

PART II: MATERIALS FOR TRAINING

SECTION 1: ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES

INTRODUCTION

In Part I, attention was focussed on an understanding of the concept and the issues surrounding the development of entrepreneurship, as well as the organisation of assistance based on identified needs of would-be beneficiaries of services offered and on other local conditions.

Part II continues by looking at the structure, requirements and contents of training programmes for both would-be entrepreneurs and existing entrepreneurs/small businesses. Closely related issues, namely training methods and training of trainees are also reviewed.

1.1 NEW ENTERPRISE FORMATION

CONTENTS AND STRUCTURE

Entrepreneurship Development Programmes (EDPs) typically refer to 'special courses' meant for potential entrepreneurs who may be unemployed at the time or working for an employer, as distinct from working for themselves. Perhaps the best known and reputedly one of the most successful programmes is the Gujarat EDP in India, pioneered in 1970, and which aimed to "identify and develop local (Gujarat State) industrial entrepreneurs". One of the chief architects of the Gujarat Programme writes: "Over the years, the Programme has successfully demolished the erstwhile belief that 'entrepreneurs are born and not made'. (See V G Patel in the reading list below).

Most EDPs, including the Gujarat model, incorporate four major components:

- Potential entrepreneurs are identified and selected. This may (but usually does not) involve the use of psychological tests.
- Trainees are taught some elementary techniques of business management. Typically, apart from marketing and book-keeping, particular emphasis is placed on sources of finance, project preparation and other aspects of starting a new business.
- Most contentiously, achievement motivation is a central concept in the design of training of people to think and act in an entrepreneurial way. (This issue was raised earlier in the Introduction to Entrepreneurship in Part I). Although criticised by some as irrelevant and even spurious, achievement motivation remains a key component of many EDPs including the Gujarat model.
- Trainees have to do a feasibility study of their business idea and prepare a business plan for submission to a bank which is usually involved in the programme.

A summary of the "state of the art" of EDPs is perhaps best encapsulated in the results of a survey to identify successful methods of entrepreneurship development. The organisers of 40 programmes throughout the world were asked to provide some information about their activities. A selection of the results is summarised in Table 1 below.

Table 1: Entrepreneurship Development Programmes

Selection

- 50%, on average, of applicants were selected.
- 66% of the programmes prefer applicants to have a specific business idea when they apply.
- 62% of programmes have no minimum educational standard for education beyond literacy.
- 77% of programmes use evidence of previous initiative as a major qualification for entry.
- 69% of programmes do not use psychological tests when selecting applicants.

Organisation

- 62% of programmes do not pay participants a stipend for attendance.
- Average duration of programmes is six weeks.
- 75% of programmes do not include technical skills training.
- 79% of programmes use successful entrepreneurs as instructors during the programme.
- 66% of programme directors themselves have small industry experience.

Follow-up

- 76% of programmes facilitate access to credit for their trainees.
- 89% of programmes attempt to provide marketing assistance to trainees' businesses, usually through other organisations.
- 94% of programmes provide individual extension advice to trainees' businesses, sometimes from the same organisation and sometimes by introduction to other services.

Results

- 39% of trainees actually start businesses after the end of the programme.

Source: Harper, M., (1984).

The German Ministry for International Co-operation funded a study by the Entrepreneurship Development Centre at Cranfield School of Management into entrepreneurship development programmes worldwide. This was published by IT Publications under the title "Entrepreneurship for the Poor". This gives detailed guidelines on the conduct of individual sessions, and, perhaps most importantly, a list of nearly sixty institutions involved in this work throughout the world. The majority of these are able to provide advice and in some cases training for people from elsewhere. Anyone considering introducing this form of training would be well advised to make contact with others already involved.

Management Systems International, building on the results of the work already referred to which was undertaken by McBer and Company, are currently field-testing a new set of training materials whose objective is to enhance fourteen personal entrepreneurial characteristics, and at the same time to enable participants to prepare a convincing plan for a viable business. Although this had not been published at the time of writing, interested institutions and individuals are recommended to contact Management Systems International, at 600 Water Street South West, NBU 7-7, Washington D.C. 20024, or the Entrepreneurship Development Centre at the Cranfield School of Management in Bedford, England, for further information.

Clearly, there are many different techniques which may be employed in an EDP. The important point of note endorsed by the study reported above is that EDPs on their own cannot train people to be entrepreneurs: they must be combined with other forms of assistance if successful results are to be achieved. In this respect, the follow-up and 'after-care' service available to EDP 'graduates' is considered crucial. It is imperative that trainees not only receive support to make the transition into entrepreneurship but also that they are sustained through the initial period when they are actually trying to start their businesses.

Finally, the success of EDPs appears to depend more on the personality of the trainer as well as the enthusiasm and mutually encouraging spirit that develops within the group, than on the particular training techniques which are used.

SUGGESTED READING FOR ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES AND NEW ENTERPRISE FORMATION (see also suggested reading for small business management)

Akhouri, M.M.P. 1975. "An integrated approach to entrepreneurial development: Assam Experiment, SEDME, 1:4, March 1975, 365-385.

Archer, M. and J. White. 1978. Starting and managing your own business. Macmillan, Don Mills, Ontario.

[A] Asthana, P. 1981. Entrepreneurship Development Programmes (EDPS) - Indian experience, in IDBI, National Seminar on EDPs, Bombay, IDBI, Papers and Proceedings, 1981, 17-31. [ANNOTATION 3]

Baca Smith, R. 1982. Setting up shop: the do's and don't of starting a small business, McGraw-Hill, NY.

[A] Barbados Institute of Management and Productivity (BIMAP) and Manitoba Institute of Management. 1980. The new venture decision: a step-by-step guide. BIMAP, Barbados. [ANNOTATION 4]

[A] Barbados Institute of Management and Productivity (BIMAP) and Manitoba Institute of Management. 1980. The one book accounting system: a step-by-step guide. BIMAP, Barbados. [ANNOTATION 5]

[A] Barbados Institute of Management and Productivity (BIMAP) and Manitoba Institute of Management. 1980. Routes to profitability: operating controls. BIMAP, Barbados. [ANNOTATION 6]

[A] Bollard, A. 1984. Just for Starters: A handbook of small-scale business opportunities. London. Intermediate Technology (IT) Publications. [ANNOTATION 11]

Canadian International Development Agency. 1983. Small enterprise and entrepreneurship development in eleven Asian Pacific countries. Workshop Papers, February 1983, Technonet Asia, Pattaya, Thailand

Centre for Private Enterprise and Entrepreneurship. 1981. Materials for Entrepreneurship Edicatop: A resource bibliography for primary and secondary instructors. Waco, Texas, and the Centre for Private Enterprise and Entrepreneurship, Baylor University.

[A] Chebbi, V.K. 1981. Entrepreneurship development programmes for self-employment in rural and semi-urban areas. National Seminar on EDPs, Bombay, IDBI, Papers and Proceedings, 1981, 59-63. [ANNOTATION 25]

Clark, B.W., C.H. Davis and V.C. Harrison. 1984. Do courses in entrepreneurship aid in new venture creation? JSBM, 1984, vol.22(2), 26-31.

Clegg, G. 1984. Business start-up handbook. Macmillan

Clegg, G and C. Barrow, 1984. How to start and run your own business. Macmillan.

Cortes, J. 1972. Entrepreneurship training. Small Business Journal, 4:4-11.

Curtin, R.T. 1982. Running your own show: mastering the basics of small business. Wiley NY.

[A] Daily Telegraph. 1985. How to set up and run your own business. 4th ed., Daily Telegraph. [ANNOTATION 31]

[A] Deshpande, M.V. and M.V. Panvalkar. 1981. Developing entrepreneurship - need for a planned and co-ordinated effort. National Seminar on EDPs, Bombay, IDBI, Papers and Proceedings, 1981, 39-50. [ANNOTATION 35]

[A] Dewhurst, J. and P. Burnes. 1984. Small business: how to start and succeed. Pakistan Management Review, 1984, vol. 25(1), 68-83. [ANNOTATION 37]

Drake Publishers. 1974. How to start your own business. 4 vols., Drake, NY.

Durham University Business School. **Working for yourself, training manual and tutors' guide**, Small Business Centre, Durham University Business School, UK.

Gillingham, D.W. and K.E. Loucks. 1982. **Forming entrepreneurial ventures through the use of venture group sessions**, Journal of Small Business Management, October 1982, 5-12.

Goldstein, J. 1982. **In business for yourself: a guide to starting a small business and running it your way**, Scribner, NY.

Grayson, F.N. 1981. **Getting independent: a proven entrepreneur's guide to starting your own success business**, New Century Publishers, Piscataway, NJ.

Greene, G.G. 1983. **How to start and manage your own business**, New American Library, NY.

Greenwood, K., G.R. Bice, R.W. Laforge, and D. Wimberley, 1984. **Resources for entrepreneurship education**, Oklahoma State University, College of Education, Occupational and Adult Education, U.S. Department of Commerce, Minority Business Development Agency.

Grierson, J.P., M. Harper. D.S. Lenz, and E. Thusa Bagwebi. **A manual for enterprise development**, Pfp Botswana, Gaborone, Botswana, 1983.

Gumpert, D.E. 1983. **Growing concerns: building and managing the smaller business**, Wiley, NY.

Gupta, S.K. and R.T. Mamman. 1974. **Starting a small business: a simulation game**, Prentice-Hall, Eaglewood Cliffs, NJ.

Harper, M. 1984. **Entrepreneurship for the poor**, IT Publications, London.

[A] Hillman, J. 1982. **Start your own business**, London Enterprise Agency in association with British Petroleum. [ANNOTATION 56]

Holt, N., J. Schuchat, and M.L. Regal. **Minding your own business: An introductory curriculum for small business management**, Belmont, Mass., CRC Education and Human Development Inc., US Gov't Printing Office, Washington, DC.

[A] Industrial Development Bank of India (IDBI). 1981. **Entrepreneurship Development Programmes**, Papers and Proceedings. Bombay, IDBI. [ANNOTATION 60]

[A] International Labour Office. 1979. **MATCOM - Planning and Controlling the Business** Geneva, International Labour Office (ILO). [ANNOTATION 64]

James, J.D. 1978. **Starting a successful business in Canada**, International Self-Counsel Press, Vancouver.

Japan Consulting Institute. **How to start small industries**, Series 3 (March 1980), Series R2 (January 1979), Japan Consulting Institute, Tokyo, Japan.

Jones, D. and W.H. Perry. 1983. **How to start, run and succeed in your own business**, Wheatsheaf, Brighton.

[A] Kolawole, A.F. Chief, O.A. Oguntoye, and S.O. Odunlami. 1986. **Working for yourself - Adapted Version, Training Manual and Tutors' Guide**, Durham University Business School, Small Business Centre. [ANNOTATION 76]

Kuriloff, A.H. and J.M. Hemphill. 1983. **Starting and managing the small business**. McGraw-Hill, NY.

Lim, C.P. 1985. **Entrepreneurship Development Programmes: the Malaysian experience**. International Small Business Jnl., 1985, Autumn, Vol.4(1), 12-24.

Malgavkar, P.D. 1974. **Training for entrepreneurial development: review and an approach**. New Delhi, India Training Division.

[A] Management Training and Advisory Centre. 1982-83 **Accelerated entrepreneurial training - Volumes 1 and 2**, Kampala, Uganda. [ANNOTATION 81]

McFarlane, C. and P. Cloby. 1981. **Resources guide of existing entrepreneurship**. Materials Developed at the American Institute for Research under support from the Office of Vocational and Adult Education, U.S. Department of Education, Madison, Wis. and The Vocational Studies Centre, Univ. of Wisconsin-Madison.

Milne, T. and M. Thompson. 1984. **Patterns of successful business start-up**. (National Small Firms Policy and Research Conference Paper, Trent Polytechnic), University of Glasgow.

[A] Mogano, M. 1985. **How to start and run your own business**. Graham and Trotman. [ANNOTATION 84]

Morris, M.J. 1985. **Starting a successful small business**. Kogan Page.

National Centre for Research in Vocational Education. 1978. **Entrepreneurship - special packages: instructional resources for vocational education**, Columbus, Ohio, The National Centre for Research in Vocational Education, Ohio State University.

National Productivity Council, India: Asian Development Bank, Manila; Asian Productivity Organisation, Tokyo. 1980. **Project management for rural and small industries development**, Programme material, Volumes I-III. New Delhi, India.

[A] Open University. 1984. **Start up your own business**. Open University, Milton Keynes, U.K. [ANNOTATION 89]

Pareek, U. and M. Nadkarni. 1978. **A training model for entrepreneurial development**, in Rao, T.V. and U. Pareek, **Developing Entrepreneurship**, New Delhi Learning Systems, 1978, 42-57.

Patel, V.G. 1975. **Entrepreneurship development, selection techniques, training inputs and programmes structure**, in DCSSI, **Entrepreneurship Development in Small Scale Industries**, Proceedings of the National Seminar, New Delhi, 1975, 131-150.

[A] Patel, V.G. 1982. Identifying and developing indigenous entrepreneurship - the Gujarat model. Ahmedabad, Centre for Entrepreneurship Development. [ANNOTATION 93]

[A] Patel, V.G., A. Trivedi and H. Raval, 1981. How to successfully fail in EDPs, IDBI op. cit., 33-42. [ANNOTATION 95]

Pathak, H.N. 1985. Entrepreneurship development and training in India, SEDME 2:1, June 1985, 33-42.

Pathak, H.N. 1978. Developing entrepreneurship culture - the place of training programmes. Ahmedabad, Indian Institute of Management, Working Papers, No.240.

Perry, W. and D. Jones. 1981. Going solo: a guide to running your own business. 2nd ed., BBC.

Rao, T.V. and U. Pareek. 1978. Developing Entrepreneurship: A handbook. New Delhi Learning Systems.

Rao, T.V. et. al. 1977. Entrepreneurship Discovery and Development: progress on Action Research. Hawaii, East-West Centre.

Reece, B.L., R.L. Lynch, et al. 1977. Achieving success in small business: An educational programme for new small business owner-manager. Blacksburg, Va., Div. of Vocational and Technical Education, Virginia Polytechnic Institute & State University.

Rice, F. et. al. 1978. Small Business Management: Going-into-business modules for adult and/or post-secondary instruction. St. Paul, Minn., Univ. of Minnesota, Dept. of Agricultural Education, Div., of Vocational Education, 1978.

Ronstadt, R. 1984. Entrepreneurship: text, cases and notes. Dover, MA, Lord Publishing.

[A] Royal Bank of Canada (with Manitoba Institute of Management). 1978-81. Your business matters - A guide for independent business. Royal Bank of Canada. [ANNOTATION 101]

Sharma, S.V.S. 1975. Entrepreneurship Development: SIET's Experience. India, SEDME, 2:1, June 1975, 9-12.

[A] Shetty, M.C., S. Chattopadhyay and N.P. Singh. 1981. Development of entrepreneurship - some highlights of experiences of Development Banking Centre in Industrial Development Bank of India (1981), op. cit. [ANNOTATION 106]

[A] Steinhoff, D. 1982. Small business management fundamentals. 2nd ed., McGraw-Hill Inc. [ANNOTATION 109]

Taylor, C. 1985. The entrepreneurial workbook: a step-by-step guide to starting and operating your own small business. New American Library, NY.

Technonet Asia. 1981. Trainers' manual on entrepreneurship development. Singapore, UPISSI.

Timmons, J.A. et. al. 1977. New venture creation: A guide to small business development, Illinois, Richard D Irwin.

Ward, G.R. and R.M. Kennedy. 1984. How to start your own business (HETADI). Hawaii Entrepreneurship Training and Development Institute Hawaii.

Watkins, D.S. et. al. 1981. The small business kit. National Extension College, Practical Guide, MacDonald and Evans, Plymouth, UK.

Webb, I. 1983. Setting up in business: a guide for entrepreneurs and those contemplating a business start up, British Institute of Management.

1.2 TRAINING FOR EXISTING ENTERPRISES

Introduction

Management development aims at systematically improving managerial effectiveness within the organisation, which is best assessed by its contribution to organisation effectiveness. This kind of definition hinges on what is meant by 'organisation effectiveness'. Another view within the context of the small business is that good management is making the optimum use of available resources (see e.g. Harper, M. (1984) below). The process of management development may, therefore, be seen as improving managerial capability to achieve the optimum use of available resources.

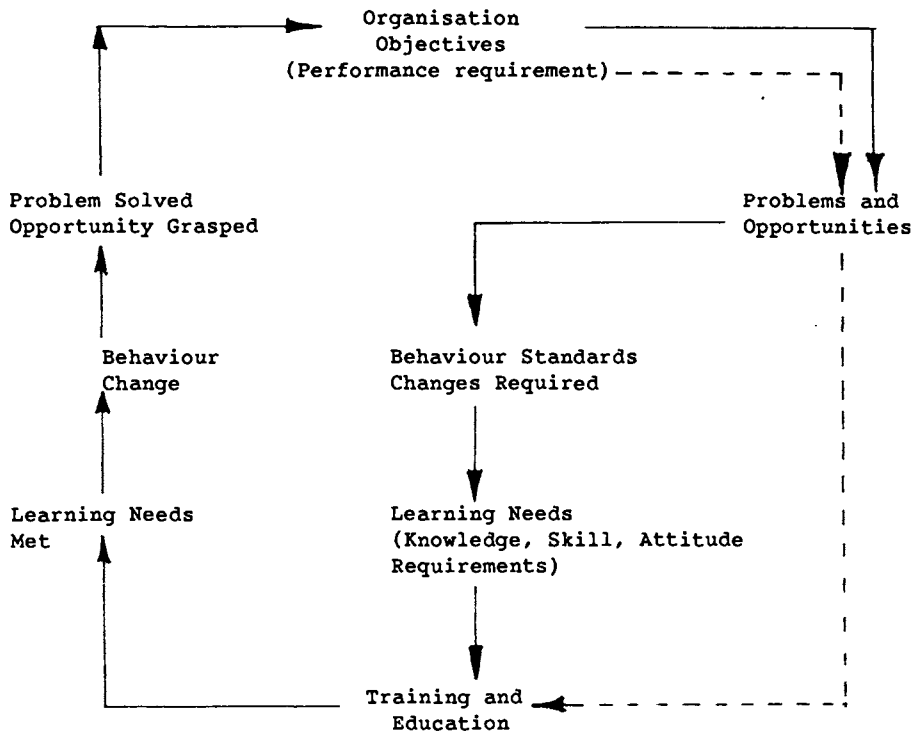
A key indicator of the effectiveness of management development is the extent to which the overall objectives of the firm are met. In the small owner-managed firm, as pointed out in Part I, this usually means meeting the objectives of the owner/manager. The link between training and performance is set out in Exhibit 7 on the next page. This outlines the process by which education and training input is derived from the objectives and problems of the firm.

An entrepreneur, or small business owner/manager, is likely to benefit from or be interested only in training related to the needs of his (or her) business. If he did appear interested in training not meeting these criteria, then the motives might well lie more in the perception of the training as a route to finance or for some purpose other than as an avenue for the solution of real business problems. In addition to the content of training, the methods used and capability/background of the trainers are subject to the same consideration.

Content of Small Business Management Training

A basic task of management in small as well as in large businesses is to make decisions related to the use of resources. Unlike the large business where there will be specialists who may be solely concerned with their particular function, the small business owner/manager typically assumes the role of the finance expert, the marketing manager, the management information systems department, the credit controller and other functions, as well as often being the technician or craftsperson. In effect, as far as the management of the small firm is concerned, the owner/manager becomes a 'jack of all trades', but contrary to the proverbial saying, he probably also needs to be 'master of all' if he is to operate and control his business successfully.

**EXHIBIT 7: THE LINK BETWEEN MANAGEMENT TRAINING AND
DEVELOPMENT AND ORGANISATION NEEDS**



_____ Analytical route

- - - - - Owner manager route

Source: Gibb A. (1983)

Consequently, training for small business management commonly includes the following basic components:

- An understanding of the environment in which the business operates and how it affects the business
- Planning - including putting together a business proposal, the need for planning, and the skills and techniques involved
- Financial Management and Control - usually basic bookkeeping and accounts as well as break-even analysis and funds flow statements
- Marketing - usually the controllable elements of product or service, price, promotion and distribution, as well as formulating effective marketing strategies. Sub-contracting and co-operative marketing are included in some programmes
- Production - usually production control and inventory management, although sometimes including technical skills training
- New Product/Market Development - usually the process and sequential steps involved in introducing new products or services
- 'House-keeping' - various 'tips' on day-to-day running of a business

Virtually all the basic texts cited below cover these and other aspects of small business management. For most purposes, therefore, a good basic text will suffice. Further items have been cited specifically for the following subjects - Marketing, Production, Accounting and Financial Management - in view of their importance and also to provide for those occasions when a more detailed treatment is required.

It is important to be aware, however, that small business people are often highly suspicious of theory, and indeed of text books in general. They may also find it very difficult to apply generalised statements, or even specific examples, to their own situation.

It is usually necessary, therefore, to make as much use as possible of trainees' own experience as training material. This may be done by asking them briefly to describe their problems in marketing, financial management and so on, or, when possible, by visiting them before any training takes place and writing brief case studies about various aspects of their businesses. These may of course be disguised, so that only the trainee whose business situation is described actually knows that it is his.

Many small business people are also able to write remarkably lively and useful case studies about their own businesses; these may not be as polished or as elegant as the products of the best business schools, but they more than make up for these failings by their immediacy and relevance. Material of this sort can also be used in training programmes for would-be business people who do not yet have enterprises to form the subject of case studies.

SUGGESTED READING ON TRAINING FOR SMALL BUSINESS MANAGEMENT

Ames, M. 1983. **Small business management**, West Publishing, St. Paul, MN.

Baumback, C.M. 1983. **Basic small business management**, Prentice-Hall, Englewood Cliffs, NJ.

Baumback C.M. and Lawyer, K. 1985. **How to organise and operate a small business**, 7th ed., Prentice-Hall, Englewood Cliffs, NJ.

[A] Barbados Institute of Management (BIMAP) and Manitoba Institute of Management. 1980. **The new venture decision: a step-by-step guide**, BIMAP, Barbados. [ANNOTATION 4]

Bogaert, M.V. 1980. **Training village entrepreneurs Ranchi**, IXSS.

Broom, H.N. 1983. **Small business management**, South Western Publishing Co., Cincinnati, OH, 1983

Broom, H.N. and Longenecker, J.G. 1979. **Small business management** 5th ed., South-Western Publishing Co., Cincinnati, OH.

Burstiner, I. 1979. **The small business handbook**, Prentice-Hall, Englewood Cliff, NJ.

[A] Centre for Management Development (CMD). 1974. **How to run a business**, CMD, Lagos. [ANNOTATION 23]

Church, O.D. 1984. **Small business management and entrepreneurship**, Science Associates, Chicago, Ill.

[A] Chuta, E. 1983. **Upgrading the managerial process of small entrepreneurs in West Africa**. Public Administration and Dev't., 3(3), 275-283. [ANNOTATION 27]

Clegg, G. and C. Barrow. 1984. **How to start and run your own business**. Macmillan.

Cohen, W.A. 1983. **The entrepreneur and small business problem solver: encyclopaedic reference guide**. Ronald Press, NY.

Coleman, B. 1983. **The small business survival guide: a handbook**. W.W. Norton, N.Y.

[A] Daily Telegraph. 1985. **How to set up and run your own business**, 4th ed., Daily Telegraph. [ANNOTATION 31]

[A] Department of Industry and Commerce, Australia. 1977-1981. **Managing the small business (series)**, Canberra, Australia. [ANNOTATION 34]

[A] Federal Business Development Bank. 1979-80. **Minding your own business**, Federal Business Development Bank Montreal, Quebec, Canada. [ANNOTATION 39]

Gaedeke, R.M. and D.H. Tootelian. 1985. *Small business management*, 2nd ed., Scott, Foresman and Co., Glenview, Ill.

Ganguli, S. 1977. *Management guide for small entrepreneurs*. Calcutta, Kwaliti Book Co.

Gumpert, E.D. ed. 1983. *Growing concerns: building and managing the smaller business*, Wiley, NY.

Hailes, W.D. 1983. *Small business management*, Delamar Publishers, Albany, NY.

[A] Harper, M. 1973. *The African Trader: How to run a business*, East African Publishing House, Nairobi, Kenya. [ANNOTATION 49]

Harper, M. 1979. *MATCOM - Planning and controlling the business*, International Labour Office (ILO) Geneva, ILO, 1979

Hodgetts, R.M. 1982. *Effective small business management*, Academic Press, NY.

Hollingsworth, T.A. and H.W. Hand. 1979. *A guide to small business management: text and cases*, Philadelphia: W B Saunders Co.

[A] International Labour Office. 1978. *An introduction to business games*, ILO Management Development Branch, Geneva. [ANNOTATION 63]

[A] International Labour Office. 1986. *Improve your business - Handbook and Workbook*, ILO Management Development Branch, Geneva. [ANNOTATION 65]

Kissner, W.F. 1985. *Small business course content, timing and other factors in the success of small business training courses*, (30th ICSB World Conference Paper, Ecole des Hautes Commerce, Montreal), Loyola Marymount University.

[A] Kolawole, A.F. et. al. 1986. *Working for yourself - adapted version of training manual and tutor's notes*, Durham University Business School, UK. [ANNOTATION 76]

Krentzman, H.C. 1981. *Successful management strategies for small business*, Prentice-Hall, Englewood Cliffs, NJ.

Kuratko, D.F. and W.R. LaFollette. 1985. *A small business/entrepreneurship services using the medium telecommunications: management development by television*, (30th ICSB World Conference Paper), Ecole des Hautes Etudes Commerciales, Montreal, Ball State Univ.

Kuriloff, A.H. and J.M. Hemphill. 1983. *Starting and managing the small business*, McGraw-Hill, NY.

[A] Management Training and Advisory Centre. 1982-83. *Accelerated entrepreneurial training - Volumes 1 and 2*, Kampala, Uganda. [ANNOTATION 81]

Manpower Services Commission. 1983. **Skills into Business: Sections I and II**. Developed for the Manpower Services Commission by the Small Business Centre, Durham University Business School, UK.

McGrath, E.H. 1978. **Basic managerial skills for all**, Jamshedpur, Xavier Labour Relations Inst.

Mehan, K.K. 1973. **Small industry entrepreneurship handbook**, Bombay, Productivity Services International.

Meldum, T. 1985. **Small business management training in Canada: The Federal Business Development Bank experience**. (30th ISCB World Conference Paper, Ecole des Hautes Etudes Commerciales, Montreal), Federal Business Development Bank.

Meyers, H.S. 1984. **Minding your own business: a contemporary guide to small business success**, Dow Jones-Irwin, Homewood, Ill.

[A] Mogano, M. 1985. **How to start and run your own business**, Graham and Trotman. [ANNOTATION 84]

Oshagbemi, T.A. and A. Titus. 1983. **Small business management in Nigeria**, Longman.

Pickle, H.B. and R.L. Abrahamson. 1984. **Small business management**, 3rd ed., Wiley, NY.

Pricer, J. and D. Clifford. 1981. **The handbook of small business management**, Addison-Wesley.

Royal Bank of Scotland (with Manitoba Institute of Management), **Your business matters - A guide for independent business**, Undated

Scarborough, N.M. and T.W. Zimmer. 1984. **Effective small business management**, Merrill Publishing Co., Colombus, CE.

Scholhammer, H. and A.H. Kuriloff. 1979. **Entrepreneurship and small business management**, New York, John Wiley.

[A] Shetty, M.C., S. Chattopadhyay and N.P. Singh. 1981. **Development of entrepreneurship - some highlights of experiences of Development Banking Centre, in Industrial Development Bank of India (1981)**, op. cit. [ANNOTATION 106]

Srivastava, S.B. 1981. **A practical guide to industrial entrepreneurs**, New Delhi, Sultan Chand & Sons.

[A] Steinhoff, D. 1982. **Small business management fundamentals** 2nd ed., McGraw-Hill, NY. [ANNOTATION 109]

Sullivan, D.J. and J.F. Lane. 1983. **Small business management** 2nd ed., W C Brown, Dubuque, IW.

Tate, C.E. Jnr. et al. 1984. **Managing for profits: a guide for the growing business**, Dow Jones-Irwin, Homewood, Ill.

Tate, C.E. Jnr. 1985. **Successful small business management** . Business Publications, Plan, Texas.

Taylor, C. 1985. **The entrepreneurial workbook: a step-by-step guide to starting and operating your own small business**, New American Library, NY.

Technonet Asia. 1985. **Entrepreneurs' Handbook**, Singapore, UPISSI/TECHNONET.

Technonet Asia. 1981. **Trainers' Manual on entrepreneurship development**, Singapore, UPISSI/TECHNONET.

Torrence, R. 1985. **Entrepreneurial survival handbook** . Reston.

Training Research and Development Station. 1973. **Small Business Management instructors manual** 3rd ed., (1970, 1971, 1973), Vols. I-IV, Prince Albert, Saskatchewan, Canada, Dep't. of Manpower and Immigration

Van Voorhis, K.R. 1980. **Entrepreneurship and small business management**, Boston, Mass., Allyn and Bacon, Inc.

Vella, C.M. 1984. **Incorporating; a guide for small business owners**, American Management Association, NY.

Wilson, B. (ed). 1985. **The small business handbook**, Blackwell, Oxford.

Woodcock, C. 1984. **The Guardian guide to running a small business**, 4th ed., Kogan Page.

Wright, M. and D. Rhodes. 1985. **The small business handbook** . Blackwell, Oxford.

SUGGESTED READING FOR NEW BUSINESS IDEAS

Albert, K.J. 1977. **How to pick the right small business opportunities: the key to success in your own business**, McGraw-Hill, NY.

[A] Bollard, A. 1984. **Just for starters: a handbook of small business opportunities**, Intermediate Technology Publications, London. [ANNOTATION 11]

De Bono, E. 1978. **Opportunities: a handbook of business opportunity search**, Associated Business Programmes.

Drake Publishers. 1974. **Franchise opportunities: a business of your own**, Drake, NY.

Effron, M. 1979. **Business opportunities**, Clinton Square Publishing, NY.

Knightley, M. and G. Foster. 1980. **The spare time business ideas book**, Malcolm Stewart Books.

SUGGESTED READING FOR ACCOUNTING AND FINANCIAL MANAGEMENT

- Arnold-McCulloch, R.S. and J. Lewis. 1985. Financial control and the small business's needs, Business Graduate, Apr. 1985, vol. 15(2), 15-24
- Baker, C.R. and R.S. Hayes. 1980. Accounting for small manufacturers. Wiley, NY.
- [A] Barrow, C. 1984. Financial management for the small business: The Daily Telegraph Guide. Kogan Page. [ANNOTATION 7]
- Binder Hamlyn Fry & Co. 1983. Financial management and control in the smaller business, Binder Hamlyn Fry & Co.
- Briggaman, J. 1983. Small business record keeping. Delmar Publishers, Albany, NY.
- Brown, J. 1975. Designing an accounting system for a small business. Management Accounting, (NAA), June 1975, 27-30
- Carey, O.L. 1983. Financial tools for small businesses. Reston Publishing Co., Reston, VA.
- [A] Casdec Ltd. FINCO - Small business book-keeping system. available from Casdec Ltd., Broadwood View, Chester-le-Street, Co. Durham DH3 3NJ, UK. [ANNOTATION 21]
- Chrisman, J.J. and S.B. Bhandari. 1982. Using financial structure planning to improve small business performance. American Jnl. of Small Business, Oct/Dec. 1982, vol. 70(2), 42-49
- Cole, M. 1984. Micro accounting software for the small business. Accountancy, Sept. 1984, Vol. 95 (1093), 154-158
- Coventry, F.L. 1982. Financial control for the small business. Rose-Jordan, Bristol.
- Dewhurst, J. and P. Burns. 1983. Small business finance and control. Macmillan.
- Doyle, D.M. 1978. Efficient accounting and record keeping. Wiley, NY.
- Fitzgibbon, B. 1984. Small business single entry book-keeping. Small Business Management Services, Paddington, Queensland.
- [A] Hartley, W.C.F. 1980. An introduction to business accounting for managers. Pergamon, red. ed. [ANNOTATION 55]
- Hellings, J. 1983. Accounting for small business. Sphere Books.
- [A] International Labour Office, Harper M. 1981. Financial management, MATCOM. Geneva. [ANNOTATION 64]
- Kirsner, L. and L. Taetzsch. 1983. Practical accounting for small business. Van Nostrand Reinhold, NY.

Miles, D. 1985. Accounting and book-keeping for the small building contractor, Intermediate Technology Publications.

Popell, S.D. 1985. Big profits from small companies: a manager's guide, Lomas Pub. Co., Mountain View, Calif.

Pryor, J. 1983. What the small business owner should know about accounting Management Accounting, (NAA), May 1983, 42-45

Rausch, E.N. 1979. Financial management for small businesses, AMACOM, NY.

Rich, L.A. and T.J. Terry. 1980. Elements of book-keeping, Small Firms Service, UK, Dep't. of Industry.

Spicer and Pegler Associates. 1984. Getting your finances in order (for use with Apple II plus), McGraw-Hill.

Still, J.W. 1979. A guide to managerial accounting to small companies, Aron Press, NY.

Swift, J. Book-keeping and accounts for the smaller business, Casdec Ltd. (see above), Durham, UK.

Touche Ross and Company. 1983. Tolley's survival kit for small businesses: financial management in a changing economic climate, Tolley, Croydon.

[A] Vocational Training Institute, Malawi. 1982. Business records manual - manufacturer's and trader's edition, Vocational Training Institute, Entrepreneurship Development Section, University of London, Lilongwe, Malawi. [ANNOTATION 118]

Walker, E.W. and J.W. Petty. 1978. Financial management of the small firm, Prentice-Hall, Englewood Cliffs, NJ.

Webb, I. 1984. Survival and growth: a position audit for small business, British Institute of Management.

Whitehead, G. 1978. Simplified book-keeping for small businesses, G. Vyner, Holmfirth, Huddersfield.

Winchmann, H. and H.M. Nix. 1984. Cost volume profit analysis for small retailers and service businesses, Cost and Management, May/June 1984, vol. 58(3), 31-35.

Wise, D. 1984. Financial management and control in the smaller business, Inst. of Chartered Accountants in England and Wales.

SUGGESTED READING FOR MARKETING

Brannen, W.H. 1983. Advertising and sales promotion: cost effective techniques for your small business, Prentice-Hall, Englewood Cliffs, NJ

Brannen, W.H. 1978. Small business marketing: a selective and annotated bibliography, American Marketing Association, Chicago.

Brannen, W.H. 1979. Successful marketing for your small business. Prentice-Hall, Englewood Cliffs, NJ.

[A] Brown, R. 1985. Marketing for the small firm. Holt, Reinehart and Winston. [ANNOTATION 15]

Byers, G.L. and H.E. Teckert. 1980. Marketing for small business. Macmillan, Toronto.

Calvin, R.J. Successful sales management and marketing for growing businesses. Van Nostrand Reinhold, NY.

[A] Casdec Ltd. (in association with AnCo) 1985. Marketing management. Comprises Video Cassette, 2 Audio Cassettes and B Manuals Available from Casdec Ltd., Broadwood View, Chester-le-Street, Co. Durham DH3 3NJ, UK. [ANNOTATION 22]

Cohen, W.A. and M.E. Reddick. 1981. Successful marketing for small business. AMACOM, NY.

Deschampsneufs, H. 1983. Export for the small business. Kogan Page.

Faulkner, T. 1985. Marketing and the smaller firm: is there an assistance and training problem? (Eighth National Small Firms Policy and Research Conference paper, Northern Ireland Small Business Institute and LEDU) Trent Polytechnic.

Finnegan, G. 1985. Marketing for co-ops: a practical guide. ICOM.

[A] Gorton, K. and I. Carr. 1983. Low cost marketing research. Wiley, Chichester. [ANNOTATION 44]

Gray, E.A. 1984. Profitable methods for small business advertising. Wiley, NY.

Harper, M. and K. Ramachandran. 1984. Small business promotion, 2nd ed., Intermediate Technology Publications.

Hayes, R.S. and G.B. Elmore. 1985. Marketing for your growing business: a work book approach. Wiley, NY.

International Labour Office. Harper M. 1979. MATCOM - salesmanship, Geneva, ILO.

Kirkwood, W.G. and S.J. Pettitt. 1985. An action-based approach to the development of selling and marketing skills in small businessmen. (Eighth National Small Firms Policy and Research Conference paper, Northern Ireland Small Business Institute and LEDU) Teeside Polytechnic.

Levinson, J.C. 1984. Guerrilla marketing secrets for making big profits from small business. Houghton Mifflin, Boston, MA.

London Enterprise Agency. Co-operative marketing and joint trading for small firms. London Enterprise Agency, undated

McMahon, L. 1978. If you can't sell it, don't make it. Irish Management Institute, Dublin.

Morris, M. 1984. Importing for the small business. Kogan Page.

Patten, D. 1985. Successful marketing for the small business. Kogan Page.

Pritchard, R.E., B.M. Bradway, and I. Frenzel. 1981. Strategic marketing for small business, Addison-Wesley.

Small Business Administration. 1981. Learning about your market (MA4.019); Marketing for small business (SBB89); Tips on getting more for your marketing dollar (MA4.008), Washington, SBA.

[A] Trinidad and Tobago Management Development and Productivity Centre. 1972. Exporting for small business. Trinidad. [ANNOTATION 144]

PRODUCTION

Blackstone, J.H.Jnr. and J.F. Cox. 1985. **MRP design and implementation issues for small manufacturers**. Production and Inventory Management, 1985, Vol 26(3), 65-76

Bruggeman, W. and P. Vandendaele. 1983. **Easy to use inventory management systems for small companies**. European Jnl. of Op. Res., Sept. 1983 Vol. 14(1), 52-58.

Carson, G.P. et. al. **Production Handbook**. 3rd edition, Ronald Press, New York.

Chrisman, J.J. 1985. **Basic production techniques for small manufacturers: I Initial preparations** Production and Inventory Management, 1985, Vol. 26(2), 130-145

Chrisman, J.J. 1985. **Basic production techniques for small manufacturers: II Inventory control methods and MRP**. Production and Inventory Management, 1985, Vol. 26(3), 48-64

Council for Small Industries in Rural Areas (CoSIRA). 1970. **Work Study: a brief summary for those concerned with small firms**. UK, CoSIRA.

Dallas, D.B. (ed.) **Tool and manufacturing engineers Handbook**. 3rd Edition. Society of Manufacturing Engineers, The McGraw Hill Co., U.S.

Davis, C.H., F.R. Peraidon and M.A. Safizaden. 1983. **Production and inventory information processing: material requirements planning**. Journal of Small Business Management, July 1983, vol. 21(3), 19-24

Dollar, W.E. 1983. **Effective purchasing and inventory control system for small business**. CBI Publishing Co., Boston, MA.

Gregarman, I.B. 1984. **Productivity improvement: a guide for small business**. CBI Publishing Co., Boston, MA.

Grossman, L.H. and J.L. Schlater, 1976. **Application of modern management concepts to the retail trades**. Journal of Small Business Management. Jan, 1976, vol. 14(1), 35-41

Harper, M. 1983. **Appropriate technology and the entrepreneur**. Appropriate Technology, Dec. 1983, vol. 10(3), 11-12

Industrial and Commercial Finance Corporation. 1982. **Production control in the smaller manufacturing company**. ICFC.

International Labour Office. 1982. **Modules of employable skill** (in Automotive Engineering, Building and Construction, Electrical Engineering, Mechanical Engineering, Plumbing and Pipe Fitting). Geneva, ILO.

Muhlemann, A.P., D.H.R. Price, A. Hodson and D.J. Eglington. 1985. **The small company production management and the computer: state of the art and cases**. Business Graduate, 1985 vol. 15(4), 11-15

Oberg, E. et. al. **Machinery Handbook**, 20th edition, Industrial Press Inc., New York.

Papanek, V. 1984. **Design for the real world**. 2nd Edition, Van Nostrand Reinhold Co., 1984.

Rhodes, D. and M. Wright. 1981. **The use of computers in the efficient control of Small manufacturing systems**. Jnl. of Applied Systems Analysis. Apr. 1981, vol. 8, 85-99

[A] Schumacher, E.F. 1974. **Small is Beautiful A study of Economics as if people mattered** Abacus ed., London, Sphere Books Ltd. [ANNOTATION 102]

Small Business Administration 1982. **Manufacturing Management (SBB88)** Small Business Administration. 1978. **Profitable Plant Layout (SMBS211)** US Government Printing Office. Small Business Business Administration, 1982. **Setting up a quality control system (MA2.012)**. Washington, SBA.

[A] Staley, E. and R. Morse. 1965. **Modern small industries for developing countries**. New York. McGraw-Hill. [ANNOTATION 107]

United Nations Industrial Development Organisation. 1980. **Appropriate industrial technology for light industries and rural workshops** Monographs on Appropriate Industrial Technology, No. 11 New York, UN.

Van Jeemst, J.J.P. 1984. **Subcontracting between small-scale enterprises in developing countries: a note**. Jnl. of Industrial Economics, March 1984, vol. 32(3), 373-376

Watanabe, S. 1974. **Reflections on current policies for promoting small enterprises and sub-contracting**. International Labour Review, Nov. 1974, vol. 10(5), 405-422