 No. 1
pp. 14-18, 15
Cross Reference: 4

Pressures from law, government, and society are affecting
the development and maintenance of enterprises in Canada.
The author explores the problems.

11-48  "Small Businesses Given Exemption From Phase II Wage and Price
Controls," THE ADVANCED UNDERWRITER May, 1972
Vol XXVI, No. 5 pp. 1-4

11-49  Duke, John "The Small Firm - Assist or Liability?" THE JOURNAL
OF MANAGEMENT STUDIES February, 1973 Vol. 10, No. 1
pp. 25-47

An examination of statistical and research data to
examine the stereotypes about small business and the
assumption about the nature and operation of large organizations.

11-50  Komives, John L. "The Need for High Technology Business Formation
Weaver, Robert A., Jr. "Equity Financing for the Small Firm"
HARVARD BUSINESS REVIEW, March-April, 1956

More small companies can find more advantages in selling stock to the public than they or anyone else realizes. And the difficulties are not great if they are approached realistically.

Smith, Harold T., EQUITY AND LOAN CAPITAL FOR NEW AND EXPANDING SMALL BUSINESS, The Upjohn Institute, Kalamazoo, Michigan November, 1959
Cross Reference: 10

Cross Reference: 9

Pugh, Olin S., "Financing 689 Small Business Firms in South Carolina - 1958-59," University of South Carolina Columbia, South Carolina, 1960
Cross Reference: 10

Hooker, Raymond W., ATTITUDES OF WISCONSIN BANKERS TOWARDS SMALL BUSINESS FINANCING University of Wisconsin, Madison, 1961
This study shows the relationship between these attitudes and the association of these attitudes with certain bank characteristics such as size, growth, and location.

This study concerns itself with a critical period in the life of a firm - when a new firm commences sales operations with the worst cash flow position: heavy expense and little or no income. Its purpose is to investigate the structure and relationships between the major forces which affect cash position during this initial period.

12-7 Stevenson, Harold, W. "Equity and Long-Term Financing for Small Manufacturing Firms in Minnesota," prepared for the Small Business Administration, University of Minnesota, Minneapolis, Minnesota, May, 1962

12-8 Amy, Norman Lloyd "Development Corporations and Financing the Location of Small Business Enterprise with Special Reference to Colorado," Ph. D. dissertation, University of Texas, Austin, June, 1962


| 12-12 | Luckett, Dudley G. and Loges, J.D. | "Bank Lending and Small Business" Iowa State University Ames Iowa March, 1964 |
|       |       | Hypothetical account of the travails of an entrepreneur in financing a small business venture; cross-section of executive thinking. |
| 12-14 | Zwick, Jack | A HANDBOOK OF SMALL BUSINESS FINANCE, Washington, D.C. Small Business Administration 1965 |
|       |       | Subchapter S allows shareholders of small business corporations to elect to be taxed directly on corporate taxable income. The author discusses some significant problems which have developed under this method. |
12-19 Fram, Eugene H. SMALL BUSINESS CREDIT AND FINANCE. Dobbs Ferry

A short analysis of credit and finance for small businessmen. Included are: sources of capital, analyzing operating figures, commercial credit relations, relationships with consumers, and business expansion.

12-20 Ounjian D. "Public Financing of Small Corporations," FEDERAL
RESERVE BANK OF BOSTON, Harvard University, October, 1966

12-21 Pfeffer, Irving, ed. THE FINANCING OF SMALL BUSINESS: A CURRENT

A collection of fifteen articles concerning the financial problems of small business. The first two articles concern the small businessman in American economy, while the other articles deal with specific small business financial matters.

12-22 "SBIC's Get the Pruning Treatment," BUSINESS WEEK, June 10, 1967

12-23 "The Availability of Credit to Wisconsin Small Business," University
of Wisconsin, Madison, 1968

12-24 Robinson, Roland. FINANCING THE DYNAMIC SMALL FIRM, Problems of
Promotion, Survival and Growth. Belmont, California,
Wadsworth Publishing Company, Inc. 1968

12-25 Sears, G.A. "Public Offerings for Smaller Companies," HARVARD
BUSINESS REVIEW September-October, 1968 46:112-120

Underwriting and "after-market" guidelines to help growth companies realize the potential benefits of public ownership.
Sanchagrin, T. "How to Raise Money to Go Out on Your Own," MARKETING/COMMUNICATIONS, December, 1969
Cross Reference: 9

Nordin, V.D. CREATIVE BUSINESS FINANCE, Institute for Continuing Legal Education, Hutchins Hall, Ann Arbor, Michigan, 1969


This book provides financial management with essential concepts and tools to properly plan to meet financial requirements and to choose prudently from available funds sources in order to protect liquidity and maximize profits for the firm. The author puts great stress on the management of working capital and cash control, the key areas in determining the success of most businesses. In his discussion of the financial management of working capital he traces the flow of cash invested in a business from the initial purchase of capital assets and goods and services through the building of inventories. Inventories are then sold, receivables collected, and the cash reinvested in the business.


This is a superb report of a technical nature describing in detail the attitudes of commercial bankers towards financing or working with new high technology business firms. While the findings were hopeful, numerous suggestions are included for increasing the perceptions and willingness of bankers to engage in new firm endeavors. The research design is fully explained and the bibliography on financing new firms and existing small firms is excellent.

Cross Reference: 3

The best economic tool we have ever had is good, old-fashioned, no-nonsense capitalism. At the same time, would-be capitalists in the ghettos urgently need financial and managerial assistance from white businessmen. This article reports some valuable lessons learned about how to give this help.

Rossi, Anthony P. "The Controllership Dilemma and Its Affect of Small Business," THE SMALL MANUFACTURER, October, 1969 24:4-6

In small businesses, the problem of financial management should always warrant close attention. This article gives two solutions for the company. Either a full-time, qualified controller can be employed or a part-time controller can be arranged through the financial service organization.

Hoefler, D.C. "Piece for the Founder," ELECTRONIC NEWS, October 13, 1969

"SBIC's: Venturing Into New Fields," FINANCE WORLD November 19, 1969

Zeidman, Philip F. FINANCING CORPORATE GROWTH New York, Practicing Law Institute, 1970


Arthur F. Snyder is Senior Vice President of the New England Merchants National Bank.
12-36 "SBIC's: Best Hope for Small Business," FINANCE WORLD
May 20, 1970

12-37 "What Do You Do With $81 Million?" FORBES July 15, 1970
pp. 42-44

12-38 "Where Do You Get the Money?" AMERICAN MACHINIST August 10, 1970

12-39 Berman, Kurt SOURCES OF INITIAL CAPITAL FOR NEW FIRMS, Research
Paper, Canisius College, Buffalo, New York, November 18, 1970
Cross Reference: 13

12-40 Schmidt, Benno C. "The Money is There," FORBES December 1, 1970

12-41 Griggs, Jack THE COMMERCIAL BANKER AND INDUSTRIAL ENTREPRENEURSHIP
Ph. D. dissertation, University of Texas. 1971

The lending officer's propensity to make loans to new and
different companies.

12-42 Johnson, Fred "Financing Small Businesses." THE CANADIAN BANKER
The Journal of the Canadian Bankers Association
January-February, 1971
Cross Reference: 4

12-43 Shelton, William A. "Small Merchants Need Help." THE NATIONAL
PUBLIC ACCOUNTANT September, 1971 pp. 8-11
Cross Reference: 10
How other people's money can make you rich. Here is a layman's guide to "leverage" - the money-making technique that is the secret behind most fortunes being made today. Markstein tells you what "leverage" is and how it pyramids profits even on small investments. He clues you in on the nine sure-fire investment areas in which "leverage" is virtually certain to multiply your investment dollar and explains precisely how a little capital is parlayed into a big fortune.

Winter, Elmer A COMPLETE GUIDE TO MAKING A PUBLIC STOCK OFFERING 2nd ed. Prentice-Hall, 1972


"Owner-Employees May Not Withdraw Voluntary Contributions from Keogh Plans," THE ADVANCED UNDERWRITER May, 1972 Vol. XXVI No. 5 pp. 4-6


This book is aimed at a particular kind of audience: Men and women who desire to be entrepreneurs and are far enough along with their dreams or efforts to realize that profits are important and that bankers play a vital role in the affairs of business enterprises, but who also realize they can use more "know-how".

The book describes in detail how to develop financial projections, with step-by-step explanations and 108 exhibits of projections, cash-flows, pro-forma statements, and related loan data.


Cross Reference: 18


Includes a tax calendar of what you have to pay and when.
VENTURE CAPITAL

13-1 Cahn, B.D. "Capital for Small Business: Sources and Methods," LAW AND CONTEMPORARY PROBLEMS, Vol. XXIV No. 1 (School of Law, Duke University), 1959

13-2 Berkowitz, N.C. HOW TO PROTECT YOUR SMALL BUSINESS INVESTMENT San Francisco: Hesperian House, 1960


13-4 "Blue-Ribbon Venture Capital," BUSINESS WEEK, October 29, 1960

13-5 Flink, Salomon J. EQUITY FINANCING FOR SMALL BUSINESS New York: Simmons-Boardman Publishing, 1962 266 pp. This book deals with the peculiar problems of equity financing in small firms. Special areas considered are financial management, planning, and policy formulation. With expansion or creation of small business, equity financing remains one important source of funds.

13-6 "Raising Funds for Small Business, Section 1244 Companies," BUSINESS WEEK, April 21, 1962 pp. 78-80

13-7 "Venture Capital: Money in a Hurry," DUN'S REVIEW and MODERN INDUSTRY, November, 1963
"Venture Capital - What is it - Where it is - How to get it," BUSINESS MANAGEMENT, 1964


Danilov, V.J. "Sources of Venture Capital," INDUSTRIAL RESEARCH MAGAZINE, October, 1966


Describes the differences in supplying venture capital, the problems that are involved, and the greater benefits to our economy if our tax laws were changed from negative to positive incentives.


The existence of venture capital firms in the United States has aided the founding and growth of many new corporations since 1945. Now the venture capital firms are making progress in Europe, with firms arising in London and Paris. This article examines how these venture capitalists can assist the growth of European technological entrepreneurs.
13-15  Lindgren, Nilo  "Signposts on the Trail of Venture Capital."
INNOVATION, 1969 No. 4 pp. 44-53
An article about some of the noted and successful venture capitalists. It concerns what they find important in a potential entrepreneur, and how they judge which ideas and people will receive their venture capital.

13-16  Allen, Louis L.  "Venture Capital Financing - An Innovation."
JOURNAL OF SMALL BUSINESS MANAGEMENT January, 1969 7:3-4+
The need for venture capital is great, and will grow as more individuals found small businesses. And the growth of Black capitalism is demanding funds. In some small business financing an innovation is needed, where an investor will supply all of the needed capital instead of just some fraction of the total.

13-17  Morgello, C.  "Wall Street: In On the Ground Floor."
NEWSWEEK February 10, 1969 73:70

13-18  Geary, G.S.  "How Private Venture Capital Companies Operate."
THE BUSINESS LAWYER, April, 1969 V.24, No. 3 p. 943

THE BUSINESS LAWYER April, 1969 Vol. 24, No. 3

13-20  Geary, G. Stanton  "Venture Capital Financing for Small Business - A Symposium."
(Reprinted from) THE BUSINESS LAWYER April, 1969 Vol. 24 No. 3 p. 944

102
Cross Reference: 12

13-22  "New Kind of Oil Boom: Oil Venture Funds." FORBES August 1, 1969 104:19-20

The high risks of venture capital are well known, but what makes it so attractive is the potential for substantial profits. This article tells of some of the venture capitalists who have succeeded, and some of the points they feel important in operating in the field of venture capital.


13-26  Casey, William J. HOW TO RAISE MONEY TO MAKE MONEY New York; Institute for Business Planning, 1970
Cross Reference: 12

Cross Reference: 12


103
   Cross Reference: 12  
   Report of the Panel on Venture Capital to the Commerce Technical Advisory Board. |
   For information write: Capital Publishing Corporation, 10 South LaSalle Street, Chicago, Illinois 60603 |
| 13-33 | "Smart Money Draws a Crowd." BUSINESS WEEK, February 28, 1970 pp.92-95 |
The second annual seminar at Boston College centered about new trends in technology, entrepreneurial experience of company presidents, government role in the development of venture enterprises, sources and uses of venture capital, and the emerging participation of large institutions in venture capital and management.

"Venture Capitalist with a Solid Intuition," BUSINESS WEEK May 30, 1970 pp. 102-103

"Has the Bear Market Killed Venture Capital?" FORBES, June 15, 1970 105:28-37

Venture capital is available, even in a bear market, for those who can find it and qualify for it. The quality of the entrepreneur himself may be the key element.


"Venture Capital, Corporation Style," FORBES August 1, 1970
13-42 "He Feeds Capital to the Computers: Data Science Ventures," BUSINESS WEEK, August 29, 1970 p 28
Cross Reference: 9

13-43 "Take-Charge Guy in Venture Capital," BUSINESS WEEK, October 24, 1970 p. 72

13-44 "Money is There," FORBES December 1, 1970 106:45-6


The first 40 pages outline the specific steps of new enterprise formation.


The task of finding venture capital is not as difficult today as it was in 1970, but the obstacles still exist. Pointers on the ins and outs - and a list of more than 200 possible venture capital sources - greatly improve the potential batting averages.

An interview with Stanley M. Rubel on the present state of venture capital, the people involved, and the directions venture capital is going.


13-54  Smith, R.H. "Venture Capital for Minority Publishers?" PUBLISHERS WEEKLY April 5, 1971 199:35


13-56  Hershman, A. "Dispassionate Venturer." DUNS June, 1971 97:64+
This paper centers on the development of a better understanding of the managerial processes of venture capital sources, including the search for and identification of innovations and entrepreneurs.

Kelley, Albert J. Campanella, Frank B. McKierman, John. SPECIAL REPORT ON VENTURE CAPITAL FOR NEW AND GROWING BUSINESSES. Entrepreneur Press.

"Venture Capital in the 70's." PRACTISING LAW INSTITUTE, 1972

"Risk Capitalist Bids a Golden Adieu." BUSINESS WEEK, January 22, 1972 pp. 17-18

"France: More Willing to Venture Capital." BUSINESS WEEK, February 26, 1972 pp. 41


A 134 page study by the Management Department at Boston College. For information, write: U.S. Government Printing Office, RE: Committee Print Number 75-292, Washington, D.C. 20416

The purpose of this dissertation was two-fold: 1) to exploit the venture capital investment process particularly the way investments are identified, evaluated, and structured; and 2) to examine the role of venture capital investment in the economic growth of underdeveloped regions.

"More Capital Than Venture Deals," BUSINESS WEEK, December 9, 1972 pp. 74-75


"Angels of Risk," TIME March 26, 1973 101:84

Meuller, R.K. "Venture Vogue: Boneyard or Bonanza?" COLUMBIA JOURNAL OF WORLD BUSINESS, Spring, 1973 8:78-82

Cross Reference: 8

Research on the transmission of material wealth. The availability of venture capital affected by family wealth is examined as a research direction when considering wealth transmission. Examples and reference of how family money is invested are included.


13-73 Adams, Sam "What a Venture Capitalist Looks For," MBA June/July, 1973 Vol. 7 No. 6 pp.6-9

Two venture capitalists give some advice on how to get a seed-money man to part with some up-front financing.

13-74 Geary, G. Stanton, "Why Seed Money is Scarce," MBA August-September, 1973 Vol. 7 pp.33


An up-to-date list of 600 sources indexed by size and preferences. Contains a bibliography and is well indexed.

BUSINESS TERMINATIONS - INCLUDING FAILURES

14-1 Chambers, Robert L. "How Not to Sell Your Company," HARVARD BUSINESS REVIEW, May-June, 1961

Some specific suggestions as to how to avoid headaches when trying to sell a business.

14-2 SMALL BUSINESS FAILURES: MANAGEMENT DEFECTS HELD LARGELY RESPONSIBLE. Select Committee on Small Business, United States Senate, 87th Congress, Second Session, June 25-27, 1962

The transcript from the hearings concerning failures in small business. Experts from both industry and universities testified about various aspects of this subject.


This study is aimed at gaining a better understanding of the businesses that have terminated business since 1957 in Washington State. The report finds what kinds of businesses terminated operations, how long did they live, what were their sales, and what were the reasons for their termination of failure.


Cross Reference: 10

The most common causes of business failure are not the many external factors, but usually the interior problems of poor management. This article summarizes some of the studies into failures of small businesses.
Cross Reference: 17

A 67 page Statistical Analysis of considerable value to scholars of business births and survival.


This paper examines three patterns of entrepreneurial succession in private enterprise in developing countries.


This study is an outgrowth of the anti-trust laws regarding defense of mergers of competitors where one company in the merger is failing. This document is a valuable addition to the very small body of literature on enterprise failure. The bibliography is useful to scholars in this field. The author has also developed models for analyzing impeding failure.


A well done study of the social and economic consequences of the acquisition of Wisconsin firms by Wisconsin and out-of-state corporations. The study is, to a major extent, one of conglomerate acquisitions and indicates that the State of Wisconsin suffers from this activity.
Burkhalter, Louis D. and Flaherty, Catherine L. IT'S ONLY MONEY New York: Carltor Press, Inc. 1971
Cross Reference: 9, 13

The story of an SBIC in Cedar Rapids, Iowa which relates the ups and downs of a Venture Capital organization and its ultimate demise due to its failure in understanding the nature of its clientele.

"The Failing Rate of Business," GENERATION, April, 1971
Vol. 3 No. 4 30-35
Cross Reference: 9, 13

To beat a trend toward increased business failures, sufficient capitalization, management expertise, and honest answers to a set of business start-up questions can eliminate some of the possible hazards. Those precautions apply as much to the individual stepping into a franchise operation as to the entrepreneur.

THE FAILURE RECORD THROUGH 1971 Published by Dun & Bradstreet, Inc. N.Y. 1972

This is a comprehensive failure study by location, industry, age, size, and cause. Almost all the data is presented statistically, with various approaches and methods.

Cross Reference: 18

This book deals with everyday recurring problems of survival in business - relationships with banks, trimming overhead, the use of credit, relocating a company, choice of professional advisors, insurance, labor unions, personnel, and taxes - showing how best to avoid the pitfalls that lead to bankruptcy.

Rutberg, Sidney TEN CENTS ON THE DOLLAR ON THE BANKRUPTCY GAME New York: Simon and Schuster, 1973
Cross Reference: 12
14-14 BUSINESS FAILURES, Dun and Bradstreet, Inc.
Weekly, with comment and analysis.

14-15 MONTHLY BUSINESS FAILURES Dun and Bradstreet, Inc.
Number and liabilities in 39 business lines.

14-16 QUARTERLY ANALYSIS OF FAILURES Dun and Bradstreet, Inc.
Detailed breakdown of failures by line.
The owner-manager of a one-man managed firm must be considered differently than the manager of a multi-management level organization. This article considers how wealth is dependent on control, characteristics of the independent manager, personal factors affecting control, and the utilizing of previous owner-manager policies.


This article reports on the activities of SCORE (Service Corps of Retired Executives), where retired executives counsel small businessmen on a voluntary basis. This program has been developed by the Small Business Administration.

Moon, Grant C. AN EVALUATION OF SELECTED MANAGEMENT ASPECTS OF THE SBA SCORE PROGRAM. Unpublished PhD Dissertation George Washington University, 1967


Answers the question, how can counsel better perform his function of representing the small business, and discusses organization, governmental control, securities regulation, financing, and internal problems which affect the operation of a small business.


McCoy, Palmer WORKING WITH THE SMALL BUSINESSMAN University of Wisconsin Extension, Madison, 1972

A description of original research and later methods and results in utilizing the University of Wisconsin Extension process with small business in Columbia County, Wisconsin over an 8-year period.


The new SBI (Small Business Institute) is described, program entails college students working as consultants in companies which have borrowed from SBA
NOTE: The scholar is invited to carefully review the sections on technology, technology transfer, and technological change in the Business Periodical Index for additional citations. See item 21-34.

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<td>Based on the studies of twenty-concerns, this book is about the attempts of industry to exploit new scientific information. The book attempts to relate the outside innovation with the management that must arise to organize a firm. A model is presented, showing management organization in such a dynamic situation.</td>
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<td>A preliminary econometric study of some of the various factors which influence the birth, growth, and death of firms. Included are determinants of rates of entry and exit, the process of firm growth, and the role of innovation in the growth of firms.</td>
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Henke, Russel W. EFFECTIVE RESEARCH AND DEVELOPMENT FOR THE SMALLER COMPANY. Houston, Texas, Gulf Publishing Co. 1963

Schon, D. "Champions for Radical New Invention," HARVARD BUSINESS REVIEW March-April, 1963

Cross Reference: I

Smith, Spencer M., Jr., and Borke, Michael "Performance and Potential of Small Business in R & D Industries in Maryland and Metropolitan Washington, D.C." Small Business Administration, University of Maryland College Park, MD. May, 1963

Cross Reference: II


From a study of the efficiency of research and development, the author concludes that small companies get more results per dollar of expenditure. Many possible variables are considered, but the data shows that the environment and organization of a small business gives it a natural advantage for research and development.


With particular reference to the sciences, the author suggests that certain systematic methods of scientific thinking may produce much more rapid progress than others.


This book is intended as a short summary of the present knowledge about creativity. The problem of how creativity in education can be nourished is considered, as are the authors personal viewpoints on the cultivation of creativity.


Cross Reference: 7

This book has two objectives: 1) to present how varying interpersonal competence affects a manager's and his organization's innovativeness, willingness, to take risks, and effectiveness at problem solving; and 2) present new categories with which to observe interpersonal competence. Chapter VI offers a model of relationships between interpersonal competence, internal organization, environment and innovation.


This volume presents the main papers given at the third conference on the industrial development of the Midwest, sponsored by the Committee on Institutional Cooperation. The aim of the papers was the management of research and development, technological change, and innovation.


The confusion surrounding a chemical engineer who accepts a new job offer, and has his former employer sue the new employer concerning secret information that the chemist can use in his new employment. An excellent example of the moral, ethical, and legal confusion that can result when a technical man changes companies.


This article attempts to identify the conditions that lead scientists to spin-off from universities to form firms of their own. As universities gather key scientists and perform complex research, they are quickly becoming parent organizations which find new firms spinning-off from them.


The awarding of R & D contracts is not just company proposal and government proposal evaluation, but it is also a great deal of person-to-person technical and information exchange and trust. This is shown by looking at both government and industry.
16-20  Gray, H.M. "Technological Determinism as a Defense for Monopoly." QUARTERLY REVIEW OF ECONOMICS AND BUSINESS, Fall, 1965 5:23-31

A paper presented before the Senate Subcommittee on Antitrust and Monopoly arguing that the doctrine of technological determinism must be rejected, since technological development is a social, institutional process susceptible of variation to meet human needs and values.


This book represents the efforts of twenty-five scholars to present their reflections on how modernization occurs and how it can be accelerated. The articles include "The Impulse to Modernization" by D.C. McClelland (p 28) and "The Modernization of Entrepreneurship" by A. Gerschenkron (p. 246)


Completed under contract from the Department of Defense, the study aimed to increase the knowledge of the structure and dynamics of the defense R & D industry in the United States. In considering the development of the Twin Cities defense R & D industry, the study examines the roles of the financial community, the SBA, entrepreneurs, and local universities.
Cooper, A.C: "Small Companies Can Pioneer New Products,"
HARVARD BUSINESS REVIEW September-October, 1966 44:162-179

Cross Reference: 10

The concern of the article is with small companies and how they can participate in the "research revolution" despite certain problems which arise because of their size. This analysis provides 1) a basis for judging the extent to which major problems might be barriers to all small companies, and 2) considers ways in which these can be overcome or minimized.

Shapero, A., Kendall D. Holl, Hemmes, Robert A, Howell, Richard P.
THE ROLE OF THE UNIVERSITY IN DEFENSE R & D. Stanford Research Institute, Menlo Park, California, December, 1966


How can an industrial concern find and put to use the enormous stockpile of data from the government's research and development programs?


A report of the Panel on Invention and Innovation considering the three factors, taxation, finance, and competition. The panels conclusions included one which recommended no changes in laws regarding these three areas. However, specific recommendations are made for improving the environment for invention and innovation.
16-29 Wright, R.A. "Key to Innovation: Loosening Reins on the Backyard Inventor," THE NEW YORK TIMES, May 14, 1967

A great deal of the wealth of this nation, so closely tied to technology, has stemmed from the efforts of individual inventors.


A description of innovation in organization with some reference to innovation fall-out. One of seven articles of a section of this Journal dedicated to this topic. An excellent bibliography follows.


Bibliography included.


This paper attempts to further the understanding of the personally based technical innovation process. A better knowledge of the entrepreneur and the related innovation process might help corporate and economic growth.


Cross Reference: 12


As political, economic, and social instruments, science and technology are obviously universal only within the reduced universe of the rich and advanced nations. This article presents the necessity for international scientific exchange and the need for different views by scientists in the advanced countries.


How today's inventors shape your life tomorrow.


While mostly about inventing, there are some parts which explain how development of creative talents can aid in discovery of new processes. Also included is a chapter on what creative people are like.


Cross Reference: 8

124

Cross Reference: 9

Applying the methodology developed by researchers at Stanford Research Institute, the author investigated and reported the high technology base and growth of Austin, Texas. The 'Family Tree' or 'begat' charts are most revealing and the bibliography most helpful.

Thompson, Victor A. BUREAUCRACY AND INNOVATION Alabama: University of Alabama Press, 1969

Doctors, S. FACTORS IN TECHNOLOGY TRANSFER, M.I.T. Press, 1969


Cross Reference: 9, 13

The proceedings from a conference which examined diversified opinions on the state of the technological art, looking at the ingredients of success and failure, and examination of elements of the technological management process, from the lawyer to the financier to the entrepreneur.


From a questionnaire study of the M.I.T. laboratories, the authors report on the numerous consumer and industrial products which are discovered but never developed. The study searches to find what entrepreneurial tendencies that the laboratory scientist might have, and how far they have attempted to develop their discoveries.


A description and pay-off analysis by two Social Scientists of Bootlegging. "Scientists working on his own projects" and Entrepreneurship "Obtaining the means to carry on one's own projects."

16-49 Rosenbloom, Richard S. and Wolek, Francis C. TECHNOLOGY AND INFORMATION TRANSFER Boston: Harvard University, 1970

16-50 Havelock, R.G. PLANNING FOR INNOVATION Ann Arbor, Michigan Institute for Social Sciences Research, University of Michigan, 1970


Cross Reference: 11

16-52 "New High-Technology Firms Post 80 Percent Success Record," INDUSTRIAL RESEARCH, November, 1970 12:26

The importance of new, technologically based firms suggests that we need to learn more about how they come into being. This study looks at the factors surrounding this development and provides a basis for further research and study.


The design of action, experiments to elicit technical company formations in the Ozark region. For information write: Multi-Disciplinary Research, Inc. 1209 Rio Grande Avenue, Austin, Texas, 78701.

"Engineers with Vision of Being Own Boss Face Hard Time," INDUSTRY WEEK April 26, 1971 169:15-17

16-59 Holloman, J. Herbert, and Harger, Alan E. "America's Technological Dilemma," TECHNOLOGY REVIEW, July-August, 1971 Vol. 73 No. 9 pp. 31-40

A fascinating chronology of social inventions.

Cross Reference: 9.
This is the report on the first meeting of those doing research on the founding of high-technology firms gathering to discuss findings and observations. Discussion includes direction for further research and comparison of various developments.

16-62 GUIDE TO LOCATING U.S. GOVERNMENT TECHNICAL INFORMATION, TECHNOLOGY, AND PATENTS TTA Information Services Company, San Mateo, California, 1972

Proceedings of the First National Conference Dealing with the problems of the small firms in the research and development industry.

In this article the author offers guidelines to technological based firms.

16-65 Blair, Little, Cooper, Robert G. and More, Roger A. "Putting the Market Into Technology to Get Technology Into the Market," THE BUSINESS QUARTERLY Summer, 1972 Vol. 37 No. 2 Cross Reference: 4

Here are the results of a study done by the authors to determine market assessment practices and their relationship to the firms new product process.


16-68 Shibum, Nihan Keizai INTRACORPORATE ENTREPRENEURSHIP AND INNOVATION: THE CASE FOR THE INDEPENDENT VENTURE CORPORATION Translated from INNOVATION IN BUSINESS AND INDUSTRY. Tokyo, 1973 Cross Reference: 4

16-69 INTERACTIONS OF SCIENCE AND TECHNOLOGY IN THE INNOVATIVE PROCESS: SOME CASE STUDIES, National Science Foundation, March 19, 1973

This report contains case studies of the significant events in several technological innovations of high social impact. One conclusion is that entrepreneurs are vital to the process.

The authors examine the typical ways in which Federal R & D results are transmitted to the industrial and public sectors, and go on to suggest how more use can be made of our technology resources.


Innovation cannot be completely controlled and managed. This was one of the conclusion reached after an intensive study of eight prominent innovations. The article also details the key elements that lead to success in each case.


Cross reference: 11

While Mr. Brown defined small company in an unusual way (less than $166 million per annum sales), his survey does point out some significant differences in attitude between research efforts in small companies versus large companies.


17-2 Harbinson, Frederick "Entrepreneurial Organization as a Factor in Economic Development." QUARTERLY JOURNAL-OF ECONOMICS August, 1956 pp. 364-379
Cross Reference: 18


The classic study relating economic development with entrepreneurship. Chapters cover: circular flow of economic life, fundamental phenomenon of economic development, credit and capital, entrepreneurial profit, interest on capital, and the business cycle.

17-4 "The Overall Economic Development Program." U.S. Department of Commerce, Area Redevelopment Administration, August, 1961

A booklet designed to provide information for the preparation of an overall program for economic redevelopment of an area. Aimed to help areas of substantial unemployment and underdevelopment to take effective steps to plan and finance their economic redevelopment.


The challenge to our economy cannot be met only through public and private planning or through increased capital investment. We must also utilize the enterprising, competitive, and innovating capacities of over half our economy who are in small companies or are self-employed.
The difficulties of constructing a model of the social change that affects economic change and development has faced almost insurmountable barriers. This paper traces the changes in "intervening variables" which affect entrepreneurs and the consequent changes in American Business practices during the last 150 years. A model of the entrepreneurial role is seen as a useful device.
Cross Reference: 1

Cross Reference: 16

Papers and discussion from the Air Force sponsored conference on technological transfer. Among the discussion is presented the role and contributions of the entrepreneur to the transfer of technology to developing countries.

17-13 PROMOTION OF SMALL AND MEDIUM-SIZED FIRMS IN DEVELOPING COUNTRIES THROUGH COLLECTIVE ACTION. Published by the Development Centre of the Organization for Economic Cooperation and Development, Paris, 1967
Cross Reference: 4

Report and papers from the inter-regional symposium on the exchange of experience, September, 1967.

17-14 Leibenstein, H. "Entrepreneurship and Development" AMERICAN ECONOMIC REVIEW May, 1968 58:72-83

The aim of the paper is to suggest a theory of the economy and of entrepreneurship in which entrepreneurship has a unique and critical role and to use this theory to indicate why entrepreneurship is a significant variable in the development process.


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Few theoretical notions have been developed with reference to regional patterns of economic development. This study proposes and analyzes three hypotheses. The hypotheses are: 1) regional economic development occurs on a number of interpretable dimensions, 2) a region's level of development is associated with its functional integration into the wider economic system, and 3) regional development is associated with distance from large urban centers.


An exquisite study of High Technology Entrepreneurship with the ultimate intent to induce such activity in the Ozarks Regional area. The bibliography alone is worth the price of the document. Considerable emphasis on economic growth factors is included.

Kilby, Peter ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT New York: Free Press, 1971


This is a paper which examines the propositions that underlie a world-wide trend toward the creation of new entrepreneurs and the stimulation of existing ones. It also suggests ideas that will make these efforts more effective.

Skeirik, Kaleel C. "Opportunities for Small Firms in Manufacturing," SBA ECONOMIC REVIEW Fall, 1972 pp. 63-82
MANAGEMENT CONCEPTS


The ability to get things done right and to develop habits of effectiveness are traits that can and must be learned to be a successful executive.


A variety of articles dealing with management and organization in large and small firms.


A cogent discussion of why we do not realize the potential of human resources recruited into industry. Are successful managers born or are they made by management's concept of the nature of the task? Are policies and practices constructed to implement that concept?


The report of a new social consulting firm designed to achieve the fullest use of a firm's human resources. In this new professional activity the social consultant works from the center of the organization.

This book proves the problems and conflicts between the individual and the organization. One aim is to show how all levels of management can participate in decisions and aid the creative process of an organization.

Cross Reference: 7

Among several articles pertaining to incentives, the following are noteworthy: 1) incentives for professional managers and entrepreneurs; 2) incentives for innovators; and 3) self-motivation the most important intangible.


This book discusses the nature and theories of creativity, with special importance to creativity in business. Part II gives an in-depth review of how climate and groups aid in putting creativity to work.


The focus of this book is how management uses opportunities rather than problems as a means of prosperity and growth.

Cross Reference: 7

A study of the managerial mind, as contrasted from the legal, scientific mind. With a prime concern to the organization the book considers the manager's motivation, the effects upon others, and the numerous influences upon a manager's decisions.
18-10  Steiner, Gary A. ed.  THE CREATIVE ORGANIZATION  The University of Chicago Press, 1965


How people perceive their roles in an organizational setting is basic to productivity, introduction of change, and organizational health generally. Suggests that management must explore and use programs which enable personnel to increase role understanding.


What influence should personal values and morals have on corporate strategy choices? The author says a happy medium must be found between personal commitment and economic practicality.

Cross Reference:  7

A non-technical book about the art of managing a business successfully. The author explains the difference between will to manage and will to succeed. The contention is that a business operates effectively as top management makes simple concepts work as part of a total system.

Cross Reference:  16

R.J. Reynolds has put its new food operation (R.J. Reynolds Foods, Inc., a wholly owned subsidiary) into the hands of the men who founded the companies it has acquired.

Cross Reference: 16

Concerning the DuPont companies new venture organizations, which attempts to combine the advantages of size with the entrepreneurial spirit that is found in small business. Specifically discusses how new venture organizations are set up, where the ideas come from, what leadership qualities the managers must possess, and how operations are conducted.

Cross Reference: 16

The need for entrepreneurial talent requires corporation and university support in fostering the innovative spirit.

Cross Reference: 16

The new approach called "venture management" shows promise of making innovation more predictable. This article discusses the venture concept and its critical path method to seek out and capitalize on new business opportunities.
The human condition, changes of social responsibility, and the need for corporate involvement in social issues is causing new alliances between business and society calling for a new breed of executive.

The author reports on research conducted for his PhD thesis, analyzing in-house corporate entrepreneurship especially for AID, Latin America licensing, joint venturing, etc. An analysis of U.S. company patterns responses and differences is reported.

The book deals with the change in society, one of which is the explosion of the new technology that will result in major new industries. Chapter three is titled "The New Entrepreneurs."
Morgenthaler, George W. DECISION MODEL AND ANALYSIS OF CORPORATE UTILIZATION OF BY-PRODUCT R & D Master Thesis, Massachusetts Institute of Technology, June, 1970

Cross Reference: 16

An examination into the invention and developments produced by employees in corporations. This study explores the development of these products, how the ideas can be better developed, and the feasibility of a decision model for making by-product utilization decisions.


Ammer, D.S. "Has Big Business Lost the Entrepreneurial Touch?" BUSINESS HORIZONS December, 1970 13:37-46


The risk-taking "entrepreneurial manager" has emerged as the most essential member of today's multi-echelon management team. It also explores how entrepreneurial techniques can be used to solve management problems and drives and techniques of the entrepreneur.


A selection of readings and anecdotes written for the aspiring young executive (under 35) on his way in a hurry. The writing style is hurried and is inspirational. Sections on entrepreneurship and venture capital are included.


Most professional organizations have people who, if given the opportunity, would behave like entrepreneurs. The major deterrents are the organizational policies, procedures and modes of operation that do not stimulate and may inhibit entrepreneurial activity. The authors point out the increased need for venture growth strategies that emphasize linking entrepreneurial behavior with corporate resources.

Perhaps the most important implication of this study is that marketers should not be enamored of the marketing concept to the point that they wait until customers express a need before they launch a new product.
Driver, Robert E. "Organizational Reaction to Environmental Change: A Particular Aspect of Entrepreneurship," PhD, The University of Texas at Austin, January, 1973

Cross Reference: 11

A thesis to contribute to further understanding of organizational response to environmental change. Particularly the response of highly technical government organizations to large funding cutbacks.


How widely is the new venture management approach used? To what extent was the approach successful? What organizational practices are used? What happens to the new ventures? What of the future? These are the questions asked of 50 companies that introduce prize-winning new products.

Susbaauer, Jeffrey C. INTRACORPORATE ENTREPRENEURSHIP, Programs in American Industry, Cleveland State University, College of Business Administration, June, 1973.


Cross Reference: 11
THE SMALL BUSINESS ADMINISTRATION

19-1 TECHNOLOGY AND YOUR NEW PRODUCTS, Small Business Administration, 1956
Cross Reference: 16

19-2 A HANDBOOK OF SMALL BUSINESS FINANCE, Small Business Administration, 1960
Cross Reference: 12

19-3 EQUITY CAPITAL AND SMALL BUSINESS, Small Business Administration, 1960
Cross Reference: 12

19-4 NEW PRODUCT DEVELOPMENT - REDUCING THE RISK, Small Business Administration, 1961
Cross Reference: 16


19-7 BUYING AND SELLING A SMALL BUSINESS, Small Business Administration, 1963
Cross Reference: 10

144
19-8 INCOME TAX INFLUENCES ON LEGAL FORM OR ORGANIZATION OF SMALL BUSINESS. Small Business Administration, 1963
Cross Reference: 12

19-9 LONG-RANGE PLANNING FOR SMALL BUSINESS. Small Business Administration, 1964
Cross Reference: 10

19-10 Krentzman, H.C. MANAGING FOR PROFITS Washington: Small Business Administration, 1968
Cross Reference: 10

This book offers both basic theory and day-to-day business practices to assist the chief executive of a small business firm.

Cross Reference: 3

A prototype for big business involvement in assisting minority enterprises on a profit-making basis. (Minority Enterprise Small Business Investment Corporation, MESBIC)

19-12 SBA ECONOMIC REVIEW, Small Business Administration, Washington, D.C. Annual Issue, 1970 Vol. 3 No. 2

Included in this annual publication are "Looking Toward the Year 2000" and "Economic Outlook for Small Business, 1970-1976."

Cross Reference: 12
Schabacker, Joseph, STRENGTHENING SMALL BUSINESS MANAGEMENT, Small Business Administration, 1972

Cross Reference: 10

The edited papers of the late Mr. L. T. White, former Vice President and Director of Research and Education for Cities Service Petroleum Company. Very readable and sensible advice about marketing and management for the small business.

VENTURE CAPITAL, Small Business Administration

Cross Reference: 13

The SBA publishes on a quarterly basis a complete listing of SBIC's listing name, address, and size category. Write: SBA Investment Divisions; 1441 L. Street, N.W. Washington, D.C. 20416

SMALL BUSINESS BIBLIOGRAPHIES Small Business Administration

Cross Reference: 21

The Small Business Administration publishes a series of small business bibliographies on particular areas, such as retailing, pet shops, etc. Available from local SBA offices.

Management Research Summaries (MRS). Small Business Administration, Washington, D.C. Please refer to entry 2!-44 (pg. 172)

MRS are four page summaries of extensive studies. They were generally conducted by universities under SBA grants in the states mentioned in the title of the summaries. These summaries are no longer available from the district offices of the Small Business Administration. However, many libraries and small businesses may maintain collections of these summaries.

A set of the complete studies is available for reference at each district SBA office and at the various Depository Libraries in each state.
SCHOOLS, CONTINUING PROGRAMS AND SOURCES

20-1 Vesper, K.H., "Venture Initiation Courses in U.S. Business Schools," ACADEMY OF MANAGEMENT JOURNAL, December, 1971 14:525-528

Cross Reference: 9

20-2 Success Motivation Institute, Waco, Texas

The story of this company's founder, Paul J. Meyer, is certainly that of an entrepreneur, with the personality and actions which typify this subject. In addition, the company distributes several training and individual development programs which might be of interest to the small businessman.

20-3 The Entrepreneur Press, Mission Station, Drawer 2759
Santa Clara, CA 95051

This organization, in addition to the book and tape cassettes mentioned earlier in this guide, conducts seminars throughout the country on starting and financing your own business and is preparing an extensive volume on 21 different ways to market and/or distribute the products or services of new enterprises.

20-4 Periodicals - Newspapers

These are numerous periodicals and newspapers, available at local libraries, of particular interest to the entrepreneur and small businessmen and there are several which regularly run items of special interest to the entrepreneur. Some of these which are of particular value are:

MIDWEST INDUSTRY

ARIZONA BUSINESS

INVESTOR

NEWSLETTER OF THE NATIONAL SMALL BUSINESS ASSOCIATION

SBANE NEWSLETTER

JOURNAL OF SMALL BUSINESS MANAGEMENT

THE SMALLER MANUFACTURER
MANDATE - Publication of the National Federation of Independent Businessmen. Also a Canadian version published by CFIB.

BLACK ENTERPRISE DIGEST

BLACK ENTERPRISE

SMALL BUSINESS NEWSLETTER - published by McDonnell Douglas

INTERCOM - published by Independent Businessman's Association of Wisconsin

THE FINANCIAL POST - a weekly financial newspaper from Canada that regularly publishes a column on "Running Your Own Business."

WALL STREET JOURNAL

TIME MAGAZINE - periodically publishes a column called the "Entrepreneur."

20-5 Business Simulation Games

The following games are noted because of their relevance to new and/or small business. Learning theory has not advanced to the place where we can clearly discern which are more or less helpful, so each user of these games will need to experiment with the methods and results to ascertain which are better for his or her purpose. A compendium of available simulation games can be obtained from Gale Research. See item 21-14.

MANTRAP
Management Training Program
This small business simulation game was developed by a Small Business Administration grant at the University of Houston: Center for Research in Business and Economics, College of Business Administration, 1961. It comes in two versions, a computerized version and a hand scored version. Both have been used by the compiler and found to be good and helpful, especially with small business managers and participants. Set-up of the game takes a little time, but extensive play can be concluded in one long evening or taken over several meetings.

LOW BIDDER
The Game of Strategy
This game induces the competing players to bid for a variety of construction jobs . . . careful management strategists are rewarded, non-planners lose. Available from ENTELEK, INC. 42 Pleasant, Newburg Port, MA 01950.
VENTURE
This is a management skills and learning game and not particularly a game for new enterprisers. It is hand scored and can be played in a classroom setting. It is a decision-making game calling for reflection and choice among competing alternatives. Available from Procter and Gamble Company, Public Relations Department, Post Office Box 599, Cincinnati, OH 45201.

3M Company has an entire shelf of adult, business oriented games with a variety of learning possibilities. A current listing of available games can be obtained from 3M and the games are available at most department and bookstores.

20-6 FILMS

A very useful learning technique is the use of films and audio-visual items and business simulation games.

There are very few films which are known to the compilers as new venture oriented, and we've listed them below. We do ask users of this guide to refer 'other' films (16, 8 or 35 mm.) to us for inclusion in future editions of this Guide.

THE PROMOTOR
A film starring Alec Guinness produced in 1952 by J. Arthur Rank Organisation which portrays in a human and humorous fashion the rise from humble beginnings the success story of a Londoner, as he develops his own enterprises. This film has been used in classes on venture initiation with good results. Ninety minutes - and was formerly available in 16 mm. for about $50.00 for showing in a non-profit setting.

MAINSTREET
Produced by Dun and Bradstreet mainly to sell their credit reporting services, but in low key. Story line shows a person who walks into various commercial enterprises in a 'typical' community and points out certain small business management techniques and relates them to success or failure. A nice film to show to Service Clubs and High School classes and, perhaps, beginning courses on business.

The above two films are currently unavailable, but efforts to obtain a rentable copy are underway. Write to us for further information after January/1974.

THE MAN IN THE GREY FLANNEL SUIT
This 1956 film by 20th Century Fox featured Gregory Peck as a rising young executive. However, the setting took place with an 'older' person, the founder of the company, played by Freredic March, who now seeks a replacement. Some major point on entrepreneurship are well portrayed in this film. Available from Films, Inc. 4420 Oakton Street, Skokie, Ill. 60076. (16 mm., 152 minutes) ($35.00)
MANAGEMENT TRAINING FILMS

The following management training films produced for the Small Business Administration are now available for sale or rental from the:

National Audiovisual Center
National Archives Bldg.
Washington, D.C. 20408

THE ADVERTISING QUESTION (13 min. 50 sec., sd., color, 16 mm.)

Designed to correct some of the misconceptions and change some of the attitudes which many small businessmen display toward advertising. It begins with the introduction of a new small businessman about to open a drug store. He hopes to get by without much advertising other than point-of-sale advertising, which he does support. A newspaper owner raises the question, "How are you going to get customers into the store?" The values and techniques of advertising are developed in a discussion between the druggist and the newspaper owner, and some business examples are shown to emphasize pertinent points.

ANYTHING IS POSSIBLE--WITH TRAINING (13 1/2 min., sd., color, 16 mm.)

Examples of successful employee training in a telephone answering service, a boat yard, and a newspaper office convince a woman planning to open a restaurant that employee training is essential to business success.

BURGLARY IS YOUR BUSINESS (15 min., sd., color, 16 mm.)

Through an investigation by a police department detective following a burglary at a home furnishings/appliance store and the detective's conversation with the store owners, the film points out security measures which retailers should take to prevent burglaries.

THE CALENDAR GAME (13 1/2 min., sd., color, 16 mm.)

Emphasizes the need for advertising planning and budgeting by small retail and service businesses. The film begins in the office of the owner of a drycleaning shop. The cleaning shop proprietor points out to a business friend that he aims his promotions to reach, at specific times, customers who are most likely to be ready for his service and explains his method of choosing media and directing his advertising. In a friendly give-and-take discussion, the two touch upon budgeting, timing, choice of media, and plans for specific promotions.
THE FOLLOW UP (13 min., sd., color, 16 mm.)

Illustrates the value of following up on advertisements and promotions. Action takes place in an appliance sales/repair shop owned by two partners, Sam and Roger. When the story opens, Sam isn't much impressed with Roger's strong belief in a follow-up as a way to develop additional business and as a guide to future promotions. Further discussion between the two, together with illustrations of following up on a radio commercial, soliciting customers' reactions to store layouts and point-of-sale ads, and getting business associates' opinions of ads used or planned bring out many of the factors to consider in advertising/sales promotion follow-up.

THE INSIDE STORY (15 min., sd., color, 16 mm.)

Through conversations and activities of Sam Mattison, owner of a small manufacturing plant, and his security man, Vince Clark, the film illustrates steps which can be taken to limit or prevent pilferage by plant employees. Though Sam is vehement about not wanting to suspect any of his employees, facts reveal that an old, trusted employee had been pilfering for years.

IT CAN HAPPEN TO YOU (15 min., sd., color, 16 mm.)

Outlines the experience of Jack Norton, a hardware store owner, in cooperating with a police lieutenant to get facts about a pilferage problem. The police lieutenant points out situations and procedures which encourage pilferage and shows how to remedy these matters.

IT'S YOUR MOVE (13 min., sd., color, 16 mm.)

Designed to inform small business owners faced with relocation problems because of urban renewal about help available through SBA and Urban Renewal Offices and to motivate them to take positive steps if they wish to relocate.

THE LANGUAGE OF BUSINESS (14 min., 50 sec., sd., color, 16 mm.)

The storyline is drawn from the dramatic situation of a fairly successful small businessman, Jack, who is pondering a big decision: Should he play it safe, going along as he's now doing with his radio/TV retail and service shop, or should he take the risk of opening a second store in a new shopping center. Faced with making this decision, Jack looks to his records for help but finds them confusing. His inability to interpret the facts and information frustrates him to the point of making a late-night call for help to Tom, his accountant.
Together, they analyze the records. Tom points out problems and areas of adjustment in Jack's operation. He draws upon his experience with other businessmen to illustrate danger areas. Bit by bit, a new respect for records develops in Jack as he realizes their value in managing his business.

THE MAN OR WOMAN FOR THE JOB (14 min., sd., color, 16 mm.)

Points out the importance of effective employee recruitment and selection procedures through the experiences of a small print shop owner who learned the hard way that such procedures are necessary. Brief vignettes of other types of business reflect various sources of employees.

A STEP IN THE RIGHT DIRECTION (13 min., sd., color, 16 mm.)

Through discussions between Ralph Brown and Harry Newman (two clothing store owners) and flashbacks to pertinent problem situations, dramatizes the importance of merchandise control in retail stores and illustrates some control procedures and techniques.

20-7 Small Business Associations

There are several national organizations which have as their main purpose to lobby for better legislation or changes in administrative practices to improve the prospects or prosperity of small business.

NSB (National Small Business Association)
301 - 1225 19th Street, N.W., Washington, D.C. 20036
Mr. John E. Lewis, Executive Vice President
This organization has about 40,000 members who pay dues. There is an experienced Washington, D.C. staff which then lobbies for small business bills, etc. The newsletter is particularly good.

NFIB (National Federation of Independent Business)
150 West 20th Avenue, San Mateo, CA 94402
Mr. Wilson Johnson, President
This organization has almost 358,000 members throughout the U.S.A. and probably is a good statistical representation of all smaller business in the U.S. This organization publishes a regular periodical called MANDATE which espouses some current Federal problem or pending legislation. Attached is a coupon for members to respond and to vote on certain issues and return the ballots to NFIB headquarters. These are then tabulated and reports sent to Congressmen based upon the voting pattern for their particular district. The Federation also maintain a Washington, D.C. office for lobbying and to ensure a follow-up of the MANDATE voting results.
JOINT EFFORT
This is a newly formed confederation of the three regional group mentioned above to foster better recognition in Washington, D.C. of small business and its problems. This organization makes an annual presentation to key Congressmen and Senators and Administration officials during National Small Business Week in May of each year. This organization attempts to harness the independent businessman himself to make the trip and make the presentation rather than send money to hire a professional lobbyist to do the job for him.

Those interested in this Effort should write to Mr. Lewis Shattuck, Executive Director, SBANE (Smaller Business Association of New England), 69 Hickory Drive, Waltham, MA 02154.

There are numerous Trade Associations at the National (and State) level which perform various tasks of lobbying and supplying witnesses for committee hearings in Washington, D.C. There probably is no business in America which would not find a welcome to a trade association to represent his interests. However, these Trade or Industry Associations represent the particular interests of a select group of companies and industries rather than the more general interests noted in the first three.

In addition, there are numerous organizations composed primarily of independent owner/manager small businessmen. Most of these organizations are local in character, but a few of them are regional or national in character. The following is a list of organizations known to the compilers and who have replied to questionnaires as to membership, costs, etc. Those not responding to requests for information are presumed as no longer in existence.

People interested in small business progress and how the independent businessman learns to sharpen his management skills, find that there are some common patterns among these successful organizations. Basically these organizations are viable because the independent businessmen counsel with each other, especially those they trust and with whom they can identify as a fellow entrepreneur. The members as a rule do not respond well to professional speakers, especially those who have never owned and operated their own independent business, especially professorial types.

Regional Groups:

INDEPENDENT BUSINESS ASSOCIATION OF WISCONSIN (IBA-W)
999 West Armour Avenue
Milwaukee, WI 53221
COUNCIL OF SMALLER ENTERPRISES OF THE GREATER CLEVELAND
GROWTH ASSOCIATION (Mr. K. Michael Benz, Executive Director)
690 Union Commerce Bldg.
Cleveland, Ohio 44115

SMALLER MANUFACTURERS COUNCIL (SMC), (Mr. Leo McDonough, Executive Vice Pres.
Chamber of Commerce Bldg.
Pittsburgh, Pennsylvania 15219

SMALLER BUSINESS ASSOCIATION OF NEW ENGLAND, INC. (SBANE)
(Mr. Lewis Shattuck, Executive Director)
69 Hickory Drive
Waltham, Massachusetts 02154

COUNCIL OF INDEPENDENT MANAGERS - SOCIETY FOR THE ADVANCEMENT OF
MANAGEMENT, (CIM-SAM)
8147 Jackson Park Blvd.
Milwaukee, Wisconsin 53213

Three chapters now organized - Milwaukee (chapter number one in continuous
operation since 1959), and recently organized chapters in Minneapolis and
Madison, WI. For more information contact Mr. Wm. Tetzlaff, Executive
Secretary, 10855 West Potter Road, Milwaukee, WI 53226 - or Vice President
for CIM chapters, Mr. Everett P. Hokanson, 4021 South Kinnickinnic Avenue,
Milwaukee, WI 53207

The Executive Committee (TEC)
Mr. Robert Nourse, 1201 North Prospect Avenue, Milwaukee, WI 53202

This organization has TEC groups in major cities in the U.S. The members,
usually growth oriented, 8-10 per group develop close and intense relation-
ships, by meeting at each others plants and offices and bringing in specialized
technical and personal experts to counsel 'that' group. Some groups have
operated over ten years and have shown good growth patterns in their companies.

Young President's Organization (YPO)
375 Park Avenue, New York, New York 10022

YPO is composed of chief executive officers of companies with over a million
dollar of sales prior to his attaining 40 years of age. Members must terminate
membership at age 49 and a new organization is growing called 'The 49ers'.
About a third of the members are business firm founders, another third
inherited their companies and another third began at the bottom of established
companies and rose to chief officer by age 40. Similar patterns are shown for
the TEC above.

Meetings are of similar style, although more outside experts are utilized.
Much stimulation and planning for growth is exerted through these meeting
experiences. YPO is organized as a federation of local chapters and is, in
many respects, a national organization.

Sons of Bosses (SOB)
53 East Main Street, Morestown, New Jersey 08057

This is a young organization composed of Sons of Bosses (owners and managers)
who are either already working for their fathers or are contemplating
doing so. Some have aspirations of taking over the business and many do not.
Local groups are affiliated with a national organization.
This RESOURCE GUIDE has been compiled for a variety of purposes. In addition to published literature and other learning devices, we know that interaction with known knowledgeable people can also be very helpful. Therefore, we are publishing the following list of persons as an additional source of contact for potential entrepreneurs or scholars.

The following list is a blending of names drawn from two major sources. These sources do not contain 1) known entrepreneurs or established small businessmen and yet, such persons are usually very helpful, 2) lawyers, accountants, bankers, venture capitalists, management consultants, small business officials and SCORE people, trade association executives, all of whom are also very helpful to new and small businessmen and scholars. Names of qualified people under # 2 above can be obtained at any public or university library, or State Office Building Information Center.

The two major organizations from which the following names have been gleaned are:

* The National Council for Small Business Management Development (NCSBMD)
  600 West Kilbourn Avenue, Milwaukee, WI 53203

  This organization draws many of its members from the teaching community. Members specialize in working with individuals or groups of existing small businessmen for the purpose of 'Management Development'. These people can be very helpful.

# The Society for Entrepreneurship Research and Application (SERA)
  811 East Wisconsin Avenue (Suite 945), Milwaukee, WI 53202

  A newly formed organization of Researchers and Teachers of new venture initiation and entrepreneurship. This group is primarily interested in the starting processes of new 'growth' industries.

Obviously, this is not a complete list, and surely it is out-of-date as of the date this Guide was published. The Center will maintain a current listing for both organizations. Anyone interested can contact the Center.
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ADDITIONAL SOURCES


21-2 International Industrial Development Center, Stanford Research Institute, Menlo Park, California.

The development Center publishes several books on international investment, small industry, and international entrepreneurship. Two particularly good works published in 1958-1960 were: INDUSTRIAL ENTREPRENEURSHIP IN MADRAS STATE, INDIA by James J. Berne (see item 4-6) and MANAGERS FOR SMALL INDUSTRY--AN INTERNATIONAL STUDY by Joseph E. Stepanek.

21-3 Goslin, Lewis N. ANNOTATED BIBLIOGRAPHY ON R & D MANAGEMENT Indiana University: Indiana Business Information Bulletin #56, 1966

An extensive bibliography of publications since 1956 in the area of research and development. It is divided into twenty subject areas to organize the literature.


Cross Reference: 16

This guide contains a review section that highlights the ideas contained in the literature, and a bibliography citing the literature on technology transfer and innovation.
This handbook gathers into one comprehensive volume information on general programs beneficial to small business. The major programs described range from business development and financial assistance to research, patents, technical information and technology.

A reference guide to special services and Federal departments plus a detailed subject index are provided.

Sovel, M. Terry, TECHNOLOGY TRANSFER - A SELECTED BIBLIOGRAPHY University of Denver for National Aeronautics and Space Administration, June 1969

A comprehensive listing of technical information that can be communicated from one person to a recipient who then considers and possibly applies this information. This bibliography also is concerned with the barriers and incentives to the transfer process.

VENTURE CAPITAL Technimetrics, New York, 1970

Published by Technimetrics, 527 Madison Avenue, New York 10022. Lists 204 companies willing to make capital deals. The list has also categorized type of deals each company prefers, most do not want "raw-risk" initial inputs.


A description of the Federal government's domestic programs to assist the American people in furthering their social and economic progress.

This is the most comprehensive list of the largest corporations arranged by SIC industry categories with ranking by sales; separate lists include: billion dollar U.S. corporations; 1000 leading U.S. manufacturers; 500 leading U.S. non-manufacturers; top performing U.S. corporations.


A comprehensive collection of books, articles and research studies of substantive content and easily available designed as an aid to research of the small business enterprise.

Cross Reference: 9, 15

A good roster of management consultants and a bibliography of information on the consulting field. A search of the literature concerned with the marketing of consultancy services, the theme of which is the relationship that exists between clients and organizations that offer managerial advice and research. A complete annotated bibliography.

21-12  MANAGEMENT SOURCE PUBLICATION FOR SMALL BUSINESS, New York: Dun and Bradstreet, 1973

Cross Reference: 16

The primary purposes of this publication is to introduce some of the informational services of the technology assessment and forecast program.


A directory and bibliography describing play situations or simulations used for instruction and training by schools, colleges and universities, government, business and management.

21-15 COMMERCIAL ATLAS AND MARKETING GUIDE, Rand McNally (annual)

Marketing data, with maps for each state. Data include population, census statistics, for counties and SMA; statistics for cities also.

21-16 DUN AND BRADSTREET, MIDDLE MARKET DIRECTORY

Lists approximately 33,000 U.S. companies with an indicated worth of $500,000 to $999,999. Coverage and information are similar to the above directories; however, list of officers and directors is not included.

21-17 MANUFACTURERS' AGENTS GUIDE (Biennially)

Manufacturers' Agent Publishing Company. Lists some 12,500 manufacturers who distribute through representatives and agents. Lists principal products, financial rating, and sales executives and their titles.
An excellent continuing source for both lists, and studies and statistics useful in marketing research. All entries are annotated and a cumulative index for previous issues at back.

Statistics and graphs on the consumer and his behavior in the marketplace. Population, employment, income, expenditures, production and distribution, and prices are covered.

Lists approximately 31,000 U.S. companies with an indicated worth of $1 million or over. Gives officers, approximate sales, number of employees, products if a company is a manufacturer, and SIC. The yellow pages list companies geographically and the blue pages by SIC industries. The white pages are an alphabetical listing of officers and directors.

Lists 500 largest corporations ranked by revenue, assets, market value, net profit.

Part 1 lists 500 largest U.S. industrial corporations; 50 largest banks, merchandising, transportation, life insurance and utility companies. Part 2 lists the second 500 corporations and Part 3 ranks the 200 largest foreign industrial corporations and 50 largest foreign banks.

Known to many as the "Directory of Directories," it is an excellent starting point, especially if a company you are looking for is not listed in any of the above directories.
21-24 "Marketing Information Guide." INDUSTRIAL MARKETING (Annual)

Of particular interest to those who manufacture goods for other industries.


Detailed statistical tables including GNP components, national income, population, labor force, income and consumption, savings and investment.

21-26 REGISTER OF CORPORATIONS, DIRECTORS AND EXECUTIVES. Poor's

Alphabetical list of approximately 33,000 U.S. and Canadian corporations, giving officers, products, SIC, sales range, and number of employees. There is an index of companies and a geographical index.

21-27 Regional and State Manufacturers Directories: (Usually published by State Departments of Commerce) or (State Manufacturers Association)


Estimates for population, effective buying income, retail sales, for U.S. states, counties and cities; per capita and per house-hold income. Estimates for SMSA include population by age groups, income cash size, retail sales for nine retail store groups.
STANDARD RATE & DATA SERVICE

Some sections include "Market Data Summary" estimates and SMSA rankings for population, households, consumer spendable income, retail sales by store groups, etc. State, county, and metropolitan area data at front of sections for each state.

THOMAS REGISTER OF AMERICAN MANUFACTURERS. 10 volumes (annual)

Vols. 1-6 list manufacturers by specific products; Vol. 7 is an alphabetical list of companies, and includes address, branch offices, subsidiaries, products, estimated capitalization. Vol. 8 is an index to product categories and contains list of leading trading names. Vols. 9 and 10 are "Catalog of Companies."

VERIFIED DIRECTORY OF MANUFACTURERS' REPRESENTATIVES (Biennially)

Manufacturers' Agent Publishing Company. Presents a geographic listing of about 15,000 manufacturers' representatives (domestic and export) serving all industries, except food products, for the U.S. and Canada. Gives principal lines carried and trading area covered.

PRACTISING LAW INSTITUTE, BOOK CATALOG 1133 Avenue of the Americas, New York, 10036

Very readable and useful to independent businessmen and lawyers. Contains texts, sourcebooks, transcripts, and course handbooks covering subjects including commercial law and practice corporate law and practice, estate planning, patents, trademarks, tax law, real estate law, etc.

"Mergers and Acquisitions" THE JOURNAL OF CORPORATE VENTURES, Washington, D.C. (Bi-monthly)
ENCYLOPEDIA OF ASSOCIATION, Gale Research, Detroit, Michigan (Updated periodically)

ENCYLOPEDIA OF BUSINESS INFORMATION, Gale Research, Detroit, Michigan (Updated periodically)


Includes key word listings for "entrepreneur," "venture capital," "technology transfer," and "family corporations." Students of small business are urged to also review the headings of corporation, family and close, and all items under technology. There are various sub-headings designed to help the researcher, however, the classifications tend to run together for new and smaller business R & D related topics.


Includes a key word listing for "entrepreneur."


Includes key word listing for "entrepreneur."

SMALL BUSINESS REPORTER, Bank of America

In the tradition of A.P. Gianninni, founder of the Bank of America and former street fruit peddler and immigrant to San Francisco, the world's largest bank publishes regularly a series called Small Business Reporter. Categories include special publication for people starting particular types of small business e.g. liquor store, etc. contains very helpful ideas, ratios, licensing needs, other resources available, etc. Other categories include more general overviews such as managing problems, securing working capital, etc. An excellent series overall.
21-40 Robert Morris Associates ANNUAL STATEMENT STUDIES
Cross Reference: 12

Operating ratios of all types and sizes of small and large business. Useful comparisons for accountants, bankers, lenders, consultants, and small business managers.

21-41 BAROMETER OF SMALL BUSINESS, San Diego, California: Accounting Corporation of America, (semi-annual)
Cross Reference: 12

Operating ratios of all types of small business. Useful for accountants, bankers, lenders, and small business managers.

21-42 NASBIC (Annual Report of the National Association of Small Business Investment Companies.)
Cross Reference: 12, 13

Proceedings of annual meetings of NASBIC which are attended annually by 300+ venture capitalists. Gives insight into industry, problems, trends and prospects.

21-43 INNOVATION MAGAZINE

Published 40+ issues and is now absorbed with Business And Society Review. Of Particular interest to technical entrepreneurs.

21-44 MANAGEMENT RESEARCH SUMMARIES (MRS). Small Business Administration, Washington, D.C.

The following items are four page summaries of extensive studies. They were generally conducted by universities under SBA grants in the states mentioned in the title of the summaries. These summaries are no longer available from the district offices of the Small Business Administration. However, many libraries and small businesses may maintain collections of these summaries. A set of the complete studies is available for reference at each district SBA office and at the various Depository Libraries in each state.
1. How Urban Renewal Projects Affect Small Business
2. Profit Control in Automobile Retailing
3. Cost Control Problems of Small Manufacturers
4. Small Plant Turnover and Failure
5. Distribution and Warehousing in Alaska
6. Small Business and the Superhighway Era
7. The Squeeze-Out in Small Business Ownership
8. Problems and Practices of Tenn. Nurseriesmen
9. Problems of Small Retailers
10. Facts About Small Business Financing
11. Hours of Operation in Retail Stores
12. Organization Patterns in Small Business
13. Vacation Business in Maine
15. Overlapping Sales Taxes and Small Business
16. The Transportation Function in Small Business
17. Small Store Opportunities in Shopping Centers
18. Problems and Needs of Small Manufacturers
20. Control Methods for Home Builders
21. Control Methods for Oil Jobbers
22. Small Business in the E. Okla. Lake Region
23. Forecasting in Small Business Planning
24. Economic Opportunities for the State of Maine
25. Vertical Integration in Broiler-Growing
26. Small Business Wholesales in New Jersey
27. Control Methods for Men's Clothing Stores
28. Financing Small Business in South Dakota
29. Control Methods for Hardware Dealers
30. Use of External Assistance by Small Mfrs.
31. Local Investment in Puerto Rican Mfg.
32. New Hampshire Mineral Potential
33. Financial Analysis and Small Business
34. Small Manufacturing Firms in New Hampshire
35. The Pleasure Boating industry in Tennesssee
36. Education for Leadership in Small Business
37. Forestry and Forest Products in N.H.
38. Small Business and Pattern Bargaining
39. Construction Industries in Southern Florida
40. Control Methods for Household Appliance Dealers
41. Air Transportation in New Hampshire
42. Problems of Small Business
43. Selecting A Site for the Small Mfg. Plant
44. Pricing Decisions in Small Business
45. Case Studies of Small Retail Stores
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47. Providing Mgt. Talent for the Small Business
48. Small Suppliers and Large Buyers in Am. Ind.
49. The structure of Small Business in Alabama
50. Personal Factors in Choosing a Site for the Small Manufacturing Plant
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52. Finding New Products for Small Manufacturers
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54. Investment Decision Making in Small Businesses
55. Small Business Development in New Hampshire
56. Use of Outside Information in Small Firms
57. A Study of SBA Financial Assistance in Utah
58. Small Business Success and Failure Cases
59. The Pine Lumber Industry in Mississippi
60. Small Business and Union-Wide Bargaining
61. A study of Industry Fin. & Operating Ratios
62. Maine's Potential for Woods Particle Board Manufacture
63. Small Business Problem Studies
64. Problems of South Carolina Food Processors
65. Mississippi's Forest Resources
66. Accounting in Small Business Decisions
67. Equity Financing of Small Mfg. Firms in N. Jersey
68. Sources of Equity and Long-Term Financing for Small Manufacturing Firms
69. Small Suppliers in a Changing Market
70. Advertising in Small Retail Stores
71. Export Trade and the Small Manufacturer
72. Insurance Management in Small Retail Firms
73. Problems of Tennessee's Small Meatpackers
74. Employee Training Needs of Small Mont. Firms
75. Small Business Patterns in Arizona
76. Accounting Practices in Small Firms
77. Small Zinc-Lead Mining in Montana
78. Site Evaluation for Small Retailers
79. Financing Small Manufacturing Firms in Maine
80. Small business Use of Trade Assn. Programs
81. Small Business Use of Trade Assn. Programs
82. Air Transportation in New Hampshire
83. Revenue Quality Control for Small Motor Carriers
84. Vacation Travel Businesses in New Hampshire
85. New Small Business Opportunities in a Redevelopment Coal Area in W. Va.
86. Mgt. Problems in the Electronics Industry
87. Highways and Small Mfg. Plant Locations
88. Developing Mississippi's Hardwood Resources
89. Assessing the Prospects for New Retail Businesses
90. Farm Equipment Retailing in Louisiana
91. Sources of Funds for Small Firms in Washington State
92. Unusual Small Businesses in Louisiana
93. Regulation of Retail Competition in Washington State
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101. Risk Management in a Catastrophe
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103. Mail Order Purchasing and the Small Retailer
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106. Small Manufacturers and the Financial Gap
107. Factors in the Growth of Manufacturing Firms
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109. Ten Small Retailers and Their Problems
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118. A Local Economy in Transition
119. Characteristics in Small Business Success
120. Buying and Selling a Small Business
121. Trends in Affiliated Wholesale-Retail Food Operations
122. Success Patterns in the Real Estate Business
123. Management Counseling of Small Business
124. Estate-Tax Valuation in Family-Owned Firms
125. Stability and Change in Market Shares
126. Simulation Training for Small Business Executives: A Computerized Model
127. Methods of Counting Business Establishments
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129. Fed. Taxes and the legal Form of Sm. Firms
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142. U.S. Small Business & the Latin Am. Market
144. P. Rican Mfg. — Local & Nonlocal Ownership
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146. Small Food Processors' Co-op Arrangements
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148. Use of Trash Fish Caught by Shrimp Boats
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151. A Study of Retailer Survival
152. Effect of Tight Money on Sm. Bus. Financing
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155. Communicating Info. to Small Businessmen
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158. Marketing Through Food Brokers
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162. Improving Food Brokers' Office Procedures
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165. Tourism's Effect on Hawaiian Small Business
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