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Edward Hess

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GROWING AN ENTREPRENEURIAL BUSINESS

Concepts & Cases



EDWARD D. HESS

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Edward Hess : Growing an Entrepreneurial Business: Concepts Cases before purchasing it in order to gage whether or not it would be worth my time, and all praised Growing an Entrepreneurial Business: Concepts Cases:

1 of 1 people found the following review helpful. Hess: Growing an Entrepreneurial BusinessBy Adam ArmbrusterHaving had the pleasure to know the creators of Clockwork Home Services, both John Young and Jim Abrams who built one of the companies featured in this book, I have to recommend it, as it is the most complete and well written review of the firm I have seen. I have heard Jim Abrams present his story in person and Hess does an excellent job in capturing the birth and growth of this remarkable company. Hess's work is a must read for any serious businessperson seeking to not just grow a company but also it also serves as a lesson book in what to avoid, and what to think about in terms of the impact of growth on your current employees. 5 stars. A must read.1 of 1 people found the following review helpful. Great resource for any entrepreneurBy Joseph AndraskoFrom venture-backed start-ups to bootstrapping "mom and pop" shops, this book is a terrific resource for any aspiring entrepreneur. A compilation of engaging case studies about small businesses as they experience growing pains and related challenges, Hess's book provides an inside view of real-life issues for small firms and start-ups. The text frames growth as a strategic decision

around managing the balance between opportunity and risk and helps entrepreneurs understand the dangers of an all too common "grow or die" mentality. Unlike most texts, *Growing an Entrepreneurial Business* presents tremendously well-researched examples of *real* small businesses accompanied by thorough analysis from Hess himself. The book provides readers with an effective, structured approach to evaluating key growth decisions. Among the tools and templates Hess presents are: Growth Risks Audit, Growth Decision Template, Organic Growth Index, Strategic Coach Program, Topgrading, Replication, Growth Boosters. This book deserves a place on any serious entrepreneur's bookshelf.

Growing an Entrepreneurial Business: Concepts and Cases is a textbook designed for courses that focus on managing small to medium sized enterprises. It focuses on the major management challenges that successful start-ups encounter when leaders decide to grow and scale their businesses. The book is divided into two parts—text and cases—to provide professors with maximum flexibility in organizing their courses. The thirty-five cases can be used in conjunction with the text, or independently. Twelve cases are written as narratives with multiple teaching points, but without a focus on a particular business decision; the remaining twenty-three cases were written around specific conundrums related to strategy, operations, finance, marketing, leadership, culture, human resources, organizational design, business model, and growth. Discussion questions are provided for each case. The text portion of the book discusses key issues derived from the author's research and consulting, and is meant to complement the case method of teaching, raising issues for conversation. In addition to the real-world knowledge that students will derive from the cases, readers will take away research-based templates and models that they can use in developing or consulting with small businesses.

"Based on decades of research, consulting and teaching experience, Professor Ed Hess presents an extraordinary textbook on entrepreneurial growth. Rejecting the traditional notions of growth for growth's sake, Professor Hess presents a more nuanced view by placing value creation at the center of the growth imperative. Based on painstaking research, this book is an inspiring and practical blueprint for leading and managing growth." (Sankaran Venkataraman, MasterCard Professor of Business Administration, Darden Graduate School of Business University of Virginia) "*Growing an Entrepreneurial Business: Concepts and Cases* offers a treasury of solid empirical research, described in a most captivating way. This resource also offers insights that will help any practitioner move ahead and reach the full potential and satisfaction from growing an entrepreneurial venture. A must-read!" (George Hess, Management Professor Loyola Marymount University) "There are several books that try to cover entrepreneurship from soup to nut—everything you could possibly want to know about starting a company. This book is fairly unique in its focus on growing an extant entrepreneurial business." (Philip Anderson, Professor of Entrepreneurship INSEAD) "Ed Hess has emerged in recent years as a remarkably prolific author on the topic of organic growth. *Growing an Entrepreneurial Business* is another example of Ed's depth of understanding of the challenges and opportunities faced by entrepreneurial ventures as they grow and develop. His findings will no doubt prove valuable to students whose future careers lie in an entrepreneurial space, as well as to entrepreneurs as they guide their organizations to success." (Robert K. Kazanjian, Professor of Organization Management, Goizueta Business School) "This book is a must read for managers of small and medium sized companies interested in growing their firms. Using examples from case studies as well as his own wisdom and analysis, Hess tackles the tricky question of how to scale an organization in a thoughtful, insightful, and systematic manner." (William Forster, Assistant Professor) About the Author Edward D. Hess is a Professor of Business Administration and Batten Executive-in-Residence at the Darden Graduate School of Business. He is the author of eight books, 40 practitioner articles, and over 40 Darden cases. To learn more about Dr. Hess, visit his website: www.EDHLTD.com.