



美国商学院原版教材精选系列

PEARSON

有效的小企业管理

创业指导

(第9版)

Effective Small Business Management

An Entrepreneurial Approach Ninth Edition

Norman M. Scarborough

(美) Douglas L. Wilson 著

Thomas W. Zimmerer



清华大学出版社



美国商学院原版教材精选系列

PEARSON

有效的小企业管理

创业指导

(第9版)

Effective Small Business Management

Norman M. Scarborough

主 编 Douglas L. Wilson 著

Thomas W. Zimmerer

清华大学出版社
北京

EISBN: 0-13-615270-8

Original edition, entitled Effective Small Business Management by Norman M. Scarborough, Douglas L. Wilson, Thomas W. Zimmerer. Handfield published by Pearson Education, Inc., publishing as Prentice Hall, Copyright ©2009.

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage retrieval system, without permission from Pearson Education, Inc.

English reprint edition published by PEARSON EDUCATION ASIA LTD. and TSINGHUA UNIVERSITY PRESS, Copyright ©2010.

This reprint edition is manufactured in the People's Republic of China, and is authorized for sale only in People's Republic of China excluding Hong Kong and Macao.

仅限于中华人民共和国境内(不包括中国香港、澳门特别行政区和中国台湾地区)销售发行。

北京市版权局著作权合同登记号 图字: 01-2010-5585

本书封面贴有 Pearson Education (培生教育出版集团) 激光防伪标签, 无标签者不得销售。

版权所有, 侵权必究。侵权举报电话: 010-62782989 13701121933

图书在版编目(CIP)数据

有效的小企业管理=Effective Small Business Management: An Entrepreneurial Approach: 第9版: 英文/(美)斯卡泊勒(Scarborough, N. M.), (美)威尔逊(Wilson, D. L.), (美)齐默勒(Zimmerer, T. W.)著.--北京: 清华大学出版社, 2010.10

(美国商学院原版教材精选系列)

ISBN 978-7-302-23903-1

I. ①有… II. ①斯… ②威… ③齐… III. ①中小企业—企业管理—高等学校—教材—英文 IV. ①F276.3

中国版本图书馆CIP数据核字(2010)第187698号

责任编辑: 徐学军

责任印制: 王秀菊

出版发行: 清华大学出版社

<http://www.tup.com.cn>

社总机: 010-62770175

投稿与读者服务: 010-62776969, c-service@tup.tsinghua.edu.cn

质量反馈: 010-62772015, zhiliang@tup.tsinghua.edu.cn

地址: 北京清华大学学研大厦A座

邮编: 100084

邮购: 010-62786544

印刷者: 清华大学印刷厂

装订者: 北京市密云县京文制本装订厂

发行者: 全国新华书店

开本: 203×260 印张: 58.25

版次: 2010年10月第1版

印次: 2010年10月第1次印刷

印数: 1~5000

定价: 78.00元

产品编号: 038547-01

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管理经验和掌握经济理论前沿动态的需要,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!

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

英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始专业课程中开展英/双语教学。2007年以来,国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理

论框架,阐释重点和难点,还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的改变,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学
傅慧芬

Preface

The field of entrepreneurship is experiencing incredible rates of growth, not only in the United States but across the world as well. People of all ages, backgrounds, and nationalities are launching businesses of their own and, in the process, are reshaping the global economy. Entrepreneurs are discovering the natural advantages that result from their companies' small size—speed, agility, flexibility, sensitivity to customers' needs, creativity, a spirit of innovation, and many others—give them the ability to compete successfully with companies many times their size and that have budgets to match. As large companies struggle to survive wrenching changes in competitive forces by downsizing, merging, and restructuring, the unseen army of small businesses continues to flourish and to carry the nation's economy on its back. Entrepreneurs willing to assume the risks of the market to gain its rewards are at the heart of capitalism. These men and women, with their bold entrepreneurial spirits, have led our nation into prosperity throughout history. Entrepreneurship is a significant force throughout the world. We need to look no farther than those nations that are throwing off decades of control and central planning in favor of capitalism to see where the entrepreneurial process begins. In every case, it is the entrepreneurs who create small companies that lead those nations out of the jungles of economic oppression to higher standards of living and hope for the future.

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. The imaginations of the next generation of entrepreneurs of which you may be a part, will determine which other fantastic products and services may lie in our future! Whatever those ideas may be, we can be sure of one thing: entrepreneurs will be there to make them happen.

The purpose of this book is to open your mind to the possibilities, the challenges, and the rewards of owning your own business 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 also like entrepreneurs the world over, you will be able to work at doing something you love!

Effective Small Business Management: An Entrepreneurial Approach, Ninth Edition, brings to you 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 of them succeed. This book teaches you the *right* way to launch and manage a small business with the staying power to succeed and grow. Perhaps one day we'll be writing about *your* success story in future editions of this book!

Text Features

Effective Small Business Management, Ninth Edition, contains many unique features that make it the ideal book for entrepreneurs who are serious about launching their businesses the right way. These features include the following:

- **Case studies.** This edition includes an exciting feature: 10 new cases, all of them featuring actual entrepreneurs and their business ventures, many of which you can research online. These cases are designed to give you the opportunity to apply the concepts that you have learned throughout the course. They challenge students on a variety of topics that are covered in the text, and they are ideal for either individual or group assignments. Case writer Kathy Korman Frey, whose cases have been published in a variety of venues, including the Harvard Business School Press, contributed the cases to this edition.

- **Business Plan Pro.** Professors also can choose to bundle with this edition Business Plan Pro, the best-selling business planning software on the market. To many entrepreneurs, preparing a business plan seems at first to be an overwhelming task, but Business Plan Pro makes the job much easier by providing an easy-to-use guide that leads students through the process of building a solid business plan. At the end of every chapter, you will find exercises to help you integrate the topics that you have studied in the chapter with Business Plan Pro to create a powerful business plan. (Business Plan Pro – ISBN: 0-13-187484-5) Instructors also can choose to have Business Plan Pro bundled with the textbook at a special value price. Contact your local Prentice Hall sales representative for more information.
- **A complete chapter on e-commerce and thorough coverage of the World Wide Web (WWW) as a business tool.** One of the most important business tools in existence today is the World Wide Web. Still in its infancy, it is already proving to be a powerful force in reshaping the face of business. *Effective Small Business Management*, Ninth Edition, offers the most comprehensive coverage of e-commerce of any book on 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 are unleashing the power of the Web in creative ways.
- **Text material that is relevant, practical, and key to entrepreneurial success.** Easy and interesting to read, this edition offers streamlined coverage of the topics you'll need to know about when you launch your own business without sacrificing the quality or the content of earlier editions.
- **Lots of examples.** Because examples help people learn more effectively and efficiently, you will find plenty of examples that are new to this edition; they illustrate 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 6, "Conducting a Feasibility Analysis and Crafting a Winning Business Plan," is devoted to building a business plan and features in many other chapters reinforce the business planning process.
- **A sample business plan.** 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, and they can use the plan that appears in the Appendix as a resource. The plan is one written for My Friends Bookstore, a very successful business that was started and is operated by three college students. These young men used the previous edition of this book to help them launch their business.
- **Features in every chapter that help students master the material more readily.** Learning objectives introduce each chapter, and they appear in the text margins at the appropriate places to keep students' attention focused on what they are learning. Chapter summaries are organized by learning objectives as well.
- **Boxed features in every chapter that follow three important themes:**
 - "In the Entrepreneurial Spotlight"—cases that offer in-depth, interesting, and unique examples of entrepreneurs who are using the concepts covered in the text and reinforce the chapter learning objectives.
 - "Entrepreneurship in Action"—short cases that give students the opportunity to apply the concepts that they are learning in the course to an actual business.
 - "Gaining a Competitive Edge"—a "hands-on, how-to" feature designed to offer practical advice on a particular topic that students can use to develop a competitive edge for their businesses.

Each feature presents thought-provoking issues that will produce lively class discussions and enhance students' learning experiences by asking them to (1) identify, (2) analyze, and (3) evaluate key issues related to entrepreneurship.
- **Updated coverage of important topics such as:**
 - Conducting a feasibility analysis and building a business plan
 - E-commerce

- Strategic management
- Guerrilla marketing techniques
- Sources of financing, both equity and debt
- Business strategies for reaching global markets

In short, we have taken one of the most successful and time-tested books in the market and made it even better!

Supplements

- **Instructor's Resource Center.** At www.prenhall.com/irc, instructors can access a variety of print, digital, and presentation resources available with this text in downloadable format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content on your campus server. If you ever need assistance, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit <http://247.pearsoned.com/> for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available to adopting instructors (for detailed descriptions, please visit www.prenhall.com/irc):

- **Instructor's Manual with Test Item File**—Also available in print (ISBN: 0-13-602834-9)
- **TestGen test generating software**—The TestGen allows instructors to easily create custom tests by choosing questions from the test bank. Files also available for course-management use. Available online at the IRC.
- **PowerPoint Slides**—Prepared by one of the authors and professionally designed for teaching, these presentations are available online at the IRC.
- **Videos.** A series of videos selected by one of the authors that is designed to illustrate the topics discussed in *Effective Small Business Management, 9/e*. These short videos are ideal for helping students master the concepts in the textbook and for launching meaningful class discussions. Available on DVD (ISBN: 0-13-602802-0)
- **Companion Web site.** An impressive Web site that both professors and students will find extremely useful. Locate the Web site for *Effective Small Business Management, Ninth Edition*, at www.prenhall.com/scarborough. Here, you'll find features for each chapter that are designed to get you onto the Web to research topics, solve problems, and engage in a variety of other activities that will make you a more "Web-savvy" entrepreneur. This companion site includes a multitude of useful features, including a Business Plan Evaluation Scale, a "Before You Start" checklist, and a list of hundreds of links to useful small business sites (organized by chapter). The World Wide Web Activities take students to the Web where they search for data, research relevant topics, and experience firsthand the power of the Web as a practical tool that will influence the way companies do business in the twenty-first century. The site also includes sample multiple-choice questions that help students determine how well they have mastered the subject matter and prepare for tests.
- **CourseSmart Textbooks Online.** CourseSmart Textbooks Online is an exciting new choice for students looking to save money. As an alternative to purchasing the print textbook, students can subscribe to the same content online and save up to 50% off the suggested list price of the print text. With a CourseSmart eTextbook, students can search the text, make notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information, or to subscribe to the CourseSmart eTextbook, visit www.coursesmart.com.

Acknowledgments

Partnering with 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 do to make this book successful. We have been blessed to work with the following outstanding publishing professionals:

David Parker, editor-in-chief, is one of the finest editors we have had the pleasure of working with over the course of more than 25 years. David's vision, dedication, and support made the process of creating this edition flow quite smoothly. He truly is an asset to the publishing industry.

Claudia Fernandes, project manager, who so capably handled a seemingly infinite number of details related to getting this edition ready for production and managed all of the components of the teaching package that plays a vital role in the success of this book. Keri worked diligently to ensure that this edition is the best yet!

Kelly Warsak, production editor, who skillfully coordinated the production schedule for this edition of *Effective Small Business Management* and all of the ancillaries that accompany it. Kelly kept this project on schedule, which in publishing is never an easy task, and she always managed to do so in a friendly, caring manner. We have worked with Kelly on many editions in the past and look forward to working with her on future editions as well.

Rachel Lucas, photo researcher, whose dedication and persistence enabled her to track down the photos that appear in the chapters. Despite facing several challenges, Rachel was able to acquire the photos we needed.

Lynn Steines, project editor, S4Carlisle Publishing Services, who shepherded the manuscript through the copyediting process with aplomb. This is never a simple task, and we appreciate the outstanding job she did.

Janet Slowik, senior art director, who applied her ample creative talents to come up with an attractive, professional design for this edition. Janet understands that an appealing layout adds value to a quality product, and her design does just that.

Keri Jean Miksza, copy editor, who caught our mistakes and helped us polish the manuscript and transform it into the finished product you see before you.

Nikki Jones, marketing manager, who gave us many ideas based on her extensive contact with those who count most: our customers.

We also extend our appreciation to the army of Prentice Hall sales representatives, who work so hard to get our books into our customers' hands and who represent the front line in our effort to serve our customers' needs. They are the unsung heroes of the publishing industry.

Especially important in the development of the ninth edition of this book were the following professors, who reviewed the manuscript and provided valuable input that improved the final product. We incorporated many of their ideas and suggestions and value their insight.

Kimberly Brown-King, Southeast Arkansas College

Tony Bledsoe, Meredith College

Richard Judd, University of Illinois at Springfield

Jeff Hornsby, Ball State University

Howard Stroud, LeTourneau University

Bill Godair, Landmark College

Brian Dyk, Heritage College

Joyce Gallagher, Maysville Community and Technical College

Chris Howell, New Mexico Junior College

Herbert Sherman, Southampton College-LIU

Willie Williams, Tidewater Community College

Tanisha Washington, Wade College
Olene Fuller, San Jacinto College North
Randy Nichols, Sullivan University
Steve Varga-Sinka, Saint Leo University
Judy Beebe, Western Oregon University
Stephen Lovejoy, University of Maine at Augusta
Calvin Bacon, University of South Alabama
Ronald Hagler, California Lutheran University
Lindsay Sholdar, Art Institute of California, San Diego
Corinne Asher, Henry Ford Community College
Mainuddin Afza, Bloomsburg University of Pennsylvania
Bill Wise, The Metropolitan State College of Denver
Joseph Adamo, Cazenovia College
Steven Bradley, Austin Community College
Eddie Hufft, Alcorn State University

We also are grateful to our colleagues who support us in the sometimes grueling process of writing a book: Foard Tarbert, Sam Howell, Jerry Slice, Meredith Holder, Suzanne Smith, Jody Lipford, Rickey Madden, and Kristy Hill of Presbyterian College. Finally, we thank Cindy Scarborough and Judy Wilson, for their love, support, and understanding while we worked many long hours to complete *Effective Small Business Management*, Ninth Edition. For them, this project represents a labor of love.

Norman M. Scarborough
William Henry Scott III Associate
Professor of Information Science
Presbyterian College
Clinton, South Carolina
e-mail: nmscarb@presby.edu

Douglas L. Wilson
Lundquist College of Business
University of Oregon
Eugene, Oregon
e-mail: douglw@lcbmail.uoregon.edu

简 明 目 录

前言

第一部分 企业家面临的挑战.....	1
第1章 企业家：小企业背后的推动力.....	1
第二部分 制定商业计划：起始阶段的考虑因素.....	38
第2章 战略管理与创业者.....	38
第3章 选择一种所有权关系.....	74
第4章 特许经营与创业者.....	104
第5章 收购一家已存在的企业.....	135
第6章 进行可行性分析并构思一份制胜的商业规划.....	173
第三部分 构造经营规划：财务问题.....	209
第7章 创建强有力的财政计划.....	209
第8章 管理现金流量.....	249
第四部分 构建商业计划：销售你自己的公司.....	283
第9章 构建游击式营销计划.....	283
第10章 广告和促销的创造性使用.....	322
第11章 定价和信用战略.....	362
第12章 全球营销战略.....	390
第13章 电子商务和企业家精神.....	429
第五部分 将商业计划付诸实施：寻找资金.....	470
第14章 产权融资来源.....	470
第15章 债务融资来源.....	506
第六部分 位置和布局.....	538
第16章 位置、布局及物质设施.....	538
第七部分 管理小企业：提高利润率.....	581
第17章 供应链管理.....	581

第18章 库存管理.....	619
第八部分 管理员工：企业最宝贵的资源.....	652
第19章 人事与领导正在发展的企业.....	652
第九部分 小企业的法律方面：继承、道德规范以及政府法规.....	693
第20章 家族企业中的继任和风险管理战略.....	693
第21章 伦理学与社会责任感：做正确的事情.....	731
第22章 法律环境：商法与政府法规.....	766
附录.....	805
案例.....	839
尾注.....	867
索引.....	891

Contents

Preface xiv

Acknowledgments xvii

SECTION 1 The Challenge of Entrepreneurship 1

Chapter 1 Entrepreneurs: The Driving Force Behind Small Business 1

- What Is an Entrepreneur? 5
- How to Spot Entrepreneurial Opportunities 9
- The Benefits of Owning a Small Business 13
- The Potential Drawbacks of Entrepreneurship 15
- Why the Boom: The Fuel Feeding the Entrepreneurial Fire 18
- The Cultural Diversity of Entrepreneurship 21
- The Contributions of Small Businesses 27
- Putting Failure into Perspective 30
- How to Avoid the Pitfalls 31
- Conclusion 33
- Chapter Review 34 • Discussion Questions 35

SECTION 2 Building the Business Plan: Beginning Considerations 38

Chapter 2 Strategic Management and the Entrepreneur 38

- Building a Competitive Advantage 41
- The Strategic Management Process 43
- Conclusion 69
- Chapter Review 70 • Discussion Questions 71

Chapter 3 Choosing a Form of Ownership 74

- The Sole Proprietorship 76
- The Partnership 80
- The Corporation 89
- Alternative Forms of Ownership 95
- Summary of Selecting the Form of Ownership 99
- Chapter Review 101 • Discussion Questions 102

Chapter 4	Franchising and the Entrepreneur	104
	What Is a Franchise?	105
	Types of Franchising	106
	The Benefits of Buying a Franchise	107
	Drawbacks of Buying a Franchise	114
	Franchising and the Law	116
	The Right Way to Buy a Franchise	119
	Franchise Contracts	124
	Trends in Franchising	126
	Franchising as a Growth Strategy	129
	Conclusion	132
	Chapter Review	132 • Discussion Questions 133
Chapter 5	Buying an Existing Business	135
	Buying an Existing Business	136
	The <i>Right</i> Way to Buy a Business	144
	Methods for Determining the Value of a Business	152
	Negotiating the Deal	162
	Chapter Review	170 • Discussion Questions 171
Chapter 6	Conducting a Feasibility Analysis and Crafting a Winning Business Plan	173
	Conducting a Feasibility Analysis	174
	The Benefits of a Business Plan	184
	The Elements of a Business Plan	187
	What Lenders and Investors Look for in a Business Plan	200
	Making the Business Plan Presentation	201
	Conclusion	203
	Suggested Business Plan Format	203
	Chapter Review	206 • Discussion Questions 207
SECTION 3	Building a Business Plan: Financial Issues	209
Chapter 7	Creating a Solid Financial Plan	209
	Basic Financial Reports	210
	Creating Projected Financial Statements	214
	Ratio Analysis	221
	Interpreting Business Ratios	235
	Breakeven Analysis	241
	Chapter Review	245 • Discussion Questions 247
Chapter 8	Managing Cash Flow	249
	Cash Management	250
	Cash and Profits Are Not the Same	253
	The Cash Budget	256
	Preparing a Cash Budget	256
	The “Big Three” of Cash Management	266
	Avoiding the Cash Crunch	275
	Conclusion	280
	Chapter Review	280 • Discussion Questions 281

SECTION 4 Building a Business Plan: Marketing Your Company 283

- Chapter 9 Building a Guerrilla Marketing Plan 283**
 Creating a Guerrilla Marketing Plan 284
 Market Diversity: Pinpointing the Target Market 286
 Determining Customer Needs and Wants Through Market Research 288
 How to Conduct Market Research 290
 Plotting a Guerrilla Marketing Strategy: Building a Competitive Edge 293
 Marketing on the World Wide Web 313
 The Marketing Mix 315
 Chapter Review 318 • Discussion Questions 319
- Chapter 10 Creative Use of Advertising and Promotion 322**
 Define Your Company's Unique Selling Proposition 323
 Creating a Promotional Strategy 325
 Selecting Advertising Media 330
 How to Prepare an Advertising Budget 357
 How to Advertise Big on a Small Budget 358
 Chapter Review 359 • Discussion Questions 360
- Chapter 11 Pricing and Credit Strategies 362**
 Pricing: A Creative Blend of Art and Science 363
 Three Powerful Pricing Forces: Image, Competition, and Value 366
 Pricing Strategies and Tactics 371
 Pricing Techniques for Retailers 378
 Pricing Techniques for Manufacturers 379
 Pricing Techniques for Service Businesses 382
 The Impact of Credit on Pricing 384
 Chapter Review 387 • Discussion Questions 388
- Chapter 12 Global Marketing Strategies 390**
 Why Go Global? 392
 Going Global: Strategies for Small Businesses 396
 Exporting 407
 Barriers to International Trade 418
 International Trade Agreements 423
 Conclusion 425
 Chapter Review 426 • Discussion Questions 427
- Chapter 13 E-Commerce and Entrepreneurship 429**
 Benefits of Selling on the Web 432
 Factors to Consider Before Launching into E-Commerce 434
 Twelve Myths of E-Commerce 436
 Strategies for E-Success 446
 Designing a Killer Web Site 454
 Tracking Web Results 462
 Ensuring Web Privacy and Security 464
 Chapter Review 467 • Discussion Questions 468

SECTION 5 Putting the Business Plan to Work: Finding Financing 470

Chapter 14 Sources of Equity Financing 470

Planning for Capital Needs 473
Sources of Equity Financing 474
Chapter Review 503 • Discussion Questions 504

Chapter 15 Sources of Debt Financing 506

Sources of Debt Capital 509
Non-Bank Sources of Debt Capital 514
Federally Sponsored Programs 522
Small Business Administration (SBA) 525
State and Local Loan Development Programs 530
Internal Methods of Financing 532
Where *Not* to Seek Funds 534
Chapter Review 535 • Discussion Questions 537

SECTION 6 Location and Layout 538

Chapter 16 Location, Layout, and Physical Facilities 538

The Logic of Location: From Region to State to City to Site 540
Location Criteria for Retail and Service Businesses 550
Location Options for Retail and Service Businesses 555
The Location Decision for Manufacturers 559
Layout and Design Considerations 564
Layout: Maximizing Revenues, Increasing Efficiency, and Reducing Costs 570
Chapter Review 578 • Discussion Questions 580

SECTION 7 Managing a Small Business: Techniques for Enhancing Profitability 581

Chapter 17 Supply Chain Management 581

Creating a Purchasing Plan 583
Quantity: The Economic Order Quantity (EOQ) 590
Timing—When to Order 600
Managing the Supply Chain: Vendor Analysis and Selection 606
Legal Issues Affecting Purchasing 614
Chapter Review 617 • Discussion Questions 618

Chapter 18 Managing Inventory 619

Inventory Control Systems 622
Just-In-Time Inventory Control Techniques 629
Turning Slow-Moving Inventory into Cash 633
Protecting Inventory from Theft 636
Conclusion 649
Chapter Review 649 • Discussion Questions 650