

NEWSLETTER - March 27, 2001
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Feature Paper

Organizational Life Cycles in Small Enterprises

This paper was presented by Mike Beverland from UNITEC: Institute of Technology in Auckland, New Zealand, at the 45th International Conference on Small Business (ICSB) World Conference 2000 at Brisbane, Australia, on June 7-10, 2000.

Despite the proliferation of a number of models of organizational lifecycle there remains little support empirically for their validity. Few studies have been conducted utilizing an inductive case based theory building methodology. Fewer studies have looked at lifecycles of small firms, despite claims by some authors that many life cycle models do not take into account the unique characteristics of small business. This study builds a 4 stage model of organizational growth in small businesses similar to those of traditional life cycle theories. Unlike traditional theories, these cycles are dependent upon strategy and market orientation rather than due to the intrinsic nature of the firm.

To read this entire paper on Life Cycles, visit our Web site at <http://www.sbaer.uca.edu/Research/2000/ICSB/078BEV.PDF>

Tip Of the Week

"Life Cycle Strategies"

It is important to create a cross-generational culture and continuously reinforce these values and practices over various stages in the life cycle of the firm. By means of strategic exploration, organizational development, financial restructuring, and behavioral modification, the stage can be set for renewal and growth of the family firm. Innovations in reward or information systems, diversification, specialization where in-house expertise already exists, or other creative changes can stimulate necessary regeneration throughout the enterprise's life cycle. In an early-stage operation, several questions may be

asked:

- What, exactly, is the area of responsibility of each family member, and to whom is he or she responsible?
- What is the compensation--salary, bonus, equity shares, or some mixture?
- What will be done in the event of a disagreement or if one family member is not pulling his or her weight?
- What is the ante--can it be redeemed if a joining family member changes his or her mind?

The regeneration process requires new blood and fresh initiatives to maintain and grow the business. Individuals planning to enter an early-stage family business should ask themselves several questions:

- What are my strengths and what do I need to work on?
- What other aspects of the business do I need to learn?
- Do I have the qualities to be a leader?
- Am I happy working in the business?
- Is there anything else I should do to meet my goals?

"Strategic Entrepreneurial Growth," Kuratko, Donald F., and Welsch, Harold P., Harcourt, Inc., 2001, page 316.

Call for Papers

Society of Marketing Advances

The Society for Marketing Advances (formerly Southern Marketing Association) invites you to participate in the SMA 2001 Conference in New Orleans, Louisiana, on November 7-10, 2001. SMA has evolved into a dynamic and influential contributor to substantive marketing thought and action. With members from different corners of the world, SMA is truly a 'global marketing organization. The venue of the SMA 2001 is New Orleans, which offers an array of appealing sites, scenes, and savory cuisine! In addition, Dr. Don B. Bradley III is the co-track chair for the retailing and entrepreneurship session, and he is seeking papers and anyone who is interested in being a reviewer of this session. If anyone is interested, then please contact him at Donb@mail.uca.edu

Submission Deadline: **April 3, 2001**

For more details on the this conference, visit <http://mkt.cba.cmich.edu/sma>

Conference

The Essentials: What Family Business Advisors Need to Know

This conference is brought to you by the Family Firm Institute, and the conference will be held on May 2-4, 2001, in Chicago-Lake Bluff, Illinois. The FFI Body of Knowledge Committee developed this

unique seminar for advisors and consultants new to the family business field. The seminar will focus on two important goals for people who want to further their knowledge and skills base for working with family business clients:

- The seminar will introduce key elements of the disciplines that family advisors need to know.
- The seminar will help you integrate the disciplines.

Our experienced faculty's practical knowledge of the way effective family business is conducted will pave the way for a productive two-day learning experience.

For further information on this conference, visit <http://www.ffi.org/>

Call For Papers

International Leadership Association Annual Conference

The goals of the ILA annual conference, which will be held in Miami, Florida, on November 1-3, 2001, are to generate and disseminate cutting-edge work in leadership practice and theory; to strengthen the ties between those who practice, study, and teach leadership; and to serve as a forum where those with an interest in leadership can share resources, ideas, research and information. ILA invites session proposals on a broad variety of leadership topics and approaches. There will also be a "poster session" for visual representations of papers, programs and projects.

Submission Deadline: **April 30, 2001**

For further information on this conference, visit <http://www.academy.umd.edu/ila/2001meeting/cfp.html>

Call For Papers

2001 IEEE International Conference on Systems, Man, and Cybernetics

The first IEEE International Conference on Systems, Man, and Cybernetics in the 21st century will be held at the Tucson Convention Center in Tucson, Arizona in October 2001. The conference theme "e-Systems and e-Man for Cybernetics in Cyberspace" was selected to emphasize new paradigms and perspectives in systems engineering.

Submission Deadline: **March 31, 2001**

For further information on this conference, visit <http://crater.sie.arizona.edu/index2.html>

Call For Papers

The International Symposium on Technology, Economic, and Social Applications of Distributed Intelligence

This conference will be held at the 2001 IEEE International Conference on Systems, Man, and Cybernetics (SMC'01) at the Tucson Conventional Center in Tucson, Arizona, on October 7-10, 2001. The symposium TESADI'2001 covers all hot topics of distributed intelligence methodologies and advanced applications. Submissions are solicited from researchers, academics and practitioners active in any field within the scope of the symposium.

Submission Deadline: **April 10, 2001**

For further information on this conference, visit <http://crater.sie.arizona.edu/tesadi.html>

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- 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

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- 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 mb274.gaulden_c@utpb.edu
 - If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>
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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
 - **Richard Armstrong** -- Graduate Assistant -- E-mail: rea7401@cub.uca.edu
 - **Joe Childers** -- Graduate Assistant -- E-mail: jwc478@yahoo.com
 - **Rebecca Cunliffe** -- Student Intern -- E-mail: rdc0386@cub.uca.edu
 - **Mark Vogel** -- Student Intern -- E-mail: mpv0447@cub.uca.edu
 - **Jill Killion** -- Student Intern -- E-mail: jjk3542@cub.uca.edu
 - **Tracy Robinson** -- Student Intern -- E-mail: tdr13@hotmail.com
 - **Chad Lakey** -- Student Intern -- E-mail: c_lakey@hotmail.com
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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.