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INTERNATIONAL JOURNAL  
OF INNOVATIVE AND  
APPLIED RESEARCH

## RESEARCH ARTICLE

### Organizational Business Development

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#### **Abstract:**

An exploration of the ways in which the approaches of the organizations influence whether or not those organizations engage in Organizational Business Development (OBD). The aim is that organizational business development is an integrated part of business. Indeed, business management system is also in general e.g. in the recognized business standards understood as a concept for systematic approach or mental system but not as a distinct, physical system.

This paper explore the ways in which certain approaches in case of organizations generates a tendency to prepare a formal organizational business development plan and focus is primarily on what describe as the environmental approaches.

Organizational business development factors are engineering, planning, management and analysis that for business excellence it required to organizational mission and strategy, management styles, structure, methods, process and system, cultures and believes, personnel and management.

**Key words:** Business knowledge, business approaches, organizational business development, strategic business planning.

## 1. Introduction

This paper explore the ways in which certain approaches of actors that in this case of organizations generates a tendency to prepare a organizational business development plan and focus is primarily on what describe as the environmental approaches (Bolton and Thompson, 2000, 12).

Environmental approaches such as education, scientific and prior experience rather than those approaches (Chell, 1985, 124; Chell, Haworth and Brearley, 1991, 271) derived from personality traits. Anyhow, the paper is in these parts:

- a) The nature of organizational business development and factors might influence the presence or absence of organizational business activities and brief outline of the sampled organization and the research methodology.
- b) Describes the extent of organizational business development and the approaches and the influence their business development strategies.

## 2. Business knowledge

In general, few things by our use of the word “knowledge”:

1) Business knowledge: It refers to a state of knowing, by which we also mean to be acquainted or familiar with, to be aware of, to recognize or apprehend facts, methods, principles, techniques and so on. This common usage corresponds to what often referred to as know about.

2) Business capacity knowledge: It refers to the capacity for action, an understanding or grasp of facts, methods, principles and techniques sufficient to apply them in the course of making things happen. This corresponds to “know how.”

3) Business styles knowledge: It refers to codified, captured and accumulated facts, methods, principles, techniques and so on. When use the term his way, it referring to a body of knowledge that has been articulated and captured in the form of books, papers, formulas, procedure manuals, and computer code and so on.

4) Business kind knowledge: It refers to internal and external state as well as in that same organization capacity for action.

5) Business explicit knowledge: It refers to explicit knowledge as formal and systematic and offers product specifications, scientific formulas and computer programs as examples. Explicit knowledge, as the first word in the

term implies, is knowledge that has been articulated and, more often than not, captured in the form of text, tables, diagrams, product specifications and so on. An example of explicit knowledge with which we are all familiar is the formula for finding the area of a rectangle. Other examples of explicit knowledge include documented best practices, the formalized standards by which an insurance claim adjudicated and the official expectations for performance set forth in written work objectives.

6) Business tacit knowledge: Tacit knowledge is knowledge that cannot articulate. We know more than we can tell. Organization use the example of being able to recognize a person's face but being only vaguely able to describe how that is done. This is an instance of pattern recognition. What organization recognizes are the whole or the gestalt and decomposing it into its constituent elements to be able to articulate them fails to capture its essence. Reading the reaction on a customer's face or entering text at a high rate of speed using a word processor offer other instances of situations in which organization are able to perform well but unable to articulate exactly what organization know or how organization put it into practice. In such cases, the knowing is in the doing, a point to which we will return shortly.

7) Business implicit knowledge: This is the kind of knowledge that can often be teased out of a competent performer by a task analyst, knowledge engineer or other person skilled in identifying the kind of knowledge that can be articulated but hasn't. Knowledge that can articulate but has not is implicit knowledge. Its existence implied by or inferred from observable behavior or performance.

In analyzing the task in which underwriters at an insurance company processed applications, for instance, it quickly became clear that the range of outcomes for the underwriters' work took basic forms:

- a) Organization could approve the policy application, deny it,
- b) Organization could counter offer.

Yet, not one of the underwriters articulated these as boundaries on their work at the outset of the analysis. Once these outcomes identified, it was a comparatively simple matter to identify the criteria used to determine the response to a given application.

In so doing, implicit knowledge became explicit knowledge.

The explicit, implicit, tacit categories of knowledge are not the only ones in use.

8) Business declarative knowledge: This has much in common with explicit knowledge in that declarative knowledge consists of descriptions of facts and things or of methods and procedures. Being able to state the cut off date for accepting applications is an example of declarative knowledge. It is also an instance of explicit knowledge. For most practical purposes, declarative knowledge and explicit knowledge may be treated as synonyms. This is because all declarative knowledge is explicit knowledge, that is, it is knowledge that can be and has articulated.

9) Business procedural knowledge: This is an area where important differences of opinion exist. One view of procedural knowledge is that it is knowledge that manifests itself in the doing of something. As such, it is reflected in motor or manual skills and in cognitive or mental skills. Organizational think, organizational reason, organizational decides, organizational dance, organizational play, organizational ride, organizational read customers' faces, organizational moods; organizational bosses know how to do. Attempts to do so often recognized as little more than after the fact rationalizations. Another view of procedural knowledge is that it is knowledge about how to do something. This view of procedural knowledge accepts a description of the steps of a task or procedure as procedural knowledge. The obvious shortcoming of this view is that it is no different from declarative knowledge except that tasks or methods described instead of facts or things.

10) Business strategic knowledge: Strategic is a term used by some to refer to what might be termed know-when and know-why. Although it seems reasonable to conceive of these as aspects of doing, it is difficult to envision them as being separate from that doing. In other words, organization can separate out strategic knowledge only in the describing, not the doing. Consequently, strategic knowledge probably best thought of as a subset of declarative knowledge instead of its own category.

### 3. Business responsible

Most administrative and procurement officials have been less exposed to the benefits, and hence, are less open to the use of the organizational business development on their programs. Many of these managers have not heard of the process. Others are unaware of its potential benefits and are unfamiliar with the costs of a organizational business development study. Traditionally, the organizational business development project or process benefiting from the value study pays the cost of conducting it.

For administrative or procurement processes, a proposed study may complete directly with salaries for funds. Therefore, administrative and procurement managers do not perceive that immediate benefits are obtainable through a organizational business development study.

An additional consideration affecting acceptance is that an administrative or procurement related activity may have an associated legislated. The intent of these agendas may have good motives behind them for organizational business development.

However, in such situations the responsible individuals or organizations for organizational business development may prefer that the agenda be less open to scrutiny.

Organizational business development studies, by virtue of their very design, will usually expose these agendas.

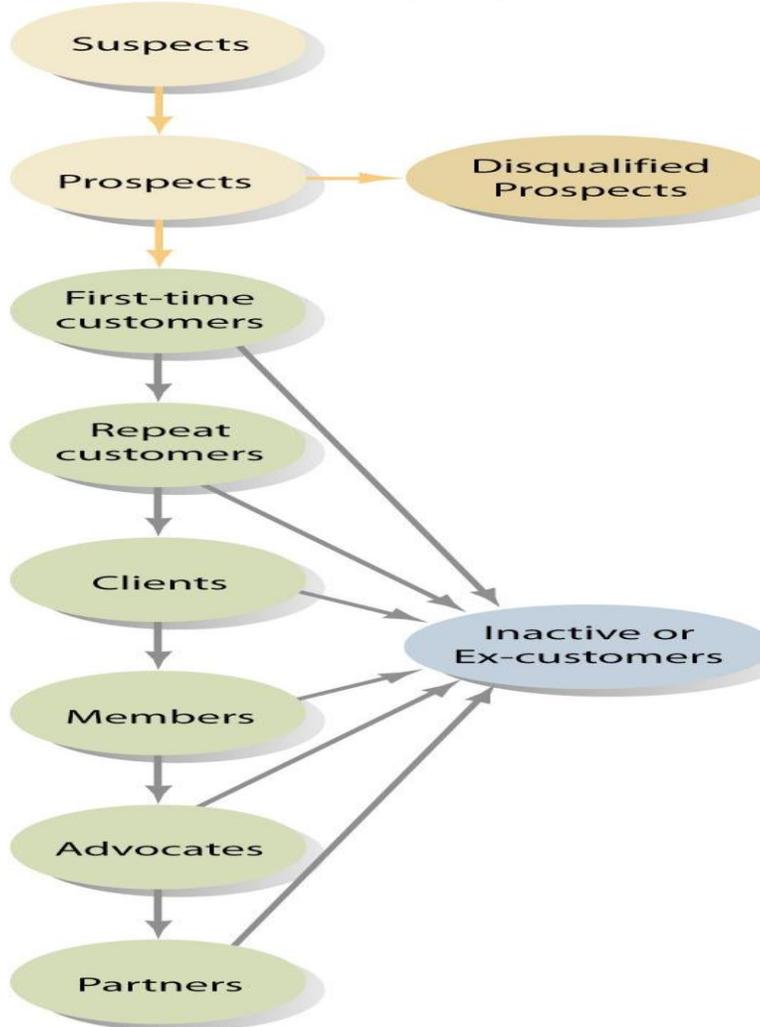
The issues of potential loss of funds for salaries, potential affects on management prerogatives, and the lack of a mandated requirement that includes a penalty prerogatives, and the lack of a mandated requirement that includes a penalty for nonperformance have delayed the adoption of the organizational business development for use on non-construction related programs, projects, activities, and processes.

#### 4. Business program

Reclamation organizational business program staffs are using training, presentations at meetings, and personal contacts to inform administrative and procurement officials of the benefits possible by using the organizational business in their operations.

One problem identified in the administrative and procurement arena was the word engineering in organizational businesses engineering as Figure 1.

Figure 1. organizational businesses engineering



Accordingly, reclamation is adopting the less specific terms of organizational business methodology and organizational business method for the procedures, the general term organizational business studies for their application, and the term organizational business program for the overall activities.

To assist in understanding the process used in a certain application; avoid potential misconceptions regarding the intent; and define the activities associated with specific value studies, Reclamation has defined four distinct types of value studies.

These definitions are consistent with industry definitions. They allow program quickly define the limits of organizational business studies used for controversial issues.

Of course, all the studies use the same general organizational business method. They utilize the procedures somewhat differently for a specific application, and have different criteria, limitations, and team selection criteria.

## 5. Business strategy

In organization, where a organizational business exists, the preparation of the organizational business may driven by external forces. The most obvious of these are the requirements of external agencies providing funding for either start up or expansion.

The form of the plan (Mason and Stark, 2004, 374) may vary between the agencies but the organizational business is the minimum document required by any financial source (Kuratko, Hodgetts2004, 296).

In addition to its role in business funding, the organizational business may serve as a strategic planning document for the entrepreneurs, a plan to guide the business and serve as a basis for taking strategic decisions and it may serve as a subsequent monitoring device (Deakins, 2003, 329).

It is generally arguing that effective organizational business is one of the important factors in business success (Rue and Ibrahim, 1998, 151; Burns, 2001, 412; Kuratko and Hodgetts, 2004, 25). The most extensive review, although now some years old, is the analysis that there seemed to be a consensus that planning was linked positively to growth undertaken (Schwenk, Shrader, 1993, 251).

In view of its perceived ongoing organizational business to the small business, it might expect that organizational business would be a feature of many, if not most, organization (Fegghi farahmand, 2005, 458).

## 6. Organizational business development

There are some argues that formal written planning may be inappropriate for the organization but this seems a minority view (Bridge, O'Neill, Cromie, 1998, 32). It can be argued that organizational business is as important to organization as to larger organizations and standard textbooks (Burns,2001,20;Kuratko, Hodgetts, 2004, 32;Kirby 2003, 242) on entrepreneurship offer chapters on organizational business whilst a range of specialist publications outline the best ways of writing organizational business (Sahlman, 1997, 467). Organizational business development factors are:

1) Organizational business development engineering: This is a organizational business development study of an engineering or construction related activity. An independent, multi - discipline team conducts it. Such independent teams are formed using team members, which have not had significant prior involvement in the project under study. The most common timing for the value study is at the concept (25-40 percent of design complete) phase, prior to organizational business management briefings and decisions that set the direction for final design.

2) Organizational business development planning: This is a value study performed at the initial phases of an organizational business program, project, process, or activity. The purpose of this type of business development planning is usually to determine mission objectives and the operations to get the project initiated e.g., procured, programmed, designed, and organized.

3) Organizational business development management: This is a organizational business study that involves management of resource issues. In some situations, this type of study may involve answering a specific mission charge or question for management. Consequently, the organizational business study team may direct and depending on the charge to the team, do not consider the question of whether going a particular direction is best. Organizational business management or the administration may set the direction, and the charge to the value study team is to find alternatives to implement this direction at the greatest organizational business obtainable.

4) Organizational business development analysis: This is a organizational business study performed to study processes, procedures, or repetitive program activities. As defined by reclamation, such organizational business studies may also involve answering a specific mission charge or question.

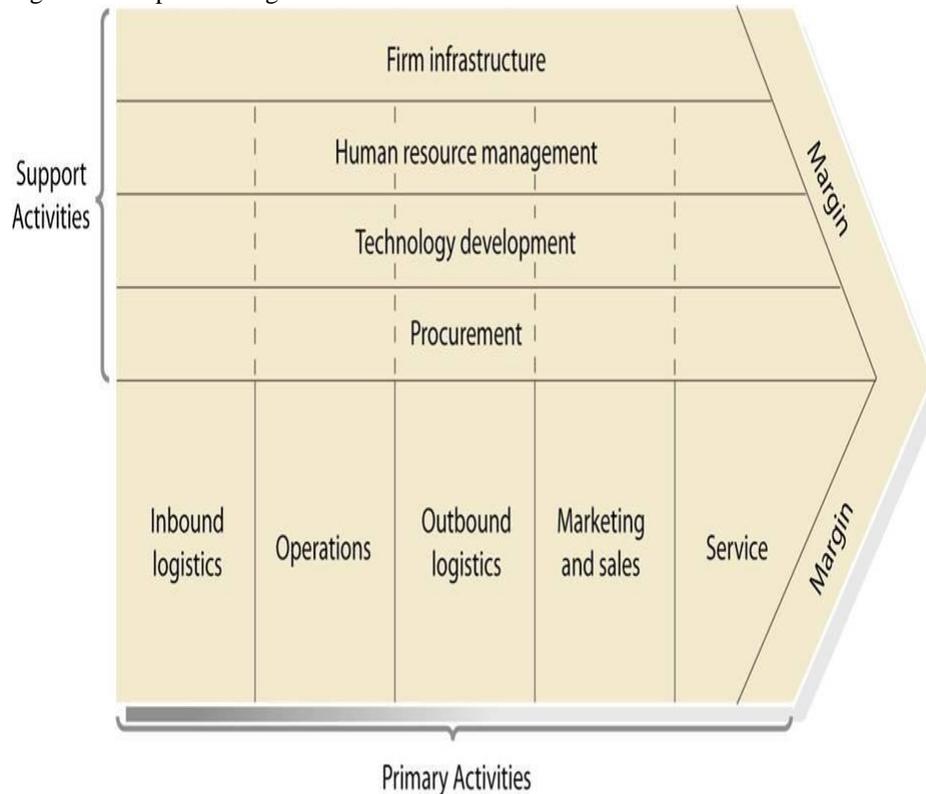
To ensure the opportunity to achieve the highest value, reclamation organizational business program staff attempt to keep management or administration directed mission charges flexible enough to allow innovation. Further, organizational business studies, by definition, remain very independent.

Presently, organizational business program staff make most of the recommendations for administrative and procurement processes that could benefit from studies. Unfortunately, identifying processes with a high potential for return may require inquires outside of the organizational business program organization.

This often generates territorial concerns. It is possible that this could be negated by training of appropriate administrative and procurement staff to identify for themselves which of their internal organization processes could benefit from a value study.

However, due to the competition for re-training in program mission areas, management is unwilling to commit to this training until it fully demonstrated that the benefits of value studies exceed the costs for their particular area of application as Figure 2.

Figure 2. competition organizational value studies



There is also an apparent reluctance to use engineering staff to facilitate or lead their team members for administrative and procurement studies. Again, due to the lack of acceptance, there is also a lack of commitment to train administrative or procurement staff to facilitate organizational business studies. Hand in hand with this problem is the need to develop a organizational business to inform administrative or procurement staff of the available resources and how to obtain assistance.

Anyhow, business excellence for organizational business development includes also tools for:

- Organizational Mission & Strategy
- Organizational Management Styles
- Organizational Structure
- Organizational Methods
- Organizational Process & System
- Organizational Cultures & Believes
- Organizational Personnel
- Organizational Management

## 7. Organizational business tactical actions

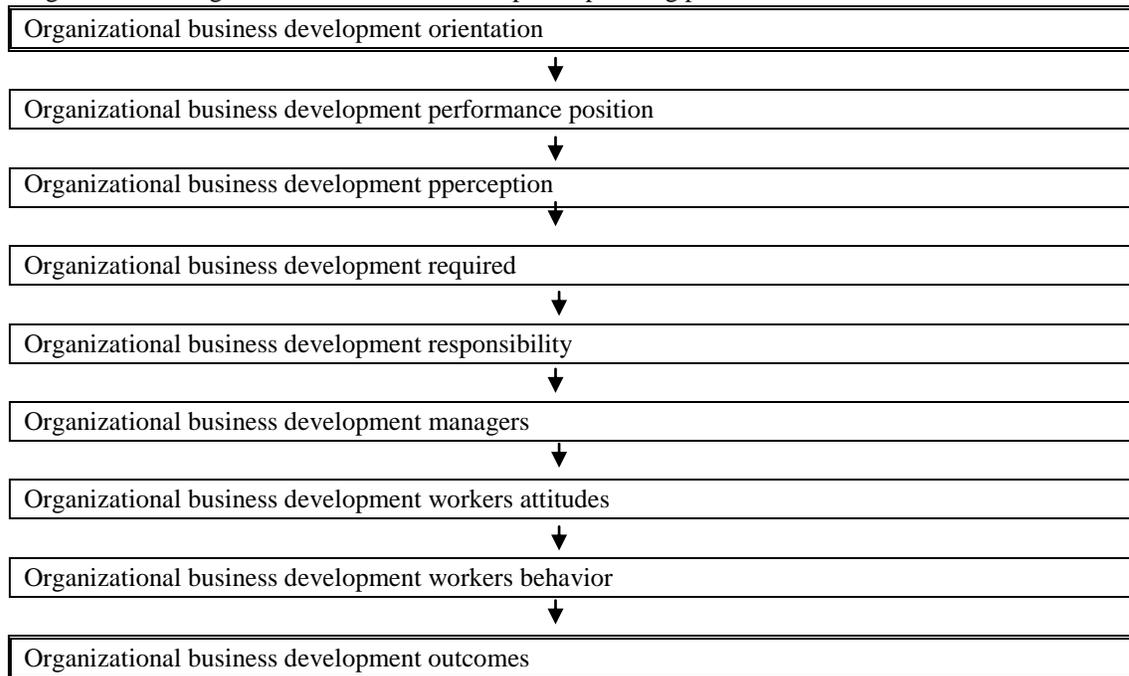
A few tactical actions for organizational business development implementation (Mason and Stark, 2004, 205) can make the challenge simpler and provide leadership that is as follows (Feghhi farahmand, 2004, 358):

- 1) Supporting: Obtain support from the board of directors, because an organization's total quality efforts must begin at the very top and begin with the board of directors.
- 2) Preparing: Prepare an action plan and answers to these and other questions will provide valuable insights into the existing corporate organizational business development culture and indicate the organization's readiness for adopting quality. An action plan based on the survey feedback should formulate by the top management and communicated at every board meeting.
- 3) Visionary: Vision and mission statement and develop a vision or mission statement if the organization does not have one already.
- 4) Training: Train senior management in organizational business development, because organization with successful quality cultures start by training and educating senior management, followed by all employees that the establishment of quality teams is a top priority.
- 5) Participating: Establish a top-level organizational business development committee, because an essential ingredient for success of a senior organizational business development committee, which provides leadership in organizational business development and stimulates cultural change.
- 6) Goal setting: Set goals for quality and customer satisfaction. The results of the customer satisfaction survey lead the senior management to establishing a set of quality goals. Although the whole organization can provide input to this task, the setting of goals is part of management's leadership responsibility.

## 8. Organizational business development planning

Organizational business development can help to develop a professional document that will serve as a tool to convince others of organization venture's potential for success. Figure 3 shows the organizational business development planning process.

Figure 3: The Organizational business development planning process



Organization information are able to provide organization with access to materials that can tailored to organizational needs; all it takes is a visit in person, a phone call or an email. Organization may even choose to use web-based business plan applications or purchase software to help organization prepare plans and forecasts for organizational business development planning.

The mainly qualitative evidence available to date suggests that organizational business development planning within organization is an activity of a minority, as highlighted that few small businesses use strategic planning (Woods and Joyce, 2003, 183). There may be a number of reasons for the lack of organizational business development planning. Historically the typical organizational business development planners has tended not to pursue higher levels of education or to take formal business training.

When beginning the research phase of organization plan, keep in mind that there is a lot of information out there, especially online, but not all of it is accurate. It is always important to consider the source of any information organization gather; research is only valuable to you if it is factual. Avoid letting unreliable sources tell you what organization want to hear.

If organization comes across information that organization, find useful. There are various, excellent organization market research tools that are available online.

If organization has trouble piecing research together to paint an accurate picture of organizational business, try brainstorming with a skilled professional is necessary.

Hence, there are two possible reasons why organizational business development planners tend not to plan (Chell, 2001, 67) that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools, which would enable them to plan systematically. Indeed, the limited awareness amongst organizational business development planning of the tools associated with the practice of strategic management has been organized (Woods and Joyce, 2003, 284).

A further constraint, likely to restrict organizational business development, is that they may not have sufficient financial information to prepare a formal plan as Table 1.

Table 1.demand states of consumers factors

1	Negative demand	Dislike product & pay to avoid it
2	Non-existent demand	Not aware/interested in product
3	Latent demand	Need not satisfied by existing product
4	Declining demand	Buy less often or none
5	Irregular demand	Purchase vary on periodic basis
6	Full demand	Adequately buy all products in market
7	Overfull demand	More want product than can be satisfied
8	Unwholesome demand	Attracted to products- undesirable social consequences

A lack of formal organizational business development planning may also relate to the fact that small organizations are just too busy surviving to take time out to plan ahead whilst others might argue the environment in which operate is so turbulent there is little point in planning ahead (Westhead and Storey, 1996, 197). A lack of formal organizational business development planning among organization does not necessarily mean that organization badly managed. It does, suggest that many organizational business development planners miss the opportunity to consider the overall direction of the business and management decisions may made based on poor information.

## 9. Organizational business development plan

The basic steps of organizational business development planning development (Storey, 1994, 365) that they are suitable for all of organizations are as follows (Feghhi farahmand, 2004, 428):

- 1) Organizational business development purpose: For develop organizational business development to strengthen the organization's customer related, operational, and financial performance.
- 2) Organizational business development scope: The organizational business development should include both short-term and long-term goals and plans and a method to ensure that the plan deployed and adhered to should be part of the management review procedure throughout the organization.
- 3) Organizational business development responsibilities: The chief executive usually has control of these developments, deployment, improvement processes and all executive management should be personally involved in these processes.
- 4) Organizational business development customer requirements: Organizational business must determine customer expectation, expected changes, the competitive environment, financial, market, technological, societal risks, company capabilities, human resource, technology, research, development and supplier an/or partner capabilities.

- 5) Organizational business development description: Organizational business must describe of how information and company level data related to quality, customers, operational performance, and relevant financial data are collected, analyzed, and integrated into the strategy development should be included in this procedure. These should compare with similar measures of competitors and or appropriate benchmarks.
- 6) Organizational business development strategies: Organizational business strategies and plans must translate into actionable key business drivers i.e. those things the company must do well for the strategy to succeed, should be included.
- 7) Organizational business development plan: Organizational business together with the key business drivers, deployed throughout the organization should be included. Describe how they translated into actions. This includes reviews to ensure that the business processes support the business plan.
- 8) Organizational business development continuous improvement: Organizational business development is required for continuous improvement by:
  - a) Describe the main types of data and information needed to support operations and decision-making, and to drive improvement of this business process.
  - b) The management and use of these key performance measures should include periodic review for continued validity and need, as well as the analysis and use in process improvement. Factors in the evaluation might include completeness, timeliness, effectiveness, and reliability.
  - c) Whenever possible, opportunities for improvement should be implemented by the business process or cross functional team. If this is not feasible, the identified opportunities should forward to the management review process.
- 9) Organizational business development procedures: Within an organization, there must be a constancy of purpose, an alignment or unification of goals, and consistency of processes, actions, information and decisions among organization units in support of these goals. Since the organizational business development is one of the primary documents describing these goals, it influences all business processes in the organization. It directly has relation with management review, customer satisfaction measurement and lists all job instruction related to this procedure. (Nayak and Greenfield, 1994, 168).
- 10) Organizational business development documentation: List of all documentation of organizational business development programs procedure by:
  - a) The method and location of storage must define so that organizational business development records are readily retrievable and protected from damage, deterioration, and loss. This may covered by a separate procedure.
  - b) The organizational business development is a controlled document and should retain at least for the length of the long-term strategy focus.
  - c) Minutes of development meeting, including the documentation of customer expectations, financial, and marketing assumptions in filed.

## 10. Results

If organizational business development planning is an important component for business success, advice agencies might find it useful to identify the approaches of those managers who are most receptive to the organizational business development idea.

The approaches of the organization and business development strategies hereafter termed organizational business development, influencing business behavior, which might used to inform analysis of the determinants in organization. Organization approaches controlled out of analysis in order to focus our attention on organizational business development variables. Only the environmental approaches, describe the backgrounds of the managers rather than their personality traits.

## 11. Conclusion

Of course, the two components on which attention focused related to one another and the individual variables grouped within each category do themselves show a high degree of interdependence (Storey, 1994, 65). Nevertheless, the two components and the individual variables provide a useful conceptual framework within which to interpret the determinants of organizational business development planning within the organization. Clear guiding ideas and principles concerning organizational business development as well as a comprehensive, company-wide realization model for organizing the ideas are not enough for getting quality happen. Practical means, tools, methods, etc., especially relevant management methodology, are available to get the approach concrete in practice.

For this purpose, a collection of management tools has created at organizations. Some of these tools have created and maintained by business experts for organizational business development planning.

The goal of organizational business development, i.e. business excellence reached through innovative management and leadership practices. In order to realize organizational business development objectives in all parts of the company and at all levels of business and business management, an organization-wide management structure, a leadership infrastructure framework has defined. The framework originally created covers all organization functions in a natural and flexible manner and covers the following four levels of the organization:

1) Organizational business development culture: Where the general principles the common insight, goals, shared tools, and practices concerning organizational business development are created, including how these principles are to be applied in practice on the basis of the organizational business requirements. At this level, the organization superior insight of business standards and their application with other beneficial tools is established and articulated.

2) Organizational business development strategic: Where decisions made by the general manager of the organizational business development unit and the other top business leaders, and measures undertaken concerning the entire particular business and especially the future competitiveness of the business and management of the whole business system are addressed. The business system is composed of the interrelated operational business processes. Very often in corporations, there are different business areas that may be at different development stages. All these need different strategic organizational business development approaches but they may operate within one corporate culture.

3) Organizational business development operation: Where decisions and measures daily management made and undertake products and services realized in real time for customer needs, just now and here in organizational business development.

4) Organizational business development human: Where the personal contribution of each member of the company's personnel including, the top management provided in natural working environments.

5) Organizational business development efficient: Over the years, the model has also been able to accommodate efficiently various organizational changes as well as various new emphases in the business and in quality thinking. This has made it possible to organizational business development in a more sustained manner than based on the formal organizational structure and continually depending on numerous organizational changes.

6) Organizational business development utilization: This framework utilizes the most exemplary international ideals and is based on what has been learnt over decades e.g. with business partners. There are no distinct organizational business development management systems in use at organizations, and nor should there be anything of the sort, as the aim is that organizational business development is an integrated part of business.

7) Organizational business development system: It is also in general e.g. in the recognized business standards understood as a concept for systematic approach or mental system but not as a distinct, physical system.

8) Organizational business development tools: Business excellence for organizational business development includes also tools for financial, human resource, and risk management, as well as technology management, acquisitions and marketing.

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