

ABSTRACT

EXPLORATION OF SELECTED LOCI OF SMALL BUSINESS

FINANCE INFORMATION AND ADVICE,

PURSUED FROM THE PERSPECTIVE OF SMALL BUSINESS PERSONS,

AND A RECOMMENDATION FOR IMPROVEMENT IN THE YOUNGSTOWN AREA

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This study was conducted to pursue whether the Youngstown area has from neutral parties, adequate small business finance advisory services, and, if necessary, where inadequate small business financial services exist, to propose an improved financial management advisory organization to service the needs of small business persons in the Youngstown area. "Neutral parties" were defined as institutions, not businesses, who have no interest in the products or services that clients sell, but rather provide advice in service to the social/economic development of their service regions. The research investigation focused on seven selected loci of small business finance information and advice in the Youngstown area: (1) the Public Library of Youngstown and Mahoning County, Main Branch, (2) the William F. Maag Library, Youngstown State University, (3) the Charles B. Cushwa, Jr. Center for Industrial Development, Youngstown State University, (4) the Small Business Institute, Youngstown State University, (5) SCORE/ACE Chapter 112 of Youngstown, (6) the Youngstown

Area Chamber of Commerce, and (7) the Youngstown Area Development Corporation. The finding of the study was that adequate financial management advisory services do not exist in the Youngstown area. A proposal was offered to base a comprehensive small business assistance delivery system at Youngstown State University in order that Youngstown State University could bring to bear on small business problems the university's resources. Furthermore, it was proposed that the university based small business assistance organization would coordinate delivery of small business assistance by non-university small business assistance entities. Functions to be performed by the university based small business assistance organization included the following: (1) providing small business information and small business library research assistance, (2) providing small business technical assistance, (3) providing small business management assistance, (4) developing small business education and training activities, (5) conducting small business research, and (6) advocating for small business.

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Introduction to the Department of Economics
 and Business Administration, Youngstown State University

II. DEPARTMENT OF ECONOMICS AND BUSINESS ADMINISTRATION
 FINANCE INFORMATION AND SERVICE

The Public Library of Youngstown and Mahoning County, Mahoning County, Ohio

The Youngstown State University, Youngstown State University, Ohio

The Chair of the Department of Economics, Youngstown State University, Youngstown, Ohio

Findings and Conclusions

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an evaluation of various reference sources available for small business finance information, an evaluation of the present small business finance information services, and an appraisal of the service provided by the Maag Library at Youngstown State University. This research project was a part of a study of small business finance information. An important finding of the study was that small business persons are not well directed to all small business finance information contained in the literature.¹ That research discovery prompted a second question: if a university library—a generally accepted repository of information—does not perform well in providing information on small business finance to small business persons seeking it, then how do small business persons search for small business finance information outside

¹For details see Daniel G. Wertz, "Comprehensive Survey of Small Business Finance Information Services: A Viewpoint of Small Business Persons," *Journal of Small Business Management*, Vol. 11, No. 1, Youngstown State University, Youngstown, Ohio, May 1973.

CHAPTER I

INTRODUCTION

Purpose of the Study

An earlier research effort by this author included an evaluation of volumes that reference sources of small business finance information, an evaluation of selected small business finance information sources, and an assessment of the service provided by the William F. Maag Library, Youngstown State University (YSU) to small business persons in search of small business finance information. An important finding of the study was that small business persons are not well directed to all small business finance information contained in the literature.¹ That research discovery prompted a second question: if a university library--a generally accepted depository of information--does not perform well in providing information on small business finance to small business persons seeking it, then how do small business persons, in search of small business finance information and advice

¹For details see Daniel J. Wargo, "A Comprehensive Survey of Small Business Finance Literature from the Viewpoint of Small Business Persons," a paper prepared as an independent study, Youngstown State University, Youngstown, Ohio, June 1980.

from a "neutral party,"² obtain the necessary business assistance? This study was conducted to pursue whether the Youngstown area has adequate, neutral, small business finance advisory services, and, if necessary, where inadequate small business financial advisory services exist, to propose an improved financial management advisory organization to service the needs of small business persons in the Youngstown area.

Past Impediments to Small Business Research
and the Present Level of Understanding
of the Small Business Sector

The lack of an adequate definition for "small business" and the inadequacy of small business data bases has resulted in a poor understanding of the small business sector of the U.S. economy. The statements below are illustrative:

"Small business" is a concept with little basis in fact. There is no doubt that it exists, as constant references to it appear in all political, social, and economic walks of life. Past attempts to define it can tell us only that it is an ambiguous, amalgamation of individuals, partnerships, corporations, and perhaps some other forms of business organization, offering goods and services to a perspective buyer, for a price. The concept excludes those businesses that are too large to be considered "small" (however measured), though the

²A "neutral" party is defined as an institution not a business, that has no financial interest in the product or service that the client sells, but rather provides advice in service to the social/economic development of the service region.

basis for the determination of large or small is itself, a mystery.³

The theoretical importance of small business is well defined Many small buyers and sellers lead to a maximum output at minimum cost, to price competition, to rapid innovation, and greater productivity--in short, to all the benefits of an "invisible hand" operating in a free enterprise system. However, little empirical testing of the theory has been done. Policy has been developed on the strength of political pressures, causal inferences, and some limited survey information. No systematic modeling of impacts and behavior has been possible because of an inadequate comprehensive data base.⁴

Small business is an essential part of our economy and our social fabric. However, we lack detailed current data necessary to distinguish and analyze the condition of small firms, which make up some 95 percent of the Nation's total businesses. Thus, federal, state, and local policies that are meant to help these smaller firms are often based on inadequate information.

Some information now collected by the government is limited in value because different agencies use different definitions in measuring the size of a business. In addition, there is no way to measure the relative contribution that small business makes to our economy, because the data that are collected for the national economic accounts, employment and price indices are not available by size of business. There is no comprehensive data base that can be used for assessing the health of this essential sector of our economy.⁵

³U.S. Small Business Administration, Office of Advocacy, The Study of Small Business, Part II: What Is a Small Business? by Norman Karsh (Washington, D.C.: U.S. Small Business Administration, 1977), pp. 1-2.

⁴U.S. Small Business Administration, Office of Economic Research, "The Small Business Data Base" by Robert Berney and Dave Hirschberg, Washington, D.C., p. 3. (This author received a copy of this unpublished report from Dr. Robert Berney, Chief Economist, Office of Economic Research.)

⁵Presidential memorandum quoted in Berney and Hirschberg, "The Small Business Data Base," p. 4.

There are two major impediments to the conduct of a meaningful review and analysis of small business in the economy. The more obvious impediment is the absence of an accepted definition of "small business" Less obvious, though considerably more basic, the data required for such a review and analysis has been grossly inadequate.⁶

The above statements on small business described the impediments to small business research that have existed in the past and described the present level of understanding of the small business sector of the United States economy. In summary: Small business is considered to be an important part of the U.S. economy, and the theoretical importance of small business is well developed. However, an accepted definition of small business does not exist. Moreover, there exists no comprehensive data base that can be used: (1) to test the theory of small business importance, (2) to measure the relative contribution that small business makes to the U.S. economy, or (3) to assess the health of the small business sector.

The matter of small business definition may be explored further. The United States Small Business Administration (SBA) has attempted to quantify the definition of small business for the purpose of administering its programs. However, the SBA has nine definitions of small business; a different definition is used to qualify a business:

1. For federal government procurement
2. For sales or lease of federal government property

⁶Karsh, The Study of Small Business, p. 1.

3. For SBA loans
4. For assistance by small business investment companies
5. As a small business federal government subcontractor
6. For the purpose of lease guarantee
7. For the purpose of federal government leases of uranium prospecting or mining rights
8. For the purpose of surety bond guarantee assistance, and
9. For the purpose of pollution control guarantee assistance under Public Law 94-305.⁷

Each definition stipulates that to qualify as "small" a business must be independently owned and operated, not dominant in its field, and meet certain business size standards.

The SBA uses two units of measure for business size. For some purposes Number of Employees is used to measure business size. For other purposes, Volume of Annual Receipts is used to measure business size. Furthermore, maximum size permitted to qualify as "small" depends upon type of business (manufacturing, wholesaling, retailing, services, general construction, or special trade construction) and upon industry classification of the business. Table 1 contains the range of current SBA business size standards for SBA loans.

The SBA recognized that use of a series of definitions for "small business," and use of one unit of measure of business size for some purposes and another unit of measure of

⁷U.S. Office of the Federal Register, Code of Federal Regulations. (Title) 13. Business Credit and Assistance (Washington, D.C.: U.S. Government Printing Office, 1970), p. 259.

TABLE 1

RANGE OF CURRENT SBA SIZE STANDARDS FOR LOANS^a

Business Type	Smallest Maximum Size for any Industry Within a Given Business Type	Largest Maximum Size for any Industry Within a Given Business Type
	<u>Number of Employees</u>	
Manufacturing	250	1,500
	<u>Volume of Annual Receipts (in Millions)</u>	
Wholesaling	\$9.5	\$22.0
Retailing	2.0	7.5
Services	2.0	8.0
General Construction	9.5	9.5
Special Trade Construction	2.0	2.0

^aFor a more detailed treatment of current SBA business size standards see U.S. Office of Federal Register, Code of Federal Regulations. (Title) 13, pp. 259-293.

business size for other purposes led to confusion.⁸ Thus, currently before the U.S. House of Representatives is a proposal submitted by the SBA to use only one size standard per industrial classification and to use that size standard for all SBA programs. The proposal includes use of Number of Employees to measure business size.⁹ Table 2 contains the range of proposed SBA business size standards for all SBA programs.

With regard to small business data bases, the Secretary of Commerce, as chairperson of the Statistical Policy Coordinating Committee (SPCC), has established an interagency Small Business Data Committee, which is chaired by the SBA. This committee will develop and implement an agreed upon strategy and design for retabulation of existing data, and collection of missing data necessary for the formation of a small business data base. The committee will develop common definitions of business size categories to use in the collection and tabulation of statistical data.¹⁰

Importance of Small Business Research

The implication of lack of an accepted definition of small business, and of lack of an adequate small business

⁸Karsh, p. 1.

⁹U.S. House of Representatives, Committee on Small Business, Small Business Size Standards (Washington, D.C.: U.S. Government Printing Office, 1980), p. III.

¹⁰Karsh, pp. 4-5.

TABLE 2

RANGE OF PROPOSED SBA SIZE STANDARDS FOR ALL PROGRAMS^a

Business Type	Smallest Maximum Size for any Industry Within a Given Business Type	Largest Maximum Size for any Industry Within a Given Business Type
Number of Employees		
Manufacturing	250	2,500
Wholesaling	15	50
Retailing	15	300
Services	15	500
General Construction	25	1,000
Special Trade Construction	25	200

^aAdapted from U.S. House of Representatives. Committee on Small Business, Small Business Size Standards, pp. 55-68.

data base is that past pronouncements regarding the impact of small businesses on the U.S. economy must be considered with caution. (The validity of this implication was confirmed by Dr. Robert Berney, Chief Economist for the SBA's Office of Economic Research.¹¹) Thus, more small business research is needed to increase the body of knowledge concerning the small business sector of the U.S. economy.

Moreover, according to Dr. Berney, recent findings, based on better data, tend to support the position that the small business sector of the U.S. makes a significant impact on the nation's economy,¹² and is therefore an economic sector that should come to be better understood through extensive research. For example, recent findings indicate that small businesses accounted for about 52.9 percent of total employment supplied by businesses in 1963, for about 53.5 percent of the total employment supplied by businesses in 1972, and for about 53.8 percent of the total employment supplied by businesses in 1976¹³ Furthermore, during the period 1969-1976, small businesses accounted for 86.7 percent of the total new jobs created by businesses.¹⁴

¹¹Telephone interview with Dr. Robert Berney, Chief Economist, U.S. Small Business Administration, Office of Economic Research, Washington, D.C.: July 21, 1980.

¹²Ibid.

¹³Milton D. Steward, Chief Counsel for Advocacy, U.S. Small Business Administration, "Small Business and Growth in the 1980's." a prepared statement presented to the U.S. Senate Committee on Small Business, June 25, 1980, p. 8.

¹⁴Ibid. p. 6.

However, it is the small business sector's theoretical role in the competitive process of the U.S. economy which has emerged as the strongest impetus for research of small business. Milton D. Steward, Chief Counsel for Advocacy, U.S. Small Business Administration, in a prepared statement presented to the U.S. Senate Committee on Small Business, stated the case for small business as the key to the competitive process in the U.S. economy, and, in effect, formulated a series of small business research questions:

I am convinced that if accurate data were available on comparable outputs per unit of comparable inputs, we would find smaller firms would, in general, be more productive than larger firms, particularly the very largest firms. The logic is as follows: The small firm must compete to survive. If the small firm cannot afford the capital investment for the new innovation, it will be forced into bankruptcy and another small firm will take its place. The large firm with the large market share and the large capital stock will attempt to use its power to maximize its return on existing investment. Thus, the largest firm in the industry will respond more slowly to changing technology. The more domestic competition it faces the more rapidly it will respond to innovations. If the competition comes from abroad then the larger firms will attempt to protect their market share by political power, delaying the adoption of new technologies. Thus, domestic competition is the key to the more rapid adoption of new innovation production processes, more rapid increases in productivity, and the more rapid increases in economic growth. Small business is the key to the competitive process in this country.^{15,16}

Given the importance attributed to the small business sector of the U.S. economy, a review of U.S. business failure data is instructive. Of the businesses that failed in 1976,

¹⁵Steward, p. 17.

¹⁶Emphasis is part of the quotation.

about 55 percent were within their first five years of operations.¹⁷ These firms were in the early stages of development and, therefore, the implication is that they were, in general, small businesses. Poor management (see Table 3) accounted for about 92 percent of the total failures. Moreover, unbalanced experience, one of the subclassifications of the "poor management" reason for failure, accounted for 23 percent of the total failures.¹⁸ Business failure data, therefore, imply a need for management assistance for small business persons.

Furthermore, on the matter of unbalanced experience, finance has been identified as one of the functional areas in which many entrepreneurs are deficient. For example, Royce Diener maintains that small business persons do not have, in general, a good understanding of the type of financing available to them.¹⁹ Moreover, one research discovery by John Deeks was that there is a need among entrepreneurs for financial management training, designed specifically in the context of the small firm.²⁰ Thus, a neutral

¹⁷The Business Failure Record (New York: Dun & Bradstreet, Inc., 1977), p. 3.

¹⁸Ibid., pp. 12-13.

¹⁹Royce Diener, "Analyzing the Financing Potential of a Business," The Financing of Small Business: A Current Assessment, edited by Irving Pfeffer (New York: The Macmillan Company, 1967), p. 211.

²⁰John Deeks, The Small Firm Owner-Manager: Entrepreneurial Behavior and Management Practice (New York: Praeger Publishers, 1976), 148-149.

TABLE 3

BREAKDOWN OF "POOR MANAGEMENT" REASON
FOR BUSINESS FAILURE^a

Category of Poor Management	Percent of Total Failures
Lack of experience in the line ^b	13.8
Lack of management experience	13.0
Unbalanced experience ^c	23.0
Incompetence	<u>42.3</u>
Total "Poor Management" reason	92.1

^aAdapted from The Business Failure Record (New York: Dun & Bradstreet, Inc., 1977), pp. 12-13.

^bReference here is to a lack of experience in a given type of business.

^cReference here is to a lack of well rounded experience in sales, finance, purchasing, and production of the proprietor, in the case of an individual manager, or of at least two partners or officers, in the case of a managing unit.

source of financial information and advice represents a significant need.

Introduction to the Exploration of Loci of
Small Business Finance Information and Advice

Research was conducted from the perspective of small business persons whose firms were either in the enterprise creation stage or in the enterprise preservation stage.

"Enterprise creation stage" encompasses the period from enterprise idea generation to business operations initiation.

"Enterprise preservation stage" encompasses the period from business operations initiation to business activity stabilization at some level of operations or at some rate of steady growth. Thus, the thrust of the research process was from the perspective of the small business person striving to start business operations and to become established in the small business sector of the Youngstown area economy.

This study represents a "first-step" exploration of loci of small business finance information and advice in the Youngstown area. The intent in the research effort was not to exhaust all possible loci of small business finance information and advice in the Youngstown area, but to select from the universe of loci of small business finance information and advice in the Youngstown area, those loci most likely to be contacted by the small business person in search of small business finance information. Selection of loci, therefore, was necessarily subjective, however, it was not arbitrary.

As was stated earlier, this study was conducted to pursue whether the Youngstown area has adequate, neutral, small business advisory services. Furthermore, a "neutral party" was defined as an institution not a business (that is, a not-for-profit entity) that has no financial interest in the product or service that the small business client sells. Two groups of loci of small business finance information, providers of funds (such as commercial banks) and private business consultants, were eliminated from consideration for selection for study because they were not neutral. (Moreover, with regard to loci of small business information which are also providers of funds, there exists the risk that the providing of meaningful assistance could be predicated upon the small business client seeking and being qualified for the type or types of financing available from such sources of funds; and with regard to loci of small business finance information which are also private business consultants, there exists the potentially inhibiting fact that such business consultants could charge fees of fifty dollars per hour or more.²¹)

Selection of loci of small business finance information for exploration was as follows: universities are generally accepted centers of knowledge. Based upon that premise, Youngstown State University was examined for possible loci of small business finance information. Three

²¹Sylvia Porter, "Bring Accurate Company Picture to Expert Financial Counselor," Youngstown Vindicator, 23 July 1980, p. 44

were located and selected for exploration: (1) the Charles B. Cushwa, Jr. Center for Industrial Development; (2) the Small Business Institute (SBI); and (3) the William F. Maag Library. Libraries are generally accepted loci of information. Based on that premise (and, in part, due to its proximity to Maag Library), in addition to Maag Library, the Public Library of Youngstown and Mahoning County, Main Branch [hereinafter Public Library (MB)] was selected for exploration. During investigation of the SBI, SCORE/ACE Chapter 112 of Youngstown and the Youngstown Area Chamber of Commerce were identified as loci of small business information. On the strength of referral, both were selected for exploration. During investigation of the Youngstown Area Chamber of Commerce, the Youngstown Area Development Corporation (YADC) was identified as a locus of small business finance information. On the strength of referral, YADC was selected for exploration.

Selected loci were examined to determine whether they were neutral parties offering small business finance information and advice. Assistance available from selected loci other than small business financial advisory service was not necessarily discovered and analyzed, and therefore, this research study does not constitute an in-depth examination of all activity of selected loci.

CHAPTER II

EXPLORATION OF SELECTED LOCI
OF SMALL BUSINESS FINANCE INFORMATION AND ADVICE

Literature is used extensively to convey small business finance information. Therefore, some general comments on small business literature are instructive.

A substantial amount of business finance literature is available. For example, Subject Guide to Books in Print,²² a reference volume which lists books currently available from publishers, uses several subject headings which are relevant to persons searching for business finance information. Two of these subject headings are "Finance" and "Loans." The most recent Subject Guide to Books in Print lists over 230 titles under the subject heading "Finance"²³ and 17 titles under the subject heading "Loans."²⁴ Thus, under those two subject headings alone are listed nearly 250 titles.

However, as Ernest W. Walker states: "An examination of the business literature of the past two decades reveals that most of the theories, principles, and concepts which have been formulated or expanded relate directly to

²²Subject Guide to Books in Print: 1979-1980, 2 vols. (New York: R. R. Bowker Company, 1979).

²³Ibid., pp. 1819-1821.

²⁴Ibid., p. 2883.

large national and international firms."²⁵ The question posed, then, is: which, if any, of these nearly 250 titles listed under subject headings "Finance" and "Loans" in Subject Guide to Books in Print are relevant to small business?

Since Subject Guide to Books in Print also uses the subject heading "Small Business--Finance,"²⁶ this suggests that any titles listed under subject headings "Finance" or "Loans" and relevant to small businesses would also be listed under the subject heading "Small Business--Finance." However, none of the titles listed under subject headings "Finance" or "Loans" are listed under the subject heading "Small Business--Finance." The matter is further complicated because Wayne D. Kryszak in The Small Business Index identifies as relevant to small business Business Loans: A Guide to Money Sources & How to Approach Them Successfully.²⁷ Subject Guide to Books in Print list this volume under the subject heading "Loans."²⁸ This indicates that at least some of the volumes listed under subject headings "Finance" and "Loans" are relevant to small businesses, but Subject Guide to Books in Print provides no clue as to which ones are most useful, given the types of problems that the small business person faces.

²⁵Ernest W. Walker, "Preface" to The Dynamic Small Firm: Selected Readings (Austin, Texas: Austin Press, 1975), p. v.

²⁶Subject Guide to Books, p. 4417.

²⁷Wayne D. Kryszak, The Small Business Index (Metuchen, N.J.: The Scarecrow Press, Inc., 1978), p. 48.

²⁸Subject Guide to Books, p. 2883.

Kryszak's Small Business Index is helpful to the extent it identifies finance publications relevant to small businesses which are not classified elsewhere as "small business-finance." However, Kryszak's volume is a 1978 publication, and therefore, offers no direction for volumes published subsequent to 1978.

A related problem is that some volumes classified as "small business-management" contain small business finance information. For example, the YSU's Maag Library card catalog classifies as "Small Business-Management" Franklyn T. Dickson's Successful Management of the Small and Medium-Sized Business²⁹ and Gardner G. Greene's How to Start and Manage Your Own Business.³⁰ However, Joseph C. Schabacker in Small Business Information Sources identifies both as volumes containing small business finance information.³¹ Schabacker's volume is helpful in identifying small business oriented volumes which contain small business finance information and which are not classified elsewhere as "small business-finance." However, Schabacker's volume was published in 1976 and therefore, offers no direction for volumes published subsequent to 1976.

²⁹Franklyn J. Dickson, Successful Management of the Small and Medium-Sized Firm (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1976).

³⁰Gardner G. Greene, How to Start and Manage Your Own Business (New York: McGraw-Hill Book Company, 1975).

³¹Joseph C. Schabacker, Small Business Information Sources (Tempe, Ariz: Publications Services, Inc., 1976), pp. 9-10, 17.

Small business periodicals may also provide small business finance information. Ulrich's International Periodicals Directory lists small business periodicals under the subject heading "Business and Economics--Small Business."³² Ulrich's International Periodicals Directory does not further classify small business periodicals as "small business-management" or "small business-finance" and therefore provides little clue as to which small business periodicals regularly address small business finance issues.

The author's literature research of the small business finance topic uncovered a large body of information that is available in general (as opposed to available at a specific location) for small business persons who are researching their own problems. Appendix A lists this small business finance literature. The literature in Appendix A is organized into six sections: (1) "References," (2) "Books," (3) "SBA Publications," (4) "Other Government Publications," (5) "Periodicals," and (6) "Theses." Entered under the heading "References" are volumes which list sources of small business finance information. Listings under the heading "Periodicals" are titles of small business oriented periodicals. Listed under the heading "Theses" are masters' theses. Further references to Appendix A is made in the discussion below.

³²Ulrich's International Periodicals Directory, 18th ed., 1979-1980 (New York: R. R. Bowker Company, 1979), pp. 367-368.

The Public Library of Youngstown
and Mahoning County, Main Branch

The Public Library (MB) has segregated from its total collection a Science and Industry (S & I) Library which occupies the southeast corner of the Adult Department. Shelved in the S & I Library is the Public Library (MB) collection of small business books. However, whenever multiple copies of a given small business book are on deposit at the Public Library (MB), only one copy is maintained in the S & I Library and other copies are shelved in the main stacks.³³

The Public Library (MB) has compiled the annotated small business bibliography "Start Your Own Business,"³⁴ a copy of which may be obtained free of charge from the S & I librarian.³⁵ "Start Your Own Business" is divided into four sections: 'Selection & Starting,' 'Management,' 'Individual Operations,' and 'Helpful Aids,' which contain entries for 15 volumes, 13 volumes, 19 volumes, and 24 volumes, respectively, for a total of 71 volumes relevant to small businesses. 'Individual Operations' contains books which address specific types of businesses such as the automotive service business or the retail florist business.

³³Interview with Mona Curran, Science and Industry Librarian, The Public Library of Youngstown and Mahoning County, Main Branch, Youngstown, Ohio, July 21, 1980.

³⁴"Start Your Own Business" (Youngstown, Ohio: The Public Library of Youngstown and Mahoning County, undated)

³⁵Curran, Interview on July 21, 1980.

'Helpful Aids' contains books which address specific aspects of business operations such as marketing research or incorporation procedures.

The entry for each volume listed in "Start Your Own Business" contains seven elements: (1) the Public Library (MB) cataloging code for the given volume [if the given volume was part of the Public Library (MB) collection as of the date of compilation of the bibliography] or the letter "0" (if the given volume was on order from the publisher and, therefore, not part of the Public Library (MB) collection as of the date of compilation of the bibliography);³⁶ (2) name of the author of the given volume; (3) title of the given volume; (4) publication date of the given volume; (5) name of the publisher of the given volume; (6) price of the given volume as of the date of compilation of the bibliography; and (7) a short description and comment on the contents of the given volume. Although no publication date appears in "Start Your Own Business," it was compiled in 1979, and at that time, a volume listed in the small business bibliography was in print and available from the publisher at the price stated in the entry for that given volume.³⁷

One weakness of "Start Your Own Business" is that it contains neither instructions concerning its use nor an explained sample entry. Therefore, the meanings of the

³⁶Curran, Interview on July 21, 1980.

³⁷Ibid.

various elements are assumed to be known to the user of the bibliography. For example, it is assumed that the number at the left margin on the top line of a given entry is known by the user of the bibliography to be the Public Library (MB) cataloging code. Furthermore, it is assumed that a letter "0" in that space (that is, at the left margin on the top line of a given entry) for a given volume, instead of a cataloging code number, is known to the user of the bibliography to designate that the given volume is on order from the publisher.

The small business oriented periodicals to which the Public Library (MB) subscribes are also located in the S & I Library. Titles of small business oriented periodicals available at the Public Library (MB) include Buckeye Business Journal,³⁸ Small Business Reporter,³⁹ and Venture.⁴⁰ (Compare these titles with those listed in Appendix A under the heading "Periodicals.")

Located in the General Reference Department of the Public Library (MB) is a copyrighted microfilm magazine article index service called "The Magazine Index."⁴¹ The service consists of a microfilm viewer preloaded with a roll

³⁸Buckeye Business Journal (Worthington, Oh.: Paul L. Parshall, pub.), monthly.

³⁹Small Business Reporter (San Francisco: Bank of America), ten times per year.

⁴⁰Venture, (New York: Venture Magazine), monthly.

⁴¹"The Magazine Index" (Los Altos, Calif.: Information Access Corp., 1979).

of microfilm on which are listed titles of recent (1976-1980) magazine articles. Titles of magazine articles pertaining to small business may be obtained by searching under subject headings "Small Business-Finance," "Small Business Investment Companies," and "Venture Capital." The patron may then review articles of potential relevance to his problems by examining the bound back issues of these periodicals.

The Public Library (MB) maintains a U.S. Government Documents collection. Federal government publications on deposit at the Public Library (MB) relevant to small businesses are mostly SBA-released management aids.⁴² A record of those federal government publications on deposit at the Public Library (MB) is maintained in the General Reference Department. The catalog record for a given federal government publication consists of a 3" X 5" index card on which is entered the alpha-numerical code assigned to the given federal government publication by the Monthly Catalog Of United States Government Publications.⁴³ After the catalog cards are searched, the patron may elect to read the actual publication by requesting it from the Reference Librarian.

⁴²Curran, Interview on July 21, 1980.

⁴³U.S. Superintendent of Documents, Monthly Catalog of United States Government Publications (Washington, D.C.: U.S. Government Printing Office), monthly.

The William F. Maag Library,
Youngstown State University

As stated above, Appendix A is a bibliography of sources of small business finance information which are generally available (as opposed to being available at a given, specific location). Appendix B, however, is a compilation of those volumes list in Appendix A which are available at YSU's Maag Library. A given entry in Appendix B consists of the Maag Library cataloging code for the given volume and the title of the given volume. Appendix B is organized according to the location in Maag Library where listed volumes are shelved. Six location headings are used as follows: (1) Circulation Desk, (2) Reference Department, (3) Oversize Books, (4) Stacks, (5) Government Documents Section, and (6) Serials Department. Appendix B is cross-referenced with Appendix A to enable the reader to compare those small business finance volumes that are available in general (as represented by Appendix A) with those small business finance volumes available at YSU's Maag Library.

Maag Library, unlike the Public Library (MB), does not separate small business oriented books from Maag Library's total collection. Therefore, a patron searching for small business oriented books will not find them conveniently shelved together in one specific location. However, virtually all the small business oriented volumes are shelved on the fourth floor, albeit interspersed among volumes oriented to other than small business.

Located on the third floor of Maag Library is an extensive U.S. Government Documents collection including publications oriented toward small businesses. Federal government publications are shelved in alpha-numerical order according to the alpha-numerical code assigned to the federal government publications by the Monthly Catalog (see footnote 43). However, Maag Library, unlike the Public Library (MB), does not maintain a record of those federal publications which are a part of Maag Library's U.S. Government Document collection. Thus, a patron who has obtained the alpha-numerical code of a given federal government publication from an issue of Monthly Catalog can not easily determine if that particular publication is on deposit at Maag Library except by searching the shelves of federal government publications. Should the given federal government publication not be found among the shelved U.S. Government Documents, the patron is presented with a major problem. That is, the individual can not determine whether the given federal government publication is being used by another patron or whether the given federal government publication is simply not part of Maag Library's collection.⁴⁴

Maag Library's Serials Department is located in the basement of the Maag Library building. Although Maag Library subscribes to a substantial number of periodicals, only three

⁴⁴ Interview with Janice Schnall Research Librarian, William F. Maag Library, Youngstown State University, Youngstown, Ohio, May 5, 1980.

are specifically oriented toward small businesses: (1) American Journal of Small Business,⁴⁵ (2) Inc.,⁴⁶ and (3) Journal of Small Business Management.⁴⁷ Two of these are largely scholarly journals. They are the (1) American Journal of Small Business and (2) the Journal of Small Business Management.⁴⁸ Only Inc., is oriented toward a general small business readership and is in the format of a glossy magazine.

The Charles B. Cushwa, Jr. Center
for Industrial Development, Youngstown State University

The Charles B. Cushwa, Jr. Center for Industrial Development (hereinafter Cushwa Center) was founded in September 1978 and became a functioning entity in June 1979.⁴⁹ The Cushwa Center was funded with initial endowments of \$250,000 from Mrs. Charles B. Cushwa, Jr., wife of the late president and chairman of Commercial Shearing, Inc.⁵⁰ of

⁴⁵American Journal of Small Business (Baltimore, Md.: University of Baltimore, School of Business, Charles at Mt. Royal), quarterly.

⁴⁶Inc. (Boston: United Marine Publishing, Inc.), monthly.

⁴⁷Journal of Small Business Management (Morgantown, W. Va.: International Council for Small Business, West Virginia University, Bureau of Business Research), quarterly.

⁴⁸Wargo, "A Comprehensive Survey," pp. 17-18.

⁴⁹Interview with Dr. David L. McBride, Director, Charles B. Cushwa, Jr. Center for Industrial Development, Youngstown State University, Youngstown, Ohio, July 23, 1980.

⁵⁰"The Charles B. Cushwa, Jr. Center for Industrial Development" (Youngstown, Ohio: A leaflet distributed by Youngstown State University, undated) fourth unnumbered page.

Youngstown, and a grant of \$250,000 from Commercial Shearing.⁵¹ Youngstown State University added an additional \$100,000.⁵² The service area for the Cushwa Center coincides with that of YSU and includes Trumbull County, Mahoning County, and Columbiana County in Ohio and Mercer County and Lawrence County in Pennsylvania.⁵³

The Cushwa Center's stated primary mission is ". . . to promote the creation of jobs by assisting in broadening present industrial production and encouraging new ventures."⁵⁴ The Cushwa Center's principle specific objective is to provide the service area's small businesses with a permanent channel to the technical and academic resources of YSU.⁵⁵

The Cushwa Center is presently staffed with a full-time director and a full-time secretary.⁵⁶ Since the field operations staff presently consists only of the director, he is involved in much of the services provided by Cushwa Center. However, if it is determined that a given needed service by a Cushwa Center client is outside the director's

⁵¹Commercial Shearing, Inc., a manufacturing facility in Youngstown, Ohio.

⁵²McBride, Interview on July 23, 1980.

⁵³Interview with Dr. David L. McBride, Director, Charles B. Cushwa, Jr. Center for Industrial Development, Youngstown State University, Youngstown, Ohio, February 25, 1980.

⁵⁴"The Charles B. Cushwa," second unnumbered page.

⁵⁵Ibid.

⁵⁶McBride, Interview on February 25, 1980.

expertise, YSU faculty members with the necessary expertise are called upon to consult with the client on specific aspects of the business problem. The assisting YSU faculty members are compensated by the Cushwa Center for their assistance.⁵⁷

Services provided by the Cushwa Center include, but are not limited to: (1) counseling clients regarding problems with existing or planned enterprises; (2) providing clients with information about enterprise creations and operations; (3) providing clients with technical assistance in any of the functional areas of a small business (that is, marketing, finance, purchasing, and production), and (4) organizing seminars and workshops on such topics as partnership formations and incorporations. Confidentiality of client problems is strictly maintained.⁵⁸

To date, the Cushwa Center has assisted about fifty clients. One problem faced by the Cushwa Center in expanding its assistance service is that it does not have the permanent staff to do so. Currently, the Cushwa Center is attempting to operate on a budget limited to annual income earned on its invested grant monies. With the Cushwa Center's grants to date of only \$600,000, annual earnings on these invested dollars are insufficient to augment the Cushwa Center's staff. Therefore, there is a need to solicit additional

⁵⁷ McBride, Interview of July 23, 1980.

⁵⁸ Ibid.

grants and/or ask clients to reimburse the Cushwa Center for the Cushwa Center's incurred costs in rendering the client assistance.⁵⁹ To date, no client has paid the Cushwa Center for any assistance received from (or through) the Cushwa Center.⁶⁰

Small Business Institute, Youngstown State University

The Small Business Institute (SBI) is sponsored by the Small Business Administration (SBA). The SBI program involves college seniors and/or graduate students along with faculty advisors who provide on-site management counseling to small firms.⁶¹ In 1979 there were 490 colleges and universities participating in the SBI program.⁶² The SBI program at YSU was initiated in September 1974, and since then has handled over 125 small business clients.⁶³

⁵⁹McBride, Interview on July 23, 1980

⁶⁰Ibid.

⁶¹U.S. Small Business Administration, Annual Report FY 1979, vol. 1 (Washington, D.C.: U.S. Government Printing Office, 1980), p. 31

⁶²Ibid.

⁶³Interview with William E. Walsh, Assistant Professor of Management and Coordinator of the Small Business Institute, Youngstown State University, Youngstown, Ohio, April 2, 1980.

SBI's operate somewhat differently at every college or university.^{64, 65} At YSU, the SBI is managed by a Coordinator who is also a faculty member of the School of Business Administration. The position of Coordinator of the Small Business Institute at YSU is not a full-time position, but the SBI coordinator has been granted a reduced teaching load. However, since the only courses taught by the present SBI coordinator are those closely associated with the SBI program, the present SBI coordinator is, in effect, involved in SBI activity on a full-time basis. This is not necessarily, however, the arrangement that successor SBI coordinators would have.

The present SBI coordinator teaches two courses in the resident undergraduate student curriculum. The two upper division (for juniors and seniors) undergraduate courses are in the Management Department. They are Management 870, Small Business Entrepreneurship; and Management 871, Small Business Practicum. Small Business Entrepreneurship is a course involved with problems encountered in business enterprise creation and is the prerequisite course for Small Business Practicum. Small Business Practicum is a course involved with problems of operating small businesses.

⁶⁴Interview with William E. Walsh, Assistant Professor of Management and Coordinator of Small Business Institute, Youngstown State University, Youngstown, Ohio, July 17, 1980.

⁶⁵The information that follows, concerning YSU's SBI operation, was obtained in the July 17, 1980 interview with William E. Walsh.

Students taking Small Business Entrepreneurship and Small Business Practicum must be at senior standing at YSU.

Although students taking Small Business Entrepreneurship are often afforded the opportunity to assist in actual business start-ups, it is principally the students taking Small Business Practicum that are involved with SBI cases. Both Small Business Entrepreneurship and Small Business Practicum are offered every fall, winter and spring academic quarters. A fifteen member Steering Committee acts as advisors to the students of Small Business Entrepreneurship and Small Business Practicum. The SBI Steering Committee consists of YSU faculty members as well as business practitioners.

YSU graduate students cannot receive graduate credit for the Management 870 and 871 courses. Consequently, the SBI client doesn't have access to that group of the business student body which typically exhibits greater maturity due to their age, work experience, and prior course work.

Business persons desiring to take advantage of the free consulting service of the SBI apply with the SBI coordinator. Their cases are then assigned to the next Small Business Practicum class. The students of the Small Business Practicum class compile case studies of the SBI client's businesses. After the cases have been researched, the students of the Small Business Practicum class analyze the cases, determine problem areas, and make recommendations for correction. A report for each case is written by the students of

the Small Business Practicum class and is submitted to the SBI Steering Committee.

Submission of SBI case reports by the students of the Small Business Practicum class to the Steering Committee occurs in about the sixth week of the academic quarter. The Steering Committee studies the student case reports. In about the seventh week of the academic quarter a Small Business Clinic is held.

The Small Business Clinic is scheduled on a Saturday, and is attended by SBI clients, the Small Business Practicum students, and members of the SBI Steering Committee. Other interested small business persons are also welcome to attend the Small Business Clinic.

The Small Business Clinic is divided into five functional area sections: (1) accounting, (2) advertising, (3) finance, (4) management, and (5) marketing. Three separate one-hour sessions are scheduled for each section. Therefore, a total of fifteen sessions are held. Thus, an SBI client may schedule to attend sessions in as many as three different sections. For example, an SBI client may schedule to attend the first hour accounting session, the second hour advertising session, and the third hour management session, or an SBI client may schedule to attend all three hours in the accounting section, or an SBI client may attend any other selection of sections, one section for each of the three hours.

Steering Committee members whose expertise is in a given functional area conduct the sessions in that given functional area section. The SBI client scheduled in a given section for a given hour is afforded the opportunity to discuss informally the SBI client's problems with the Steering Committee members conducting that section's session. The Small Business Practicum students are essentially observers at Small Business Clinic sessions.

After the Small Business Clinic is held, the Small Business Practicum students write a final report for each SBI case, incorporating Steering Committee recommendations. The final report is then sent to the SBI client. No follow-up is made on clients once the final report is sent to them.

The SBI program at YSU is organized to offer free consulting service to clients as well as to provide students with unique opportunities to analyze actual business problems and to offer solutions to the problems. However, due to the nature of the academic course structure small business persons who become SBI clients must be willing to wait seven weeks for problem solution recommendations submitted orally (at Small Business Clinics), and ten weeks for a final written report. In addition, because of the nature of the SBI program, clients who desire confidentiality of their business affairs will find the SBI not organized to maintain such effectively. Small business persons with business problems, unwilling or unable to go through the SBI program, are referred to the Service Corps of Retired Executives/

Active Corps of Executives (SCORE/ACE) Chapter 112 of Youngstown. The SCORE/ACE chapter is closely associated with the SBI program. The present SBI coordinator is also the vice-chairperson of SCORE/ACE Chapter 112 (see below the discussion of SCORE/ACE Chapter 112).

Some of the clients received by the SBI at YSU are clients referred to the SBI by the SBA. The SBA submits to the SBI names of firms who had SBA loans and are having trouble paying them. The SBI contacts those firms having trouble repaying SBA loans and requests that the firms seek from the SBI assistance designed to correct whatever problems are hindering SBA loan repayment. However, the present coordinator for YSU's SBI states that such SBA loan delinquent firms resist assistance, and the majority of cases must be referred back to SBA.⁶⁶

The SBI at Youngstown State University is not very visible to the public. It is not listed in either the current Youngstown State University telephone directory,⁶⁷ or the Youngstown and Vicinity 1980 telephone directory.⁶⁸

SCORE/ACE Chapter 112 of Youngstown

The Service Corps of Retired Executives (SCORE) is an SBA sponsored program which was initiated in 1964. The

⁶⁶Walsh, Interview on July 17, 1980.

⁶⁷Youngstown State University Faculty/Staff Directory, 1980. Youngstown, Ohio: Youngstown State University, 1980.

⁶⁸Youngstown and Vicinity Telephone Directory. Youngstown, Ohio: The Ohio Bell Telephone Company, 1980.

SCORE program is one in which retired business persons volunteer their time to provide counseling and management assistance to small business persons with business problems. The service is free to small business persons.⁶⁹

The Active Corps of Executives (ACE) is also an SBA sponsored program. The ACE program was initiated in 1969. The ACE program is essentially the same as the SCORE program except that in the ACE program the volunteer counselors and providers of management assistance are active business persons. The intent of the ACE program was to tap the expertise of active business executives whenever a given expertise was not represented by SCORE in a given SCORE service area.⁷⁰ Both SCORE and ACE are brought together in a working partnership, operating from a common SCORE/ACE chapter.

SCORE/ACE volunteers must be approved by the SBA before they are authorized to participate in SCORE/ACE delivery of management assistance. Prospective SCORE/ACE volunteers undergo a Federal Bureau of Investigation (FBI) background investigation before being certified by the SBA.⁷¹

SCORE/ACE Chapter 112 of Youngstown serves Ashtabula County, Trumbull County, Mahoning County, Columbiana County and Jefferson County in Ohio. However, the majority

⁶⁹"Facts" (an undated leaflet distributed by Service Corps of Retired Executives, Washington, D.C.), first unnumbered page.

⁷⁰Ibid.

⁷¹Interview with Albert M. Broennle, chairperson, SCORE/Ace Chapter 112, Youngstown, Ohio, July 21, 1980.

of the small business clients assisted are those from Trumbull County, Mahoning County, and Columbiana County.⁷² Currently, SCORE/ACE Chapter 112 consists of six SCORE members and eleven ACE members. Seven of the ACE members are YSU faculty members.⁷³ The SCORE/ACE Chapter 112 office is located in the SBI office at YSU. This arrangement is evidence of the close relationship of activities of YSU's SBI and SCORE/ACE Chapter 112.

According to the present chairperson of SCORE/ACE Chapter 112, there exists a problem recruiting qualified members for SCORE/ACE service. Retired business persons, particularly those better qualified to serve, have been largely unwilling to volunteer their time in service of SCORE. With respect to ACE, the recruitment problem has been of a different nature. Some business persons who have applied for membership in ACE have been various types of private business consultants hoping to use contacts with SCORE/ACE clients as a means to possibly adding to their own fee-paying clientele.⁷⁴

Although SCORE/ACE gets some publicity through television and radio advertising sponsored by the SBA, SCORE/ACE has not been particularly visible to the public. For example, until recently, SCORE/ACE Chapter 112 did not have its own

⁷²Walsh, Interview on July 17, 1980.

⁷³Broennle, Interview on July 21, 1980.

⁷⁴Ibid.

telephone and as a consequence is not listed in the current Youngstown area telephone directory.

Youngstown Area Chamber of Commerce

The Youngstown Area Chamber of Commerce (hereinafter YA Chamber) has a Small Business Committee, the purpose of which is to assist small business persons in the Youngstown area. The Director of Small Business of the YA Chamber is a full-time staff member of the YA Chamber,⁷⁵ however, the role of Director of Small Business is not this person's only function with the YA Chamber. For example, the present Director of Small Business is also Director of Youngstown Area Chamber of Commerce Sports Committee.⁷⁶

The efforts of the YA Chamber's Small Business Committee have included organizing and conducting seminars on a monthly basis on some small business topic such as federal, state, and local taxes; and the YA Chamber has also been active in lobbying for reduced government regulation of small business.⁷⁷

The YA Chamber has been named as an SBA/Chamber of Commerce Resource Center, a mutual effort of SBA and Chambers of Commerce on behalf of small businesses. Under this program,

⁷⁵Telephone Interview with Daniel Colontone, Director of Small Business, Youngstown Area Chamber of Commerce, Youngstown, Ohio, July 8, 1980.

⁷⁶Youngstown Area Chamber of Commerce News Bulletin, vol. xxiii, June 1980, third unnumbered page.

⁷⁷Colontone, Telephone interview on July 8, 1980.

the YA Chamber would: (1) stock and distribute SBA publications, (2) conduct small business outreach programs, (3) act as a small business assistance referral agency, and (4) assist in recruitment for SCORE.⁷⁸

Small business persons who contact the YA Chamber for assistance, basically, are referred elsewhere. Referral is either to the YSU SBI or to the Youngstown Area Development Corporation (YADC). If management assistance is needed, referral is to YSU's SBI (the present coordinator at YSU's SBI is also a member of the YA Chamber's Small Business Committee). If financial assistance is needed, referral is to YADC.⁷⁹

The YA Chamber is a dues-paying membership organization. Therefore, there is some question as to its neutrality. For example, if a small business person needs accounting assistance, there exists the risk that the small business person will be directed to an accountant who is a YA Chamber member.

The YA Chamber's efforts to become an SBA/Chamber of Commerce Resource Center are in the early stages. Two publications on business start-ups are available at the YA Chamber's office: (1) Starting A New Business, a YA Chamber

⁷⁸U.S. Small Business Administration, Annual Report Fy 1979, p. 32.

⁷⁹Colontone, Telephone interview on July 8, 1980.

publication;⁸⁰ and (2) Starting & Operating a Small Business in Ohio, a publication of the Department of Economic and Community Development, State of Ohio.⁸¹ Both are very general in that they principally direct the potential small business persons to various zoning, tax, and licensing agencies, as well as indicating to the small business persons other accounting and legal needs and requirements. Special financial, marketing, management techniques are beyond the scope of these publications.

Youngstown Area Development Corporation

The Youngstown Area Development Corporation (YADC) is a Local Business Development Organization (LBDO).⁸² The Greater Cleveland Growth Association is a Basic Resource Center (BRC) for northern Ohio, and the YADC is a subcontractor for the Greater Cleveland Growth Association's BRC, and as such, the YADC has responsibility for the northeastern Ohio area. Other subcontractors have responsibility for the northcentral Ohio area and the northwestern Ohio area.

⁸⁰Starting A New Business (Youngstown, Ohio: Business Development Commission, Youngstown Area Chamber of Commerce, undated).

⁸¹Starting & Operating a Small Business in Ohio (Columbus, Ohio: Department of Economic and Community Development, State of Ohio, undated).

⁸²"Youngstown Area Development Corporation" (an undated leaflet distributed by the Department of Economic and Community Development, State of Ohio, Columbus, Ohio), second unnumbered page.

The BRC/LBDO program is funded by the U.S. Department of Commerce Office of Minority Business Enterprise. The program is designed to help minority business persons with technical and managerial assistance.⁸³ However, the principal assistance offered by the YADC is that of providing a loan packaging service to minority small business persons.⁸⁴ Moreover, the loan packaging service is essentially one oriented toward application for SBA loans.⁸⁵ Although the loan packaging service is intended for minorities, and is a free service to minorities, other than minority small business persons may avail themselves of the service for a fee.⁸⁶

Personnel at the YADC were unable to provide specific information as to the service area of the YADC's LBDO operation. The only information concerning service area known was that the service area was that of the northeast Ohio area.^{87, 88}

⁸³"YADC", second unnumbered page.

⁸⁴Telephone interview with Miss Gonzalez, Procurement Specialist, Youngstown Area Development Corporation, Youngstown, Ohio, July 21, 1980.

⁸⁵Ibid.

⁸⁶Ibid.

⁸⁷Ibid.

⁸⁸For more information concerning the operation of the Youngstown Area Development Corporation's function as a Local Business Development Organization contact Ann Clark, Project Director, Minority Business Development, Greater Cleveland Growth Association, Cleveland, Ohio, telephone (216) 621-3300, extension 322.

The principal limitation of YADC's small business assistance is that it is minority oriented.

Findings and Conclusions

Although there is substantial activity in the Youngstown area regarding assistance to small business persons, the efforts are highly fragmented and overlapping, and service areas vary from organization to organization. It was shown that small business persons are not well directed to small business finance information in the literature. Weaknesses in the delivery of small business advisory service include the following: Maag Library does not maintain a record of the federal government publications which are part of Maag Library's collection and Maag Library subscribes to only three small business oriented periodicals. The Public Library (MB) maintains a segregated small business book collection and has compiled a small business bibliography. However, the compiled bibliography contains no instructions to the user. The Cushwa Center's strength is that the center was designed to be a "neutral party," and to provide a channel for access by small business persons to YSU technical and academic resources. However, it is understaffed and overlaps in many respects the efforts of YSU's SBI and SCORE/ACE Chapter 112. The effort of the SBI at Youngstown State University is well planned but the delivery of assistance to small business persons takes ten weeks, the length of an academic quarter. Furthermore, the SBI is not visible

to the public and does not follow up on SBI clients once the final written report is submitted. The SCORE/ACE Chapter is closely allied with YSU's SBI efforts and renders the immediate assistance to those small business clients who are unwilling or unable to go through the ten week SBI program. However, SCORE/ACE is not relatively visible to the public and has experienced problems recruiting volunteers. The Youngstown Area Chamber of Commerce efforts to assist small businesses are in the early stages. However, the YA Chamber is deeply involved in federal, state and local government lobbying. Moreover, the YA Chamber's SBA/Chamber of Commerce Resource Center will overlap SBI and SCORE/ACE efforts. Furthermore, since YA Chamber is a membership dues-paying organization, and its members are largely area business persons, its neutrality with respect to assistance to small business persons cannot be guaranteed. The YADC is largely minority oriented. The technical and managerial assistance offered by YADC overlaps efforts by the Cushwa Center, YSU's SBI, and SCORE/ACE Chapter 112. Thus, the overall provision of neutral, financial advisory assistance (as well as other assistance) to small business persons in the Youngstown area is inadequate.

CHAPTER III

A PROPOSAL FOR AN IMPROVED SMALL BUSINESS
FINANCIAL ADVISORY SERVICE
FOR THE YOUNGSTOWN AREA

It is recommended that a small business assistance delivery system such as the Small Business Assistance Institute (SBAI) depicted in Figure 1, be established at Youngstown State University. It is not suggested that such an integrated small business assistance organization be created complete as shown in Figure 1. Rather, such an integrated small business assistance organization would be the result of evolution. Furthermore, the various SBAI services shown in Figure 1 do not necessarily represent separate departments of the SBAI. More than one service could be performed by one department. Moreover, the various services in Figure 1 need not be delivered by a single entity, but could be delivered by several small business assistance entities, albeit under the coordination of the YSU based SBAI. Thus, the dark lines in Figure 1 need not represent lines of authority within the SBAI but could represent lines of coordination among the SBAI and other small business assistance entities (such as the SBI, the SCORE/ACE chapter, YDAC, etc.).

University based small business assistance delivery systems are not new. The SBI is one example at a university based small business assistance delivery system. The Small Business Development Center (SBDC) is another example.

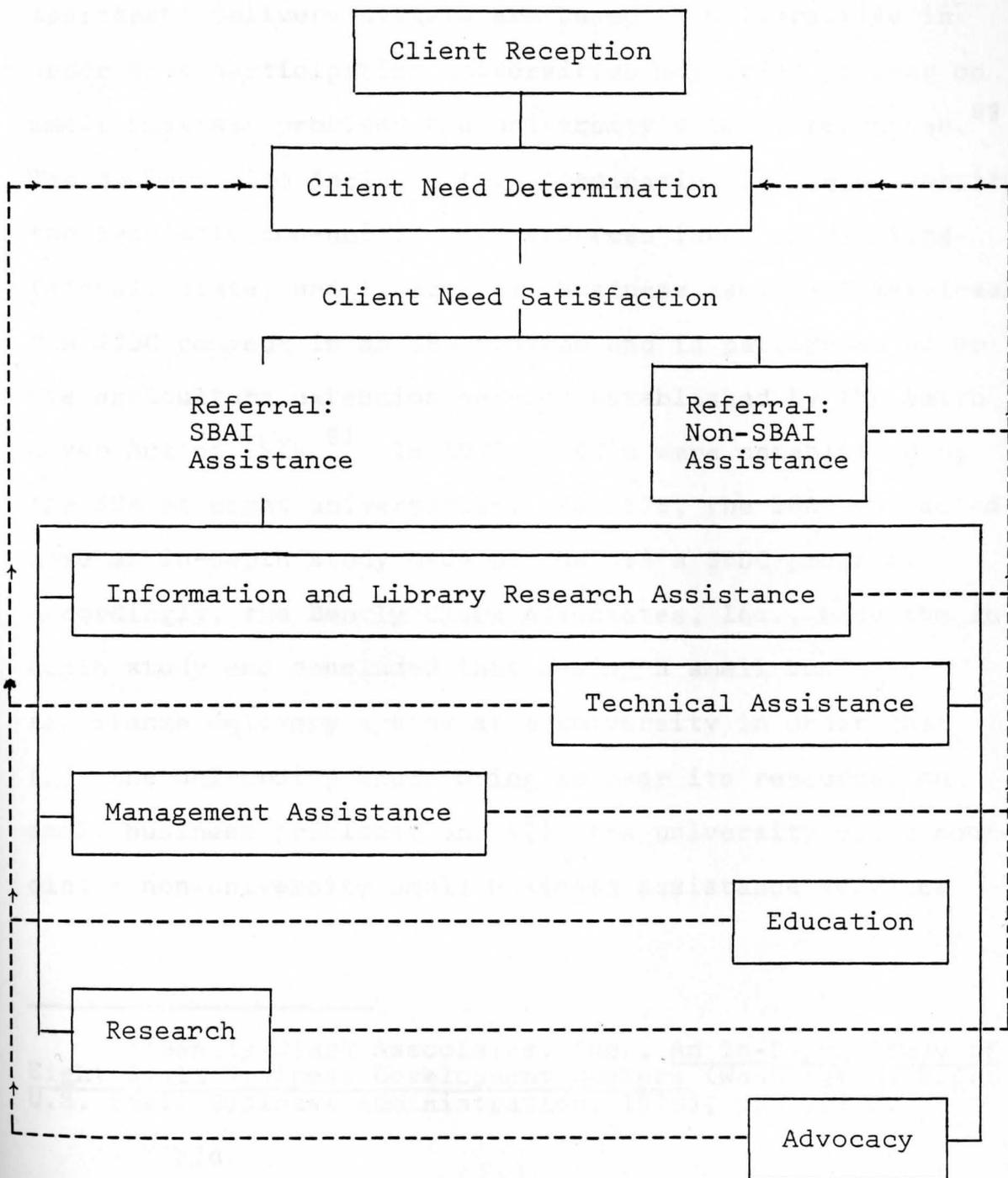


Figure 1. Proposed Model of a Small Business Assistance Institute (SBAI) for YSU.

*Dotted line represents feedback (follow-up).

The SBDC concept is one in which small business assistance delivery systems are based at universities in order that participating universities may bring to bear on small business problems the university's total resources.⁸⁹ The concept also includes the coordinating by the university the available non-university resources (such as existing federal, state, and local small business assistant services).⁹⁰ The SBDC concept is an SBA program and is patterned after the agriculture extension service established by the Smith Lever Act of 1914.⁹¹ In 1977, SBDC's were established by the SBA at eight universities. In 1978, the SBA contracted to have an in-depth study made of the SBA's SBDC program. Accordingly, the Bently Clark Associates, Inc., made the in-depth study and concluded that basing a small business assistance delivery system at a university in order that (1) the university could bring to bear its resources on small business problems, and (2) the university could coordinate non-university small business assistance services

⁸⁹Bently Clark Associates, Inc., An In-Depth Study of Eight Small Business Development Centers (Washington, D.C.: U.S. Small Business Administration, 1979), pp. vii-2.

⁹⁰Ibid.

⁹¹U. S. Senate, The Small Business Development Act: Hearings Before the Select Committee on Small Business (Washington, D.C.: U.S. Government Printing Office, 1977, p. 364.

available in the university's service area, was a valid concept.⁹² Subsequently, in 1979, SBDC's were established by the SBA at eight additional universities. Thus, there is ample precedence for university based small business assistance delivery systems, and furthermore, such a concept has been found to be valid.

Although the discussion below will focus on small business-finance, it should be understood much of the discussion is relevant to other functional aspects of the small business firm.

The service area of the SBAI would be that service area of the university. For Youngstown State University, that would include Trumbull County, Mahoning County, and Columbiana County in Ohio; and Mercer County and Lawrence County in Pennsylvania. Since the service area of the SBAI is large, it is recommended that one of the first orders of business for the SBAI would be to acquire a toll-free number which could be used by small business persons outside the local telephone area of YSU. Moreover, since a lack of visibility of small business assistance entities was a common weakness uncovered in this research of loci of small business finance information and advice, this toll-free number should be highly publicized.

A second order of business for the SBAI is to enhance the usability of Maag Library and the Public Library (MB)

⁹²Bently Clark Associates, Inc., pp. vii-1.

resources. A first step is to establish, through dialogue between administrators of Maag Library and administrators of the Public Library (MB), a comparative advantage for each so that duplication of effort may be minimized. A second step would be to undertake such efforts as typified by Appendix A and Appendix B of this study. In other words, small business finance bibliographies (as well as other small business functional areas) should be compiled for literature available in general, for literature available at the Public Library (MB), and for literature available at the Maag Library. In order to compile such bibliographies, literature pertaining to finance must be examined to determine its relevancy to small business, and all literature classified as small business (but not necessarily small business-finance) must be examined to determine its relevancy to small business-finance. Furthermore, a full-time library research assistant should be available to assist small business persons with their special library research needs (for example, obtaining statistical data for market research efforts). The small business research assistant could also have the responsibility for reviewing newly published small business finance oriented literature, and advocating for the acquisition of relevant works.

A third order of business of the SBAI is the determination of every small business finance assistance entity in the YSU service area, and through dialogue with the administrators of these small business assistance efforts,

determine comparative advantages for each small business assistance entity in order that the efforts of these entities may be coordinated to bring effective small business assistance to small business persons in the YSU service area while minimizing overlapping efforts.

It is further suggested that the SBAI utilize YSU students in conducting SBAI research. Undergraduate and graduate students are frequently required to do research as partial requirements of courses in which they are enrolled. Therefore, it seems possible that student research requirements and SBAI research needs could be fulfilled simultaneously.

The research suggests that there is a need to determine the education needs of small business persons in the YSU/SBAI service area. For example, there are several possible educational needs especially applicable to small businesses. These include the following types of programs: (1) on-the-job training, (2) continuing education (not for credit) courses, (3) resident student (for credit) courses, and (4) graduate resident student (for credit) courses.

It is recognized that YSU's department of Continuing Education has offered specific short courses oriented to small business. Research is needed to determine adequacy of existing courses, frequency of offerings, and new course offerings.

Advocacy for small business would include publicity for available small business assistance through television

and radio advertisements, newspaper publicity articles, and the development of a newsletter. The newsletter could include timely economic statistics relevant to the small business, as well as short articles by the School of Business faculty explaining, for example, new tax laws, inventory control, etc. Advocacy would also include lobbying for small business, and as suggested by this study, that may be one comparative advantage of the YA Chamber.

One requisite aspect of the SBAI assistance is the incorporation of a feedback/follow-up system. Thus, if clients are afforded library research assistance those clients should be contacted after an appropriate time interval to determine the clients' progress and insure the clients have not become frustrated in their small business pursuits.

Given the premises that small businesses are the key to competition and that small businesses have an important and significant impact on the economy, including that of the Youngstown area, then it seems that the assistance rendered to small businesses ought to be of the highest quality. A small business delivery system of the nature depicted in Figure 1, based at YSU, seems to be a valid method of assuring quality of assistance to small business in the Youngstown State University service area.

APPENDIX A

A SMALL BUSINESS FINANCE BIBLIOGRAPHY

A SMALL BUSINESS FINANCE BIBLIOGRAPHY

Below is a list of relevant sources of small business finance information. In order to err by including volumes that do not contain small business finance information rather than to err by omitting volumes that do contain small business finance information, this listing contains both "qualified" small business finance information sources and "unqualified" small business finance information sources. A "qualified" source is one verified to contain small business finance information. An "unqualified" source is one which may contain small business finance information, but whose contents could not be verified. A volume was "qualified" either by inspecting it, or by discovering it classified as "small business finance" in another volume or in a library card catalog. If a volume is "qualified," a "1" appears on the first line of that volume's entry under the column heading "Q." If a volume is "unqualified," a "2" appears in that column.

The first number on the first line of a given entry is the "Appendix A" Entry Number (AEN). The second number (if any) on that line is the "Appendix B" Entry Number (BEN). Thus, entries in Appendix A are cross-referenced to entries in Appendix B.

References

- | <u>AEN</u> | <u>BEN</u> | <u>Q</u> | |
|------------|------------|----------|--|
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| 3 | 17 | 1 | Kryszak, Wayne D. <u>The Small Business Index.</u> Metuchen, N. J.: The Scarecrow Press, Inc., 1978. |
| 4 | 36 | 1 | Schabacker, Joseph C. <u>Small Business Information Sources.</u> Tempe, Arizona: Publication Services, Inc., 1976. |
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| 8 | 6 | 1 | <u>Ulrich's International Periodicals Directory, 18th ed., 1979-1980.</u> New York: R. R. Bowker Co., 1979. |
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| 10 | 48 | 1 | U.S. Industry and Trade Administration. <u>Publications for Business from ITA: Including a Geographical Index.</u> Washington, D.C.: Department of Commerce, Industry and Trade Administration, 1979. |
| 11 | 53 | 1 | U.S. Small Business Administration. <u>Publications - Small Business Administration: Free Management Assistance Publications, SBA 115A.</u> Washington, D.C.: Small Business Administration, semi-annually (April 1979). |

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12	54	1	U.S. Small Business Administration. <u>Publications - Small Business Administration: For-Sale Booklets, SBA 115B.</u> Washington, D.C.: Small Business Administration, semi-annually (April 1979).
13	4	1	U.S. Superintendent of Documents. <u>Monthly Catalog of United States Government Publications,</u> Washington, D.C.: U.S. Government Printing Office, monthly (January 1980).
14	5	1	U.S. Superintendent of Documents. <u>Monthly Catalog of United States Government Publications: Serials Supplement,</u> Washington, D.C.: U.S. Government Printing Office, annually (January 1980).
15	9	2	'80 <u>Ayer Directory of Publications,</u> 112th ed., Bala Cynwyd, Pa.: Ayer Press, 1980.

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16	-	2	<u>A Banker's Guide to Commercial Loan Analysis.</u> Washington, D.C.: American Bankers Assn., 1977.
17	-	1	<u>A Banker's Guide to Small Business Loans,</u> rev. ed. Washington, D.C.: American Bankers Assn., 1978.
18	37	1	Allen, Louis L. <u>Starting and Succeeding in Your Own Small Business.</u> New York: Grosset & Dunlap, 1968.
19	-	2	Ayden, C. <u>How to Finance Your Company.</u> Brooklyn Heights, N.Y.: Beekman Pubs., Inc., 1977.
20	16	1	Baty, Gordon B. <u>Entrepreneurship: Playing to Win.</u> Reston, Virginia: Reston Publishing Company, Inc., 1974.
21	22	2	Baumback, Clifford Mason. <u>How to Organize and Operate a Small Business.</u> Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1979.

<u>AEN</u>	<u>BEN</u>	<u>Q</u>	
22	24	2	Baumback, Clifford, and Mancuso, Joseph. <u>Entrepreneurship and Venture Management</u> . Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1975.
23	-	1	Belew, Richard. <u>How to Negotiate a Business Loan</u> . New York: Van Nostrand Co., 1973.
24	23	1	Broom, H. N., and Longenecker, Justin G. <u>Small Business Management</u> . Cincinnati, Ohio: South-Western Publishing Co., 1975.
25	-	1	Burstinger, Irving. <u>Small Business Handbook</u> . Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1979.
26	-	1	Buskirk, Richard E., and Vaughn, Percy J., Jr. <u>Managing New Enterprises</u> . St. Paul, Minn.: West Publishing Co., 1976.
27	-	2	<u>Business Borrowers Complete Success Kit</u> , 7 bks. Rockville Center, N. Y.: International Wealth Success, Inc., 1978.
28	-	2	<u>Business Capital Sources</u> , Merrick, N.Y.: International Wealth Success, Inc., annual.
29	-	2	<u>Business Financial Management</u> , 5 vols. Washington, D.C.: American Bankers Assn., 1974.
30	15	1	<u>The Vital Majority: Small Business in the American Economy</u> . Washington, D.C.: U.S. Government Printing Office, 1973.
31	-	2	<u>Encyclopedia of Long Term Financing & Capital Management</u> . Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1976
32	11	1	Dible, Donald M. <u>Up Your Own Organization</u> . Santa Clara, Calif.: Entrepreneur Press, 1974.
33	38	1	Dible, Donald M. <u>Winning the Money Game: How to Plan and Finance a Growing Business</u> . Santa Clara, Calif.: Entrepreneur Press, 1975.
34	12	1	Dickson, Franklyn J. <u>Successful Management of the Small and Medium-Sized Business</u> . Englewood Cliff, N.J.: Prentice-Hall, Inc., 1976.

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| 35 | 42 | 1 | Diener, Royce E. <u>How to Finance a Growing Business</u> , rev. ed. New York: Frederick Fell, Inc., 1974. |
| 36 | - | 2 | Domingues, John R. <u>Performance & Prospects of the Venture Capital Industry</u> . Cantor, Fitzgerald Fund for Financial Research Report Series. Los Angeles: UCLA, Grad. School of Management, GSM Pubns. Services, 1974. |
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| 47 | - | 1 | Goldstein, Arnold S. <u>Strategies & Techniques for Saving the Financially-Distressed Small Business</u> . New York, N.Y.: Pilot Books, 1976. |

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48	26	1	Greene, Gardiner G. <u>How to Start and Manage Your Own Business.</u> New York: McGraw-Hill Book Co., 1975.
49	-	2	Gross, Harry. <u>Current Techniques in Financing.</u> New York: Pilot Books, 1975.
50	44	1	Gross, Harry. <u>Financing for Small and Medium-Sized Businesses.</u> Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1969.
51	-	1	Grunewald, Donald. <u>Small Business Management.</u> Dobbs Ferry, N.Y.: Oceana Publications, Inc., 1966.
52	-	2	<u>Venture Management.</u> New York: McGraw-Hill Book Co., 1976.
53	13	1	Hayes, Rick S. <u>Business Loans: A Guide to Money Sources & How to Approach Them Successfully.</u> Boston: CBI Publishing Co., Inc., 1977.
54	-	1	<u>How to Properly Finance a Business.</u> Stow, Ohio: Quality Services, Inc., 1977.
55	-	2	Kelley, Richard E. <u>SBIC's in Action.</u> Los Angeles: Keyfax Publications, 1966.
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59	40	1	Loffel, Egon W. <u>Financing Your Business.</u> New York: David McKay, 1977.
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61	27	2	Macfarlane, William N. <u>Principles of Small Business Management.</u> New York: McGraw-Hill Book Co., 1977

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62	-	1	Mancuso, Joseph. <u>Fun and Guts, the Entrepreneur Philosophy</u> . Reading, Mass.: Addison-Wesley Publishing Co., 1974.
63	10	1	Mancuso, Joseph. <u>The Entrepreneur's Handbook - 1</u> . Dedham, Mass.: Artech House, 1974.
64	28	1	Mancuso, Joseph R. <u>How to Start, Finance & Manage Your Own Small Business</u> . Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1978.
65	-	1	Markstein, David L. <u>Money Raising and Planning for the Small Business</u> . Chicago, Ill.: Henry Regnery Co., 1974.
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68	-	2	New England Regional Commission. <u>Venture Captial: A Guidebook for New Enterprises</u> . Washington, D.C.: U.S. Government Printing Office, 1972.
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70	-	1	Nicholas, Ted. <u>Where the Money Is and How to Get It</u> . Wilmington, Del.: Enterprise Publishing Co., 1973.
71	-	1	<u>Obtaining Capitalization</u> . Houston: Parvenue, undated.
72	-	2	Opportunities Unlimited, eds. <u>Raising Speculation Capital</u> . Farmington, New Mexico: Opportunities Unlimited Publications, undated.
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| 79 | 43 | 1 | Raush, Edward N. <u>Financial Management for Small Business.</u> New York: American Management Assn., Inc., 1979. |
| 80 | - | 1 | Richards, Max D. <u>Intermediate & Long-Term Credit for Small Corporations.</u> Small Business Enterprises in America Series. New York: Arno Press, 1979. |
| 81 | 41 | 1 | Rubel, Stanley M. <u>Guide to Venture Capital Sources</u> , 4th ed. Wellesley Hills, Mass.: Capital Publishing Corp., 1977. |
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| 88 | 33 | 1 | Steinhoff, Dan. <u>Small Business Management Fundamentals</u> . New York: McGraw-Hill Book Co., 1974. |
| 89 | - | 1 | Stull, Daniel, and Stull, Henry. <u>How & Where to Obtain Capital</u> , new ed. Marion, Ohio: Stull & Co., 1977. |
| 90 | 39 | 2 | Szykita, Walter, ed. <u>How to Be Your Own Boss: The Complete Handbook for Starting and Running a Small Business</u> . New York: New American Library, 1978. |
| 91 | - | 1 | The University of Wisconsin. <u>Partners in Growth</u> . Wausau, Wisc.: Northern Wisconsin Development Center, 1970. |
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| 93 | 34 | 1 | Tate, Curtis E., Jr.; Meggison, L. C.; Scott, C. R., Jr.; and Trueblood, L. R. <u>Successful Small Business Management</u> . Dallas: Business Publications, Inc., 1975. |
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99	35	2	Wortman, Leon A. <u>Successful Small Business Management</u> . New York: Amacom, 1976.

SBA Publications

100	51	1	Hosmer, La Rue Tone. <u>A Venture Capital Primer for Small Business</u> . Washington, D.C.: Small Business Administration, 1978.
101	50	1	U.S. Small Business Administration. Office of Financial Assistance. <u>The ABC's of Borrowing</u> , rev. April 1977. Washington, D.C.: Small Business Administration, (Office of) Financial Assistance, 1977.
102	52	1	Zwick, Jack. <u>A Handbook of Small Business Finance</u> , 8th ed. Washington, D.C.: U.S. Government Printing Office, 1975.
103	56	1	U.S. Congress. House. Committee on Small Business. <u>Summary of SBA Programs</u> . Washington, D.C.: U.S. Government Printing Office, 1979.

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104	-	1	<u>Bulletin 3: Developing a Successful Loan Package</u> . Washington, D.C.: Office of Ombudsman for Business, U.S. Department of Commerce, May 1978.
105	-	1	<u>Bulletin 4: Small Business Investment Company Financing</u> . Washington, D.C.: Office of Ombudsman for Business, U.S. Department of Commerce, May, 1978.
106	49	1	U.S. Office of the Federal Register. <u>Code of Federal Regulations. (Title) 13. Business Credit and Assistance</u> . Washington, D.C.: U.S. Government Printing Office, 1979.

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Periodicals

- 107 - 2 AASRC News, Upper Darby, Pa.: Amer. Assoc. Small Research Co., bimonthly.
- 108 58 1 American Journal of Small Business, Baltimore: University of Baltimore, School of Business, Charles at Mt. Royal, quarterly.
- 109 - 1 Buckeye Business Journal, Worthington, Oh.: Paul L. Parshall, publisher, monthly.
- 110 - 2 Entrepreneurial Manager's Newsletter, Worcester, Mass.: Center for Entrepreneurial Management, Inc., monthly.
- 111 - 2 Family Business Report, Akron, Oh.: Independent Business Institute, ten times per year.
- 112 59 1 INC, Boston, Mass.: United Marine Publishing, Inc., monthly.
- 113 57 1 Journal of Small Business Management, Morgantown, W. Va.: (International Council for Small Business) West Virginia University, Bureau of Business Research, quarterly.
- 114 - 2 Northern Ohio Business Journal, Cleveland, Oh.: Donald W. Hanson, publisher, biweekly.
- 115 55 1 SBIC Digest, Washington, D.C.: Small Business Administration, quarterly.
- 116 - 2 Small Business, vol. 3, Worcester, Mass.: Small Business Service Bureau, Inc., bimonthly.
- 117 - 1 Small Business Reporter: Financing Small Business, San Francisco, Calif.: Bank of America, ten times per year.
- 118 - 2 Small Businessman's Clinic, Scotts Valley, Calif.: Austin M. Elliot, editor and publisher, monthly
- 119 - 1 Venture, New York: Venture Magazine, monthly.

<u>AEN</u>	<u>BEN</u>	<u>Q</u>	
120	-	1	<u>Venture Capital</u> , Wellesley Hills, Mass.: Capital Publishing Corporation, monthly.
121	-	2	<u>Voice of Small Business</u> , Washington, D.C.: National Small Business Association, monthly.

Theses

122	1	1	Bovard, Douglas F. "A comprehensive Study of Industrial Development Revenue Bond Financing." Master's Thesis, Youngstown State University, 1979.
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CATALOGING CODES OF SMALL BUSINESS FINANCE PUBLICATIONS AVAILABLE AT MAAG LIBRARY, YSU

APPENDIX B

CATALOGING CODES OF SMALL BUSINESS FINANCE PUBLICATIONS AVAILABLE AT MAAG LIBRARY, YSU

On the first part of each entry, in the left margin, are two numbers. The first is the entry number (EN). The second number is the "A" number (AEN), which is a reference to the corresponding entry in the "A" list.

Library of Congress

EN	AEN	Description
1	117	(Master's Thesis No. 321) "A Comparative Study of Industrial Development and Finance"

National Department

2		(Ref. Z 1275 Part 1979-80 v. 1, w. subject guide to books in print) 1979-1980
3		(Ref. Z 1275 v. 1 no. 1) <u>Industrial Development</u>
4	11	(Ref. Z 1275, A14) <u>Monthly Catalog of United States Government Publications</u>
5	12	(Ref. Z 1275, A14) <u>Monthly Catalog of United States Government Publications</u>
6	3	(Ref. Z 1275, A14) <u>Monthly Catalog of United States Government Publications</u>

CATALOGING CODES OF SMALL BUSINESS FINANCE
PUBLICATIONS AVAILABLE AT MAAG LIBRARY, YSU

Each entry below consists of (1) a code (enclosed in parentheses) used to classify and shelve volumes at the Maag Library, YSU; and (2) the title of the corresponding volume. Whenever more than one volume has the same title, the author's name appears in parentheses following the title. On the first line of each entry, beginning at the left margin, are two numbers. The first is the "Appendix B" Entry Number (BEN). The second number is the "Appendix A" Entry Number (AEN), which cross-references the entry with its corresponding entry in Appendix A.

Circulation Desk

<u>BEN</u>	<u>AEN</u>	
1	122	(Master's Thesis No. 231) "A Comprehensive Study of Industrial Development Revenue Bond Financing."

Reference Department

2	6	(Ref. Z 1215.P973 1979-80 v. 1, v. 2) <u>Subject Guide to Books in Print: 1979-1980.</u>
3	2	(Ref. Z 1219F6 v. 15 no. 3) <u>Forthcoming Books.</u>
4	13	(Ref. Z 1223.A18) <u>Monthly Catalog of United States Government Publications.</u>
5	14	(Ref. Z 1223.A18) <u>Monthly Catalog of United States Government Publications: Serials Supplement.</u>
6	8	(Ref. Z 6941.115.U5 1979-80) <u>Ulrich's International Periodicals Directory, 18th ed., 1979-1980.</u>

<u>BEN</u>	<u>AEN</u>	
7	9	(Ref. Z 6941.115.U5) <u>Ulrich's Quarterly: A Supplement to Ulrich's International Periodicals Directory and Irregular Serials and Annuals.</u> (Note: This reference is obtainable at the Serials Department desk.)
8	7	(Ref. Z 6951.S78 6th ed.) <u>The Standard Periodical Directory, 6th ed.</u>
9	15	(Ref. Z 6957.A97) <u>'80 Ayer Directory of Publications, 112th ed.</u>

Oversize (+) Books

10	63	(+ HB 601.E57) <u>The Entrepreneur's Handbook - 1.</u>
11	32	(+ HD 69.S6D5 1974) <u>Up Your Own Organization.</u>
12	34	(+ HD 69.S6D52) <u>Successful Management of the Small and Medium-Size Business.</u>
13	53	(+ HG 2055.H39) <u>Business Loans: A Guide to Money Sources & How to Approach Them Successfully.</u>

Stacks

14	78	(HC 106.5.P75) <u>Can Small Business Survive?</u>
15	30	(HD 38.C36) <u>The Vital Majority: Small Business in the American Economy.</u>
16	20	(HD 69.N3B38) <u>Entrepreneurship: Playing to Win.</u>
17	3	(HD 69.N3K79) <u>The Small Business Index.</u>
18	58	(HD 69.N3L54 1974) <u>New Business Ventures and the Entrepreneur.</u>
19	98	(HD 69.N3W48 1977) <u>The Entrepreneur's Manual: Business Startups, Spinoffs, and Innovative Management.</u>
20	83	(HD 69.N4S485) <u>Venture Management.</u>

<u>BEN</u>	<u>AEN</u>	
21	92	(HD 69.N4T55) <u>New Venture Creation: A Guide to Small Business Development.</u>
22	21	(HD 69.S6B38 1979) <u>How to Organize and Operate a Small Business.</u>
23	24	(HD 69.S6B77) <u>Small Business Management.</u>
24	22	(HD 69.S6B374) <u>Entrepreneurship and Venture Management.</u>
25	45	(HD 69.S6F7) <u>Successful Small Business Management (Frantz).</u>
26	48	(HD 69.S6G73) <u>How to Start and Manage Your Own Business.</u>
27	61	(HD 69.S6M23) <u>Principles of Small Business Management.</u>
28	64	(HD 69.S6M235) <u>How to Start, Finance & Manage Your Own Small Business.</u>
29	67	(HD 69.S6N38) <u>The Entrepreneurial Manager in the Small Business.</u>
30	74	(HD 69.S6085) <u>Basics of Successful Business Planning.</u>
31	87	(HD 69.S6S7 1976) <u>Managing the Small Business.</u>
32	94	(HD 69.S6S59) <u>Small Business Management: Operations and Profiles.</u>
33	88	(HD 69.S6S69 1978) <u>Small Business Management Fundamentals.</u>
34	93	(HD 69. S6S79) <u>Successful Small Business Management (Tate, et al.).</u>
35	99	(HD 69.S6W67) <u>Successful Small Business Management (Wortman).</u>
36	4	(HD 69.S6Z991) <u>Small Business Information Sources.</u>
37	18	(HD 2341.A6) <u>Starting and Succeeding in Your Own Small Business.</u>
38	33	(HD 2341.W47) <u>Winning the Money Game: How to Plan and Finance a Growing Business.</u>

<u>BEN</u>	<u>AEN</u>	
39	90	(HF 5356.H83 1978) <u>How to Be Your Own Boss: The Complete Handbook for Starting and Running a Small Business.</u>
40	59	(HF 5550.L58) <u>Financing Your Business.</u>
41	81	(HG 65.R8 1977) <u>Guide to Venture Capital Sources, 4th ed.</u>
42	35	(HG 181.D46 1974) <u>How to Finance a Growing Business, rev. ed.</u>
43	79	(HG 3726.R38) <u>Financial Management for Small Business.</u>
44	50	(HG 3729.U5G72) <u>Financing for Small and Medium-Sized Businesses.</u>
45	76	(HG 3729.U5R4 1966) <u>The Financing of a Small Business: A Current Assessment.</u>
46	41	(HG 4026.F55) <u>Managerial Finance.</u>
47	37	(HG 4910.D65) <u>Venture Capital.</u>

Government Documents Section

48	10	(C57.15:B 96/3) <u>Publications for Business from ITA: Including a Geographical Index.</u>
49	106	(GS4.108:13/979) <u>Code of Federal Regulations. (Title) 13. Business Credit and Assistance.</u>
50	101	(SBA1.10:170/2) <u>The ABC's of Borrowing.</u>
51	100	(SBA1.10:235) <u>A Venture Capital Primer for Small Business.</u>
52	102	(SBA1.12:15/7) <u>A Handbook of Small Business Finance, 8th ed.</u>
53	11	(SBA1.18:979) <u>Publications - Small Business Administration: Free Management Assistance Publications, SBA 115A.</u>
54	12	(SBA1.18:979-2) <u>Publications - Small Business Administration: For-Sale Booklets, SBA 114B.</u>

<u>BEN</u>	<u>AEN</u>	
55	115	(SBA1:30 977/1) <u>SBIC Digest</u> (Note: Only one issue available).
56	103	(Y4SM1:P94/16) <u>Summary of SBA Programs.</u>

Serials Department

57	113	(Per HD 69.S6J67) <u>Journal of Small Business Management.</u>
58	108	(Per HD 2346.U5A75) <u>American Journal of Small Business.</u>
59	112	(As yet unassigned) <u>INC.</u>

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