

SELECTED READINGS

Adelman, Philip J.; and Alan M. Marks. (2007). *Entrepreneurial Finance—Finance for Small Businesses*, 4th ed. Upper Saddle River, NJ: Prentice-Hall.

A practical-oriented text that focuses specifically on the needs of individuals starting their own businesses. Its emphasis is on financial issues for proprietorships, partnerships, limited liability companies, and S corporations. A unique chapter on personal finance has been added in this edition.

Bogoslaw, David. (November 11, 2008). How to Fix Financial Reporting, *Business Week Online*, p. 14.

Twenty of the wealthiest countries sent their finance ministers to a conference to discuss how to overhaul the global financial system. Basically, there needs to be a change in how companies think about capital markets, and they need to work more closely with customers, employees, and their supply chains. In addition, the author argues that changes are needed in the U.S. Generally Accepted Accounting Principles (GAAP).

Carter, Richard B.; and Howard Van Auken. (2005). Bootstrap Financing and Owners' Perceptions of Their Business Constraints and Opportunities. *Entrepreneurship and Regional Development*, vol. 17, no. 2, pp. 129–44.

The results of a regional survey of small-business entrepreneurs are presented. These entrepreneurs were queried regarding their use of and their motivation to use bootstrap financing. Extending the work of Winborg and Landstrom, these results indicate that perceived risk is highly associated with the owners' assessment of the importance of bootstrap financing techniques. The results should be helpful to consultants and agencies that assist small firms with funding alternatives.

Gahagan, Jim. (2004). Reaching for Financial Success. *Strategic Finance*, vol. 20, no. 7, pp. 12–13.

This article discusses the importance of reaching financial success for a business enterprise. As market conditions change dramatically within a single planning period, budgeting and planning forecasts and the financial plans they produce are critical to the business owner.

Jones, Craig. (February 2008). Reducing Operating Costs through Innovation. *Convenience Store Decisions*, pp. 6–8.

A small-business owner of a service center and car wash discusses how he was able to reduce costs through the integration of energy-cost-saving strategies. Not only were costs reduced, but profits and convenience to the employees and customers were increased.

Jordan, Charles E.; and Marilyn A. Waldron. (2001). Predicting Cash Flow from Operations: Evidence on the Comparative Abilities for a Continuum of Measures. *Journal of Applied Business Research*, vol. 17, no. 3, pp. 87–94.

Prior studies have attempted to confirm or reject the assertion that accrual accounting measures provide better information for predicting cash flows than do cash basis measures. However, their results have proved largely inconclusive and contradictory. This study identifies research constructs that may have driven these inconsistent findings and makes adjustments to mitigate their effects.

Rappaport, Alfred. (2005). The Economics of Short-Term Performance Obsession. *Financial Analysts Journal*, vol. 61, no. 3, pp. 65–79.

This article focuses on a three-pronged program for reducing short-term corporate performance obsession. The author argues that short-term performance is

particularly important to young companies. However, it is important to recognize that because there is such flexibility in estimating the timing of accruals, these short-term performance predictions may not accurately picture the cash flow forecasts.

Rezaee, Zabihollah. (February 2003). High-Quality Financial Reporting: The Six-Legged Stool. *Strategic Finance*, pp. 26–30.

This article argues that quality financial reports can be achieved when there is a well-balanced, functioning system of corporate governance. For good corporate governance, companies should develop a “six-legged stool” model that supports responsible and reliable reports. The model is based on the active participation of all parties, which are: the board of directors, the audit committee, the top management team, internal auditors, external auditors, and governing bodies.

Rhodes, David; and Daniel Stelter. (February 2009). Seize Advantage in a Downturn. *Harvard Business Review*, pp. 50–58.

The authors offer recommendations to stabilize business during a downturn. First, companies should monitor and maximize cash flow by managing customer credit and reducing working capital. Second, firms need to protect their existing business by reducing costs, managing the product line, and divesting noncore business. Third, firms need to maximize the business value relative to rivals by being proactive in investor relations.

Salzman, Jessica Reagan. (November/December 2008). Time for an End of Year Financial Tune-Up. *Home Business Magazine*, pp. 64–67.

The article offers suggestions on how small businesses can increase revenue to meet financial needs for 2009. Business owners should bill customers promptly to enhance receivables. Bills should be paid on time to avoid late fees. Also suggestions are provided on where to find excess expenses.

Tarantino, David. (September/October 2001). Understanding Financial Statements. *Physician Executive*, pp. 72–76.

This article describes the critical “financials” that can make or break a business. It explains each financial statement, how it differs from other financial statements, and what useful information about the business can be obtained from each statement.

Taylor, Mandie. (June 2008). How to Identify Short and Long-Term Liquidity Needs Accurately. *Journal of Corporate Treasury Management*, pp. 291–96.

The author describes the need to manage cash effectively to ensure that funding is secured at an early date. These strategies involve producing a reliable cash projection with the appropriate cash budget. This forecast or projection of cash needs is a work in progress and should be monitored regularly to ensure reliability.