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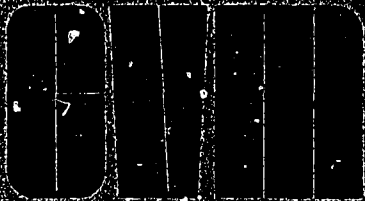
ABSTRACT

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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**THE ENTREPRENEUR AND  
NEW ENTERPRISE FORMATION**

A RESOURCE GUIDE  
Fall, 1979

Compiled by

**JAMES W. SCHREIBER  
JOHN B. KOMIVES**

U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
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# THE ENTREPRENEUR AND NEW ENTERPRISE FORMATION: A RESOURCE GUIDE

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

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811 East Wisconsin Avenue  
Milwaukee, Wisconsin 53202



RESOURCE GUIDE

THE ENTREPRENEUR AND NEW ENTERPRISE FORMATION

NOVEMBER, 1973

## PREFACE

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 front 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.

## THE RESOURCE GUIDE

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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## GLOSSARY

### 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 sub-headings. 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 may 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 unternehmer, 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.

## SPECIAL INTEREST LIST: THE POTENTIAL ENTREPRENEUR

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 cassetts 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 extention 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

Lasser Institute (The J.K.-) HOW TO START AND BUILD A SUCCESSFUL BUSINESS, Larchmont, New York: American Research Council, 1961, 92 pp.

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.

Ota, Leslie and Rodgers, Nancy M., editors, "How to Establish and Operate Your Own Small Business: Thirty-Nine Varieties". BUSINESS LITERATURE, April-June, 1962, pp. 35-40.

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.

\*Baumbach, Clifford, Kelley, Pearce and Lawyer, Kenneth, HOW TO ORGANIZE AND OPERATE A SMALL BUSINESS, 5th edition, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1973.

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.

\*Allen, Louis L., STARTING AND SUCCEEDING IN YOUR OWN SMALL BUSINESS, New York: Grosset & Dunlap, 1968, 156 pp.

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.

Metz, Robert, FRANCHISING: HOW TO SELECT A BUSINESS OF YOUR OWN. New York: Hawthorne Books, Inc. 1969, 344 pp.

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.

Goodman, Steven E., GUIDE TO 150 SOURCES OF FRANCHISING INFORMATION. Dunellen, New Jersey: Franchise Information Institute, Education and Training Associates, 1970, 39 pp.

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

\*Nicholas, Ted, HOW TO FORM YOUR OWN CORPORATION WITHOUT A LAWYER FOR UNDER \$50.00," Wilmington, Delaware: Enterprise Publishing Co., 1973, 103 pp.

Putt, William, ed., STARTING A NEW BUSINESS - A DO-IT-YOURSELF GUIDE. (Tentative title), Cambridge: MIT Press, Expected, 1974

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.



Petrof, John V., Carusone, Peter S., and McDavid, John E.,  
SMALL BUSINESS MANAGEMENT: CONCEPTS AND TECHNIQUES FOR  
IMPROVING DECISIONS, McGraw-Hill Book Company, New York,  
1972, 410 pp.

Henke, Russel W., EFFECTIVE RESEARCH AND DEVELOPMENT FOR THE  
SMALLER COMPANY, Gulf Publishing Company, Houston, Texas,  
1963, 204 pp.

McCord, Jim and Vazzana, Nicholas S., editors, ADVISING THE  
SMALL BUSINESS SOURCEBOOK, Practising Law Institute,  
New York City, 1970, 489 pp.

#### MANAGEMENT OF A SMALL BUSINESS

Donham, Paul and Day, John S., NEW ENTERPRISES AND SMALL  
BUSINESS MANAGEMENT, Homewood, Illinois: Richard D. Irwin, Inc.  
1959, 832 pp.

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.

Thurston, David B., MANUAL FOR THE PRESIDENT OF A GROWING  
COMPANY, Englewood Cliffs, New Jersey: Prentice-Hall, Inc.  
1962, 437 pp.

\*Preston, Lee E., ed. MANAGING THE INDEPENDENT BUSINESS, Englewood  
Cliffs, New Jersey: Prentice-Hall, Inc., 1962, 323 pp.

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

Lawyer, Kenneth, SMALL BUSINESS SUCCESS: OPERATING AND EXECUTIVE  
CHARACTERISTICS, Cleveland: Western Reserve University,  
1963, 183 pp.

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.

Roethlis, J.D., "A Formula For Success for the Small Business,"  
BUSINESS NEWS MAGAZINE, October-November, 1963, pp. 18-19

Small Businesses must become more efficient to survive.  
The answer rests in education and the intelligent use of  
outside assistance.

Steinmentz, L. L., "Critical Stages of Small Business Growth,"  
BUSINESS HORIZONS, February, 1969, 12:29-36

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

\*RUNNING YOUR OWN BUSINESS, The Financial Post, Toronto:  
McLean-Hunter Limited, 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
- Fram, Eugene H., SMALL BUSINESS CREDIT AND FINANCE, Dobbs Ferry, New York: Oceana Publications, Inc., 1966, 86 pp.
- Herwitz, David R., BUSINESS PLANNING, Brooklyn: The Foundation Press, 1966
- Choka, Allan D., BUYING, SELLING AND MERGING BUSINESSES, Cambridge: Baker Library.
- \*Robinson, Roland I., FINANCING THE DYNAMIC SMALL FIRM, Belmont, California: Wadsworth Publishing Company, Inc., 1968
- \*Gross, Harry, FINANCING FOR SMALL AND MEDIUM-SIZED BUSINESSES, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1969, 256 pp.
- Liebers, Arthur, THE KEY TO A SUCCESSFUL BUSINESS, New York, Key Publishing Co., 1964
- Golde, R. A., "Practical Planning for Small Business," HARVARD BUSINESS REVIEW, September, 1964
- \*Buchele, Robert B., BUSINESS POLICY IN GROWING FIRMS, San Francisco: Chandler Publishing Company, 1967, 215 pp.

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.

\*Quist, G., "Some Hints on Small Company Success," IRON AGE, June, 1967

\*Steinmetz, L. L.; Kline, J.B. and Stegall, D. P., MANAGING THE SMALL BUSINESS, Homewood, Illinois: Richard D. Irwin, Inc., 1968, 649 pp.

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.

\*Banks, Russel, ed., MANAGING THE SMALLER COMPANY, New York: American Management Association, 1969, 347 pp.

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:

- 1) "A Survey of Federal Government Publications of Interest to Small Business," 85 pages, price: 45¢
- 2) "Small Business Administration Publications: Free Management Assistance Publications," SBA 115E, 8 pages, free
- 3) "Small Business Administration Publications: For-Sale Booklets," SBA 115B, 6 pages, free
- 4) "Small Business Administration Publications: Classification of Management Publications," SBA 115E, 8 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.

Mayer, Kurt N., Goldstein, Sidney, THE FIRST TWO YEARS:  
PROBLEMS OF SMALL FIRM GROWTH AND SURVIVAL: Washington, D.C.:  
Small Business Administration, 1961

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

Cole, Arthur H., BUSINESS ENTERPRISE IN ITS SOCIAL SETTING,  
Harvard University Press, Cambridge, MA, 1959

Preston, Lee E., MANAGING THE INDEPENDENT BUSINESS, Prentice-  
Hall, Inc., Englewood Cliffs, New Jersey, 1962

Cochran, Thomas C. and Miller, William, THE AGE OF ENTERPRISE,  
Harper and Row Publishers, Harper Torchbooks, The Academy  
Library, New York and Evanston, 1961

Chamberlain, John, THE ENTERPRISING AMERICANS, Harper and Row Publishers, New York and Evanston, 1963

Krentzman, Harvey, MANAGING FOR PROFITS, Small Business Administration, U.S. Government Printing Office, Washington, D.C.

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

Robinson, Roland I., FINANCING THE DYNAMIC-SMALL FIRMS: PROBLEMS OF PROMOTION, SURVIVAL AND GROWTH, Wadsworth Publishing Company, Belmont, CA.

McClelland, David and Winter, David G., MOTIVATING ECONOMIC ACHIEVEMENT, The Free Press, New York, 1969

Kilby, Peter and Associates, ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT, The Free Press, New York, 1971

Rischin, Moses, THE AMERICAN GOSPEL OF SUCCESS: INDIVIDUALISM AND BEYOND, Quadrangle Books, Chicago, 1965

Huber, Richard M., AMERICAN IDEA OF SUCCESS, McGraw-Hill, New York, 1971

Jacobs, Jane, THE ECONOMY OF CITIES, Random House, New York, 1969.



## THE ENTREPRENEUR

1-1 Sawyer, J.E. "Entrepreneurial Studies: Perspectives and Directions 1948-1958." BUSINESS HISTORY REVIEW, Winter, 1958, pp. 434-443.

1-2 Hagen, Everett, E. "The Entrepreneur as Rebel Against Traditional Society," HUMAN ORGANIZATION, Vol. 19, Winter, 1960-1961, pp. 185-187.  
Cross Reference: 4,6,7

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.

1-3 Zinker, Maurice. "Entrepreneurs: Key to Growth," STANFORD RESEARCH INSTITUTE JOURNAL. Second Quarter, 1961, pp. 43-48.

1-4 Moore, David G. THE ENTREPRENEUR: A BEHAVIORAL STUDY OF THE MEN WHO START BUSINESS ENTERPRISES. Michigan State University: Bureau of Business and Economic Research, 1962.  
Cross Reference: 7

1-5 Collins, Orvis and Moore, David G. BEHAVIORAL CHARACTERISTICS OF ENTREPRENEURS. Michigan State University: Bureau of Business and Economic Research, 1962.  
Cross Reference: 7

1-6 Granick, David. THE EUROPEAN EXECUTIVE. Garden City, New York: Doubleday and Company, Inc., 1962, 376 pp.  
Cross Reference: 4, 8

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.

- 1-7 "Developmental Marketing: The Rebirth of the Entrepreneur."  
STEEL, September, 1963. 153: 50-63.  
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 changes in the environment that gives the entrepreneur his chance to do developmental marketing.

- 1-8 Shetty, M.C. "Entrepreneurship in Small Industry." INTERNATIONAL DEVELOPMENT REVIEW, June, 1964. 6:13.  
Cross Reference: 17

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

- 1-9 "Why men take risks." NATION'S BUSINESS, October, 1964.  
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..

- 1-10 Collins, Orvis F., Moore, David G., and Unwalla, Darab.  
"The Enterprising Man and the Business Executive."  
BUSINESS TOPICS, XII, Winter, 1964, pp. 19-34.

- 1-11 Komives, John L. "Some Characteristics of Selected Entrepreneurs."  
PhD Thesis, Michigan State University. Ann Arbor:  
University Microfilms, 1965.

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

- 1-12 Smith, N., "The Entrepreneur and His Firm," unpublished PhD dissertation, Michigan State University, 1965.

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

- 1-13 Aitken, Hugh G., Ed. EXPLORATIONS IN ENTERPRISE. Cambridge: Harvard University Press, 1965.  
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.

- 1-14 Schrage, H. "R+D Entrepreneur; profile of success." HARVARD BUSINESS REVIEW, November, 1965. 43: 56-69.  
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.

- 1-15 Litzinger, Wm. D. "The Motel Entrepreneur and the Motel Manager." ACADEMY OF MANAGEMENT JOURNAL, December, 1965, Volume 8, Number 4. pp. 268-281.

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.

- 1-16 Soslow, N.G. "A Comparison of the Origins and Orientations of True Entrepreneurs, Other Owners, and Business Hierarchs." Unpublished doctoral dissertation, Michigan State University, 1966.  
Cross Reference: 7

- I-17 DeLano, Myles S., Johnson, Dudley, W., Woodworth, Robert T.  
ENTREPRENEURIAL REPORT, University of Washington,  
March, 1966.
- I-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.,  
May, 1966. pp. 32.  
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 occupational status and the son's educational achievement.
- I-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.
- I-20 Smith, Norman R. THE ENTREPRENEUR AND HIS FIRM: THE RELATIONSHIP  
BETWEEN TYPE OF MAN AND TYPE OF COMPANY. East Lansing,  
Michigan, Michigan State University Press, 1967. pp. 102  
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.
- I-21 "Science Entrepreneur" INDUSTRIAL RESEARCH, February, 1967.  
pp. 23-24.  
Cross Reference: 16

- 1-22 "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.
- 1-23 Roberts, E., "What it takes to be an Entrepreneur--and to Hang On to One," M.I.T., 1968.
- 1-24 "Hippie Capitalists Are Making it Happen." BUSINESS WEEK, January 27, 1968. pp. 84-85.
- 1-25 "Entrepreneur" AMERICAN ECONOMIC REVIEW: PAPERS AND PROCEEDINGS. May, 1968, pp. 60-98.
- A collection of several articles, plus discussion, on entrepreneurs. See items 1-26, 1-27, 6-17, 17-14.
- 1-26 Cole, A.H. "The Entrepreneurs;" introductory remarks. AMERICAN ECONOMIC REVIEW, May, 1968. 58:60-63.
- 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.
- 1-27 Baumol, W.J. "Entrepreneurship In Economic Theory." AMERICAN ECONOMIC REVIEW, May, 1968. 58: 64-71.
- 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.
- 1-28 Dubno, Peter, "Nurture of the Entrepreneurial Spirit." SCIENCE, August 2, 1968. p. 419.  
Cross Reference: 7

- 1-29 Giesbrecht, M.G. "Entrepreneurship vs. Modern Management, a co-aim for business." MSU BUSINESS TOPICS, Winter, 1968  
16: 23-31  
Cross Reference: 4, 17
- 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.
- 1-30 Glough, J.W. THE RISE OF THE ENTREPRENEUR. New York, Schocken Books, 1969
- 1-31 Louis, A.M. "Gallery of Business Wonders." FORTUNE, January 1969, 79: 80-83  
Cross Reference: 5
- i-32 Gilman, Glenn "Managers and Entrepreneurs: some similarities and differences." AMERICAN INDUSTRIAL DEVELOPMENT COUNCIL, April, 1969 4:17-31  
Cross Reference: 18
- 1-33 "Brother Act Stars and Loew's: L. and R. Tisch." BUSINESS WEEK April 12, 1969 pp. 126-127  
Cross Reference: 5
- 1-34 "Oracle Follows His Own Advice: Consultant J. Lebold." BUSINESS WEEK April 12, 1969 pp. 60-62+  
Cross Reference: 5
- 1-35 Snell, D., "All-Pro Miniconglomerate." LIFE, May 23, 1969 66:85-86  
Cross Reference: 5

- I-36 "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.
- I-37 "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.
- I-38 "Young Tigers of Business," NATION'S BUSINESS, October, 1969  
pp. 28-34
- I-39 Collins, Orvis and Moore, David G. THE ORGANIZATION MAKERS, a New York, Appleton-Century-Crofts, 1970 pp. 232  
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.
- I-40 Winkler, J. "Last Stronghold of the Old-Style Entrepreneur," THE DIRECTOR, February, 1970.

- 1-41 Broehl, Wayne G., Jr. "A Less Developed Entrepreneur?"  
COLUMBIA JOURNAL OF WORLD BUSINESS, March-April, 1970  
5: 1-19  
Cross Reference: 4, 17

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.

- 1-42 "Should You Start Your Own Business?" INDUSTRY WEEK,  
June 29, 1970, 166: 22-28  
Cross Reference: 7

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.

- 1-43 Bendit, Robert L. "Working With the Entrepreneur," PERIODIC  
REPORT of the Vernon Psychological Laboratory, August, 1970  
Number 47.

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.

- 1-44 "Young Lions." ELECTRONIC NEWS, September 28, 1970 15:14

- 1-45 Mitton, Daryl "The Peter Principle Catches the Nouveau  
Entrepreneur," THE MANAGERS KEY May, 1971 Vol. XLVI,  
No. 1 pp. 6-10  
Cross Reference: 18

- 1-46 Roberts, Edmund and Walner, Herbert. "Some Characteristics of  
Selected Entrepreneurs," IEEE TRANSACTIONS ON ENGINEERING  
MANAGEMENT, August 1971, Vol. 18 No. 3  
Cross Reference: 7, 8



- 1-47 "Can the Individualist Still Beat the Odds?" INSTITUTIONS/  
VOLUME FEEDING MANAGEMENT, August 15, 1971 68: 35-45  
Cross Reference: 9
- 1-48 "Entrepreneurs Teach Others How to Do It, Project Enterprise,  
UCLA," BUSINESS WEEK, November 13, 1971 p. 124
- 1-49 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.
- 1-50 Jones, Gardiner, B. "The Revolutionaries of Business," EAST-  
WEST CENTER MAGAZINE, Summer, 1972, pp. 1-3  
Cross Reference: 8
- 1-51 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.
- 1-52 Mancuso, Joseph, FUN AND GUTS - THE ENTREPRENEUR'S PHILOSOPHY  
Massachusetts: Addison-Wesley Publishing Co. 1973  
  
An eminently readable and practical guide to entrepreneurship.
- 1-53 Swayne, Charles and Tucker, William, THE EFFECTIVE ENTREPRENEUR  
Morristown, New Jersey: General Learning Press, 1973 173 pp.  
Cross Reference: 13

- 1-54 "Entrepreneurship Workshop II," THE EAST-WEST CENTER, Honolulu, Hawaii, January 8-26, 1973  
Cross Reference: 4, 17

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.

- 1-55 Kahn, S.A. "Entrepreneurship Revisited." APPRAISAL JOURNAL, January, 1973 41:113-118

- 1-56 Komives, John L. "Analyzing the Entrepreneur," NATIONAL ASSOCIATION OF SMALL BUSINESS INVESTMENT COMPANIES 1972 Annual Meeting, February, 1973 pp. 65-95

- 1-57 Pickle, Hal B. and Rungeling, Brian "Empirical Investigation of Entrepreneurial Goals and Customer Satisfaction," THE JOURNAL OF BUSINESS April, 1973 Vol. 46 No. 2 pp. 268-273  
Cross Reference: 7

- 1-58 "Chips Off Big Blocks," INDUSTRY WEEK, June 18, 1973 Vol. 177 pp. 44-46  
Cross Reference: 10

- 1-59 Komives, John L. "Are You One of Them?" MBA June/July 1973 Vol. 7, No. 6 p. 5

A short quiz to see if background, personality traits and ideas match those of the entrepreneurial archetype.

1-60 Roscow, James P. "Can Entrepreneurship Be Taught?" MBA  
June/July, 1973 Vol. 7 No. 6 pp. 12, 16, 50-51.  
Cross Reference: 20

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.

1-61 Hershman, Arlene "The Unhappy Entrepreneurs." DUN'S  
September, 1973. pp. 72-73, 142-143.  
Cross Reference: 7, 10

THE FEMALE ENTREPRENEUR

- 2-1 Maxwell, G. Schmitt, D.R., and Slotola, R. "Sex Differences in A Cooperative Task," BUSINESS SCIENCE, 1970 Vol. 15 pp. 184-186  
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.

- 2-2 Hartmann, Heinz "The Enterprising Woman: A German Model," COLUMBIA JOURNAL OF WORLD BUSINESS, March-April, 1970 Vol. 5 No. 2 pp. 61-66  
Cross Reference: 1, 4

Report of an investigation of 55 women entrepreneurs in Germany. The numbers are rising and overcoming prejudice and role conflict.

- 2-3 "Fortunes from Fat," TIME, February 21, 1972, pp. 71-72  
Cross Reference: 9

- 2-4 Jessup, Claudia and Chipps, Genie. SUPERGIRLS, New York: Harper and Row, 1972  
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.

- 2-5 Foster, Lillian F. "Feminist Consultants: Sifting Out the Instant Experts," MBA, March, 1973 Vol. 1 No. 3 pp. 9, 32  
Cross Reference: 15

2-6 Davis, Susan "How to Start Your Own Business," MS July, 1973  
Vol. 1, No. 12 pp. 69-73, 98  
Cross Reference: 9

THE MINORITY ENTREPRENEUR

3-1 Jones, Thomas B. HOW THE NEGRO CAN START HIS OWN BUSINESS  
Brooklyn, New York Pilot Books, 1968

3-2 Cauthorn, Robert C. "Programming for Entrepreneurship Among  
American Indians," ARIZONA May, 1968 17: 11-15

3-3 McKersie, R.B. "Vitalize Black Enterprise." HARVARD BUSINESS  
REVIEW, September, 1968. 46: 88-89

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

Report on the development of black-owned enterprises in the United States.

3-5 Haddad, William F. and Pugh, G. Douglas, Editors. BLACK  
ECONOMIC DEVELOPMENT Englewood Cliffs, N.J. Prentice-  
Hall, Inc. 1969  
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.

- 3-6 Cross, Theodore L. BLACK CAPITALISM: STRATEGY FOR BUSINESS IN THE GHETTO. New York: Athereum, 1969

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.

- 3-7 Coles, Flournoy A., Jr. AN ANALYSIS OF BLACK ENTREPRENEURSHIP IN SEVEN URBAN AREAS. Washington D.C.: the National Business League under the sponsorship of the Booker T. Washington Foundation, 1969 128 pp.

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.

- 3-8 Sturdivant, Frederick D. "The Limits of Black Capitalism." HARVARD BUSINESS REVIEW. January-February, 1969 pp. 122-128  
Cross Reference: 1

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

- 3-9 Levitan, Sar A. and Taggart, Robert III. "Entrepreneurship - Another Option Toward Equal Opportunity." POVERTY AND HUMAN RESOURCES ABSTRACTS, March-April, 1969 4: 15-22

- 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.

- 3-11 Schorr, B. "Some U.S. - Assisted Black Businesses Lag After Initial Financing," THE WALL STREET JOURNAL, September 23, 1969 p. 1+

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

- 3-12 Booms, Bernard H. and Ward, James E. "The Cons of Black Capitalism." BUSINESS HORIZONS, October, 1969 Vol. 12. No. 5, pp. 17-26

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.

- 3-13 Levitan, Sar A., Mangum, Garth L., and Taggart, Robert III. Economic Opportunity in the Ghetto: The Partnership of Government and Business Baltimore: The John Hopkins Press, 1970 84 pp.

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.



3-14 MacDonalD, Stephen, (ed) BUSINESS AND BLACKS, MINORITIES AS EMPLOYEES AND ENTREPRENEURS, Princeton, N.J., Dow Jones Books, 1970, 150 pp.

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.

3-16 Farmer, Richard N. "The Pros of Black Capitalism." BUSINESS HORIZONS, February, 1970, Vol. 13, No. 1 pp. 37-40

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

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3-18 Myhra, David, "Purchasing Department Inputs to Stimulate Black Capitalism." JOURNAL OF PURCHASING, May, 1970 6:42-47

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4-97 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

4-98 Parish, William L. Jr. "Internal Migration and Modernization: The European Case." ECONOMIC DEVELOPMENT AND CULTURAL CHANGE, July, 1973 Vol. 21, #4 pp. 591-609

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.

BIOGRAPHICAL

- 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.

- 5-6 Uris, Auren THE EXECUTIVE BREAKTHROUGH. Garden City, New York  
Doubleday and Company, Inc. 1967 421 pp.  
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.

- 5-9 Cline, Ned "The Man and the Challenge." CAMPUS, November, 1968.  
Vol. 4 pp. 18-23

- 5-10 Barmash, Isadore THE SELF-MADE MAN; SUCCESS AND STRESS, AMERICAN  
STYLE. New York: The MacMillan Co. 1969 367 pp.

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

- 5-11 "With Your Money and My Brains: The Management Style of Richard  
S. Morse." INNOVATIONS, May, 1969 No. 1 pp. 56-65  
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 Alco Standard through the acquisition of smaller, successful companies. Veal then lets the entrepreneurs of the small companies continue their work, and Alco Standard handles the larger corporate problems.

- 5-14 Horman, 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+  
Cross Reference: 7

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+

- 5-17 Cox William Drought "What Will He Think of Next? G.S. Brown."  
SPORTS ILLUSTRATED May 4, 1970 23:38-42+  
Cross Reference: 1

- 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  
Cross Reference: 1, 6, 11

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
- 5-22 Ross, I. "Do-It-Yourself Man from Parkersburg, West Virginia." FORTUNE, July, 1971 84:98-102+
- 5-23 Travers, N. "How Maxwell Joseph Came in from the Cold." DIRECTOR August, 1971 24:206-209
- 5-24 "George Gray - Entrepreneur at the Crossroads." DIRECTOR November, 1971 24:233

- 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
- 5-27 O'Connor, J.J. "Hippie Entrepreneur Ropp Cuts Hair (A Little) But Still Bugs Establishment." ADVERTISING AGE September 11, 1972 43:22
- 5-28 Armour, Lawrence A. THE YOUNG MILLIONAIRES. Chicago: The Playboy Press, 1973.
- 5-29 Davidson, Barbara "Two Guys Who Made It With Their Umbrella," NEW YORK TIMES MAGAZINE, January 7, 1973.  
Cross Reference: 1
- 5-30 Bylinsky, G. "Visionary on a Golden Shoestring," FORTUNE, June, 1973 Vol. 87 pp. 150-153+  
Cross Reference: 16
- 5-31 Lessing L. "Salt of the Earth Joins the War on Pollution," FORTUNE, July, 1973 Vol. 88 pp. 138-142+  
Cross Reference: 16
- 5-32 Bylinsky, Gene. "Zoecon Turns Bugs Against Themselves," FORTUNE August, 1973 pp. 94-103.  
Cross Reference: 16

- 5-33 "The Alabama Flash: From Truck Driver to \$20 Million." *DUN'S*  
September, 1973 pp. 12-24 16
- 5-34 Burck, Charles G. "Optel's (Mis)Adventures in Liquid Crystals,"  
*FORTUNE*, October, 1973 pp. 193-202.  
Cross Reference: 16
- 5-35 Bylinsky, Gene. "How Intel Won Its Bet on Memory Chips,"  
*FORTUNE*, November, 1973, pp. 142-147, 184-186.

HISTORICAL

6-1 Schumpeter, Joseph A. CAPITALISM, SOCIALISM AND DEMOCRACY  
3rd Edition New York: Harper and Row, 1950  
Cross Reference: 18

6-2 Love, Frederic C. and Riemersma, Jelle ENTERPRISE AND SECULAR  
CHANGE, Readings in Economic History, Homewood, Illinois:  
Richard D. Irwin, 1953 546 pp.  
Cross Reference: 17

6-3 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

6-4 Cole, Arthur H. ENTREPRENEURSHIP AND ENTREPRENEURIAL HISTORY:  
THE INSTITUTIONAL SETTING, Harvard University Press,  
Cambridge, Massachusetts, 1959

6-5 Evans, G. Heberton, Jr. "Business Entrepreneurs, Their Major  
Functions and Related Tenets." JOURNAL OF ECONOMIC  
HISTORY June, 1959 19:250-70

6-6 Dale, Ernest THE GREAT ORGANIZERS, New York, McGraw-Hill, 1960  
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.

- 6-7 Chamberlain, John THE ENTERPRISING AMERICANS: A BUSINESS HISTORY OF THE UNITED STATES, New York: Harper & Row, Publishers 1961 263 pp.

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.

- 6-8 Miller, William MEN IN BUSINESS: ESSAYS IN THE HISTORICAL ROLE OF THE ENTREPRENEUR. New York: Harper and Row, 1962  
Cross Reference: 1

- 6-9 Kahan, A. "Entrepreneurship in the early development of Iron Manufacturing in Russia." ECONOMIC DEVELOPMENT AND CULTURAL CHANGE, July 1962 10:365:422  
Cross Reference: 17

This short review of the origins and nature of entrepreneurship in early iron manufacturing in Russia considers (1) government attitudes; (2) social origins of entrepreneurs and sources of capital; (3) changes in geographic distribution; (4) attitudes of government toward private entrepreneurs, and (5) labor problems and plant operations.

- 6-10 Aldcroft, D.H. "The Entrepreneur and the British Economy, 1870-1914," ECONOMIC HISTORY REVIEW, August 1964. 17:113-134  
Cross Reference: 4

This article puts forward the hypothesis that Britain's relatively poor economic performance from 1870-1914 can be attributed to the failure of the British entrepreneur to respond to the challenge of changed conditions.

6-11 Odle, T. "Entrepreneurial Cooperation on the Great Lakes: Origins of the Methods of American Grain Marketing." BUSINESS HISTORY REVIEW Winter, 1964 38:439-55

6-12 Andreano, Ralph L. (ed) NEW VIEWS ON AMERICAN ECONOMIC DEVELOPMENT  
Cambridge, Massachusetts: Scherkman Publishing Co., 1965  
434 pp.

6-13 Sachs, William S. and Hoogenboom, Ari. THE ENTERPRISING COLONIALS  
Chicago, Argonaut, Inc. 1965 228 pp.

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.

6-14 Mason, B. "Entrepreneurial Activity in New York During the American Revolution," BUSINESS HISTORY REVIEW, Summer, 1966  
Vol. 40 pp. 190-212.

6-15 Gras, Ethel C. "Business History of the United States: About 1650 to 1950's" Lincoln Educational Foundation, 1967

A condensation of Norman Gras' three-volume manuscript.

6-16 Parris, Addison W. THE SMALL BUSINESS ADMINISTRATION. Frederic A. Praeger, New York, 1968  
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.

6-17 Soltow, J.H. "The Entrepreneur in Economic History." AMERICAN ECONOMIC REVIEW, May, 1968 58:84-92

A brief but comprehensive and useful survey of entrepreneurial research in economic history.

- 6-18 Giacalone, Joseph A. "Entrepreneurial Theory and American Business History: A Survey." REVIEW OF SOCIAL ECONOMY September, 1968 26:156-67

Examination of the economic literature on the businessman.

- 6-19 Gough, J.W. THE RISE OF THE ENTREPRENEUR. New York Schocken Books, 1969 290 pp.  
Cross Reference: 4

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.

- 6-20 Gattinean, R. "Entrepreneur in a Democratic Society." MANAGEMENT INTERNATIONAL REVIEW, 1969 9 No. 2-3:19-26  
Cross Reference: 4

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.

- 6-21 May, Dale, W. "The Small Businessman in American History." THE FINANCING OF SMALL BUSINESS, New York: The MacMillan Company, 1969.  
Cross Reference: 11

- 6-22 Jacobs, Jane THE ECONOMY OF CITIES, Random House, New York, 1969  
Cross Reference: 17

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).



- 6-23 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.

- 6-24 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.

PSYCHOLOGICAL

- 7-1 McClelland, David C. THE ACHIEVING SOCIETY, Princeton:  
D. Van-Nostrand Company, Inc. 1961 498 pp.  
Cross Reference: 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.

- 7-2 Mayer, H., Walker, W., and Citwin, G. "Motive Patterns and Risk Preferences Associated with Entrepreneurship," JOURNAL OF ABNORMAL AND SOCIAL PSYCHOLOGY, 1961, 63 pp. 570-74

- 7-3 Mayer, Kurt B. and Goldstein, Sidney THE FIRST TWO YEARS: PROBLEMS OF SMALL FIRM GROWTH AND SURVIVAL. Washington: Small Business Administration, 1961 233 pp.  
Cross Reference: 8, 14

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.

- 7-4 Bradburn, N.M. and Berlew, D.E. "Need for Achievement and English Industrial Growth." ECONOMIC DEVELOPMENT AND CULTURAL CHANGE, October, 1961 10:8-20  
Cross Reference: 4, 8

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 Ethic 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.

- 7-6 Argyris, Chris. INTERPERSONAL COMPETENCE AND ORGANIZATIONAL EFFECTIVENESS. Homewood, Illinois: Irwin, 1962 292 pp.

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.

- 7-7 McClelland, D.C. "Business Drive and National Achievement." HARVARD BUSINESS REVIEW." July-August, 1962  
40:99-112  
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.

- 7-8 Gellman, Saul, W. MOTIVATION AND PRODUCTIVITY, New York: American Management Association, 1963

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.

- 7-9 Collins, O.F.; Moore, D.G.; and Unwalla, D.B. THE ENTERPRISING MAN. East Lansing: The Michigan State University Graduate School of Business Administration, 1964 254 pp.

Cross Reference: I

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.

- 7-10 Fisk, George, ed. THE FRONTIERS OF MANAGEMENT PSYCHOLOGY. New York: Harper and Row, Publishers, 1964 301 pp.

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)

- 7-11 "Psychoanalyzing the Small Businessman." BUSINESS WEEK September 19, 1964. p 90+

Cross Reference: II

- 7-12 Rischin, M. ed. THE AMERICAN GOSPEL OF SUCCESS: INDIVIDUALISM AND BEYOND. Chicago, Quadrangle Books, 1965

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

- 7-13 McClelland, D.C. "Achievement and Entrepreneurship: A Longitudinal Study." JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY, 1965, 1, 389-92 (a).

- 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.

- 7-16 Atkinson, J.W. "Motivational Determinants of Risk-Taking Behavior," A THEORY OF ACHIEVEMENT MOTIVATION. New York: John Wiley and Sons, Inc. 1966 pp. 11-29

- 7-17 Morris, J.L. "Prosperity for Risk Taking as a Determinant of Vocational Choice." JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY, 1966. 3, pp. 328-35  
Cross Reference: 8

- 7-18 McClelland, D.C. "That Urge to Achieve." THINK November/December, 1966 32:19-23

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.
- 7-21 Mihalasky, J. "Extrasensory Perception in Management." ADVANCED MANAGEMENT JOURNAL July, 1967 32:50-54  
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.
- 7-22 Rindt, Kenneth E. "Personal Characteristics and Goals of Growers and Non-Growers." JOURNAL OF SMALL BUSINESS MANAGEMENT, January, 1968 pp. 3-6  
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.

- 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.
- 7-27 Schoonmaker, Alan N. "Individualism in Management." CALIFORNIA MANAGEMENT REVIEW, Winter, 1968. Vol 11, No. 2 pp. 9-22  
  
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.
- 7-28 Nair, Kusum THE LONELY FURROW Ann Arbor: University of Michigan Press, 1969 309 pp.  
Cross Reference: 4, 8, 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.

- 7-29 Bould L.J. "Conformity and Marginality: Two Faces of Alienation." JOURNAL OF SOCIAL ISSUES, 1969 25:39-63  
Cross Reference: 8

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.

- 7-30 McClelland, David C. and Winter, David G. MOTIVATING ECONOMIC ACHIEVEMENT, New York: The Free Press, 1969 395 pp.  
Cross Reference: 4, 17

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.

- 7-31 Wainer, H.A. and Rubin, I.M. "Motivation of Research and Development Entrepreneurs: Determinants of Company Success." JOURNAL OF APPLIED PSYCHOLOGY, 1969 53: 178-184  
Cross Reference: 16

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

- 7-32 Ferdinand, Theodore N. "Personality and Career Aspirations Among Technologists," HUMAN RELATIONS, April, 1969 pp. 121-136

- 7-33 "Entrepreneurs Are Made, Not Born." FORBES, June 1, 1969 103:53-57  
Cross Reference: 1

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
- 7-36 Brown, Douglas THE PREDICTION OF ENTREPRENEURIAL SUCCESS.  
University of Maryland, 1970, Unpublished Master's Thesis  
Cross Reference: 1
- 7-37 Hornaday, John A., and Bunker, Charles S. "The Nature of the  
Entrepreneur." PERSONNEL PSYCHOLOGY, September, 1970  
Vol. 23 pp. 47-54  
Cross Reference: 1
- 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 McClelland 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.
- 7-39 Palmer, Michael "Application of Psychological Testing to  
Entrepreneurial Potential," CALIFORNIA MANAGEMENT RESEARCH,  
Spring 1971 13:32-38
- 7-40 Berger, Phillip K. and Ivancevich, John M. "Birth Order and Managerial  
Achievement." ACADEMY OF MANAGEMENT JOURNAL, 16, September,  
1973, pp. 515-519.

SOCIOLOGICAL

8-1 Lipset, Seymour, and Bendix, Reinhard, "Social Mobility and Occupational Career Patterns," AMERICAN JOURNAL OF SOCIOLOGY, January & March, 1952 pp. 366-74 & 494-504

8-2 Mayer, Kurt B. "Business Enterprise: Traditional Symbol of Opportunity." AMERICAN JOURNAL OF SOCIOLOGY June, 1953 pp. 160-80

8-3 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.

8-4 Hartmann, P. "Managers and Entrepreneurs: A Useful Distinction?" 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.

8-5 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.

- 8-6 Campbell, Robert E. "The Prestige of Industries," JOURNAL OF APPLIED PSYCHOLOGY. February, 1960 Vol. 44 No. 1 pp. 1-5  
Cross Reference: 7

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.

- 8-7 Baumhart, R. "Ethics and Catholic Businessmen," AMERICA January 6, - February 3, 1962 pp. 436-438, 589-591

- 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 Pucci, 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.

- 8-10 Blau, P.M. and Duncan, O.D. THE AMERICAN OCCUPATIONAL STRUCTURE, New York: John Wiley and Sons 1967.

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

- 8-11 Sadler, P.J. and Barry, B.A. "Organizational Characteristics of Growing Firms." THE JOURNAL OF MANAGEMENT STUDIES May, 1967 Vol. 4 No. 2 pp. 204-219  
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.

- 8-12 Bruce, G.D.; Bonjean, C.M.; and Williams, J. Allen Jr. "Job Satisfaction Among Independent Business Men: A Corrective Study." SOCIOLOGY AND SOCIAL RESEARCH April, 1968 Vol. 52 pp. 195-204

- 8-13 Sadler, P.J. and Barry, B.A. "Action Research in a Small Firm." THE JOURNAL OF MANAGEMENT STUDIES. October, 1968 Vol. 5 No. 3 pp. 316-337  
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.

- 8-14 Gould Leroy C. "Juvenile Entrepreneurs," AMERICAN JOURNAL OF SOCIOLOGY May, 1969 Vol. 74 p. 710.

- 8-15 Pollack, Irwin W. et al. "Social Class and the Subjective Sense of Time." ARCHIVES OF GENERAL PSYCHIATRY. July, 1969 21:1-14  
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.

- 8-16 Scanzoni, John H. OPPORTUNITY AND THE FAMILY. New York: Free Press (MacMillan), 1970  
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

- 8-18 Ianni, Francis A.J. A FAMILY BUSINESS. New York: Russell Sage Foundation, 1972, 198 pp.

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

- 9-1 Lasser Institute (The J.K.) HOW TO START AND BUILD A SUCCESSFUL BUSINESS. Larchmont, New York: American Research Council, 1961 92 pp.

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.

- 9-2 Ota, Leslie, and Rodgers, Nancy M. ed. "How to Establish and Operate Your Own Small Business: Thirty-Nine Varieties." business literature, April-June, 1962 pp. 35-40  
• 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.

- 9-3 Winter, Elmer L. YOUR FUTURE IN YOUR OWN BUSINESS, New York: Richards Rosen Press, 1966 188 pp.

- 9-4 Mapes, Glynn "Profs and Profits." WALL STREET JOURNAL March 13, 1967 169:1+

More professors put campus lab theories to work in their own firms.

- 9-5 Allen, Louis L. STARTING AND SUCCEEDING IN YOUR OWN SMALL BUSINESS  
New York: Grosset & Dunlap, 1968 156 pp.  
Cross Reference: 10, 13

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.

- 9-6 Roberts, E.B. and Wainer, H.A. "New Enterprises on Route 128."  
SCIENCE JOURNAL December, 1968, 4:78-83  
Cross Reference: 16

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.

- 9-7 Bernstein, Louis M. "Does Franchising Create a Secure Outlet for the Small Aspiring Entrepreneur?" JOURNAL OF RETAILING  
Winter, 1968-69 Vol. 44 pp. 21-38

- 9-8 THE FRANCHISE GUIDE: AN ENCYCLOPEDIA OF FRANCHISE OPPORTUNITIES  
Princeton, New Jersey: Resource Publications, Inc. 1969  
458 pp.  
Cross Reference: 21

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 franchisees, the business-minded public and students of the franchise method of distribution.

- 9-9 Metz, Robert FRANCHISING: HOW TO SELECT A BUSINESS OF YOUR OWN.  
New York: Hawthorne Books, Inc. 1969 344 pp.

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.

- 9-10 Lamont, Lawrence M. "Technology Transfer, Innovation, and Marketing in Science Oriented Spin-Off Firms: A Conceptual Model," Ph. D. dissertation, University of Michigan, 1969  
Cross Reference: 1, 16, 18

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.

- 9-11 Steffire, Volnew THE SMALL NEW BUSINESS. C PB 187 565.  
Available from Clearinghouse for Federal Scientific and Technical Information. Springfield, Virginia 1969

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.

- 9-12 Hoefler, D.C. "Checklist for Start-Ups," ELECTRONIC NEWS,  
December 22, 1969.

- 9-13 "Figure in the Puzzle." NEWSWEEK December 29, 1969  
74:51



- 9-14 Serif, Med. BUSINESS BUILDING IDEAS FOR FRANCHISES AND SMALL BUSINESS. New York: Pilot Industries, Inc. 1970 48 pp.

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.

- 9-15 Goodman, Steven E. GUIDE TO 150 SOURCES OF FRANCHISING INFORMATION. Dunnellen, New Jersey: Franchise Information Institute, Education and Training Associates, P.O. Box 304-W7 1970, 39 pp.

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.

- 9-16 David, William NOT QUITE READY TO RETIRE, New York: Collier Books, 1970.

Cross Reference: 8, 10

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

- 9-17 Cooper, Arnold C. "Incubator Organizations, Spin-Offs, and Technical Entrepreneurship." INDIANA ACADEMY OF THE SOCIAL SCIENCES PROCEEDINGS, 1969. April 1970 Third Series Vol. IV; 26-33

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  
Palo Alto, California  
Cross Reference: 10

9-20 Cooper, Arnold C. "The Palo Alto Experience," INDUSTRIAL  
RESEARCH May, 1970 12:58-60  
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.

9-22 Cooper, A.C. "Entrepreneurial Environment," INDUSTRIAL RESEARCH  
MAGAZINE, September 1970. 12:74-76  
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.

9-25 Delman, M. "Pitfalls to Avoid in Starting Your Own Business,"  
AMERICAN LEGION MAGAZINE, February, 1971 90 No. 2

9-26 Weinberg, "New Business Boom: Requisite in Pace," DATAMATION  
May 15, 1971 17:50-2

9-27 Kramer, L. "Grass and Hash Business at Syracuse University,"  
FORTUNE September, 1971 84:102-3

9-28 BUSINESSMAN'S INFORMATION GUIDE, New York: American Institute  
of Certified Public Accountants, 1972 103 pp.

9-29 Grindlay, 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.

9-30 "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.

9-31 Nicholas, Ted HOW TO FORM YOUR OWN CORPORATION WITHOUT A LAWYER  
FOR UNDER \$50." Wilmington, Delaware: Enterprise Publishing  
Co., 1973 103 pp.

- 9-32 Baumbach, Clifford; Kelley, Pearce; and Lawyer, Kenneth HOW TO ORGANIZE AND OPERATE A SMALL BUSINESS 5th edition Englewood Cliffs, New Jersey: Prentice-Hall, Inc. 1973, 672 pp.

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.

- 9-33 Weaver, Peter, YOU, INC. New York: Doubleday and Co. 1973  
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- 9-34 "How to Start and Finance a New Business," A cassette tape program, Santa Clara, California: The Entrepreneur Press, 1973  
Cross Reference: 12, 16

- 9-35 Putt, William (ed) STARTING A NEW BUSINESS - A DO-IT-YOURSELF GUIDE. (Tentative title) Cambridge: MIT Press  
Expected 1974

- 9-36 Watkins, David S. FOUNDING YOUR OWN BUSINESS, England: Manchester Business School, 1973.  
Cross Reference: 4

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- 10-1 Christensen, C. Roland. MANAGEMENT SUCCESSION IN SMALL AND GROWING ENTERPRISES, Boston: Harvard University, 1953. 217 pp.  
Cross Reference: 14

- 10-2 Donham, Paul and Day, John S. NEW ENTERPRISES AND SMALL BUSINESS MANAGEMENT. Homewood, Illinois: Richard D. Irwin, Inc. 1959. 832 pp.

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.

- 10-3 Jennings, Eugene E. AN ANATOMY OF LEADERSHIP. PRINCES, HEROES, AND SUPERMEN. New York: Harper, 1960. 256 pp.

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

- 10-4 Thurston, David B. MANUAL FOR THE PRESIDENT OF A GROWING COMPANY. Englewood Cliffs, New Jersey: Prentice-Hall, Inc. 1962. 437 pp.

- 10-5 Haynes, W.W. PRICING DECISIONS IN SMALL BUSINESS. Lexington: University of Kentucky Press, 1962. 146 pp.

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.

- 10-6 Preston, Lee E., ed. MANAGING THE INDEPENDENT BUSINESS.  
Englewood Cliffs, New Jersey: Prentice-Hall, Inc. 1962  
323 pp.

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

- 10-7 Lawyer, Kenneth. SMALL BUSINESS SUCCESS: OPERATING AND EXECUTIVE CHARACTERISTICS. Cleveland: Western Reserve University  
1963, 183 pp.

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.

- 10-8 Taylor, H.C. "What the Individual Firm Can Do to Stabilize its Business," MICHIGAN BUSINESS REVIEW January, 1963  
Vol. 15

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

Traditional cost accounting techniques, which are expensive and inefficient for small businesses, can be replaced by this new system to provide sounder decisions.

- 10-10 Roethlis, J.D. "A Formula for Success for the Small Business."  
BUSINESS NEWS MAGAZINE, October-November 1963. pp. 16-19

Small businesses must become more efficient to survive.  
The answer rests in education and the intelligent use of  
outside assistance.

- 10-11 Liebers, Arthur THE KEY TO A SUCCESSFUL BUSINESS New York:  
Key Publishing Co. 1964

- 10-12 Golde, R.A. "Practical Planning for Small Business," HARVARD  
BUSINESS REVIEW, September, 1964

- 10-13 Allen, L.L. "Executive Self Selection in Small Businesses."  
MANAGEMENT OF PERSONNEL QUARTERLY, Summer, 1965 4:3-6  
Cross Reference: 9

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.

- 10-14 Hosmer, A. Arnold; Tucker, Frank L.; and Cooper, Arnold C.  
SMALL BUSINESS MANAGEMENT Richard D. Irwin, Homewood,  
Illinois, 1966. 605 pp.

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 111 pages  
include a general summary of items for students interested  
in small business, plus bibliography.

- 10-15 Wisniewsky, E. "Postscript: The Future of the Manufacturing Function." THE MANUFACTURING MAN AND HIS JOB, American Management Association, Inc. 1966 453-466 pp.

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.

- 10-16 Davis, Ross D. "Small Business in the Next Decade." ADVANCED MANAGEMENT JOURNAL January, 1966 pp. 5+  
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- 10-17 Imberman, A.A. "Two Ideas on Executive Development in Smaller Business," ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 9+  
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- 10-18 Bostrom, Karl A. "The Role of Small Business in a Dynamic Society." ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 16+  
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- 10-19 Worthy, James C. "Who Fails, and Why?" ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 21+  
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- 10-20 Fillion, Edward P., Jr. "A Way Out for Small Business." ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 27+  
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- 10-21 White, Wilford L. "Can the Small Smalls Be Saved?" ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 34+  
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- 10-22 Wilson, J. Watson "The Growth of a Company - A Psychological Case Study," ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 42+  
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- 10-23 Winter, Elmer L. "Toward the Total Executive," ADVANCED MANAGEMENT JOURNAL January, 1966 pp. 47+  
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- 10-24 Winick, Charles "The Television Station Manager," ADVANCED MANAGEMENT JOURNAL, January, 1966 pp. 53+  
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- 10-25 Wolfe, Albert L. "The Technical Program Plan," ADVANCED MANAGEMENT JOURNAL January, 1966 pp. 61+  
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- 10-26 Ruhnke, Henry O. "Vertical Integration: Trend for the Future?" ADVANCED MANAGEMENT JOURNAL January, 1966 pp. 69+  
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- 10-27 Reiter, S. "A System for Managing Job-Shop Production." JOURNAL OF BUSINESS, July, 1966 39:371-393  
  
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.
- 10-28 Rotch, William MANAGEMENT OF SMALL ENTERPRISES, Second Edition Charlottesville: University Press of Virginia, 1967 262 pp.  
  
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.

- 10-29 Buchele, Robert B. BUSINESS POLICY IN GROWING FIRMS. San Francisco: Chandler Publishing Company, 1967 215 pp.  
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.
- 10-30 "Eye Top Man in Measuring Small Firm's Potential." STEEL: METALWORKING WEEK, May 29, 1967 p. 13
- 10-31 Quist, G. "Some Hints on Small Company Success," IRON AGE, June, 1967
- 10-32 Howard, D.D. "Why Small Firms Need a Training Program" ADMINISTRATIVE MANAGEMENT, July, 1967
- 10-33 Danco, Leon C. "What's Wrong With Closely-Held and Family-Owned Companies," CONSTRUCTION EQUIPMENT NEWS, August, 1967 pp. 15-19  
Cross Reference: 8
- The author, a long-time student of family-held, independent firms discusses some real problem of small companies in dealing with larger competitors, family members and succession.
- 10-34 "Recruiting in the Smaller Company," PERSONNEL (AMA) September, 1967
- 10-35 Steiner, George A. "Approaches to Long Range Planning for Small Business," CALIFORNIA MANAGEMENT REVIEW. Fall, 1967 Vol. 10, No. 1 pp. 3-16
- A very practical approach for the more sophisticated owner/manager to do one and two years forward placing.

- 10-36 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.

- 10-37 Wood, W.E. "SCORE: Experienced Management Aid for Small Retailers,"  
MERCHANDISING WEEK, October 9, 1967

- 10-38 Steinmetz, L.L. Kline, J.B. and Stegall, D.P. MANAGING THE SMALL  
BUSINESS. Homewood, Illinois: Richard D. Irwin, Inc. 1968  
648 pp.

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.

- 10-39 Matthews, Tony and Mayers, Colin. DEVELOPING A SMALL FIRM.  
London: British Broadcasting Corporation, 1968 150 pp.  
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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.

- 10-40 "They've Invented a New Way for Small Companies to Work Together  
Without Giving Up Independence." TEXTILE SERVICES MANAGEMENT  
February, 1968 pp. 18-21 and March, 1968 pp. 18-22

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, 1968
- 10-42 Bothmer, Clyde "Prime Contracting Program of Small Business Administration." DEFENSE INDUSTRY BULLETIN, August, 1968
- 10-43 Friedlander, F. and H. Pickle, "Components of Effectiveness in Small Organizations," ADMINISTRATIVE SCIENCE QUARTERLY September, 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
- 10-45 Rockwell, W.F. "How to Acquire a Company," HARVARD BUSINESS REVIEW September/October, 1968
- 10-46 Lange, E.M. "Small Business Venture Abroad." COLUMBIA JOURNAL OF WORLD BUSINESS November-December, 1968 pp. 87-91
- 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.
- 10-47 Benks, Russell, ed MANAGING THE SMALLER COMPANY New York: American Management Association, 1969 347 pp.
- 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.

- 10-48 Steinmetz, L.L. "Critical Stages of Small Business Growth,"  
BUSINESS HORIZONS. February, 1969, 12:29-36
- 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.
- 10-49 "Your Own Plant: Dream or Nightmare?" AMERICAN MACHINIST  
June 30, 1969, 113:84-124  
Cross Reference: 5
- An article concerned with the risks and rewards of operating your own machine shop.
- 10-50 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.
- 10-51 Poor, Riva, ed. FOUR DAYS, FORTY HOURS: REPORTING A  
REVOLUTION IN WORK AND LEISURE. Bursk and Poor  
Publishing, Cambridge, Massachusetts, 1970
- 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.
- 10-52 "How a Young Company Changes," INNOVATION. December, 1970  
pp. 12-25
- 10-53 Hershman, A. "Singer: A New Way to Make Money?" DUN'S  
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- 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.

- 10-55 Danco, Leon C. "Why Nepotism Should Be Saved," INDUSTRY WEEK May 18, 1970 pp. 40  
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Another essay in the authors continuing series on family-held small firms. A prescription for succession is presented.

- 10-56 Wheeler, Kenneth E. "Small Business Eyes the Four-day Work-Week." HARVARD BUSINESS REVIEW May-June, 1970

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- 10-57 McBride, H.J. and Skinner, G.S. "Small Firm Research Activity." BUSINESS RESEARCH BULLETIN (Ohio State University) August, 1970

- 10-58 Klatt, Lawrence, MANAGING THE DYNAMIC SMALL FIRM. Belmont, California: Wadsworth Publishing Co. 1971

- 10-59 Broon, H.N. and Longnecker, J.O. SMALL BUSINESS MANAGEMENT  
Third Edition, Cincinnati: South-Western Publishing Company  
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,  
New York: Pitman Publishing Corporation, 1971 214 pp.

- 10-61 RUNNING YOUR OWN BUSINESS, The Financial Post, Toronto:  
Maclean-Hunter Ltd. 1971

- 10-62 Lebell, Frank. THE MANUFACTURERS' REPRESENTATIVE. San Mateo,  
California: Hills-Bay Press, 1971 181 pp.

- 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,"  
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- 10-65 Gilmore, F.F. "Formulating Strategy in Smaller Companies,"  
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- 10-66 Wheelwright, S.C. "Strategic Planning in the Small Business,"  
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- 10-67 Komives, J.L. "Opportunities and Problems of Managers of Small Businesses." SAM ADVANCED MANAGEMENT JOURNAL October, 1971 36:73-6
- 10-68 Novin, Thomas R. "Passing on the Mantle," BUSINESS HORIZONS, October, 1971 pp. 83-93  
Cross Reference: 14
- 10-69 Cohn, Theodore, and Lindberg, Roy A. HOW MANAGEMENT IS DIFFERENT IN SMALL COMPANIES. American Management Association, New York, 1972 48 pp.
- 10-70 Brown, James K. SOCIAL RESPONSIBILITY AND THE SMALLER COMPANY: SOME PERSPECTIVE, New York: The Conference Board, 1972 21 pp.
- 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
- 10-72 Petrof, John V. Corusore, Peter S. McDavid, John E. SMALL BUSINESS MANAGEMENT: CONCEPTS AND TECHNIQUES FOR IMPROVING DECISIONS, New York: McGraw-Hill, 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



- 10-75 Nekvasil, Charles A. "Plight of the Small Businessman" INDUSTRY WEEK, June 12, 1972 Vol. 173 No. 1 pp. 44
- "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 codes, the flood of meaningless forms, plus a long list of traditional problems, sink them.
- 10-76 "Pittsburgh Small Manufacturers to Share Know-How with Others." ALERT, Research Institute of America, September 6, 1972
- 10-77 Hake, Bruno, HAZARDS OF GROWTH: SUCCESSFUL COMPANY PLANNING. New York: Longman, Inc. 1973 136 pp.
- 10-78 McFeely, Wilbur, M. STAFF SERVICES IN SMALLER COMPANIES: THE VIEW FROM THE TOP. New York: The Conference Board, 1973 31 pp.
- 10-79 Hazel, Arthur C. and Reid, A.S. MANAGING THE SURVIVAL OF SMALLER COMPANIES. London: Business Books, 1973 153 pp.
- 10-80 Nicholas, Jack R. "OSHA, Big Government, and Small Business," MSU BUSINESS TOPICS Winter, 1973 pp. 57-64
- 10-81 Kottas, John F. Khumawala, Basheer M. "Contract Bid Development for the Small Businessman," SLOAN MANAGEMENT REVIEW, Spring, 1973 Vol. 14, No. 3 pp. 31-45

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- 10-82 Pickle, H.B. "Empirical Investigation of Entrepreneurial Goals and Customer Satisfaction," JOURNAL OF BUSINESS, April, 1973 46:268-73
- 10-83 "College Students Help Small Firms in SBA-Backed Consulting Program," MIDWEST INDUSTRY, June, 1973. Vol. 41, No. 6 p. 10
- 10-84 Pandolfi, Francis P., and Sannwald, Wolfgang "Acquisitions, the Fundamentalists Take the Field," MBA June/July, 1973 Vol. 7 No. 6 pp. 37-39, 51
- 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.
- 10-85 "Major Problem Areas as Perceived by Presidents of Small Manufacturing Firms: A Case Study," ACADEMY OF MANAGEMENT JOURNAL, 16, September, 1973, pp. 510-514.

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- 11-29 Kamerschen, David "The Influence of Ownership and Control on Profit Rates." AMERICAN ECONOMIC REVIEW June, 1968 Vol. 58 pp. 432-447. Correction: December, 1968 pp. 1376
- 11-30 Adrich, Howard E., "Organizations in a Hostile Environment: A Panel Study of Small Businesses in Three Cities." Unpublished doctoral dissertation, University of Michigan 1969
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- 13-48 Goulden, Joseph C. THE MONEY GIVERS New York: Random House,  
1971 pp. 19-50
- 13-49 Meyer, I. "Banking's Liaison Role with Venture Capital,"  
BURROUGHS CLEARING HOUSE, February, 1971

- 13-50      Faucett, Russel    "The Management of Venture Capital Investment Companies," Master's Thesis, Massachusetts Institute of Technology, Cambridge, Mass. February, 1971  
Cross Reference: 18
- 13-51      "The Hunt for Capital - 230 Sources of Venture Capital,"  
 GENERATION, April, 1971 Vol. 3, No. 5 35-46
- 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.
- 13-52      "A View of the Venture Capital Industry," GENERATION April, 1971  
 Vol. 3, No. 5 pp. 47-51
- An interview with Stanley M. Rubel on the present state of venture capital, the people involved, and the directions venture capital is going.
- 13-53      "Biggest Bank Bets More on High Risk," BUSINESS WEEK, May 22, 1971 pp. 80+
- 13-54      Smith, R.H. "Venture Capital for Minority Publishers?"  
 PUBLISHERS WEEKLY April 5, 1971 199:35  
Cross Reference: 3
- 13-55      Smith, R.H. "Another Chance for Publishing," CURRENT, May, 1971 129:22-23  
Cross Reference: 3
- 13-56      Hershman, A. "Dispassionate Venturer." DUNS June, 1971  
 97:64+

- 13-57 Harris, Billy Jackson MANAGERIAL PROCESSES OF VENTURE CAPITAL ORGANIZATION, Master Thesis, University of North Carolina at Greensboro, June, 1971  
Cross Reference: 18

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.

- 13-58 Kelley, Albert J. Campanella, Frank B. McKierman, John SPECIAL REPORT ON VENTURE CAPITAL FOR NEW AND GROWING BUSINESSES Entrepreneur Press.

- 13-59 Stewart, Milton D. "Venture Capital in the 70's," PRACTISING LAW INSTITUTE, 1972

- 13-60 "Risk Capitalist Bids a Golden Adieu," BUSINESS WEEK, January 22, 1972 pp. 17-18

- 13-61 "France: More Willing to Venture Capital," BUSINESS WEEK, February 26, 1972 pp. 41  
Cross Reference: 4

- 13-62 "Venture Capital - A Guidebook for New Enterprise," U.S. Government Printing Office, March, 1972

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

- 13-68 Murray, T.J. "West Coast Swingers, DUNS May, 1972 99:37-40
- 13-64 Dodge, Richard H. "Venture Capital: A Model for Decision Making," New York University, June, 1972 (Master's Thesis)
- 13-65 Hoffman, Cary, "The Venture Capital Investment Process: A Particular Aspect of Regional Economic Development." Dissertation, University of Texas at Austin, August, 1972  
Cross Reference: 17
- 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.
- 13-66 "More Capital Than Venture Deals," BUSINESS WEEK, December 9, 1972 pp. 74-75
- 13-67 "Opening Avenues for Venture Capital," NATION'S BUSINESS January, 1973 61:8
- 13-68 "Angels of Risk," TIME March 26, 1973 101:84
- 13-69 Mueller, R.K. "Venture Vogue: Boneyard or Bonanza?" COLUMBIA JOURNAL OF WORLD BUSINESS, Spring, 1973 8:78-82

- 13-70 "Adventure in Raising Venture Capital: Finding Backers for a New Magazine," BUSINESS WEEK, April 14, 1973 pp. 92
- 13-71 Brittain, John A. "Intergenerational Determinants of Individual Income," THE AMERICAN ECONOMIC REVIEW, May, 1973 pp. 335-345  
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.
- 13-72 Rubel, S.M. "SEC at Fault: the Decline and Fall of U.S. Depends on Venture Capital," COMMERCIAL AND FINANCIAL CHRONICLE, May 10, 1973, Vol. 217 p. 1649
- 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
- 13-75 Rubel, Stanley, GUIDE TO VENTURE CAPITAL SOURCES, 1972-1973, Chicago: Capital Publishing Corporation, 1973.  
  
An up-to-date list of 600 sources indexed by size and preferences. Contains a bibliography and is well indexed.
- 13-76 "Raising Capital for Small Business," BUSINESS WEEK, November 3, 1973, pp. 96-98.

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.

- 14-3 Etcheson, Warren W. A STUDY OF BUSINESS TERMINATION. Seattle: University of Washington Bureau of Business Research, December, 1962 26 pp.

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.

- 14-4 Rakstis, Ted J. "How to Fail in Business Without Really Trying," THE KIWANIS MAGAZINE February 1966 51: 41-44+  
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.

- 14-5 "Changing Fortunes in Arizona Business Firms 1963-65: An Analysis of Business Births, Deaths and Growth as Trend Indicators of Arizona's Economy," EMPLOYMENT SECURITY COMMISSIONS OF ARIZONA. Phoenix 1968  
Cross Reference: 17

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

- 14-6 Davis, S. M. "Entrepreneurial Succession," ADMINISTRATIVE SCIENCE December, 1968 13: pp. 402-416

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

- 14-7 Blum, Marc Paul THE FAILING COMPANY DOCTRINE. An unpublished PhD Thesis at Columbia University, 1969

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 impending failure.

- 14-8 Udell, J.G. "Social and Economic Consequences of the Merger Movement in Wisconsin." Graduate School of Business, University of Wisconsin. Wisconsin Economy Studies May, 1969 No. 3

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.



- 14-9 Burkhalter, Louis D. and Flaherty, Catherine L. IT'S ONLY MONEY New York: Carlton 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.
- 14-10 "The Failing Rate of Business," GENERATION, April, 1971  
Vol. 3 No. 4 30-35  
Cross Reference: 9, 12
- 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.
- 14-11 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.
- 14-12 Wayne, William HOW TO SUCCEED IN BUSINESS WHEN THE CHIPS ARE DOWN McGraw-Hill, New York. 1971 178 pp.  
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
- 14-13 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.

COUNSELING THE SMALL BUSINESS

- 15-1 Wisnewsky, E. "Factors in Owner-Management Development,"  
ADVANCED MANAGEMENT January, 1960 25:4-6

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.

- 15-2 Krentzman, . . . and Samares, J. "Can Small Business Utilize Consultants?" HARVARD BUSINESS REVIEW, May-June, 1960

- 15-3 Krentzman, Harvey C. "Pioneering In Strengthening Small Business," HARVARD BUSINESS SCHOOL BULLETIN, July-August, 1963 Vol. 39 No. 4 pp. 7-13

- 15-4 Higdon, Hal. "Doctors for Small Business." THE KIWANIS MAGAZINE June, 1965 50:39-40+

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.

- 15-5 White, L.T. "Management Assistance for Small Business," HARVARD BUSINESS REVIEW, August, 1965

- 15-6 Moon, Grant C. AN EVALUATION OF SELECTED MANAGEMENT ASPECTS OF THE SBA SCORE PROGRAM. Unpublished PhD Dissertation George Washington University, 1967
- 15-7 McCarol, Jim and Vozzara, Nicholas S. eds. ADVISING THE SMALL BUSINESS SOURCE BOOK PRACTISING LAW INSTITUTE, 1970 489 pp.
- 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.
- 15-8 Liles, Dr. P.R. "The Role of Outside Management Assistance in Small Companies," unpublished PhD thesis, Harvard Business School, 1970
- 15-9 Deeks, J.S. "The Owner-Managers: Some Training Perspective," INDUSTRIAL AND COMMERCIAL TRAINING, June-July-August, 1970 pp. 265-69 - 326-30 - 386-91
- 15-10 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.
- 15-11 Cavanaugh, Tom "Giving Small Business a Hand," SKY, (Delta Air Lines) July, 1973 Vol. 2 No. 7 pp.12-13
- The new SBI (Small Business Institute) is described, program entails college students working as consultants in companies which have borrowed from SBA

INNOVATION TECHNOLOGY R & D

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.

- 16-1 Burns, Tom and Stalker, G.M. THE MANAGEMENT OF INNOVATION London: Tavistock Publications 1961 266 pp.  
Cross Reference: 18

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.

- 16-2 Rogers, Everett M. DIFFUSION OF INNOVATIONS The Free Press of Glencoe, New York, N.Y. 1962

- 16-3 Buddenhagen, F.L. "Internal Entrepreneurship as a Corporate Strategy for New Product Development." Unpublished Master's Thesis, M.I.T. Sloan School of Management 1962

- 16-4 Mansfield, Edwin "Entry, Gibrat's Law, Innovation, and the Growth of Firms," AMERICAN ECONOMIC REVIEW December, 1962 52:1023-1051

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.

- 16-5 Henke, Russel W. EFFECTIVE RESEARCH AND DEVELOPMENT FOR THE SMALLER COMPANY. Houston, Texas, Gulf Publishing Co. 1963
- 16-6 — Schon, D. "Champions for Radical New Invention," HARVARD BUSINESS REVIEW March-April, 1963  
Cross Reference: I
- 16-7 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
- 16-8 Gardner, John W. SELF-RENEWAL: THE INDIVIDUAL AND THE INNOVATIVE SOCIETY. New York: Harper & Row, 1964
- 16-9 Cooper, Arnold C. "R & D is More Efficient in Small Companies," HARVARD BUSINESS REVIEW May-June, 1964 42:75-83
- 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.
- 16-10 Shapero, A. Howell, Richard P. and Tombaugh, James R. AN EXPLORATORY STUDY OF THE STRUCTURE AND DYNAMICS OF THE R & D INDUSTRY. Stanford Research Institute, Menlo Park, California, June, 1964

- 16-11 Platt, J.R. "Strong Inference." SCIENCE, October 16, 1964  
146:347-53

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

- 16-12 Kneiler, George F. THE ART AND SCIENCE OF CREATIVITY New York:  
Holt, Rinehart and Winston, 1965 102 pp.

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.

- 16-13 Wainer, Herbert A. "The Spin-Off of Technology from Government Sponsored Research Laboratories," Master's Thesis,  
Lincoln Laboratory, Massachusetts Institute of Technology  
1965

- 16-14 Argyris, Chris ORGANIZATION AND INNOVATION Homewood, Illinois,  
Irwin and Dorsey, 1965 274 pp.  
Cross Reference: 7

This book has two objectives: 1) to present how varying interpersonal competence affects a manager's and his organizations'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.

- 16-15 Teplitz, P. "Spin-Off Enterprises from a Large Government Sponsored Laboratory," Master's Thesis, Massachusetts  
Institute of Technology, 1965

- 16-16 Bond, Floyd A., ed. TECHNOLOGICAL CHANGE AND ECONOMIC GROWTH. Ann Arbor: University of Michigan, 1965. 59 pp.

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.

- 16-17 "Trade Secrets: The Technical Man in Legal Land." CHEMICAL AND ENGINEERING NEWS, January 18, 1965 pp. 80-94

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.

- 16-18 Mahar, James F. and Coddington, Dean C. "Academic Spinoffs," INDUSTRIAL RESEARCH, APRIL, 1965 7:62-71

Cross Reference: 9

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.

- 16-19 Roberts, Edward B. MARKETING AND ENGINEERING STRATEGIES FOR WINNING R & D CONTRACTS. Presented at the Fourth Annual Management Conference for Marketing in the Defense Industries, May 27, 1965

Cross Reference: 18

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.

- 16-21 THE STRUCTURE AND DYNAMICS OF THE DEFENSE R & D INDUSTRY:  
THE LOS ANGELES AND BOSTON COMPLEXES. Stanford Research  
Institute, Menlo Park, California, November, 1965

- 16-22 Weiner, Myron, ed. MODERNIZATION: THE DYNAMICS OF GROWTH  
New York: Basic Books, Inc. 1966 347 pp.

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)

- 16-23 Fitzgerald, C.T. ORGANIZING FOR NEW PRODUCT EVOLUTION IN SMALL,  
TECHNICALLY-BASED MANUFACTURING COMPANIES. Cambridge:  
MIT Press, 1966

- 16-24 Draheim, Kirk, Howell, Richard P., and Shapero, Albert THE  
DEVELOPMENT OF A POTENTIAL DEFENSE R & D COMPLEX:  
A study of Minneapolis-St. Paul. Menlo Park: Stanford  
Research Institute, July, 1966 188 pp.  
Cross Reference: 9

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.

- 16-25 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.

- 16-25 Shapero, A., Kendall D. Moll, Hemmes, Robert A, Howell, Richard P.  
THE ROLE OF THE UNIVERSITY IN DEFENSE R & D. Stanford  
Research Institute, Menlo Park, California, December, 1966

- 16-27 Olken, H. "Spin-Offs: A Business Pay-Off" CALIFORNIA  
MANAGEMENT REVIEW Winter, 1966 9:17-23

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

- 16-28 De Simone, Daniel V. ed. "Technological Innovation: Its  
Environment and Management," U.S. Department of Commerce,  
January, 1967

A report of the Panel on Invention and Innovation considering the three factors, taxation, finance, and competition. The panel's 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.
- 16-30 Knight, Kenneth E. "A Descriptive Model of the Intra-Firm Innovation Process," THE JOURNAL OF BUSINESS October, 1967 Vol. 40 No. 4 pp. 478-496
- 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.
- 16-31 Macy, Bruce.; Bednar, James M.; and Roberts, Robert E. "Impact of Science and Technology on Regional Development," Midwest Research Institute, Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. December, 1967
- Bibliography included.
- 16-32 Coady, M.R. "Spin-Off Companies: Their Beginnings and Impact," ELECTRONIC NEWS, April 29, 1968
- 16-33 Roberts, Edward B. "A Basic Study of Innovators: How to Keep and Capitalize on their Talents," RESEARCH MANAGEMENT July, 1968 11:249-266
- 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.
- 16-34 Roberts, E.B. "Entrepreneurship and Technology," RESEARCH MANAGEMENT, July, 1968 11:249-266

- 16-35 Ruskin, A.M. "Assessing Technological Ventures for Bank Loan,"  
FINANCIAL ANALYST JOURNAL, September-October, 1968  
Cross Reference: 12
- 16-36 Lopes, J.L. "Science for Man: The Development Gap."  
BULLETIN OF THE ATOMIC SCIENTISTS. December, 1968 14-17 pp
- 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:
- 16-37 Allison, D. ed. THE R & D GAME, MIT Press, Cambridge, 1969
- 16-38 THE INNOVATORS, Princeton, New Jersey, Dow Jones Books, 1969  
110 pp.
- How today's inventors shape your life tomorrow.
- 16-39 Moore, A.D. INVENTION, DISCOVERY, AND CREATIVITY. Garden City N.Y. Doubleday and Co., Inc. 1969, 172 pp.
- 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.
- 16-40 Rosenbloom, Richard S. , and Marris, Robin, eds. SOCIAL INNOVATION IN THE CITY - NEW ENTERPRISES FOR COMMUNITY DEVELOPMENT, Harvard University Press, Cambridge, Mass., 1969  
Cross Reference: 8

- 16-41 Susbauer, Jeffrey C. "The Technical Company Formation Process: A Particular Aspect of Entrepreneurship," PhD dissertation University of Texas, Austin, 1969  
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.
- 16-42 Thompson, Victor A. BUREAUCRACY AND INNOVATION Alabama: University of Alabama Press, 1969
- 16-43 Doctors, S. FACTORS IN TECHNOLOGY TRANSFER, M.I.T. Press, 1969
- 16-44 "New Business: Innovative Technology, Management and Capital," Proceedings of the Boston College Management Seminar, May 22-23, 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 an examination of elements of the technological management process, from the lawyer to the financier to the entrepreneur.
- 16-45 Peters, Donald H. and Roberts, Edward B. "Unutilized Ideas in University Laboratories." ACADEMY OF MANAGEMENT JOURNAL June, 1969 pp. 179-191
- 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.

- 16-46 Doctors, S. "The Relative Effectiveness of the NASA Dissemination Program," Doctoral Dissertation, Harvard Business School, June, 1969
- 16-47 Doctors, S. THE ROLE OF FEDERAL AGENCIES IN TECHNOLOGY TRANSFER M.I.T. Press, July, 1969
- 16-48 Todd, R. LaPorte, and Wood, James L. "Functional Contributions of Bootlegging and Entrepreneurship in Research Organizations," University of California, Berkeley, September, 1969 Available Clearinghouse for Federal Scientific and Technical Information. Springfield, Virginia 22152
- 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
- 16-51 Shapero, Albert, and Hoffman, Cary "An Initial Examination of the Role of Small Business in Federal Research and Development," Multi-Disciplinary Research, Inc. Austin, Texas, June, 1970  
Cross Reference: II
- 16-52 "New High-Technology Firms Post 80 Percent Success Record," INDUSTRIAL RESEARCH, November, 1970 12:26

16-53 Wilson, George W. ed. TECHNOLOGICAL DEVELOPMENT AND ECONOMIC GROWTH, School of Business, Indiana University, 1971  
254 pp.  
Cross Reference: 17.

16-54 Rogers, Everett M. COMMUNICATION OF INNOVATIONS 2nd ed.  
New York Free Press, 1971

16-55 Cooper, Arnold THE FOUNDING OF TECHNOLOGICALLY-BASED FIRMS  
Center for Venture Management, Milwaukee, Wisconsin  
1971

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.

16-56 Shapero, Albert AN ACTION PROGRAM FOR ENTREPRENEURSHIP;  
Multi-Disciplinary Research, Inc. April, 1971

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

16-57 "Engineers with Vision of Being Own Boss Face Hard Time,"  
INDUSTRY WEEK April 26, 1971 169:15-17  
Cross Reference: 9

16-58 Hoffman, Cary, Shapero, Albert PROVIDING THE INDUSTRIAL ECOLOGY REQUIRED FOR THE SURVIVAL AND GROWTH OF SMALL TECHNICAL COMPANIES. Multi-Disciplinary Research, Inc.  
Austin, Texas May, 1971  
Cross Reference: 10

- 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
- 16-60 SOCIAL INVENTIONS, Prince Albert, Saskatchewan: Saskatchewan Newstart Incorporated, 1972 107 pp.  
A fascinating chronology of social inventions.
- 16-61 Cooper, Arnold and Komives, John L. eds. TECHNICAL ENTREPRENEURSHIP: A SYMPOSIUM, Center for Venture Management, Milwaukee, Wisconsin, 1972  
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
- 16-63 Johnson, Jimmy J. ed. SURVIVAL AND GROWTH, THE SMALL R & D FIRM National Sciences Foundation, Small Business Administration Department of Commerce, June 12-14, 1972  
Proceedings of the First National Conference Dealing with the problems of the small firms in the research and development industry.



- 16-64 Lamont, Lawrence "The Marketing Dimension of Technical Entrepreneurship" THE BUSINESS QUARTERLY, Summer, 1972 Vol. 37 No. 2  
Cross Reference: 18

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.

- 16-66 Skipper, W.E. "ABC's of a High- Technology Business," BUSINESS WEEK October 14, 1972, pp.55

- 16-67 Riggs, Arthur J. II "Managing the Spin-Off," INDUSTRIAL RESEARCH, November, 1972 pp. 61-64

- 16-68 Shibus, 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.

- 16-70 Kottenstette, James P. and Rusnak, Jerome J. "Transfer and Diffusion - Two Ways to Transmit Technology,"  
The International Journal of RESEARCH MANAGEMENT  
July, 1973 Vol. XVI, No. 4 pp. 24-28

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.

- 16-71 Globe, Samuel, Levy, Girard W., and Schwartz, Charles M. "Key Factors and Events in the Innovation Process,"  
The International Journal of RESEARCH MANAGEMENT  
July, 1973 Vol. XVI No. 4 pp. 8-15

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.

- 16-72 Brown, W.E. "Research Project Selection: Part III," THE CREATIVITY REVIEW August, 1973 Vol. XV No. 3  
pp. 2-14  
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.

- 16-73 Bruno, Albert V. "New Product Decision-Making in High Technology Firms" RESEARCH MANAGEMENT September, 1973, Vol. 16 pp. 28-31

- 16-74 Hlavacek, James D. and Thompson, Victor A., "Bureaucracy and New Product Innovation," ACADEMY OF MANAGEMENT JOURNAL, 16, September, 1973, pp. 361-372.

## ECONOMIC DEVELOPMENT

17-1 Schumpeter, Joseph "The Creative Response in Economic History,"  
THE JOURNAL OF ECONOMIC HISTORY, November, 1947  
Vol. III No. 2 pp. 149-159

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

17-3 Schumpeter, Joseph A. THE THEORY OF ECONOMIC DEVELOPMENT  
New York: Oxford University Press, 1961 255 pp.

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.

17-5 Bostrom K. "Venture Management and National Growth," ADVANCED  
MANAGEMENT - OFFICE EXECUTIVE March, 1962 1:20-23

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.

17-6 Hoselitz, Bert F. "Entrepreneurial Element in Economic Development." THE ECONOMIC WEEKLY 1963 Vol. 15 4-6

17-7 Redlich, F. "Economic Development, Entrepreneurship, and Psychologism: A Social Scientist's Critique of McClelland's 'Achieving Society'" EXPLORATIONS IN ENTREPRENEURIAL HISTORY Fall, 1963  
Cross Reference: 1, 7

17-8 Cochran, T.C. "The Entrepreneur in Economic Change," BEHAVIORAL SCIENCE, April, 1964 9:111-119  
Cross Reference: 1

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.

17-9 Lovett, Robert Eliot, "Concepts of Entrepreneurship in Recent Economic Thought," PhD dissertation, University of Southern California June, 1965

17-10 Bellush, Jewel, and Hausknecht, Murray "Entrepreneurs and Urban Renewal," AMERICAN INSTITUTE OF PLANNERS JOURNAL September, 1966 32:288-97

Analysis, based on data provided by case studies of renewal, aimed at specifying some of the elements contributing to the success of the renewal entrepreneur: the broader social and economic significance of this kind of entrepreneurial activity; some of its possible consequences for the urban renewal process.

- 17-11 Walton, C. and Eells, R. eds. THE BUSINESS SYSTEM New York: MacMillan Co. 1967 pp. 387-97  
Cross Reference: 1

- 17-12 Spencer, Daniel L. and Woroniak, Alexander, eds. THE TRANSFER OF TECHNOLOGY TO DEVELOPING COUNTRIES New York: Frederick A. Praiger, Publishers 1967 209 pp.  
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.

- 17-15 TOWARD ECONOMIC DEVELOPMENT FOR NATIVE AMERICAN COMMUNITIES A compendium of papers, Joint Economic Committee, Congress of the United States, U.S. Government Printers Office, 1969

- 17-16 Logan, M.I. "The Spatial Dimensions of Economic Development: The Case of the Upper Midwest," REGIONAL STUDIES May, 1970 4:117-125

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.

- 17-17 Shapero, Albert AN ACTION PROGRAM FOR ENTREPRENEURSHIP: The Design of Action Experiments to Elicit Technical Company Formations in the Ozark Region. November, 1970 Under a contract to Multi-Disciplinary Research, Inc.

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.

- 17-18 Kilby, Peter ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT New York: Free Press, 1971

- 17-19 Buchele, Robert B. "The Development of Small Industrial Entrepreneurs as a Tool of Economic Growth," THE EAST-WEST CENTER Working Paper Series, October, 1972  
Cross Reference: 4

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.

- 17-20 Skeirik, Kaleel C. "Opportunities for Small Firms in Manufacturing," SBA ECONOMIC REVIEW Fall, 1972 pp. 63-32

MANAGEMENT CONCEPTS

- 18-1 Drucker, Peter THE EFFECTIVE EXECUTIVE New York: Harper and Row 1954

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.

- 18-2 Warren, William Lloyd and Morton, Norman H. eds. INDUSTRIAL MAN New York: Harper, 1959, 580 pp.

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

- 18-3 McGregor, Douglas THE HUMAN SIDE OF ENTERPRISE New York: McGraw-Hill and Co., 1960 246 pp.

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?

- 18-4 Sofer, Cyril THE ORGANIZATION FROM WITHIN Chicago: Quadrangle Books, 1961 173 pp.

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.

- 18-5 Maier, Norman R.F. and Hayes, John J. CREATIVE MANAGEMENT  
New York: John Wiley & Sons, Inc. 1962 218 pp.

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.

- 18-6 Ewing, David W. and Fenn, Dan H. Jr., eds. INCENTIVES FOR EXECUTIVES, New York: McGraw-Hill Book Company 1962 220 pp.  
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.

- 18-7 Haefele, John W. CREATIVITY AND INNOVATION New York: Reinhold Publishing Corporation, 1962 302 pp.

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.

- 18-8 Drucker, Peter F. MANAGING FOR RESULTS, New York: Harper & Row 1964, 240 pp.

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

- 18-9 Ewing, David W. THE MANAGERIAL MIND New York: The Free Press, 1964 210 pp.  
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

18-11 Kay, B. "Rolecentrism: Potential Source of Conflict and Communication Failure," PERSONNEL ADMINISTRATION February, 1965 28:20-24

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.

18-12 Guth, William D. and Taguiri, Renato "Personal Values and Corporate Strategy," HARVARD BUSINESS REVIEW, September-October, 1965

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.

18-13 Bower, Marvin THE WILL TO MANAGE New York: McGraw-Hill Book Company 1966 271 pp.  
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.

18-14 Shepard, H.A. "Innovation-Resisting and Innovation-Producing Organizations," JOURNAL OF BUSINESS, 1967 v. 40 pp. 470-477  
Cross Reference: 16

- 18-15 "Trying to Package Entrepreneurs," BUSINESS WEEK January 28, 1967  
pp. 175-176

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.

- 18-16 Peterson, R.W. "New Venture Management in a Large Company,"  
HARVARD BUSINESS REVIEW May-June, 1967 45:68-76  
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.

- 18-17 Johnson, H.W. "Education for Management and Technology in the 1970's; adaption of address." SCIENCE  
May 10, 1968 160:620-7  
Cross Reference: 16

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

- 18-18 Hanan, Mark "Corporate Growth through Venture Management."  
HARVARD BUSINESS REVIEW January-February, 1969  
47:43-61  
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.

- 18-19 Haynes E., "Executives Wanted: Innovators and Risk Takers Only Should Apply," COLUMBIA JOURNAL OF WORLD BUSINESS May-June, 1969 Vol. 4 No. 3 pp. 7-12  
Cross Reference: 16
- 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.
- 18-20 Westfall, Steven L. "Stimulating Corporate Entrepreneurship in U.S. Industry," ACADEMY OF MANAGEMENT JOURNAL June, 1969 Vol. 12, No. 2 pp. 235-246
- 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.
- 18-21 "3M: Little Drops of Water, Little Grains of Sand," FORBES, September 1, 1969 pp. 30-32, 34-36
- 18-22 Druker, P.F. "Management's New Role," HARVARD BUSINESS REVIEW November-December, 1969 Vol. 47 No. 6 pp. 49-54
- 18-23 McGregor, Douglas, THE PROFESSIONAL MANAGER New York: McGraw-Hill, Inc. 1970
- 18-24 Drucker, P.F. THE AGE OF DISCONTINUITY, New York, Harper and Row 1970
- This 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."
- 18-25 Miller, Ben MANAGING INNOVATION FOR GROWTH AND PROFIT, Homewood, Illinois: Dow-Jones Irwin, Inc. 1970  
Cross Reference: 16

- 18-26 Morgenthauer, 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.

- 18-27 Drucker, P.F. "Entrepreneurship in Business Enterprise,"  
JOURNAL OF BUSINESS POLICY, Autumn, 1970

- 18-28 Ammer, D.S. "Has Big Business Lost the Entrepreneurial Touch?"  
BUSINESS HORIZONS December, 1970 13:37-46

- 18-29 Secret, L. "Intracorporate Entrepreneurship: An Exploratory Study." Unpublished dissertation, The University of Texas at Austin, 1971

- 18-30 Dailey, Charles A. ENTREPRENEURIAL MANAGEMENT McGraw-Hill,  
1971 208 pp.

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.

- 18-31 "Fifth Column Entrepreneurs in Your Managerial Midst."  
BUSINESS MANAGEMENT February, 1971 39:35

- 18-32 Peterson, R.A. and Berger, D.G. "Entrepreneurship in Organizations: Evidence from the Popular Music Industry," ADMINISTRATIVE SCIENCE QUARTERLY March, 1971 16:97-106
- 18-33 Hakansson, N.H. "Optimal Entrepreneurial Decisions in a Completely Stochastic Environment," MANAGEMENT SCIENCE March, 1971 17:427-49
- 18-34 Tamarkin, Robert, ed. THE YOUNG EXECUTIVE TODAY, Chicago: Allen-Bennett, 1972 417 pp.
- 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.
- 18-35 Slocum, Donald H. NEW VENTURE METHODOLOGY, New York, AMERICAN MANAGEMENT ASSOCIATION, 1972 192 pp.
- 18-36 Karger, D.W. and Murdich, R.G. NEW PRODUCT VENTURE MANAGEMENT Gordon and Breach, 1972
- 18-37 Kuhn, James, W. and Berg, Ivar E. "Businessmen: Entrepreneurs or Bureaucrats?" in Lazarus, Warren and Schnee, THE PROGRESS OF MANAGEMENT, New Jersey: Prentice Hall, 1972 pp. 309-319

- 18-38 Roberts, Edward B. and Frohman, Alan. "Internal Entrepreneurship: Strategy for Growth," THE BUSINESS QUARTERLY, Spring, 1972 V. 37 No. 1  
Cross Reference: 4

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.

- 18-39 Brown, David "Analyzing New Ventures," INNOVATION April, 1972 No. 30

- 18-40 Kerby, Joe Kent "The Marketing Concept: Suitable Guide to Product Strategy?" THE BUSINESS QUARTERLY, Summer, 1972 Vol. 37 No. 2

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.

- 18-41 Hanan, M. "Sales Managers! Put On Your Entrepreneurial Hat." SALES MANAGEMENT, December 11, 1972 109:27-29

- 18-42 Anyon, G. Jay ENTREPRENEURIAL DIMENSION OF MANAGEMENT, Livingston Publishing Company, Wynnewood, PA. 1973 217 pp.  
Cross Reference: 7

- 18-43 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.

- 18-44 Vesper, Karl H. and Holmdahl, Thomas G. "How Venture Management Fares in Innovative Companies," The International Journal of RESEARCH MANAGEMENT May, 1973 Vol. XVI No. 3 pp. 30-32

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.

- 18-45 Susbauer, Jeffrey C. INTRACORPORATE ENTREPRENEURSHIP, Programs in American Industry, Cleveland State University, College of Business Administration, June, 1973.

- 18-46 Schreier, James W. "Changing Attitudes Toward Business," INVESTOR, Milwaukee: Unidex Publishing, September 1973, pp. 31, 38-39, 41.  
Cross Reference: 11

THE SMALL BUSINESS ADMINISTRATION

- 19-1      TECHNOLOGY AND YOUR NEW PRODUCTS, Small Business Admin-  
                  istration, 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
- 19-5      RESEARCH AND DEVELOPMENT, Washington, D.C.: Small Business  
                  Administration, November, 1961 608 pp.
- 19-6      Pomeranz, J.M. and Prestivich, C.W. "Meeting the Problems of  
                  Very Small Enterprises," SMALL BUSINESS MANAGEMENT  
                  RESEARCH REPORTS, Washington D.C.: Small Business  
                  Administration 1962, 53 pp.
- 19-7      BUYING AND SELLING A SMALL BUSINESS Small Business  
                  Administration, 1963  
                  Cross Reference: 10



- 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.
- 19-11 "X Y Z Investment Company," Report by actual operators. Washington D.C.: Small Business Administration, 1969  
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."
- 19-13 COST ACCOUNTING FOR SMALL MANUFACTURES, Washington, D.C.: Small Business Administration, 1972 168 pp.  
Cross Reference: 12

- 19-14 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.

- 19-15 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

- 19-16 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.

- 19-17 Management Research Summaries (MRS). Small Business Administration, Washington, D.C. Please refer to entry 21-44 (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 Frederic March, who now seeks a replacement. Some major points 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 story line 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 relationships, 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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The development Center publishes several books on  
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Center for Small Business, Summer, 1972 63 pp.

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.

21-11 Hollander, Stanley C. and Flaster, Stephen R. MANAGEMENT  
CONSULTANTS AND CLIENTS, East Lansing, Michigan, Michigan  
State University, 1973 541 pp.  
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

- 21-13 TECHNOLOGY ASSESSMENT AND FORECAST, Initial Publication of the Office of Technology Assessment and Forecast. Department of Commerce, Washington, D.C. April, 1973  
120 pp.  
Cross Reference: 16

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

- 21-14 Belch, Jean. CONTEMPORARY GAMES: DIRECTORY. 560 pages.  
CONTEMPORARY GAMES: BIBLIOGRAPHY. 275 pages.  
Detroit: Gale Research Company, 1973.

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.

21-18 THE MARKETING INFORMATION GUIDE (Monthly)

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.

21-19 A GUIDE TO CONSUMER MARKETS

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

21-20 DUN AND BRADSTREET, MILLION DOLLAR DIRECTORY

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.

21-21 "Annual Directory Issue," FORBES May 15 issue each year

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

21-22 "Directory of Largest Corporations." FORTUNE May, June, August issues, beginning in 1970.

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.

21-23 Klein, Bernard ed. GUIDE TO AMERICAN DIRECTORIES

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.
- 21-25 NATIONAL ECONOMIC PROJECTION SERIES, National Planning Association. Center for Economic Projections. (Report No. 70-N-1) "Economic Projections to 1980: Growth Patterns for the Coming Decade."  
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)
- 21-28 SALES MANAGEMENT "Survey of Buying Power Issue" (annual) July 10th issue.  
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.

21-29 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.

21-30 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."

21-31 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.

21-32 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.

21-33 "Mergers and Acquisitions" THE JOURNAL OF CORPORATE VENTURES, Washington, D.C. (Bi-monthly)

- 21-34      ENCYCLOPEDIA OF ASSOCIATION, Gale Research, Detroit, Michigan  
(Updated periodically)
- 21-35      ENCYCLOPEDIA OF BUSINESS INFORMATION, Gale Research, Detroit,  
Michigan (Updated periodically)
- 21-36      BUSINESS PERIODICAL INDEX New York: H.W. Wilson Company.  
(Annual edition plus monthly bulletins)
- 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.
- 21-37      PUBLIC AFFAIRS INFORMATION SERVICE BULLETIN, New York: Public Affairs Information Service, Inc. (Annual edition plus monthly Bulletin)
- Includes a key word listing for "entrepreneur."
- 21-38      READER'S GUIDE TO PERIODICALS, New York: H.W. Wilson Company. (Annual edition plus monthly bulletin.)
- Includes key word listing for "entrepreneur".
- 21-39      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. Nurserymen*
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*
14. *Purchasing in the Small Manufacturing Plant in Ala.*
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*
19. *Market Research and Planning for Small Mfrs.*
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 Tennessee*
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*
46. *Mgt. Staffing Needs in Ark. Sawmills*
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*
51. *Building Success in Small Mfg. Industries*
52. *Finding New Products for Small Manufacturers*
53. *Business Enterprises of Negroes in Tennessee*
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*
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81. *Business Methods in Personal Service Firms*
82. *Motor Freight Movements in Oklahoma*
83. *Revenue Quality Control for Small Motor Carriers*
84. *Vacation Travel Businesses in New Hampshire*
85. *New Small Business Opportunities  
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86. *Mgt. Problems in the Electronics Industry*
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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*
94. *Attitudes of Bankers Toward Small Business Financing*
95. *Management Counsel for Small Business*
96. *Small Business Experiences in Seeking Credit*
97. *Operations Analysis in Small Mfg. Firms*
98. *Choosing a Form of Business Organization*
99. *N. Dak.'s Vacation and Recreation Industry*
100. *Inventory Control for Small Wholesales*
101. *Risk Management in a Catastrophe*
102. *A Study of Business Terminations*
103. *Mail Order Purchasing and the Small Retailer*
104. *Wholesales' Services to Food Retailers*
105. *Small Business Instability and Failure*
106. *Small Manufacturers and the Financial Gap*
107. *Factors in the Growth of Manufacturing Firms*
108. *Management Planning in Small Firms*
109. *Ten Small Retailers and Their Problems*
110. *Alaska's Tourist Business*
111. *Measurement of the Risk Attitudes of Banks*
112. *Deferred Compensation for Key Employees*
113. *Counseling Affiliated Food Retailers*
114. *Solving Small Retailers' Problems*

115. *Publications as Aids in Managing Small Firms*
116. *Product Tech. and Research in Small Firms*
117. *Small Business in the Hawaiian Economy*
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:  
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127. *Methods of Counting Business Establishments*
128. *Training Program for Small Businessmen:  
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129. *Fed. Taxes and the legal Form of Sm. Firms*
130. *Small Firms in R & D Industries*
131. *Profitability and Size of Firm*
132. *Sources of Business Information in Colorado*
133. *Small Business in an Expanding Economy*
134. *Operating Controls in Small Mfg. Firms*
135. *Continuity Planning for Small Alabama Firms*
136. *Prospects in N. Mex. for Small Food Processors*
137. *Problems of West Ore.'s Small Lumber Firms*
138. *Mgt. Counseling of Small Mfg. Firms*
139. *Redistribution of Trade in Population Shifts*
140. *Profits and Competition in Retail Food Pricing*
141. *Operations Research in Small Business*
142. *U.S. Small Business & the Latin Am. Market*
143. *Marketing Maine Lumber for Bldg. Constr.*
144. *P. Rican Mfg. - Local & Nonlocal Ownership*
145. *Factors in Small Business Success or Failure*
144. *Small Food Processors' Co-op Arrangements*
147. *Outlook For Small Meatpackers in Montana*
148. *Use of Trash Fish Caught by Shrimp Boats*
149. *How Small Firms Handle Their Legal Problems*
150. *Credit Practices in Furniture  
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151. *A Study of Retailer Survival*
152. *Effect of Tight Money on Sm. Bus. Financing*
153. *Budgeting for Small Department Stores*
154. *Small Manufacturers in South Florida*
155. *Communicating Info. to Small Businessmen*
156. *Small Business Problems in Vermont*
157. *Small Business Founders in Texas and Georgia*
158. *Marketing Through Food Brokers*
159. *Analyzing Food Brokers' Costs and Margins*
160. *Industrial Supply & Distribution in Puerto Rico*
161. *Bringing Mgt. Info. to Small Business*
162. *Improving Food Brokers' Office Procedures*
163. *Kentucky's Small Business Potential*
164. *Outlook for Arkansas' Broiler Processors*
165. *Tourism's Effect on Hawaiian Small Business*
166. *Planning for Balanced Small Business Development  
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167. *The Flow of Funds in Manufacturing Firms*
168. *Environments vs. Mgt. in Small Business Failure*
169. *Potential Resources for Small Business in Ky.*
170. *Problems of La.'s Fruit and Veg. Processors*
171. *The Factor Markets for Small Firms*
172. *The Franchise System of Distribution*
173. *Louisiana's Retail Farm Supply Business*
174. *How Sm. Utah Firms Get & Keep Employees*
175. *The Tourist Industry in the U.S. Virgin Islands*
176. *Problems of Louisiana's Small Feed Mills*
177. *The Credit Practices of Oklahoma Retailers*
178. *Money and Manpower for Ky.'s Sm. Business*
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180. *Ky. Small Business - Mgt., Taxes, and Outlook*
181. *Helping Small Firms Develop and Exploit New Products*
182. *Industrial Parks and Small Business*
183. *Food Brokers' Sales and Mdsing. Programs*
185. *Problems in Small Business Management*
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187. *Financing Problems of Small Manufacturers*
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189. *Potential for Vegetable Canning in Nebraska*
190. *The Use of Consultants by Manufacturers*
191. *A Guide to Item Profitability for Retail Stores*
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193. *Economic Problems of Arkansas Sawmills*
194. *Mail-Order Retailing by Small Enterprises*
195. *Analysis of Retail Potential in Metro. Areas*
196. *Small-Business Opportunities  
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197. *Success or Failure of New Small Manufacturers*
198. *A Guide to Community Resource Development*
199. *Effects of Displacement and Relocation on Small Firms*
200. *Techniques of Small-Business Counseling*
201. *How Small Manufacturers Buy*
202. *North Dakota's Industrial Potential*
203. *Improving Food Brokers' Acctg. Procedures*
204. *Handbook for Small Mont. Mining Enterprises*
205. *Community Efforts to Develop Industry*
206. *Long-Range Planning for Small Businesses*
207. *Nonfinancial Controls in Small Businesses*
208. *Management Staffing in Small Business*
209. *The Outlook for New Mexico's Forest Industries*
210. *An Experiment in Advising Small Mfrs.*
211. *Acctg. & Fin. Data for Small Retailers*
212. *Changes in the Size Structure of Businesses*
213. *What Small Manufacturers Read and Why*
214. *Cost Reduction in Small Manufacturing Plants*
215. *Merchandise Mgt. Acctg. for Small Retailers*
216. *The Enterprising Man*
217. *Maintaining the Mgt. Staff in Small Bus.*
218. *Mass-Counseling Clinics for Sm. Bus. Mgrs.*
219. *Pricing, Prorl. & Mktg. Policies of Small Mfrs.*
220. *Environment & the Success of Small Retailers*
221. *Small Business and the St. Lawrence Seaway*
222. *Market for Entrepreneurial Talent in Maine*
223. *Nev.'s Economic Resources and Small Business*
224. *Mgt. Decision Making & Sm. Bus. Growth*
225. *Legal Aspects of Sm. Bus. Co-op Arrangements*
226. *Fiscal Control in Retail Food Stores*
227. *Developing Management Data for Small Mfrs.*
228. *Mont. Statutes Regulating Retail Competition*
229. *Executive Development in Small Companies*
230. *A Guide to the Study of Management Ethics*

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