

NEWSLETTER - November 27, 2001

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Feature Paper

Teams: Face to Face and Online

This paper was presented by M. Diane Pettypool of Southeast Missouri State University at the 2001 Marketing Management Association Educators' Conference, in St.Louis Missouri on September 20-21, 2001.

According to the author, "Teams" became part of her approach to teaching in the quantitative area several years ago. Her early "teams" were technically more groups-like "motley crews" than "teams." But then she really did not know anymore about "team formation" and what was needed for good teams than my "rookie" statistics students knew about construction of a good questionnaire.

After struggling with teams-in-name-only, she had the privilege of teaching a class in Management and Organization Behavior. One benefit of teaching the course was that it gave the author the beginning of some insight into groups and teams. The author discovered that members of a team should "Shared a common goal" and be interdependent. "Effective" teamwork did NOT automatically happen. Some planning and work done at the beginning when the (future) team was formed could lay a foundation for its success. Without this foundation the seeds of discontent or dysfunction might sprout!

To read this entire paper on teams, visit our Web site at <http://www.sbaer.uca.edu/Research/2001/MMA/01mma002.html>

Tip Of the Week

"Characteristics of an Effective Team"

Experience has demonstrated that successful teams are empowered to establish some or all of a team's goal's, to make decisions about how to achieve those goals, to undertake the tasks required to meet them, and to be mutually accountable for their results. There are several characteristics of an effective team. These include:

- 1) Clear Purpose- The vision, mission, goal or task of the team has been defined and is now accepted by everyone. This is an action plan.
- 2) Informality- The climate tends to be informal, comfortable, and relaxed. There are no obvious tensions or signs of boredom.
- 3) Participation- There is much discussion, and everyone is encouraged to participate.
- 4) Listening- The members use effective listening techniques such as questioning, paraphrasing, and summarizing to get out ideas.
- 5) Civilized Disagreement- If there is disagreement, the team must be comfortable with this and show no signs of avoiding, smoothing over, or suppressing conflict.
- 6) Consensus Decisions- For important decisions, the goal is substantial but not necessarily unanimous agreement through open discussion of everyone's ideas, avoidance of formal voting, or easy compromises.
- 7) Open Communication- Team members feel free to express their feelings on the tasks as well as on the group's operation. There are few hidden agendas. Communication takes place outside of meetings.
- 8) Clear Roles and Work Assignments- There are clear expectations about the roles played by each team member. When action is taken, clear assignments are made, accepted, and carried out. Work is fairly distributed among team members.
- 9) Shared Leadership- While the team has a formal leader, leadership functions shift from time to time depending on the circumstances, the needs of the group, and the skills of the members. The formal leader models the appropriate behavior and helps establish positive norms.
- 10) External Relations- The team spends time developing key outside relationships, mobilizing resources, and building credibility with important players in other parts of the organization.
- 11) Style Diversity- The team has a broad spectrum of team-player types, including members who emphasize attention to task, goal setting, focus on process, and questions about how the team is functioning.
- 12) Self Assessment- Periodically, the team stops to examine how well it is functioning and what may be interfering with its effectiveness.

"Supervisory Management: The Art of Empowering and Developing People" Mosley, Donald C, Megginson, Leon C. and Pietri, Paul H., South-Western College Publishing, 2001, page(s) 289-291.

Call For Papers

2002 Atlantic Marketing Association Annual Meeting

Please join us for the 2002 Atlantic Marketing Association's Annual Meeting, to be held October 2-5, 2002 at the Riverfront Marriott Hotel in Savannah, Georgia.

Submission deadline for papers: April 15, 2002

For more details on the this conference, visit <http://www.atlanticmarketing.org>

Conference

17th Annual Entrepreneurship Conference

Please join us for the 17th Annual Entrepreneurship Conference to be held February 28-March 2, 2002 at the Cornhusker Hotel and Conference Center in Lincoln, Nebraska. The conference is administered by the Nebraska Center for Entrepreneurship (NCE) and the University of Nebraska-Lincoln's College of Business Administration. This conference is open to both corporate and individual entrepreneurs, and graduate and undergraduate students from universities throughout the world who desire to learn about entrepreneurship and gain experience by contributing to the growth of small business.

For further information on this conference, visit <http://www.cba.unl.edu/outreach/ent/heartland/>

Announcement

15th Annual International Business Plan Competitions

For the past fifteen years the Nebraska Center for Entrepreneurship has invited teams of students from around the world to present their business ideas in our International Business Plan Competition. This year, graduate and undergraduate competitors will again have the opportunity to win up to \$10,000! These competitions are open to graduate and/or undergraduate students enrolled in a university/college during the 2001 academic year (January 1, 2001 to December 31, 2001).

Details on the competition are available at <http://www.cba.unl.edu/outreach/ent/>

Announcement

Federal Regulatory Compliance Costs Small Business Twice as Much per Employee

A new study produced under contract to Advocacy shows that federal regulatory costs on U.S. business grew to \$497 billion in 2000, and these costs fell disproportionately on small business. The study is called *The Impact of Regulatory Costs on Small Firms* and was written by W. Mark Crain of George Mason University's Center for the Study of Public Choice and Thomas D. Hopkins of the Rochester Institute of Technology's College of Business. The publication builds on a 1995 report by Hopkins, *Profiles of Regulatory Costs*, which was Advocacy's first effort at calculating regulatory costs by firm size.

The new report compares the cost of regulation on small versus large firms across four broad industrial sectors-manufacturing, trade (wholesale and retail), services, and other. It groups federal regulations into four types-those having to do with tax compliance, workplace practices, economic regulation, and environmental protection. Hopkins and Crain's results show that in 2000 federal regulations cost firms with fewer than 20 employees nearly \$7,000 per employee annually. Compliance costs for medium size firms (20 to 499 employees) and for large ones (500+ employees) were \$4,320 and \$4,460 per employee, respectively. All told, mandated spending on regulatory compliance that doesn't show up in the federal budget amounts to \$843 billion, or 8 percent of gross domestic product. Of this total, \$497 billion fell on business and \$346 billion fell on consumers or other governments.

The study indicates that compliance costs with respect to firm size differ by industry. In the manufacturing sector, small firms bear a significantly higher regulatory burden (more than double the cost per employee) than large and medium size firms do. The trade sector showed the least cost differential between large and small firms. Even here, however, the cost per employee in small wholesale or retail firms exceeded those for medium and large firms by 11 percent and 18 percent, respectively.

Environmental regulation is a particular source of concern for the services sector. Environmental regs cost small service firms three to four times more per employee than in medium size and large firms. In all industry sectors, tax compliance costs fell disproportionately on small firms.

"Small business is the backbone of our economy," says Hopkins. "Such success is remarkable given the disproportionate burdens that government regulations place on them. Small firms annually spend close to \$7,000 per employee to comply with regulations enforced by over 60 federal agencies. That is over 50 percent more than the burden facing larger firms. Whether all this regulation is delivering the protections intended in reasonable ways deserves closer attention in light of the size of its cost," he notes.

Crain observes that the impact of regulatory policies is harder to pinpoint than that of fiscal policies, though they are no less burdensome or costly. He advises that "Paying more attention to the real costs of regulations would assist in rationalizing the process of promulgating regulations. The impact of regulations on business and citizen activities is no less real than the impact on fiscal programs"

Announcement

Fast Starts Available for Educators

Fast Company and INC Education Program is offering Fast Starts to qualified educators. If you are making Fast Company and/or INC a requirement for your spring courses, Fast Company and INC Education Program will send you one month of complementary magazines to get your students started fast.

Please e-mail your information to professor@fastcompany.com or call 1-800-736-9851 to speak with your a representative.

Announcement

Celebrating the Spirit of Entrepreneurship!

We would like to congratulate The Entrepreneurial Growth Resource Center (EGRC) at The University of Missouri, Kansas City (UMKC) for their outstanding year! The center's end of year report is now available. The EGRC promotes entrepreneurial growth throughout the Kansas City region through innovative programs and strategic alliances. EGRC strives for a continuously improving process of providing quality professional services and access to resources for clients. EGRC supports academic initiatives and community outreach via dynamic relationships between UMKC, its students and the small business community.

For more information, visit their web site at <http://www.umkc.edu/egrc>

If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Scott Russell at sdr95002@cub.uca.edu

SBANC Newsletter is provided as a service to the **Association for Small Business and Entrepreneurship (ASBE)** members and the **International Council for Small Business (ICSB)** members.

If interested in becoming a member of ASBE, contact Corbett Gaulden, Jr., at gaulden_c@utpb.edu

If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>

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