

NEWSLETTER - February 20, 2001
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Feature Paper

Human Resource Practices that Establish Expectations and Support Employee Responsibility in Small Service Firms

This paper was presented by Vicki Kaman and Anne M. McCarthy, both from Colorado State University, Robert D. Gulbro of Athens State University, and Mary I. Tucker of Ohio University at the Association for Small Business and Entrepreneurship in San Antonio, Texas, in March 2000.

Bureaucracy has almost become the equivalent of a four-letter word in business. Yet, perhaps without realizing it, modern-day managers owe a debt to Max Weber (1947) and his treatise on the benefits of formalization of rules, policies, and procedures. While we praise the informality of entrepreneurial firms, as well as their ability to make decisions without a lot of "red tape," that same informality can lead to treating people inconsistently. In an era, of "equal, but not the same," managers need to be increasingly careful that they are accommodating but fair in their treatment of employees. Employers need to document and communicate expectations as well as establish systems that ensure consistency and compliance with employment laws. At the same time, managers need systems that respond to the employees' needs, encourage employees to take responsibility for their work lives, and benefit the organization.

To read this entire paper on Human Resource Practices, visit our Web site at <http://www.sbaer.uca.edu/Research/2000/ASBE/00asbe146.htm>

Tip Of the Week

"Good Human Relations is Needed in Small Firms"

The opening quotations and Profile illustrate the importance of good human relations in small firms.

Defining the term *human relations* is difficult, for it means different things to different people. Dr. Alfred Haake, lecturer for General Motors, would begin his lectures on human relations by saying, "Some people say that good human relations is treating people as if it were your last day on earth. Ah, no?" he would continue. "Good human relations is treating people as if it were their last day on earth." This thought is also expressed in the Golden Rule, which states: "So in everything, do to others what you would have them do to you." **Human Relations** involves the cooperative and friendly interaction of people in an organization, especially in the areas of leadership, communication, and motivation. Regardless of the definition used, your success as a small business owner is based on practicing good human relations, according to the late Douglas McGregor, and as the following example illustrates:

- Keith Dunn started his own restaurant because of the poor treatment he'd received from his employers. After he tried and failed at using motivational techniques, such as contest and benefits, he started including his employees in decisions affecting the business. After they became a vital part of the business, the annual turnover rate dropped from 250 percent--normal for the industry--to 60 percent.

Finally, good human relations occurs when both the employees and the small business owner develop a form of social contract, which outlines their rights and duties to each other. Employees are happier and more productive when they know why their company exists, and what their roles are. There are five topics to address with employees, namely:

- Reasons for being in business
- Growth goals
- Product goals
- People involvement
- Ethics statement

"Small Business Management: An Entrepreneur's Guidebook," Megginson, W. L., Byrd, M. J., and Megginson, L. C., The McGraw-Hill Companies, Inc., 2000, page 255.

Conference

ASBE 1st Special Mid-Year Meeting

The Association for Small Business and Entrepreneurship's 1st Special Mid-Year Meeting will be conducted in Cozumel, Mexico, September 21-24, 2001. The format of the program will be the same as at our SWFAD meetings. Competitive papers, symposiums and panel activities will give everyone interested an opportunity to take part. One major difference is that the Proceedings will be published on CD instead of paper. This will allow us enough time to review manuscripts, give feedback and publish the finished papers in time for the conference. We will also plan to have these published on the WEB prior to the meeting. There will be best paper awards presented at the conference (with papers also published in JBE).

We don't plan for you to just work while visiting the beautiful island of Cozumel. The island is best known for its scuba diving opportunities with visibility almost always at least 100 feet. That is not all that this Caribbean gem has to offer. There is plenty of other water sports activities, tremendous shopping opportunities in San Miguel, Mayan ruins to explore, and of course beautiful tropical days and

nights. All of this amidst the five star accommodations of the El Cozumelno Beach Resort.

Reservation Deadline: **April 1, 2001**

For more details on the this conference, visit www.sbaer.uca.edu/Docs/bulletins/cozumel.htm

Conference

Family Firm Institute

The Family Firm Institute: What Family Business Advisors Need To Know Conference will held on May 2-4, 2001, in Chicago, IL. This is a two-day intensive seminar for advisors who are new to the field or experienced professionals who want to deepen their interdisciplinary understanding of the work they do with business-owning families. This is a unique program that aims to deliver two important goals for people who want to further their knowledge and skills base for working with family business clients. It will provide an introduction to the essential elements of the key disciplines that family business advisors need to know about, and integrate these disciplines by drawing on the faculty & practical experience of the way effective family business practice is conducted.

For more details on the this conference, visit www.ffi.org/update200101.html

Conference

The 2001 11th Annual Small Business and Enterprise Development Conference

The 2001 11th Annual Small Business and Enterprise Development Conference will be held in Stanford Hall at the University of Leicester on March 29-30, 2001. This annual conference emphasizes the links between contemporary high quality research and small firm policy development and implementation by attracting delegates from academia, Small Business Service, Learning and Skills Councils, Enterprise Agencies, TECs and LECs, training providers, support agencies and government. Building upon its informal atmosphere, which promotes informed, topical debate and exchange amongst delegates, the conference identifies macro and micro policy implications and recommendations.

For further information on this conference, visit www.sbaer.uca.edu/Docs/bulletins/2001SBEDC.htm

Conference

CIBER 2001: The Conference on Language, Communication, and Global Management

The CIBER 2001 conference, which will be held in San Diego, California, on March 28-31, 2001, has emerged as the pre-eminent event for business language, communication, and global management educators to present and discuss the latest research, pedagogy and outreach activities. It also serves as

an important medium for the CIBERs, as well as other organizations and individuals, to disseminate the fruits of their efforts as funded by the U.S. Department of Education. The event provides a welcoming environment for learning, discussion and collaboration among educators from a variety of academic fields. In addition, attendees and presenters from industry, non-profit organizations, government and international partner universities come to learn and to build upon their most successful exchange and internship networks.

Early registration deadline: **February 23, 2001**

For more details on the this conference, visit www-rohan.sdsu.edu/dept/ciber/ciber2001/

Call For Papers

2001 International Conferences

The 2001 International Conference consist of two conferences. The 4th International Conference will be held in Quebec City, Canada on July 12-14, 2001, and the 5th International Conference will be held in Brussels, Belgium, on July 23-25, 2001. As we enter the new millennium, organizations and economies are finding it necessary to increase their base, not only in inputs and outputs, but in skills and systems as well. The present economic order characterized by a borderless world and a complex and fast—paced business environment—full of opportunities, but also pitted with challenges, risks, and dilemmas. The 2001 International Conferences of the Academy of Business and Administrative Sciences will bring together leaders from business, academia, and government from all over the world---both the developed and developing economies-to discuss and share ideas and to work together to meet the challenges of their respective disciplines and of the emerging world order.

Submission deadline for papers: **March 15, 2001**

For more details on the this conference, visit www.sba.muohio.edu/abas/

- If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Richard Armstrong at rea7401@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 Patti Wilber at plwilber@nwosu.edu
- If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>

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