

清华管理学系列英文版教材

Effective Small Business Management

An Entrepreneurial Approach

Sixth Edition

有效的小企业管理 创业方法

(第6版)

Norman M. Scarborough
Thomas W. Zimmerer

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出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华管理学系列英文版教材由清华大学经济管理学院马力、毛波、王雪莉、刘丽文、郎立君、钱小军、姜彦福、蔚林巍等老师审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社第三编辑室

2001.8

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着21世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是20世纪90年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000年,学院顾问委员会成立,并于10月举行了第一次会议,2001年4月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基总理多次建议清华的MBA教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习

的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

Preface

The field of entrepreneurship is growing at an incredible rate, not only in the United States but across the world as well. People of all ages, backgrounds, and stations of life are launching businesses of their own and, in the process, are reshaping the global economy. As the twenty-first century dawns, small companies are discovering that the natural competitive advantages resulting from their size—speed, flexibility, sensitivity to customers' needs, creativity, spirit of innovation, and many others—enable them to compete successfully with companies many times their size and with budgets to match. As large companies struggle to survive wrenching changes in competitive forces by downsizing, mergers, and restructuring, the unseen army of small businesses continues to flourish and to carry the economy on its back. Entrepreneurs willing to assume the risks of the market to gain its rewards are the heart of capitalism. We need look no further than the economies of those nations that are throwing off decades of control and central planning in favor of capitalism to see where the process begins. In every case, it is the entrepreneurs creating small companies that lead those nations out of the jungles of economic oppression to higher standards of living and hope for the future. Even in countries that stubbornly cling to the fragments of communism, entrepreneurs survive. They operate businesses in underground economies, often producing as much or more value than the “official” economy does.

In the United States, we can be thankful that the small business sector is strong and thriving. Small companies deliver the goods and services we use every day, provide jobs and training for millions of workers, and lead the way in creating the products and services that will make our lives easier and more enjoyable in the future. Small businesses were responsible for introducing to the world the elevator, the airplane, FM radio, the zipper, the personal computer, and a host of other marvelous inventions. Only the imaginations of the next generation of entrepreneurs—of which you may be a part—can see what other fantastic products and services lie in our future! Whatever those ideas may be, we can be sure of one thing: Small businesses will be there to deliver them.

The purpose of this book is to excite you about the possibilities, the challenges, and the rewards of becoming an entrepreneur and to provide the tools you will need to be successful if you choose the path of the entrepreneur. It is not an easy road to follow, but the rewards—both tangible and intangible—are well worth the risks. Not only may you be rewarded financially for your business idea, but, like entrepreneurs the world over, you will be able to work at something you love doing!

This edition of *Effective Small Business Management* provides the material you will need to launch and manage a small business successfully in the hotly competitive environment of the twenty-first century. In writing this edition, we have worked hard to provide you with plenty of practical, hands-on tools and techniques to make your business venture a success. Many people launch businesses every year, but only some succeed. This book teaches you the right way to launch and manage a small business with the staying power to succeed and grow.

7 Text Features

- ◆ *Thorough coverage of the World Wide Web (WWW).* One of the most important business tools in existence today is the World Wide Web. Still in its infancy as a business tool, it is already proving to be a powerful force in reshaping the face of business. *Effective Small Business Management*, sixth edition, offers the most comprehensive coverage of the WWW of any book in the market. In these pages, you will find many references to the Web, ideas for using the Web as a business tool, and examples of entrepreneurs who have discovered the power of the Web. Every chapter contains a **Wired to the Web** feature that is designed to get you onto the Web to research topics, gather data, solve problems, and engage in a variety of other activities that will make you a more “Web-wise” entrepreneur.
- ◆ *An impressive Web site that both professors and students will find extremely useful.* Locate the Web site <<http://prenhall.com/scarbzm>> for *Effective Small Business Management*, sixth edition. This site includes many useful features, including a Business Plan Evaluation Scale, a “Before You Start” checklist, a list of hundreds of links to useful small business sites (organized by topic and ranging from advertising and business planning to market research and taxes), and additional cases, including “Family Business Incidents”: short cases giving students valuable insight into the special problems and opportunities of running a small family business. For professors, the site contains a full set of transparencies (prepared by one of the authors and professionally designed for teaching) as well as other support material for their courses.
- ◆ *Text material that is relevant, practical, and key to entrepreneurial success.* You will also find it easy and interesting to read. This edition offers streamlined coverage of the topics you will need to know about when you launch your own business without sacrificing the quality or the content of earlier editions of this book.
- ◆ *Updated coverage of important topics such as:*
 - Finding sources of financing, both equity and debt
 - Conducting business in global markets
- ◆ *Boxed features that follow four important themes:*
 - Wired to the Web.** Web-based activities take students to the World Wide Web, where they search for data, research relevant topics, and experience firsthand the power of the Web as a tool that will influence the way companies do business in the twenty-first century.
 - In the Footsteps of an Entrepreneur.** In-depth, interesting stories tell how successful entrepreneurs are using the concepts covered in the text and reinforce the learning objectives.
 - Gaining the Competitive Edge.** This hands-on, how-to feature offers practical advice on a particular topic that students can use to develop a competitive edge for their business.
 - Small Business Across the Globe.** International examples reinforce the idea that small companies are not limited to doing business within the borders of the United States. This feature shows students that many prime business opportunities lie in the global business arena.
- ◆ *Lots of examples.* Examples help people learn. The many examples in this edition are set off in italics. These illustrations tell how entrepreneurs are using the concepts covered in the text to make their businesses more successful. These examples are also a great way to stimulate creativity.

- ◆ *Emphasis on building and using a business plan.* Chapter 9 is devoted to building a business plan, and features in many other chapters reinforce the business planning process.
- ◆ *A sample business plan for a business, Nature's Oven.* Many courses in entrepreneurship and small business management require students to write business plans. Students of entrepreneurship find it helpful to have a model to guide them as they build their own plans.
- ◆ *Features in every chapter that help students master the material.* Learning objectives introduce each chapter, and they appear in the text margins at the appropriate places to keep students focused on what they are learning. Chapter summaries are organized by learning objectives as well. Experiential exercises entitled "Step into the Real World" invite students to learn about the exciting world of entrepreneurship firsthand by giving them interesting assignments that encourage them to interact with practicing entrepreneurs.

Acknowledgments

Behind every author team is a staff of professionals who work extremely hard to bring a book to life. They handle the thousands of details involved in transforming a rough manuscript into the finished product you see before you. Their contributions are immeasurable, and we appreciate all they did to make this book successful. We have been blessed to work with the following outstanding publishing professionals:

- ◆ Stephanie Johnson, acquisitions editor, who always performed her often-difficult job professionally, tirelessly, and cheerfully. She skillfully steered this book into a safe harbor through more than its share of treacherous shoals.
- ◆ Shane Gemza, assistant editor, who supervised all of the components of the teaching package that plays such a vital role in the success of this book.
- ◆ Judith Leale, production editor, who managed to keep this project on schedule despite many obstacles that were beyond her control.
- ◆ Margo Quinto, copy editor, whose eye for detail is truly amazing. Her eagerness for perfection played a major role in making this book fun to read.
- ◆ David Nusspickel, multimedia project manager, who is truly a Web master. He brought to life the superb World Wide Web site we originally envisioned, adding many outstanding features of his own design along the way. This team of dedicated professionals truly is the best editorial and production team with which we have ever worked. We are grateful for them and their tireless efforts.
- ◆ Dawn Marie Reisner and Hersch Doby, editorial assistants, who handled so capably the many details involved in putting together this book.
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Finally, we thank Cindy Scarborough and Linda Zimmerer, for their love, support, and understanding while we worked many long hours to complete *Effective Small Business Management*, sixth edition. For them, this project represents a labor of love.

Norman M. Scarborough
Presbyterian College
Clinton, South Carolina
e-mail: nmscarb@cs1.presby.edu

Thomas W. Zimmerer
Director, Breech School of Business
Professor of Management
Drury College
Springfield, Missouri

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