

PART I

SECTION 1: INTRODUCTION

1.1 BACKGROUND AND PURPOSE OF THE BIBLIOGRAPHY

Two contrasting lines of thought have led to the preparation of this bibliography. The first is the increasing reliance which many governments are placing on the small business sector, and the second is the relatively high rate of failure of small business which is commonly reported.

One result of the recent upsurge of international political interest in the small business sector of the economy has been a focus on the role of management training and development in the small business and on the wider but related issue of education and training for entrepreneurship. The rationale for this emphasis lies firstly in the recognition of the crucial role of the entrepreneur in small business development and secondly in the fact that in the small business, management (that is in most cases, entrepreneur) development is virtually synonymous with organisation development.

The background to this focus is the increasing awareness that small business development, and for that matter industrial development, in developing countries is often constrained not only by insufficient funds to set up ventures but also, in a significant number of cases, by a lack of managerial and entrepreneurial skills to set up and run successful enterprises. The need for these skills is by no means only associated with small-scale enterprises (SSEs). They are as necessary in government, public and co-operative enterprise as in private business. Individual small enterprises provide, however, both a nursery and proving-ground for entrepreneurs.

In the light of this, various attempts have been made, and organisations developed or directed, to provide education and training for entrepreneurship. As these initiatives have got under way, the need has arisen in many quarters for a reference source for the use of those charged with or responsible for the development of entrepreneurs.

One sobering factor with which those with such responsibilities have to come to terms is the generally high failure rate of businesses. Every year in the UK, no less than 110,000 firms are deregistered, that is they disappear off the VAT (Value Added Tax) register. On average, this works out at 2,200 firms each week, or over 400 per working day. Although reasons for this massive deregistration vary, a significant proportion of these businesses simply fail. Given that over ninety per cent of the total stock of businesses in the UK are small, and that large firms are, in general, better resourced and managed, it is reasonable to conclude that the overwhelming majority of the firms which disappear are small owner-managed businesses. Evidence from other countries, both developed and less developed, suggests that this pattern is often repeated. If more resources could be marshalled in support of entrepreneurship development and the small firms sector, the proportion of firms failing would be reduced. If only to arrest this situation and assist existing firms to survive, the need for management development for entrepreneurs, or the small business, is justified.

It is also becoming increasingly clear that the "policy framework" within which entrepreneurs and small business people must operate has an even more important impact on their success than do positive interventions in the form of training and development.

Although this Bibliography is mainly concerned with training interventions, some space has therefore been devoted to broader issues of policy. In some extreme cases, it is valueless to attempt to train and develop entrepreneurs in the hope that they will contribute to national development, because of the totally hostile environment. Training should in these cases be directed at those responsible for the environment.

In virtually every country, however, policy makers need to be more sensitive to the needs of small enterprise, and to the impact of their policies on them. The material on these themes should be of value to policy makers themselves and to those interested in providing advice and training for them.

This Bibliography attempts to meet this demand by providing a guide to the literature and other training materials for the development of entrepreneurs. It is intended to be an annotated guide to useful references for practitioners rather than a comprehensive coverage of the literature. The implications of this in terms of the target user, and the scope and format of the Bibliography are explained below.

1.2 INTENDED READERSHIP

This Bibliography is intended as a guide for trainers, administrators, planners and decision-makers in governmental and non-governmental organisations. It is focused primarily on developing Commonwealth countries, although many of the references apply equally to other countries.

1.3 SCOPE AND COVERAGE

It is concerned with resources for the development of entrepreneurs. By 'resources' is meant firstly, the development and organisation of institutions to channel support to the small business sector/entrepreneurs and secondly, and of equal importance, training materials and programmes.

More specifically, both start-up and existing business are included. Beginning with an introduction to entrepreneurship and proceeding with needs analysis, government policy and institutional development, the Bibliography covers the process and content of entrepreneurship development programmes and management training for new enterprises and existing businesses. It also covers issues of innovation and appropriate technology. The entrepreneur development needs of refugees, women and youth are given separate sections in recognition of their role and importance. The concluding section contains annotations of 120 of the references given in the text (indicated by [A] next to the entry). An Appendix lists additional sources of information on the development of small businesses in developing countries, and other bibliographies.

1.4 FORMAT

The order of treatment is as outlined in the table of contents. Each section begins with a brief introduction outlining the main issues in relation

to the topic. Following this, a list of suggested further reading is provided. A later section (page 83) contains the annotated bibliography - i.e. items for which abstracts have been provided.

1.5 CRITERIA FOR INCLUSION OF ITEMS

(a) Wherever possible, references have been selected on the basis of their perceived practical, (in contrast to their "academic") value. However, on the basis that "there is nothing so practical as a good theory" items in the latter category have been included in order to stimulate thought, and where they are likely to contribute to an understanding of the subject.

(b) Given that the prime target group of users will reside in, or operate from, the Commonwealth, only references in English are included.

(c) Priority has been given to the literature pertaining specifically to small businesses rather than management in general. The latter is included only when the former is not available and/or where it is particularly relevant.

(d) While every effort has been made to cite references which are relatively accessible, difficulty may be experienced with some items, notably with some which are unpublished.

1.6 ACKNOWLEDGEMENTS

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