

创业学

理论、流程与实践

第 6 版

(美) Donald F. Kuratko 著
Richard M. Hodgetts

Entrepreneurship
Theory, Process, and Practice
Sixth Edition



清华大学出版社

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清华管理学系列英文版教材

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北 京

Donald F. Kuratko, Richard M. Hodgetts
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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、吴志明,北京大学经济学院刘新立及重庆大学经济与工商管理学院张宗益等老师审阅,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。

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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 and 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。

赵纯钧 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

SPECIAL DEDICATION FOR THE 6TH EDITION

Dr. Richard M. Hodgetts (1942–2001)

Distinguished Professor, Prolific Author, Renowned Consultant,
and Inspiring Teacher

Your scholarship touched our minds; your teaching touched our souls; and your
contributions touched the very fabric of Management.

Your impact will be felt forever!

PREFACE

Entrepreneurship is the most powerful economic force known to mankind! The “entrepreneurial revolution” that captured our imagination during the last decade has now permeated every aspect of business thinking and planning. As exemplified by the “dynasty builders” of the previous decades such as Sam Walton of Wal-Mart, Fred Smith of FedEx, Bill Gates of Microsoft, Michael Dell of Dell Computers, and Herb Kelleher of Southwest Airlines, the applications of creativity, risk taking, innovation, and passion lead the way to economic development far greater than anyone could imagine. The twenty-first century of today presents newer and sometimes more complex challenges than ever conceived, however, the entrepreneurial drive and determination of our yet to be discovered “dynasty builders” will be our greatest solution.

The process of transforming creative ideas into commercially viable businesses continues to be our major challenge. Successful entrepreneurship requires more than merely luck and money. It is a cohesive process of creativity, risk taking, and planning. Business students today need courses and programs that set forth a basic framework for understanding the process of entrepreneurship. We wrote this textbook to structure and illustrate the discipline of entrepreneurship in a manner that is as unique and creative as entrepreneurship itself. Text, cases, and exercises appear in *Entrepreneurship: Theory, Process, and Practice* (6th ed.) to bring together in one place the most significant resources for exploring the development of new and emerging ventures and to present them in an exciting, organized, and challenging manner.

■ ORGANIZATION

The chapter sequence in *Entrepreneurship: Theory, Process, and Practice*, 6th edition, is systematically organized around the creation, assessment, growth development, and operation of new and emerging ventures. Each major part of the text contains chapters that specifically address these pertinent concepts of entrepreneurship.

Part One (Chapters 1–3) introduces the emerging world of entrepreneurship. The Internet and e-commerce are reviewed as they affect the entrepreneurial movement. Examining the entrepreneurial revolution throughout the world, this part reveals the evolving nature of entrepreneurship and its importance to the entire world economy. Finally, the concept of intrapreneurship is introduced as an emerging corporate strategy to foster entrepreneurial creativity within the larger domain.

Part Two (Chapters 4–6) addresses the entrepreneurial perspective that resides within individuals. This part explores creativity for individuals and the concept of innovation. It also focuses on the ethical perspective that entrepreneurs need to take in developing a more socially conscious approach to business.

Part Three (Chapters 7–10) focuses on the development of an entrepreneurial plan. This part includes a discussion of the assessment of industrial, competitive, and local environments and their effect on new and emerging ventures.

The issues of marketing that affect the preparing, planning, and operating of entrepreneurial start-ups as well as the financial tools that entrepreneurs need are also discussed. Finally, the development of a clear and comprehensive business plan is examined. A complete sample business plan appears in the Entrepreneurial Case Analysis following Chapter 10.

Part Four (Chapters 11–14) examines the initiation of entrepreneurial ventures. The methods of assessing new ventures and business opportunities are presented. The legal structures of organizations (sole proprietorships, partnerships, and corporations) as well as certain critical legal issues such as proprietary protections (patents, copyrights, and trademarks) and bankruptcy laws are examined. This part concludes with a thorough examination of the sources of capital formation available to entrepreneurs.

Part Five (Chapters 15–17) focuses on the growth and development of entrepreneurial ventures, which are diverse yet interrelated areas. The need for strategic planning, the challenge of managing entrepreneurial growth, and the global opportunities available to entrepreneurs are all discussed with this part.

Part Six (Chapters 18–21) is devoted to some contemporary issues in the world of entrepreneurship. Final challenges facing growing entrepreneurial ventures from a family business perspective is discussed. First, the valuation process needed to acquire a business venture (or sell an existing firm) is discussed. Second, the critical considerations of management succession and continuity are explored. Third, the powerful emergence of minority entrepreneurship is examined. Finally, the challenge of total quality and the human factor is explored with emphasis on quality tools and techniques for growing firms.

■ DISTINGUISHING FEATURES

Entrepreneurship: Theory, Process, and Practice is an organized, systematic study of entrepreneurship. Certain distinguishing features enhance its usefulness for both students and professors. Each chapter contains these specific learning items.

Opening Quotations for Each Chapter

Thought-provoking quotes capture the students' interest about the basic idea for the chapter.

Chapter Objectives

A clear set of learning objectives provides a preview of the chapter material and can be used by students to check whether they have understood and retained important points.

Figures and Tables

Numerous charts and tables illustrate specific text material, expand chapter ideas, or refer to outside source material.

Chapter Summary and Discussion Questions

Each chapter closes with a summary of key points to be retained. The discussion questions are a complementary learning tool that will enable students to check their understanding of key issues, to think beyond basic concepts, and to determine areas that require further study. The summary and discussion questions help students discriminate between main and supporting points and provide mechanisms for self-teaching.

Key Terms

The most important terms appearing in each chapter are shown in boldface where they first appear. A list of the key terms appears at the end of each chapter and a complete glossary appears at the end of the book.

Cases

Short cases provide current material for student analysis and classroom discussion. These cases serve as an opportunity for students to sharpen their diagnostic skills, apply important chapter concepts, and determine the areas that require further research and study.

Video Cases

Ten cases within the text are video enriched, drawing on the experiences of business owners whose unique insights into how to start, run, and grow a business have been captured on video by the producers of the popular PBS television series “Small Business School.” The videos greatly enhance class discussion because students can see the company and more directly apply management concepts. Each case ends with questions for further analysis and discussion.

Experiential Exercises

A short exercise at the end of each chapter applies principles presented in the chapter, giving students practice on such topics as developing a business plan, analyzing funding sources, and taking self-tests to determine whether they are high achievers.

■ CHALLENGING AND INNOVATIVE LEARNING TOOLS

Entrepreneurship in Practice

Boxed items throughout the text illustrate one or more innovative ideas related to entrepreneurship. The topics range from finding an entrepreneurial niche to revealing the secrets of the entrepreneurial spirit. Each one is unique in its application to entrepreneurial activity.

The Entrepreneurial Edge

Short vignettes about entrepreneurs are included throughout the text to show how practicing entrepreneurs handle specific challenges and opportunities that are considered the leading edge today.

Entrepreneurial Case Analyses

Comprehensive case studies that illustrate venture creations or managerial ideas confronted by actual firms culminate the six major parts of the text. The companies are real so students can appreciate the value of analyzing the situations and data presented and compare their conclusions with the actual outcomes of the cases provided in the *Instructor's Resource Manual*.

Comprehensive Exercises

A comprehensive exercise that encourages students to go beyond the text material to apply the concepts and experience activities related to the entrepreneur is provided at the end of most parts.

■ NEW FOR THE 6TH EDITION

- *New Models and Process Diagrams.* This edition contains the most recent models and process diagrams developed by scholars in the entrepreneurship field. Some examples include the entrepreneurship models in Chapter 2, the corporate entrepreneurship models in Chapter 3, the entrepreneurial motivation model in Chapter 4, the incubator process model in Chapter 7, the assessment process in Chapter 11, the patent process in Chapter 13, and the strategic process models in Chapter 15.

- *Two New Business Plans.* The Entrepreneurial Case Analysis that falls at the end of Part 3 (following Chapter 10) presents a meticulous and comprehensive business plan for The F1 Experience, an indoor go-kart racing facility seeking \$1.5 million in start-up capital. Students must decide if they would invest and why. An additional business plan appears in an end-of-book appendix. It details the plan for the acquisition of an existing business and is especially well suited to test the tenets of Chapter 18, "Acquisition and Valuation of Business Ventures."
- *New Entrepreneurial Case Analyses.* While some of the more traditional and popular cases were retained for this edition (such as the Playboy emblem case), a number of cases were replaced with newer and more relevant issues (such as the Stew Leonard case on ethics and CommunityWeb.com case on a dotcom's effort for survival).
- *New Entrepreneurial Edge Boxes.* Newer and updated issues were developed for the Entrepreneurial Edge boxes found in each chapter. These stories reflect some of the more interesting issues surrounding the material presented in the chapter.
- *New Entrepreneurship in Practice Boxes.* Newer and updated stories were found to illustrate one or more of the ideas presented in the chapter. The focus of these stories is the application of entrepreneurship theory in today's marketplace.
- *New References and Citations.* In an effort to make *Entrepreneurship: Theory, Process, and Practice* the most comprehensive text available, every chapter contains a wealth of footnotes on the specific pages where the material is covered. These references have been carefully selected to provide professors and students a thorough background of the latest research that relates to the entrepreneurship material being presented. The focus here is on the "theoretical" component of entrepreneurship.
- *New Video Cases.* Thanks to the innovative work of Hattie Bryant and her PBS Series "Small Business School," this edition contains 10 true life scenarios of existing businesses that were featured on the program. These cases were carefully written and developed for specific chapters in the book.

■ SUPPLEMENTARY MATERIALS

Instructor's Resource Manual with Test Bank (ISBN 0-324-25827-5)

The *Instructor's Resource Manual with Test Bank* contains chapter outlines, lecture outlines, suggested additional experiential exercises, and a test bank of 25 true/false and 50 multiple-choice questions for each chapter. The *Instructor's Resource Manual* also provides suggested answers to the discussion and case questions in each chapter and teaching notes for the comprehensive cases.

A computerized version of the *Test Bank* is also available electronically. ExamView® (ISBN: 0-324-25829-1), South-Western's testing software, contains all the questions in the printed *Test Bank*. ExamView is an easy-to-use test-creation program compatible with both Microsoft® Windows® and Macintosh. Instructors can add or edit questions, instructions, and answers and select questions by previewing them on the screen, selecting them randomly, or selecting them by number. Instructors can also create and administer quizzes online, whether over the Internet, a local area network (LAN), or a wide area network (WAN).

PowerPoint® Slides

The PowerPoint presentation is colorful and varied, designed to hold students' interest and reinforce all of each chapter's main points. The PowerPoint presentation is only available on the Web site <http://kuratko.swlearning.com>.

“Small Business School” Video (ISBN 0-324-25830-5)

Video segments from the popular PBS television series “Small Business School” give students unparalleled access to today’s entrepreneurs. Ten case studies in the text are tied directly to these video segments providing students with expert advice and insights on how to start, run, and grow a business.

Web Site

A dynamic, comprehensive Web site at <http://kuratko.swlearning.com> features an Interactive Study Center with quizzes, PowerPoint slides, and InfoTrac resources. Instructors can download resources, including the *Instructor’s Resource Manual with Test Bank* and PowerPoint presentation slides.

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BizPlanBuilder® Express: A Guide to Creating a Business Plan with BizPlanBuilder® (ISBN: 0-324-26146-6)

How do you write a business plan? What does a good plan look like? Can sample plans and business plan software help? *BizPlanBuilder Express*, a workbook + CD-ROM package, includes the award-winning, best-selling software, *BizPlanBuilder 2003* (ver 8.1) and all the essentials for creating winning business plans. Full-featured and fully integrated with Microsoft Office’s powerful word processor and spreadsheet applications, *BizPlanBuilder Express* is the fast and effective way for your students to prepare their own plans. Contact your South-Western/Thomson Learning sales representative for more information or visit <http://jian.swlearning.com>.

Profiles in Entrepreneurship: Leaving More Than Footprints (ISBN: 0-324-26153-5)

Profiles in Entrepreneurship is a text and video package that showcases the experiences of 29 highly successful entrepreneurs, as told in their own words. Who better to learn about opportunity recognition, risk assessment, leadership, and compensating for limited resources than from the first-hand accounts of Herb Kelleher (Southwest Airlines), Red McCombs (Minnesota Vikings), and Randi Shade (charitygift.com)? Guest lectures have long been a mainstay of many entrepreneurship courses. With *Profiles in Entrepreneurship* you get two hours of guest lectures on video CD-ROM, where profiled entrepreneurs discuss their entrepreneurial experiences as if addressing your own class. To learn more, contact your South-Western/Thomson Learning sales representative or visit <http://nelson-bell.swlearning.com>.

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A special acknowledgment goes to the always enthusiastic and successful Hattie Bryant. Ten selected vignettes from her PBS television series "The Small Business School" were adapted into specialized video cases for this edition. I am extremely proud to have Hattie Bryant's work affiliated with this book.

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Donald F. Kuratko
Ball State University

ABOUT THE AUTHORS

Dr. Donald F. Kuratko is the Stoops Distinguished Professor of Entrepreneurship and Founding Director of the Entrepreneurship Program, College of Business, Ball State University. In addition, he is Executive Director of The Midwest Entrepreneurial Education Center. Dr. Kuratko is the first professor ever to be named a Distinguished Professor for the College of Business at Ball State University. He has published over 150 articles on aspects of entrepreneurship, new venture development, and corporate entrepreneurship. His work has been published in journals such as *Strategic Management Journal*, *Academy of Management Executive*, *Journal of Business Venturing*, *Entrepreneurship Theory & Practice*, *Journal of Small Business Management*, *Journal of Small Business Strategy*, *Family Business Review*, and *Advanced Management Journal*.

Dr. Kuratko has authored eighteen books, including the leading entrepreneurship book in American universities today, *Entrepreneurship: Theory, Process, and Practice*, 6th ed. (South-Western/Thomson Learning, 2004), as well as *Strategic Entrepreneurial Growth* (South-Western/Thomson Learning, 2004), *Corporate Entrepreneurship* (South-Western/Thomson Learning, 2002), *Entrepreneurial Strategy* (Dryden Press/Harcourt Brace & Co., 1994), *Effective Small Business Management*, 7th ed. (Wiley & Sons Publishers, 2001), and *Management*, 3rd ed. (Dryden Press/Harcourt Brace & Co., 1991). In addition, Dr. Kuratko has been a consultant on corporate intrapreneurship and entrepreneurial strategies to a number of major corporations such as Anthem Blue Cross/Blue Shield, AT&T, United Technologies, Ameritech, The Associated Group (Acordia), Union Carbide Corporation, ServiceMaster, and TruServ.

The academic program in entrepreneurship that Dr. Kuratko developed at Ball State University has received national acclaim with such honors as The George Washington Medal of Honor (1987); The Leavey Foundation Award for Excellence in Private Enterprise (1988); National Model Entrepreneurship Undergraduate Program Award (1990); The NFIB Entrepreneurship Excellence Award (1993); the National Model Entrepreneurship Graduate Program Award (1998); and the National Model Innovative Pedagogy Award for Entrepreneurship (2001). The Midwest Entrepreneurial Education Center (which Dr. Kuratko developed at Ball State University) received the Quality Improvement Award from the state of Indiana (1998, 1999, & 2000) and the NASDAQ Center for Entrepreneurial Excellence Award (2000). In addition, Ball State University's Entrepreneurship Program has continually earned national rankings including Top 20 in *Business Week* and *Success* magazines; Top 10 business schools for entrepreneurship research over the last ten years (*Journal of Management* study); and Top 5 in *U.S. News & World Report's* elite ranking (including being ranked the number one state university for entrepreneurship).

Dr. Kuratko's honors include Professor of the Year for 5 consecutive years at the College of Business, Ball State University as well as earning the Ball State University College of Business Teaching Award for 15 consecutive years. Dr. Kuratko holds the distinction of being the only professor in the history of Ball State University to achieve all four of the university's major lifetime awards, which include Ball State University's Outstanding Young Faculty (1987); Outstanding Teaching Award (1990); Outstanding Faculty Award (1996); and Outstanding Researcher Award (1999). Dr. Kuratko was also honored as The Entrepreneur of the Year for the state of Indiana (sponsored by Ernst & Young, *Inc.* magazine, and Merrill Lynch) and was inducted into the Institute of American Entrepreneurs Hall of Fame (1990). In addition, Dr. Kuratko was named the National Outstanding Entrepreneurship Educator

for 1993 (by the U.S. Association for Small Business and Entrepreneurship) and in 1994 he was selected one of the Top Three Entrepreneurship Professors in the U.S. by the Kauffman Foundation, Ernst & Young, *Inc.* magazine, and Merrill Lynch. In 2000, he was honored with the Thomas W. Binford Memorial Award for Outstanding Contribution to Entrepreneurial Development by the Indiana Health Industry Forum. In 2001 Dr. Kuratko was named a 21st Century Entrepreneurship Research Fellow by the National Consortium of Entrepreneurship Centers, and in 2003 he was named the U.S. Association for Small Business and Entrepreneurship Scholar for Corporate Entrepreneurship.

Dr. Richard M. Hodgetts (1942–2001) was the Suntrust Professor of Strategic Management at Florida International University (FIU). He had earned a Ph.D. from the University of Oklahoma, an M.B.A. from Indiana University, and a B.S. from New York University. Dr. Hodgetts published more than 125 articles and papers on a variety of topics ranging from entrepreneurship to strategic management to total quality management. His articles appeared in a host of journals including the *Academy of Management Journal*, *Academy of Management Executive*, *Organizational Dynamics*, *Business Horizons*, *Personnel*, *Personnel Journal*, and the *Journal of Small Business Management*. He was also the author or coauthor of 49 books. Some of the most recent include *International Business*, *International Management*, *Modern Human Relations at Work*, *Measures of Quality and High Performance*, and *Effective Small Business Management*, Seventh Edition, which he wrote with Dr. Kuratko.

Dr. Hodgetts consulted for a number of *Fortune* 500 firms and provided training for a wide variety of companies, including AT&T Technologies, Delco Electronics, Eastman Kodak, General Electric, IBM, Motorola, Texas Instruments, and Wal-Mart. He also lectured in Mexico, Venezuela, Peru, Chile, Jamaica, Trinidad, Denmark, Kuwait, and at a host of U.S. colleges and universities.

In recent years Dr. Hodgetts had been recognized for his teaching and contributions to the field of management. He received the Outstanding Educator Award from the National Academy of Management in 1999; the John F. Mee, Management Contribution Award, from the Management History Division of the Academy of Management in 1998; the Professor Excellence Program Award from FIU in 1997; a Teaching Improvement Program Award from FIU in 1996; and an Excellence in Teaching Award from FIU in 1995.

Professor Hodgetts was a Fellow of the Academy of Management and a past member of the Academy's Board of Governors. He served on three academic review boards and wrote a biweekly column on small business and entrepreneurship in the Ft. Lauderdale Sun Sentinel.

IN REMEMBRANCE

Dr. Richard M. Hodgetts (1942–2001)

On November 17, 2001, Richard M. Hodgetts passed away after a 3 1/2 year battle with bone marrow cancer. The field of Management lost one of its most significant contributors.

Dr. Hodgetts was a prolific author. He authored or co-authored over 45 college texts in numerous languages and published over 125 articles in some of the world's most highly regarded research journals. He was also the editor of *Journal of Leadership Studies* and served on a number of editorial boards.

Dr. Hodgetts was an active Academy of Management member his whole career, serving as program chair in 1991, chair of the Management History Division, editor of the New Time special issue of *Academy of Management Executive*, and served on the Board of Governors from 1993–1996. For all of his dedicated service, he was inducted into the Academy Fellows. In 1999, Dr. Hodgetts received the prestigious Distinguished Educator Award from the Academy of Management.

Besides his tremendous contributions to the knowledge base of Management, Dr. Hodgetts was a truly outstanding teacher. He won every Distinguished Teaching Award offered at both his first job for 10 years at the University of Nebraska and his home school for the past 25 years at Florida International University, including Faculty Member of the Year by the Executive MBA students in the year of his passing. He literally developed thousands of students at all levels—undergraduate, MBA, executive development, and doctoral—and millions across the world were influenced by his texts and innovative distance education materials and courses. Simply put, he was the ultimate educator!

Dr. Hodgett's distinguished career as a scholar and educator, was exemplified in his humor, his dedication to research, his genuine interest in his students, his compassion, and his true courage. Millions of students and practicing leaders have been and will continue to be influenced by his teaching and publications. His legacy will live forever!

简 明 目 录

第1部分 21 世纪的创业	1
第1章 创业革命	2
第2章 创业学：一个发展的概念	27
第3章 内部创业：开展公司创业	49
第2部分 创业导论	110
第4章 从个体角度理解创业学	111
第5章 发挥创造力、理解创新性	137
第6章 创业者面临的挑战——道德责任和社会责任	161
第3部分 开展创业计划	199
第7章 环境评估：为创业做准备	200
第8章 市场研究	231
第9章 财务准备	263
第10章 制定有效的商业计划	294
第4部分 开始创业	397
第11章 创业机会的评估	398
第12章 新企业的法律构架	426
第13章 与新生企业有关的法律条文	450
第14章 创业者的资本来源	478
第5部分 创业型企业的成长	518
第15章 新生企业的战略计划	519
第16章 控制创业成长	546
第17章 创业者的全球机会	577
第6部分 创业在当前面临的挑战	619
第18章 商业企业的创立与估价	620
第19章 管理的连承性：透视家族企业	650
第20章 女性和少数民族创业	676
第21章 全面质量管理：持续改善——创业者面临的挑战	700
附录	752
术语表	830
人名索引	846
主题索引	855