

SELECTED READINGS

Cooney, Thomas M. (June 2005). Editorial: What Is an Entrepreneurial Team? *International Small Business Journal*, vol. 23, no. 3, pp. 226–35.

This article focuses on the role of the entrepreneurial team in industrial success. It argues that it is typically a myth to assume that the entrepreneur is a lone hero battling the storms of economic, government, social, and other environmental forces. These individuals play an important role in helping the venture through these external forces.

Ellentuck, Albert B. (October 2005). Converting a Sole Proprietorship into an LLC. *Tax Adviser*, vol. 36, no. 10, pp. 648–49.

This article presents a case study on the conversion of a sole proprietorship company to a limited liability company (LLC). It describes the filing information necessary and tax implications in the conversion.

Ellentuck, Albert B. (February 2009). Using a Limited Liability Partnership as the Entity of Choice. *Tax Adviser*, vol. 40, no. 2, pp. 124–25.

A case study regarding liability protection is presented in this article. The author notes that the limited liability partnership (LLP) or the registered limited liability partnership (RLLP) are very similar to the limited liability company (LLC). LLPs evolved because of the personal liability issues faced by partners in law and accounting firms. The article also lists the states where the LLP liability protection is similar to that afforded to LLC members.

Feltham, Tammi S.; Glenn Feltham; and James J. Barnett. (January 2005). The Dependence of Family Businesses on a Single Decision-Maker. *Journal of Small Business Management*, vol. 43, no. 1, pp. 1–15.

This study focuses on the implications of dependence on a single individual in family businesses. It suggests that family businesses are highly dependent on a single

individual and that this dependence decreases with the age of the owner/manager and is significantly greater when the owner/manager's family has voting control. In addition, a number of other factors are noted as related to the degree of dependence on a single individual.

Fiegner, Mark K. (September 2005). Determinants of Board Participation in the Strategic Decisions of Small Corporations. *Entrepreneurship: Theory & Practice*, vol. 29, no. 5, pp. 627–50.

Agency, strategic choice, and cognitive perspectives are used to identify the conditions under which chief executive officers of small private corporations involve the board of directors in strategic decisions. Boards are more likely to participate in strategic decisions when the firm is larger, the board has a critical mass of outside directors, or CEO power is low.

Gesiko, Agnes. (November 2008). Structure Counts! The Tax Implications Arising from the Formation, Operation and Liquidation of C Corporations, S Corporations, Partnerships and Limited Liability Companies. *Corporate Business Taxation Monthly*, vol.10, no. 2, pp. 39–49.

This is a very comprehensive article that describes the differences in each of the organization legal structures available to an entrepreneur. The article focuses on both the tax and nontax implications of each of these legal business entities. Included are also advantages and disadvantages of each.

Goold, Michael; and Andrew Campbell. (March 2002). Do You Have a Well-Designed Organization? *Harvard Business Review*, pp. 117–24.

Creating a new organizational structure is one of the toughest—and most politically explosive—challenges that an executive faces. This article provides nine tests of organization design, which can be used either to evaluate an existing structure or to create a new one. Using this framework will help make the process more rational, shifting it away from issues of personality and toward strategy and effectiveness.

Hilzenrath, David S. (August 23, 2008). Sarbanes-Oxley Upheld by Court as Constitutional. *Washington Post*, p. D1.

This article describes the recent case challenging the heart of the Sarbanes-Oxley Act. The court dismissed the attempt to eliminate the nonprofit board that is set up to audit and police the accounting firms that audit public companies. The challengers argued that the accounting oversight is a drag on the economy and they plan to appeal the decision. The article also provides more insight regarding the purpose of Sarbanes-Oxley.

O'Brien, Jeffrey M. (February 2, 2009). Zappos Knows How to Kick It. *Fortune*, vol. 159, no. 2, pp. 54–60.

Tony Hsieh, CEO of Zappos, an Internet footwear retailer, promotes an upbeat corporate culture that emphasizes having fun and even acting weird. As the founder of a company that has become one of the best places to work, he stresses core values that includes such tenets as be humble, create fun, and deliver service, to name a few. Even though he had to lay off 124 workers, he still managed a 5 percent margin on net sales and has also been able to maintain a high level of enthusiasm among existing employees because of his corporate culture approach.

Sonnenfeld, Jeffrey A. (September 2002). What Makes Great Boards Great. *Harvard Business Review*, pp. 106–13.

In light of the recent meltdowns of many once-great companies, enormous attention has been focused on the companies' boards. And yet a close examination of those boards reveals no broad pattern of incompetence or corruption. They passed the test that would normally be applied to ascertain whether a board of directors was likely to do a good job. This article argues that it is time for fundamentally new

thinking about how corporate boards should operate and be evaluated and that it is important to consider not only how the work of the board is structured but also how the board is managed.

Ward, John L.; and Corey Hansen. (July 2008). *How To: Assemble a Board of Advisors, Inc.*, pp. 61–64.

This article provides some guidelines when there is a need to assemble a board of advisors. It begins with a determination of the venture's key success factors. The board members should be considered only if they fulfill the need to build the business. Thus, the experience should be consistent with the long-term goals of the venture.