

2009 James W. Compton Research Competition Entry

October 30, 2009

**Principles in Action: A Pilot Study of Richard Florida's, *Creative Compact*
operating within Chicago's Southside business models**

Submitted by:

**Yesenia Ana Arreola
Aurea de Guzman
Gladys de Guzman
David Lopez
Patricia Perez**

**Richard J. Daley College
7500 S. Pulaski Road
Chicago, Illinois 60652**

**Abstract for
Principles in Action: A Pilot Study of Richard Florida's, *Creative Compact*
operating within Chicago's Southside business models.**

A Student Research Team, comprised of five students, spent considerable time reviewing the principles of Richard Florida's, *Creative Compact*. The Team reviewed the principles of Richard Florida's, *Creative Compact* which include: Entrepreneurship, Creativity, Global Agenda, Education, and Diversity. This study set out to better clarify what Florida suggests are fast becoming new-age terms. Florida maintains that Entrepreneurship, Creativity, Global Agenda, Education, and Diversity are a few of the factors contributing to our American economy's success rate. The paper's purpose is to understand the significance of these principles as well as to explore how they may influence a business' longevity operating on Chicago's Southside.

The Research Team conducted an exploratory pilot study using a mixed method design of face-to-face interviews and online surveys of randomly selected small and large businesses on the South Side of Chicago. The findings from this research study suggest that there are some significant correlations between indicators and longevity of a business on the Southside of Chicago. Moreover, the data showed significant implications on the longevity of a business in relation to applied Entrepreneurship, Global Agenda, Creativity, Education and Diversity. The Team also discovered a stronger correlation existing between Diversity and Entrepreneurship in more diverse businesses on the southwest side of Chicago than in the larger less diverse businesses on the South Side of Chicago.

Literature Review

The research generally supports the ideas and principles that Richard Florida

presents in his *Creative Compact* (Florida, 2007c). These principles, when applied, prove beneficial for enhanced economic and social development. Findings on entrepreneurship, global agenda, creativity, and diversity all point in a similar direction: Integration of the principles is favorable and can have a positive impact upon small and large businesses. Representatives from the Kauffman Foundation offer a compelling article in support of entrepreneurship when innovation is present (Schramm, 2006). Florida supports his own agenda with previously written articles, including one written with colleague, Jim Goodnight in Harvard Business Review. There, both authors provide a framework for creating an optimal successful business experience (Florida and Goodnight, 2005). Applying creative skills attained through both formal and informal avenues is significant (Ogunleye, 2006). Research suggests that creativity and innovation on their own are incapable of making as great of an impact unless combined with other principles. The research analyzed and presented in this paper is unique in that the Team addresses the actual application of five specific principles from the *Creative Compact* operating within the community.

Introduction

The Research Team reviewed the principles of Richard Florida's, *Creative Compact* which include: *Every Human Being is Creative, Encourage Entrepreneurship across the Board, Expand Innovation, A Social Agenda for Creativity, Restructure Education for Creativity, The University as a Creative Hub, Make Every Community a Creative Community, Leverage the Local, Recommit to Openness and Diversity, and a Global Agenda*. The paper's purpose is to understand the significance of these

principles as well as to explore how they may influence a business' longevity operating on Chicago's Southside.

The Team will set out within the research to better clarify the relationship between the principles, which Florida suggests are becoming new-age terms. The principles that will be used to attempt to understand these relationships are: Entrepreneurship, Global Agenda, Creativity, Education, and Diversity. The Research team defines success as the length of time a company has been in business. The Team also considers a small business one with less than 250 employees and large businesses as companies with more than 500 employees. Other studies have attempted to analyze Florida's principles; however, none have addressed the actual application of these specific principles from the *Creative Compact* operating within the Chicago Southside community. The research will attempt to understand the relationship between the five principles and business success on the South Side of Chicago.

Entrepreneurship

For this research project, the research team defined entrepreneurship as the ability to take the initiative and risks to achieve a goal in creating successful business ventures. As business-minded individuals come together for the purposes of defining terms like entrepreneurship, creativity, education, global agendas, and diversity, they could discover effective methods for understanding the relationship of these principles for successful entrepreneurship within the 21st century. When analyzing the factors mentioned above, education may affect the entrepreneur's goals for operating a successful business. According to Schramm (2006), the roles of higher education both indirectly and directly influence the future of American commerce. With entrepreneurs

receiving higher education, their chances for success within the other areas can increase. Since education provides the means for our nation's ability to succeed and to prosper in a quickly changing economy, entrepreneurs need better prepared employees.

Creativity may also play a leading role in successful business operation. With creativity as a goal, entrepreneurs utilize higher education in creating effective, cost-saving strategies for improving their business models and making their private enterprises more efficient (Florida, 2007c). This efficiency stemming from creativity, Schramm argues, results from the "intelligibility", which is characterized as having an idea that is easily comprehensible, of individual entrepreneurs (Schramm, 2006). That "intelligibility" which may lead to enhanced creativity and entrepreneurship begins with a strong educational force. Whether formal education or experience (informal education), entrepreneurs realize that they need an edge in meeting changing client demands.

Moving from Schramm to Florida, "intelligibility" comes to life when business owners utilize their creativity. Creative factors and diverse working conditions may require business owners to play various roles on any given day (Florida, 2007c). There is also range of diversity in the workplace, whether race, gender, age, or even lingual differences. For example, on the South Side of Chicago, diverse populations of Hispanics, Eastern Europeans, African-Americans, and Caucasians work together. They intuitively expand on their language, making the setting more culturally diverse. Not only do the businesses on the South Side of Chicago offer cultural diversity, but this inherent diversity promotes creative thinking.

In isolation, this paper examines how these principles may be important to the business owner and how the principles may relate. It is evident that these principles may contribute to the success of a business. However, can one principle on its own achieve success, or is there a correlation between these principles that may contribute to the success of a business, especially on the South Side of Chicago?

Global Agenda

For the purpose of this research, the Team defined Global Agenda as the utilization of merchandise or services from sources outside of the United States. One additional principle Florida suggests is for businesses to take part in what he referred to as the *Global New Deal*. Examining a Global Agenda, for researchers concerned with investigating how the worldwide market participants interact with one another, is becoming more critical to the success and sustainability of businesses. In the research conducted in the pilot study, the hope is to discover the significance of Global Agendas in action.

Richard Florida suggests that the United States is leading the way in this trend, and that we are "...abandoning any semblance of unilateralism and truly embrac[ing] the world in navigating mutually beneficial multilateral solutions and strategies for the prosperity and inclusion in the creative age" (Florida, 2007c). Our fragmented world would greatly benefit from business ventures that would advance the progress of all parties involved. Florida recognizes that a multi-national collaboration through business partnerships may encourage an influx of capital for the entire country, its economy, its business sector, and finally, out toward the employees who comprise this country's creative class. Other research suggests that going international would increase small

businesses' profitability. However, there is still some lingering reluctance from these business owners to partake in the global market (Asiedu, 2007). Though Florida sees this principle as important for business success, the study will attempt to understand how the principle of Global Agenda is valued by businesses specifically in the South Side of Chicago.

Education and Creativity

The Research Team defined Education as knowledge, skills, and values that are passed on through formal or informal structures and defined Creativity as the ability of an individual to act upon an original idea for the purpose of making that idea productive. A logical question to ask, then, is "Which skills and knowledge really matter to small business success when considering low to mid-level employees?" Management positions not only require but encourage formal training and education. This education consists of the introduction and development of critical thinking skills that foster creativity. While both small and large businesses provide entry-level positions with some creative and informative training, they may primarily target young workers who are currently in or fresh out of high school. Small and large businesses actually differ greatly when it comes to the skills and knowledge they require to succeed in a global market, especially under Florida's creative indicators (Florida, 2007c).

The employment process for large business chains including, McDonald's or Wal-Mart prefer to employ young workers in great quantities. They typically offer these employees training as time goes on, and they may readily replace employees who fail to measure up to their customer service expectations. Small businesses do not, however, have the same leeway with resources, nor the time to sift through employees in that

same manner.

Small business owners tend to view education differently. In addition to confirming that the potential employee may have a basic education, a small business owner must also ensure that motivation and a strong work ethic are present. Therefore, it is important to understand the role education plays for small and large businesses on Chicago's Southside.

Can these traits and skills be learned and taught pre-employment? In his article, James Ogunleye answers the question above when he mentions that the Construction Industry Training Board finds creative skills are essential to success in both the individual's career path and place of employment (Ogunleye, 2006). He continues to explain that it is not only essential for employees to have creative, critical thinking skills, but to be able to use them in different contexts. Florida, in his *Creative Compact*, furthers the argument that it has become increasingly important for students to develop these critical thinking skills early on, especially if the United States hopes to maintain its economic success and strengthen its diverse social foundation (Florida, 2007c).

School programs are usually a reflection of the way an economy develops for a given country. According to James Poon Teng Fatt (2002), a formal education has always been a key public agenda item, as the economy of any country requires changes in educational policies to match the changes in economic growth. In Singapore, for example, more students will enroll in science and engineering to meet the challenges of a changing economy where technology and knowledge matter. This development of critical and creative thinking skills can certainly apply to local economies and businesses. Well-developed critical thinking skills easily transfer from one

corporation to another and can help employees relate well to others for encouraging problem-solving efficiency. Research indicates that creativity cannot be taught; rather, creativity can only be encouraged and focused (Ogunleye, 2006).

As stated previously, Creativity is important to a business' success. Florida discusses the major indicators that may benefit the U.S. economy's corporate success. Florida and Goodnight's, *Managing for Creativity*, provides the basis from which the Team's research can begin to explore creativity as a principle that may be important to the South Side of Chicago business owners. Florida says that creativity leads to human capital. His definition of "creative capital" is an arsenal of creative thinkers whose ideas can be turned into valuable products and services (Florida, 2002b). He also believes that in order for the U.S. to achieve ultimate economic success and to avoid social chaos, the U.S. corporate sphere needs to devise better methods for industrial sectors needing to become a part of the creative new-age format for conducting business (Florida, 2007c). U.S. businesses are beginning to tap more into their employees' creative output, and a question the Research Team examined is whether managing creative output effectively leads to the success of small businesses.

Creative people have skills which help businesses become successful, and they are highly sought out by employers. Even though creative employees are in high demand, Florida suggests that it is difficult to find such individuals in the traditional school systems, because creativity is not encouraged. Therefore, he believes that creativity and a broader understanding of education complement one another.

Diversity

The final principle reviewed is diversity. Currently, the increasing international

economic integration taking place within the technological era is directly encouraging government legislation as well as the American average citizen to embrace groups of diverse individuals within the workforce. Jude Martin Etuka, head diversity coach at Capita Resourcing People Development, conducted a study that pushes for “[a] diverse workforce [that] is now needed to engage with this globalised economy; the homogenous workforce of the past is simply ill-equipped to deal with it,” (Etuka, 2009).

For this study, the research team defines diversity as an act of being aware of and accepting differences amongst a group of people. Based on this definition, the research suggests that Diversity may pose as an effective mode in which to build and yield greater creative productivity. As a result, diverse groups of employees may bring different perspectives together to overcome some challenges.

In a study conducted by Hoffman and Maier in 1961, it was revealed that heterogeneous groups outperformed homogenous groups when generating alternative solutions to problems. The “[t]eams composed of members with diverse backgrounds and characteristics produce a wider variety of ideas, alternatives, and solutions than the teams composed of people with similar demographic characteristics,” (Richard, Kochan & McMillan-Capeheart, 2002). There are benefits to having diverse employees, especially in order to withstand this globalized economy.

Valuing diversity, however, is more than diversity training. For example, some argue that inclusion of diversity training programs will just be another expenditure listed on a corporation’s business plan. It is also perceived that even if diversity training is utilized, there is no significant effect on the overall productivity level. Mark Bendick, an economist, commented that, “If you ask what is the impact of diversity training today,

you have to say 75% is junk and will have little impact or no impact or negative impact,” (Vedantam, 2008). He acknowledged the fact that training is effective only when businesses genuinely desire a diverse workforce. In most cases, even if businesses respond well to the laws passed in equal opportunity employment, the aim is centered on how the training costs offset financial gain. This provides businesses with assurance that no discriminatory lawsuits will be filed against them (Vedantam, 2008).

Also, there are more studies suggesting that in addressing cultural diversity, social integration does not instantly establish a good working relationship between the majority and the minority. Members of the majority feel that they should not be forced to assimilate, but the minority has to adapt to majority standards (Young, 2007). The minorities might also separate into smaller groups in which they share similar backgrounds. This segregation only results in less communication and increases racial biasing, creating unnecessary conflict amongst employees (Gudmundson & Hartenian, 2000).

Richard Florida raises the point that the business sector should realize the importance of all immigrants in our economy in that, “...immigrants add value, and that low-skilled immigrants have helped to propel the American economy,” (Florida, 2007). Aside from having a great impact on collaboration and performance, majority and minority groups working together will also improve overall social relationships and possibly business success. This paper will attempt to understand how important diversity is to business owners located on the South Side of Chicago. How important diversity is to the longevity, and how diversity may relate to Florida’s four other principles (Entrepreneurship, Global Agenda, Creativity, and Education).

Methodology

The Research Team conducted an exploratory pilot study using a mixed method design of face-to-face interviews and online surveys. Initially, the team's target population was businesses on the Southwest Side of Chicago with no more than 250 employees. Names of participants were retrieved from the State of Illinois Department of Commerce, and the Dun and Brad Street subscription list. The Team randomly selected businesses from 60652, 60632, and the 60629 zip codes.

In the pilot study, twenty randomly selected businesses were surveyed. Of the twenty small businesses that were surveyed, 60% of them were male, 35% were female, and 5% were no response, 20% were Black/African American, 55% were Hispanic/Latino American, and 20% were White/Caucasian. The five team members exclusively interviewed small business owners.

The initial survey, from the pilot, was composed of 17 questions relating to Richard Florida's five principles; Entrepreneurship, Creativity, Education, Global Agenda, and Diversity. The majority of the questions were rated utilizing a 1-4 point scale, 1 being, *not at all important* and 4 being *very important*. The survey also included questions on age, ethnicity/race, business longevity, and three open-ended response questions.

To obtain more data and increase response rate, the Research Team broadened our target population by including a sample of small and large businesses from Chicago's entire Southside. An 18th question was added to accurately determine the size of the business.

The Team continued additional face-to-face interviews and added an online survey. Surveys conducted electronically were sent to an 800 member organization, the Calumet Area Industrial Commission Organization. There were 64 respondents in this larger sample. This sample survey was composed of 28% female, 66% male, and 6% did not respond.

The ethnic make-up of the 64 respondents was composed of 1% Asian/Pacific Islander, 2% were other/mixed, 14% were Black/African American, and 50% were White/Caucasian, and 6% were no response. The new population was composed of 79% of small businesses with no more than 250 employees; the other 21% were composed of larger businesses with more than 500 employees. No respondents reported owning businesses with 250-500 employees.

Data Collection and Analysis

The data collected for this project was analyzed to understand the importance of these 5 principles to a business owner's success and longevity in the South Side of Chicago. The data collected will attempt to understand how much business owners value these principles and how they might correlate with the longevity of their business located on Chicago's Southside.

The data was analyzed in three parts: a pilot of 20 face-to-face interviews of small businesses on the Southwest Side of Chicago surrounding the Daley College community, a larger sample which included small and large businesses throughout the Southwest Side of Chicago, and the Team also excluded the large businesses, observing only the small businesses in that sample. Numbers shown in tables are

significant correlations between the two listed variables, while blank fields indicate correlations which were small and not statistically significant.

Pilot Study

Using a test of basic statistical correlations, the results showed a strong statistically significant positive correlation between Entrepreneurship and Diversity in the initial 20 interviews. (See table 1 on next page). To support the correlation between Entrepreneurship and Diversity, research used racial groups such as Latinos and Asian Americans, as they experienced the largest increase in entrepreneur activity rates between 2007 and 2008. The Latino rate increased from 0.40 percent in 2007 to 0.48 percent in 2008, continuing to increase over the past couple of years. Business-creation rates increased from 0.29 percent in 2007 to 0.35 percent in 2008 among Asian Americans (Fairlie, 2009). Our findings support this literature, as we found most of the businesses that were minority owned had only begun to operate within the past five years.

Additionally, Education and Creativity also showed a strong statistically significant positive correlation. The Research Team asked small business owners, how important employees' creative skills were to their business' sustainability, and if they give them the opportunity to be creative. The majority of the responses were, "very important" and "yes". The Team compared these results to the business' longevity. A large portion of the small businesses interviewed for the pilot study have been in business 1-5 years or less. These outcomes led us to additional questions: "Were the employees not creative? or "How can a small business become successful?"

Comment [v1]: Discussion

Table 1 **Correlations with confidence interval 95% ($\alpha = 0.05$)**

Correlation Table for Pilot Study (Small Businesses on Southwest Side of Chicago)

20 Respondents	Creativity	Entrepreneurship	Education	Global Agenda	Diversity	Longevity
Creativity	1					
Entrepreneurship		1				
Education	0.589902829		1			
Global Agenda				1		
Diversity		0.587687638			1	
Longevity				-0.468426637		1

It was also observed that there was a negative correlation between a business having a Global Agenda and the longevity of their business. (See table 1).

Larger Sample of Small and Large Businesses

When the larger sample of respondents from large and small businesses were surveyed, there were additional significant correlations that suggest there are some statistically significant correlations between the five principles and business' longevity. According to the data collected from the larger sample of small and large businesses, there were significant correlations between Creativity and Education; Entrepreneurship and Diversity; Global Agenda and longevity for table one. Table two shows significant correlations between Entrepreneurship and Education; Entrepreneurship and Global Agenda; and Education and longevity. Table three shows significant correlations between Entrepreneurship and Creativity; and Entrepreneurship and Education.

Table 2 **Correlations with confidence interval 95% ($\alpha = 0.05$)**

Combined Larger Sample (Large and Small Business on the Southside of Chicago)

64 Respondents	Creativity	Entrepreneurship	Education	Global Agenda	Diversity	Longevity
Creativity	1					
Entrepreneurship	0.25561531	1				
Education		0.598238522	1			
Global Agenda	0.23188527	0.347099861		1		
Diversity	0.3137175		0.2709618		1	
Longevity			.334639909	-0.206010481		1

In the larger sample, there were some statistically significant correlations between Entrepreneurship, Creativity, Education, Diversity, and a Global Agenda. More specifically, there was a strong positive correlation between Entrepreneurship and Education, and a medium positive correlation between Entrepreneurship and Global Agenda; diversity, and creativity; and longevity and education. Additionally, there was a small positive correlation between Creativity and Entrepreneurship; Global Agenda and Creativity; and Diversity, and Education (See table 2).

However, when the team analyzed data from only small business respondents, the data suggested that there were strong positive correlation between Entrepreneurship and Education (see table 3). There was also a medium positive correlation between Entrepreneurship and Creativity; and Education and Creativity.

Comparisons between Pilot and and Larger Sample Size

Table 3		Correlations with confidence interval 95% ($\alpha = 0.05$)				
Larger Sample on the Southside of Chicago (Excluding Large Businesses)						
51 Respondents	Creativity	Entrepreneurship	Education	Global Agenda	Diversity	Longevity
Creativity	1					
Entrepreneurship	0.39496771	1				
Education	0.2967509	0.503365507	1			
Global Agenda				1		
Diversity					1	
Longevity						1

These findings also suggest that small and large business may value different principles. For example, in tables 1 and 3 we observe a significant correlation between Creativity and Education. In table 2 (where longer business were included) such relationship was not observed.

Studies also showed that there is a statistically significant correlation between Global Agenda and Creativity for larger businesses, but for smaller businesses- statistically significant correlations between these two variables were not observed. A

stastically significant negative correlation exists between Global Agenda and longevity for the large sample of surveys and a strong negative correlation between Global Agenda and longevity for the pilot data. One possible explanation for the difference in correlations is supported in research. A small business may be able to remain in business for a long period of time, because it does not take global risks and may favor a local focus for its business (Asiedu, 2007).

Furthermore, the Team hypothesized that there would be a disparity when it comes to the interest and enthusiasm for participation in the global market with small and large businesses. Based on the findings, the Team found that there was a statistically significant negative correlation between Global Agenda and longevity. It can be suggested that small businesses who have been in business for more than 16 years may not be interested in a Global Agenda because of their commitment to the community they serve.

The data from the larger sample of respondents showed a strong positive correlation between Creativity and Entrepreneurship and Education and Entrepreneurship for all businesses surveyed. It was also observed that the majority of these businesses surveyed had been in business for more than 16 years. Therefore, it can be implied that the businesses surveyed use these principles to maintain business, which could include calculated risk-taking and innovation based on these findings.

Based on how the Team further analyzed and compared the data between the pilot and the larger study, we can suggest that the pilot group put more emphasis on diversity. Specifically, in the pilot the majority of business owners were found to be Hispanic, Asian/Pacific Islander and Black (80%) and 20% were Caucasian. In the

larger sample, 44% were Black, Asian/Pacific Islander and Hispanic or mixed and 50% were Caucasian. This change in demographics between the pilot and the larger sample could explain why there was a strong positive correlation between Diversity and Entrepreneurship. For the pilot study and for the larger sample, this correlation was small. It can also be noted that some small business owners in the pilot said they valued diversity due to the need for qualified individuals in the written response section of their surveys. However, in the larger sample, some survey respondents said they valued Diversity because of the Equal Opportunity Employee employment standards. These findings may infer that a minority owned business may be more willing to value diversity than non-minority owned business.

Findings and Observations

Findings

This study set out to better clarify what Florida suggests are fast becoming new-age terms. Florida maintains that Entrepreneurship, Creativity, Global Agenda, Education, and Diversity were analyzed to help understand the significance of these principles and how they may influence a business' longevity operating on Chicago's Southside. The findings from this research study suggested that there are some significant correlations between indicators and longevity of a business on the Southside of Chicago. Moreover, the data showed significant implications on the longevity of a business in relation to applied Entrepreneurship, Global Agenda, Creativity, Education and Diversity.

The correlations also revealed a relationship between minority-owned businesses with a low number of employees and large businesses with more

employees. According to the data, minority-owned businesses may be more willing to promote diversity in the workplace. Also, there was a significant negative correlation between Global Agenda and longevity for small, minority-owned businesses. These findings infer that a small business matching the criteria mentioned above may have little or no interest in expanding beyond their immediate vicinity, Global Agenda.

Observations

The Team is highly encouraged and intrigued by the outcome of the research. This research has motivated the team to consider future studies on this topic. To further this study, it would be beneficial to survey a large sample of business owners in different areas of Chicago, and perhaps businesses found in other large, urban settings. The Team would also consider increasing the number of face-to-face interviews and decreasing the number of online surveys. Though the online surveys garnered more participation, face-to-face interviews allowed for a more in-depth understanding of the business owners' perspectives on these principles. Face-to-face interviews provided the direct contact researchers needed for elaboration on the questions directed toward the respondents. Ultimately, the Research Team has learned how to conduct survey research and how to manage time more effectively, which can strengthen research skills and efficiency.

References

- Asiedu, E., & Freeman, J. A. (2007, May). The effect of globalization on the performance of small and medium-sized enterprises in the United States: Does Owners' Race/Ethnicity Matter? *American Economic Review*, 97 (2), 368-372. Retrieved from EBSCOhost Academic Search Premier.
- Behind America's small-business success story. *Economist*, 345 (8047), 51-53. Retrieved From EBSCOhostAcademic Search Premier.
- Berry, M. (2005). Melbourne—is there life after Florida? *Urban Policy & Research*, 23 (4), 381-392. Retrieved from EBSCOhost Academic Search Premier.
- Etuka, J. (2009). Diversity: The art of innovation. *Training Journal*, 54-57. Doi: 1857935191.
- Fairlie, Robert W. (2009). *Kauffman Index of Entrepreneurial Activity*. Retrieved from the Rep. Ewing Marion Kauffman Foundation <http://www.kauffman.org/research-and-policy/kauffman-index-of-entrepreneurial-activity-1996-2008.aspx>.
- Florida, R. (2002a). *The rise of the creative class and how it's transforming work, leisure, community and everyday life*. New York: Basic Books.
- Florida, R., & Goodnight, J. (2002b). Managing for creativity. *Harvard Business Review*, 83 (7/8), 124-131. Retrieved from EBSCOhostAcademic Search Premier.
- Florida, R. (2007c) *the Creative Compact: An Economic and Social Agenda for the Creative Age*. *The Martin Property Institute*.
- Gudmundson, Don & Hartenian L.S. (2000, July). Workforce diversity in small business: an empirical investigation. *Journal of American Small Business Management*. 38 (3), 27-36. Retrieved from EBSCOhost Academic Search Premier.

- Hansen, F. (2003). Diversity's business case doesn't add up. *Workforce*, 82 (4), 28.
Retrieved from EBSCOhost Academic Search Premier.
- Levitt, T. (2002). Creativity is not enough. *Harvard Business Review*, 80 (8), 137-145.
Retrieved from EBSCOhost Academic Search Premier.
- Ogunleye, J. (2006). A review and analysis of assessment objectives of academic and vocational qualifications in English further education, with particular reference to creativity. *Journal of Education & Work*, 19 (1), 95-104. Doi: 10.1080/1366339080500522853.
- Poon Teng Fatt, J. (2000). Fostering creativity in education. *Education*, 120 (4), 744-757. Retrieved from EBSCOhost Academic Search Premier.
- Richard, O., Kochan, T., & McMillan-Capeheart, A. (2002). The impact of visible diversity on organizational effectiveness: disclosing the contents in Pandora's black box. *Journal of Business & Management*, 8 (3), 265. Retrieved from EBSCOhost Academic Search Premier.
- Schramm, Carl J. (2006). *Entrepreneurship in American Higher Education*. Retrieved from the Rep. Ewing Marion Kauffman Foundation:
http://www.kauffman.org/Uploadedfiles/entrep_high_ed_report.pdf.
- Vedantam, S. (2008, March 7). Most diversity training efforts at American companies ineffective. *News India-Times*, 2-3. NewsWatch. Doi: 1447693641.
- Young, C. (2007, January). Organization culture change: The bottom line of diversity. *Diversity factor* 15 (1), 26-32. Doi: 1586896841.