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Feature Paper

"Management for Rapid Growth: A Technical Process Management and Flexibility in Small Firms"

The paper was presented by Bret Golaho of the University of Vermont's School of Business during the 2003 United States Association of Small Business and Entrepreneurship Conference held in Hilton Head island, South Carolina on January 23 - 26, 2003

Small, entrepreneurial firms face major internal challenges as they move from start-up through the rapid growth phase. This transitions to rapid growth demands significant changes in how internal operations are managed. Some researchers have encouraged small firms to adopt process management. Other researchers and entrepreneurs have raised serious questions about the effectiveness and "fit" of process management in small entrepreneurial firms. This research investigates how process management may assist (or hinder) the flexibility and responsiveness of small Rapidly growing firms to changing customer needs.

To read this entire paper on "Management for Rapid Growth: A Technical Process Management and Flexibility in Small Firms", visit our Web site at <http://www.sbaer.uca.edu/research/2003/USASBE/pdffiles/papers/59.pdf>

Tip Of the Week

"Planning For Human Resource Needs"

You Cannot wait until you need a new employee to think about your human resource needs. Like larger competitors, small business must (1) determine which human resources are needed and (2) develop sources from which to recruit future employees, especially people from diverse ethnic groups.

Small businesses find it difficult to plan for human resource needs, since many are facing absolute labor shortages because of the declining work force. For example, a recent survey by the National Federation of Independent Business of 1,600 of its members found that fully 30 percent of them had "hard to fill" openings. To a large extent, this shortage has been brought on the aging of the U.s. population. According to the U.S. Bureau of the Census (www.census.gov), the average age of Americans is expected to rise to over 37 by the year 2010.

The number of Americans aged 18 to 24 is expected to decrease from 30, 220, 000 in the year 1990 to 28, 498,000 in the year 2005. Because small businesses employ two-thirds of these entry-level workers, they are the first to feel the shortage. In fact, "finding qualified workers" was one of the top five concerns of small business owners in the 1990s, according to a Dun & Bradstreet survey of 296 such owners.

Compounding the problem is the fact that blue-collar jobs went down from 40 percent of the labor force at the end of World War II (1945) to less than 27 percent. And because we are in a "postindustrialized society," where 80 percent of all jobs require higher-level skills and knowledge, many workers, especially entry-level applicants, lack the education and flexibility needed to transfer from one job to another. Another problem for small business owners is that most people now expect to change jobs and careers seven times in their working lives.

This shortage of skilled workers has created a paradox for many small employers. Thousands of prospective employees are being rejected because of inadequate skills. This trend leaves many unhappy employers (because jobs remain unfilled), not to mention frustrated job seekers.

To meet this declining supply of potential employees, many small businesses are changing the way they operate. They are spending more on technology, using new methods to attract more applicants, making their workplaces more on technology, using new methods to attract more applicants, making their workplaces more attractive, and using employee benefits and other incentives to retain valued employees. Finally, small companies are also stepping up automation and even subcontracting out part of their work to reduce the number of employees needed.

"Small Business Management An Entrepreneur's Guidebook, 4th Edition," John E. Biernat., McGraw Hill/Irwin, 2003, page 222.

Call For Papers

"Advances In International Marketing - International Services Marketing"

Advances in International Marketing invites the submission of conceptual and empirical papers on international services marketing for a special volume. In particular the guest editors shed light on frame-breaking aspects of cross-border service delivery, as well as on the power of service marketing to leverage international delivery of market offerings and relations.

Submission deadline for papers: November 30, 2003

For more details on the this conference, please contact <http://www.fdewb.unimaas.nl/maxx/>

Call For Papers

"Allied Academies 2003 international Confrence"

The Allied Academies Fall 2003 International Conference will be held in Las Vegas, Nevada on October 15 - 18, 2003

Submission deadline for papers: September 15, 2003

For more details on the this conference, visit <http://www.alliedacademies.org/neworleans-call.html>

Conference

"SAM 2004 International Business Conference"

You are invited! The Society for Advancement of Management (SAM) is holding it's 2004 conference on international business at the Renaissance Harbor place Hotel, Baltimore, Maryland, on March 18 - 21, 2004. The challenging theme, "Business: Back to Basics," will give participants the opportunity to present and discuss evolving and practical issues.

For further information on this conference, visit <http://www.cob.tamucc.edu/sam>

Conference

"2003 National Collegiate Entrepreneurs' Organization Annual Conference"

"Unlock Your Entrepreneurial Future" awaits you at the 2003 National Collegiate Entrepreneurs' Organization Annual Conference to be held the weekend of November 6 - 8, 2003 at the Navy Pier in Chicago. Discount room rates are available at Best Western Inn of Chicago (http://www.bestwestern.com/prop_14101) and Holiday Inn Chicago City Centre (<http://www.chicc.com>).

For further information on this conference, visit <http://www.c-e-o.org>

Announcement

"Journal of Global Business"

The Journal of Global Business invites authors from the business, government, and academic communities to contribute articles on domestic or international business topics for possible publication in upcoming issues.

JGB accepts manuscripts from a wide variety of disciplines employing many different styles of writing. Articles from all major disciplines of business (accounting, economics, finance, management, marketing, and computer science) and global strategies are appropriate. Related political science topics (political risk), public administration, and global implications of disciplinary topics are welcome.

The length of the manuscripts should not exceed 25 pages, including endnotes, references, appendices, charts, figures, and tables. The margin requirement is one inch on all sides, the cover page should present the title of the manuscript, name(s) of the author(s) and affiliation. The first page should include the title of the manuscript and an abstract of 100 words or less. Authors should not identify themselves either directly or indirectly in the manuscript.

Submit four copies of the original paper, the submission fee (AGB members \$20, nonmembers \$40), and a self-addressed stamped postcard to acknowledge the receipt of the manuscript. Address all manuscripts and editorial correspondence to attention of the editor.

The Journal of Global Business is a refereed journal published semiannually, in the Fall and Spring, for the Association for Global Business. The Journal only considers manuscripts that have been neither presented nor published elsewhere. JGB also accepts advertisements and inserts. For further information and subscriptions, write to the editor.

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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 Lester Clements II at lestclem@hotmail.com

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