

## NEWSLETTER - September 26, 2000

---

### In This Issue:

1. [Feature Paper](#) - An Exploratory Analysis of Small Business Training and Development Issues
  2. [Tip of the Week](#) - Training and Development
  3. [Call for Papers](#) - 46th ICSB World Conference
  4. [Call for Papers](#) - Small Enterprise Association of Australia and New Zealand and SEAANZ New Zealand Inc.
  5. [Call for Papers](#) - The Institute of Finance Case Research
  6. [Announcement](#) - Another Call for Reviewers
- 

### Feature Paper

#### **An Exploratory Analysis of Small Business Training and Development Issues between Entrepreneurs who Start or Purchase a Business in the United States**

This paper was presented by George T. Solomon, DBA, Lloyd W. Fernald, Jr., DBA, and Ayman Tarabishy at the 45th International Conference on Small Business (ICSB) World Conference 2000 at Brisbane, Australia, on June 7-10, 2000. Both Dr. Solomon and Mrs. Tarabishy are from the School of Business and Public Management at the George Washington University, and Dr. Fernald is from the University of Central Florida.

The intensity of competition and pace with which knowledge becomes obsolete are heralding an era where leadership, structure and control systems must increasingly focus on the management of knowledge and skills. Such an environment requires management to systematically design an infrastructure that is tailored to the needs of an increasingly mobile knowledge worker and supports organizational learning in areas of strategic concern (7). Today's knowledge worker must exhibit judgement, creativity, technical expertise, and interpersonal skills that promote knowledge creation. These are intangibles that often cannot be forced like a labor standard on an assembly line (16).

Training is the key. Traditionally, training and development was not viewed as an activity that could help companies create "value" and successfully deal with competitive challenges. Today that view has changed. Companies that use innovative training and development practices are likely to report better financial performance than their competitors that do not. Training and development also helps a company to meet competitive challenges. In addition, as companies attempt to expand into foreign marketplaces, their success will be determined by employee's ability to work in a new culture (the global challenge)(15).

To read this entire paper on small business training and development, visit our Web site at <http://www.sbaer.uca.edu/Research/2000/ICSB/045SOL.PDF>

---

## Tip Of the Week

### "Training and Development"

Training and Development commonly follows a five-step process:

**Step 1. Needs Assessment:** The needs assessment is based on the OD diagnosis of the problem. If the problem is diversity or quality, for example, then the training program will focus on this area.

**Step 2. Set Objectives:** As with all plans, the starting point is to set objectives. The key to the training program is well-defined performance-based objectives. Levi Strauss & Company has a \$5-million-a-year valuing-diversity educational program designed to get employees to become more tolerant of personal differences. Levi OD trainers have specific objectives for the various training classes that all employees take. Organizations that develop TQM programs select specific skills such as statistical process control that employees learn through training sessions.

**Step 3. Prepare for Training:** With the objectives in hand, the training and development specialist uses prepared activities, or develops activities, to meet the objectives. Activities vary and may include videos, lectures, discussions, and role playing.

**Step 4. Conduct the Training:** The training takes place as planned. One major difference between most college classes and businesses' training programs is the amount of time spent on theory and learner involvement. Training tends to be brief on lectures and theory and heavy on application activities that involve participants; college classes tend to be lecture oriented with passive student involvement.

**Step 5. Measure and Evaluate Training Results:** During and after the training program, results are measured and evaluated to determine if the objectives were met. If not, continued training may take place. The results of the first group of trainees are often used to improve the results of future groups who go through the company.

"Human Relations in Organizations: Applications and Skill Building," Lussier, Robert N., The McGraw-Hill Companies, 1999, page 404.

## Call For Papers

### 46th ICSB World Conference

The International Council for Small Business would like to announce the 46th ICSB World Conference and Call for Papers. The conference will be located in Taipei, Taiwan, at the ROC Taipei International Convention Center (TICC) during June 18-20, 2001. In addition, the conference theme is "SMEs in a traditional and New Mixed Era." Furthermore, this conference is designed and prepared for SME Entrepreneurs, SME Policy makers, Academic Researchers and Business Educators, and SME supporting/consulting organization professionals.

Submission Deadline:

- **January 12, 2001** for academic papers evaluation

- **February 20, 2001** for workshop abstracts evaluation
- **April 20, 2001** for workshop papers evaluation

For more information on this conference, please visit [www.smbcgf.org.tw](http://www.smbcgf.org.tw)

## Call For Papers

### Small Enterprise Association of Australia and New Zealand and SEAAZ New Zealand Inc.

The Small Enterprise Association of Australia and New Zealand would like to announce the first call for presentations and expressions of interest for Conference 2001. The Conference 2001 will be held in North Shore City, New Zealand, on September 12-15, 2001.

The following types of papers will be presented during the conference:

- Refereed papers will be double blind reviewed and will be included in full in the proceedings.
- Special interest workshop papers may include doctoral papers, papers on youth entrepreneurship, entrepreneurship education, women entrepreneurship, international entrepreneurship, training and counseling. These papers will not be double blind reviewed but will be reviewed by the program committee. These papers will be included in the proceedings if received by the deadline.
- Poster papers will be selected by abstract only and will be displayed during the conference. Only abstracts will be included in the proceedings.

The conference is expected to attract up to 200 delegates from New Zealand and overseas. Delegates will include business educators, academic researchers, government employees concerned with public policy for new and existing small business, consultants to small business, and practicing entrepreneurs and small business owners.

Submission deadlines for abstracts: **February 1, 2001** (**March 1, 2001** for special interest workshop papers and poster papers)

For more details on the this conference and submission instructions, visit <http://www.sbaer.uca.edu/Docs/bulletins/seanz2001.htm>

## Call For Papers

### The Institute of Finance Case Research

The Institute of Finance Case Research will hold its Spring 2001 conference in Nashville, Tennessee, on April 4-8, 2001. It will be held in conjunction with Allied Academies. Full manuscripts may also be sent for award competition. All papers accepted for presentation at the Conference will be published in the appropriate Proceedings. The top papers will receive an award. In addition, the best papers, as determined by the referees, will be published in the appropriate Journal. Those interested in attending and presenting at the conference should follow instructions on Allied Academies' website.

Submission Deadline: **March 15, 2001**

For further information on this conference, visit <http://www.alliedacademies.org/nash01-call.html>

## Announcement

This is just a reminder that the call for papers deadline for the Thirtieth Annual Western Decision Sciences Institute Meeting is October 1, 2000. The conference is taking place during April 3-7, 2001, in Vancouver, Canada. If anyone is interested in becoming a reviewer for the Small Business and Entrepreneurship area, please contact Dr. Don B. Bradley III at [Donb@mail.uca.edu](mailto:Donb@mail.uca.edu) or visit the WDSI website at <http://misnt.calpoly.edu/wdsi/>

- If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Jin Hess at [jah6677@cub.uca.edu](mailto:jah6677@cub.uca.edu) or Richard Armstrong at [rea7401@cub.uca.edu](mailto:rea7401@cub.uca.edu)

- SBANC Newsletter is provided as a service to the **International Council for Small Business (ICSB)** members and the **Association for Small Business and Entrepreneurship (ASBE)** members.
- If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>
- If interested in becoming a member of ASBE, contact Patti Wilber at [plwilber@nwsu.edu](mailto:plwilber@nwsu.edu)

## SBANC Staff

- Main Office Phone: (501) 450-5300
- **Dr. Don B. Bradley III**, Executive Director & Professor of Marketing  
-- Direct Phone: (501) 450-5345 -- E-mail: [Donb@mail.uca.edu](mailto:Donb@mail.uca.edu)
- **Jin Hess** -- Student Intern -- E-mail: [jah6677@cub.uca.edu](mailto:jah6677@cub.uca.edu)
- **Rebecca Cunliffe** -- Student Intern -- E-mail: [rdc0386@cub.uca.edu](mailto:rdc0386@cub.uca.edu)
- **Joachim Schmid** -- Student Intern -- E-mail: [js0416@cub.uca.edu](mailto:js0416@cub.uca.edu)
- **Jantine Van Schaik** -- Student Intern -- E-mail: [sv0415@cub.uca.edu](mailto:sv0415@cub.uca.edu)
- **Mark Vogel** -- Student Intern -- E-mail: [mpv0447@cub.uca.edu](mailto:mpv0447@cub.uca.edu)
- **Richard Armstrong** -- Graduate Assistant -- E-mail: [rea7401@cub.uca.edu](mailto:rea7401@cub.uca.edu)
- **J. B. Park** -- Graduate Assistant -- E-mail: [jp8912@cub.uca.edu](mailto:jp8912@cub.uca.edu)

If you do not wish to receive this newsletter, please send an e-mail to [webmaster@www.sbaer.uca.edu](mailto:webmaster@www.sbaer.uca.edu) with the word "**remove**" in the subject line.

If you would like to be added to the list, you may send a message to the same address with the word "**add**" in the subject line.