EMERGING THEMES IN ENTREPRENEURSHIP RESEARCH

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by

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The field of entrepreneurship is continuously evolving and expanding. As researchers learn more about the entire entrepreneurial process and strive to advance the discipline through the publication of empirical and theoretical manuscripts, the diversity of the issues discussed in the field of entrepreneurship becomes evident.

The objective of this summary is to identify a set of themes that illustrate developments in entrepreneurship research based on a review of seventy-seven abstracts recently published in academic journals. Some major themes in recent years that characterize research about entrepreneurs, the entrepreneurial process and theory, and small business in general can be summarized into the following key areas:

- Culture/ethnicity
- Economic growth
- Education/learning
- Entrepreneurship theory and practice
- Ethics
- Family-owned businesses
- Finance
- Firm performance/planning
- Gender
- Human resources
- Intepreneurship vs. Entrepreneurship
- International entrepreneurship/cross-national comparisons/individual country studies
- Internationalization, exporting and small business
- Motivation/firm creation or dissolution/founder characteristics
- Quality systems
- Resource-based views of the firm
- Social networks/business groups/alliances
- Strategic planning and product development
- Supply chain management/distribution
- Teams
- Technology and technology-based firms
- Venture capital
THEME 1: CULTURE/ETHNICITY

Fourteen articles address various aspects of culture/ethnicity and its impact on the entrepreneurial process and outcomes. Five ethnographic case analyses of entrepreneurship and specific country/cultural characteristics are included in this summary (Ahlstrom & Bruton, 2002; Bruton & Rubanik, 2002; Fadahunsi & Rosa, 2002; Kantor, 2002; Lau & Busentiz, 2001).

THEME 2: ECONOMIC GROWTH

Four articles specifically examine growth strategies of entrepreneurs and small businesses. Two articles focus on small business growth patterns in foreign countries: Sweden and the People’s Republic of China (Davidsson, Kirchof, Hatemmi-J and Gustavsson, 2002; Lau & Busenitz, 2001). One article addresses growth strategies of women-owned enterprises (Gundry & Welsch, 2001).

THEME 3: EDUCATION/LEARNING

Two articles examine learning patterns of entrepreneurs. According to Minniti and Bygrave (2001), entrepreneurs learn from success and failure and both events comprise their knowledge stock which influence future choices. The Chaston, Badger and Sadler-Smith (2001) study suggests that entrepreneurial small firms exhibit a higher-order level of organizational learning than their non-entrepreneurial counterparts.

THEME 4: ENTREPRENEURSHIP THEORY AND PRACTICE

Six articles examine issues related to entrepreneurship theory, research methodology and design. Themes discovered deal with entrepreneurship theory, types of entrepreneurs, the entrepreneurial process, organizational forms selected by entrepreneurs, external environments for entrepreneurship, and outcomes.
THEME 5: ETHICS

Two articles touch on the ethical aspects small business owners face. Interestingly both articles are international in focus. One article specifically examines relationships between key entrepreneurial factors and illegal activity concerning the cross-border trade between Nigeria and Benin (Fadahunsi & Rosa, 2002). This study revealed that widespread corruption, involving not only entrepreneurs but officials and institutions as well, impact entrepreneurial activity in interesting ways. The other study examined the ethical perspectives of micro business operators in Australia and findings suggest, that overall, business operators are ethical in the way they conduct their businesses (Dawson, Breen and Satyen, 2002).

THEME 6: FAMILY-OWNED BUSINESSES

Only one article addressed issues of the family-owned firm and its focus was on the succession process (Sharma, Chrisman, Pablo & Chua, 2001). The study finds that success in management succession for a family firm involves family members’ satisfaction with the succession process and an evaluation of the impact on firm performance following succession.

THEME 7: FINANCE

Six articles review venture finance acquisition and development (formal and informal/angels). Acquisition and management of capital is one of the most challenging issues facing the launch, growth, and operations of a start-up company. Two articles (Van Auken, 2001, 2002) specifically examine the capital formation needs of technology-based start-up firms. Three articles examine the venture capital process.

THEME 8: FIRM PERFORMANCE/PLANNING

Four articles review planning behavior and outcomes in small firms. One study uses real options reasoning to explain failures in the entrepreneurial process (McGrath, 1999). Another examines the relationship between written business plans and the failure of small businesses in the U.S.
(Perry, 2001). This study shows that businesses that have a definite written business plan are more successful than those that do not have basic planning.

THEME 9: GENDER

Five articles address the influence of gender on the entrepreneurial process. Three articles specifically look at the strategic planning strategies of women-owned small businesses (Gundry & Welsch, 2001; Lerner & Almor, 2002; Sonfield, Lussier, Corman & McKinney, 2001). A case study in South Asia concludes that women often face socio-cultural constraints that affect their ability to maximize economic success and directly benefit from their entrepreneurial activity. Therefore, success measurement should include an empowerment component as well as economic dimensions (Kantor, 2002).

THEME 10: HUMAN RESOURCES

One article is included in this category, which addresses the employee attraction and retention practices in small businesses (Kickul, 2001). The purpose of this study was to explore the role of the psychological contract and the types of promises small businesses have communicated, explicitly or implicitly, to attract and retain skilled employees.

THEME 11: INTRAPRENEURSHIP VS. INTREPRENEURSHIP

One article studied characteristics of intrapreneurs (Honig, 2001). This paper investigates the learning strategies of entrepreneurs and intrapreneurs. Results indicate that of the four different learning strategies examined, entrepreneurs and intrapreneurs do use different strategies. It was hypothesized that intrapreneurs normatively utilize learning strategies that favor employing processes dependent on pre-existing organizational structure while entrepreneurs normatively utilize learning strategies that favor flexible non-structured organizational processes.
THEME 12: INTERNATIONAL ENTREPRENEURSHIP/CROSS-NATIONAL COMPARISONS/INDIVIDUAL COUNTRY STUDIES

This represents the largest grouping of articles (twenty-one altogether). It is a diverse set of manuscripts. Six articles are case studies looking as specific processes in individual countries such as Sweden, China, Russia (Ahlstrom & Bruton, 2002; Bruton & Rubanik, 2002; Davidsson, Kirchoof, Hatemi-J Gustavsson, 2002; Fadahunsi & Rosa, 2002; Lau & Busenitz, 2001; Tan 2001;). A number are cross-national comparison studies investigating the question of whether entrepreneurial cognitions are universal or not (Mitchell, Smith, Morse, Seawright, Peredo, McKenzie 2002; Tan 2002). Other themes include gender and cultural context of microenterprises, product development and the internationalization of small business as a growth strategy.

THEME 13: INTERNATIONALIZATION, EXPORTING AND SMALL BUSINESS

Four articles specifically address the expansion of small firms into international markets and growth outcomes (Autio, Sapienza, Almeida, 2000; Reuber & Fischer, 2002; Qian, 2002; Zahira, Ireland, Hitt, 2000).

THEME 14: MOTIVATION/FIRM CREATION OR DISSOLUTION/FOUNDER CHARACTERISTICS

Nine articles investigate the various psychosocial characteristics of entrepreneurs and their influence on the entrepreneurial process. One article discusses the role played by social skills--specific internal competencies that enable effective, quality interactions with others--in successfully starting a new venture (Baron & Markman, 2000). Another article examines the role of wealth as the motive for the decision to found a new venture. The authors found, contrary
to common perception, that money is not the only, or even the most important, motive for entrepreneurs’ decisions to start new ventures (Amit, MacCrimmon, Zietsma and Oesch, 2001).

**THEME 15: QUALITY SYSTEMS**

One article examines the quality practices used in smaller entrepreneurial firms. This study relates the characteristics of quality systems used by small firms, and their value, to the competitive priority of flexibility (Kuratko, Goodale & Hornsby,).

**THEME 16: RESOURCE-BASED VIEW OF THE FIRM**

Four articles investigate the small business from the perspective of the firms’ assets/resources and competitive advantage. Two articles are international in scope (Guillen, 2000; Bruton & Rubanik, 2002).

**THEME 17: SOCIAL NETWORK/BUSINESS GROUPS/ALLIANCES**

This cluster of articles (ten) addresses a myriad of social influences on the entrepreneurial process. Again there is a mixture of international and domestic focuses represented in this category. Moreover, several articles examine the influence/transfer of business/university alliances and the entrepreneurial process (BarNir and Smith, 2002; George, Zahra and Wood, 2002; Guillen, 2000; Shane, 2002).

**THEME 18: STRATEGIC PLANNING AND PRODUCT DEVELOPMENT**

This group of articles (thirteen in total) covers a broad range of planning topics as they pertain to the small firm (e.g. opportunity recognition, resource acquisition and business strategies). A couple focus on strategic planning in technology based firms (Ahlstrom & Bruton, 2002; Kelley & Rice, 2001). Several of the articles address relationships between growth strategies and women-owned firms (Gundry & Welsch, 2001; Lerner & Almor, 2002; Sonfield, Lussier, Corman & McKinney, 2001). Other articles address topics such as business plan development
and the rate of small business failures, product introductions as a strategic component of change, the relationship between small firm innovation and an “entrepreneurial” personality.

**THEME 19: SUPPLY CHAIN MANAGEMENT/DISTRIBUTION**

One article examines the supplier selection process among small firms in the U.S. (Baron & Markman, 2001). In order to grow, the authors conclude that many small businesses choose outsourcing, strategically building and maintaining both upstream and downstream portions of their supply chain. Supply chain management in the context of small businesses is of critical importance because it impacts the company’s long-term performance.

**THEME 20: TEAMS**

One article investigates the dynamics of top management teams in a new venture’s setting. Themes included cohesion, conflict and new venture performance (Ensley, Pearson & Amason, 2002).

**THEME 21: TECHNOLOGY AND TECHNOLOGY-BASED FIRMS**

Seven articles comprise this research area. Themes include performance measurement, growth strategies and financing requirements of technology-based firms.

**THEME 22: VENTURE CAPITAL**

Seven articles examine venture capital firms and financing issues of small businesses. Two articles are cross national studies (Higashide & Birley, 2002; Manigart, Waele, Wright, Robbie, Desbrieres, Sapienze & Beckman, 2002) which look at the determinants of return in VC investments and the conflict that can arise, post-investment period, between the venture capitalist and the entrepreneurial team, as perceived by the venture capitalist. Other articles focus on the VC firm itself and the decision-making process.
## Table 1

**Research Themes in Entrepreneurship**

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**Culture/ethnicity**

1. **Article title:** An institutional perspective on the role of culture in shaping strategic actions by technology-focused entrepreneurial firms in China.  
   **Publication:** Entrepreneurship Theory and Practice, 2002  
   **Authors:** David Ahlstrom and Garry D. Bruton  
   **Volume:** 26, Issue 4. Pages 53-69

2. **Article title:** Are Entrepreneurial Cognitions Universal? Assessing Entrepreneurial Cognitions Across Cultures.  
   **Publication:** Entrepreneurship Theory and Practice, 2002  
   **Authors:** Ronald K. Mitchell, J. Brock Smith, Eric A. Morse, Kristie W. Seawright, Ana Maria Peredo, Brian McKenzie  
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   **Author:** Mauro F. Guillen.  
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4. **Article title:** Cross-Cultural Cognitions and the Venture Creation decision.  
   **Publication:** Academy of Management Journal, 2000.  
   **Authors:** Ronald K. Mitchell, Kristie W. Seawright.  
   **Volume:** 43, No 5, 974-993.

5. **Article title:** Culture and Its Consequences for Entrepreneurship.  
   **Publication:** Entrepreneurship Theory and Practice, 2002  
   **Authors:** Gerard George and Shaker A. Zahra  
   **Volume:** 26, Issue 4. Pages 5-8

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   **Publication:** Entrepreneurship Theory & Practice, 2002  
   **Authors:** Justin Tan  
   **Volume:** 26, Issue 4. Pages 95-111

7. **Article title:** Entrepreneurship and Illegality: Insights from the Nigerian Cross-Border Trade.  
   **Publication:** Journal of Business Venturing, 2002  
   **Authors:** Akin Fadahunsi and Peter Rosa  
   **Volume:** 17, Issue 5. Pages 397-429
8. **Article title:** Gender, Microenterprise Success and Cultural Context: The Case of South Asia.
   **Publication:** Entrepreneurship Theory and Practice, 2002
   **Author:** Paula Kantor
   **Volume:** 26, Issue 4. Pages 131-143

   **Publication:** Entrepreneurship Theory and Practice, 2001
   **Authors:** Chung-Ming Lau and Lowell W. Busenitz
   **Volume:** 26, Issue 1. Pages 5-20

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    **Author:** Sarah Drakopoulou Dodd
    **Volume:** 17, Issue 5. Pages 519-535

11. **Article title:** National Culture and Entrepreneurship: A Review of Behavioral Research.
    **Publication:** Entrepreneurship Theory and Practice, 2002
    **Authors:** James C. Hayton, Gerard George, and Shaker A. Zahra
    **Volume:** 26, Issue 4. Pages 33-52

12. **Article title:** Resources of the firm, Russian high-technology startups, and firm growth.
    **Publication:** Journal of Business Venturing, 2002
    **Authors:** Garry D. Bruton and Yuri Rubanik
    **Volume:** 17, Issue 6. Pages 553-576

13. **Article title:** The Influence of National Culture on the Formation of Technology Alliances by Entrepreneurial Firms.
    **Publication:** Academy of Management Journal, 2000.
    **Authors:** H. Kevin Steensma, Louis Marino, Pat H. Dickson
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    **Publication:** Journal of Small Business Management, April 2002
    **Authors:** Patricia G. Greene and Radha Chaganti
    **Volume:** 40, No.2 Pages-126-143.
**Economic growth**

   **Publication**: Journal of Small Business Management, 2002  
   **Authors**: Per Davidsson, Bruce Kirchhoff, Abdulnasser Hatemi-J, and Helena Gustavsson  
   **Volume**: 40, Number 4. Pages 332-349

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   **Authors**: Chung-Ming Lau and Lowell W. Busenitz  
   **Volume**: 26, Issue 1. Pages 5-20

3. **Article title**: Is extraordinary growth profitable? A study of Inc. 500 high-growth companies.  
   **Publication**: Entrepreneurship Theory and Practice, 2002  
   **Authors**: Gideon D. Markman and William B. Gartner  
   **Volume**: 27, Issue 1. Pages 65-75

4. **Article title**: The ambitious entrepreneur: High growth strategies of women-owned enterprises.  
   **Publication**: Journal of Business Venturing, 2001  
   **Authors**: Lisa K. Gundry and Harold P. Welsch  
   **Volume**: 16, Number 5. Pages 453-470

**Education/learning**

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   **Publication**: Entrepreneurship Theory and Practice, 2001  
   **Authors**: Maria Minniti and William Bygrave  
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   **Publication**: Journal of Small Business Management, April 2001  
   **Authors**: Ian Chaston, Beryl Badger, and Eugene Sadler-Smith.  
   **Volume**: 39, No.2. Pages-139-151.

**Entrepreneurship theory and practice**

   **Publication**: Entrepreneurship Theory and Practice, 2001  
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   **Volume**: 25, Issue 4. Pages 101-113
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   **Publication:** Entrepreneurship Theory and Practice, 2001  
   **Author:** William B. Gartner  
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   **Authors:** Howard E. Aldrich and Martha Argelia Martinez  
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   **Publication:** Entrepreneurship Theory and Practice, 2002  
   **Authors:** James C. Hayton, Gerard George, and Shaker A. Zahra  
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   **Authors:** Deniz Ucbasaran, Paul Westhead, and Mike Wright  
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**Ethics**

1. **Article title:** Entrepreneurship and Illegality: Insights from the Nigerian Cross-Border Trade.  
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1. **Article title:** Determinants of Initial Satisfaction with the Succession Process in Family Firms: A Conceptual Model.
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   **Authors:** Pramodita Sharma, James J. Chrisman, Amy L. Pablo, and Jess H. Chua
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1. **Article title:** A Model of Community-Based Venture Capital Formation to Fund Early-Stage Technology-Based Firms.
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   **Author:** Howard Van Auken
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2. **Article title:** Behaviors of Pre-Venture Entrepreneurs and Perceptions of Their Financial Needs.
   **Journal:** Journal of Small Business Management.
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6. **Article title:** The nature of information and overconfidence on venture capitalists' decision making.  
**Publication:** Journal of Business Venturing, 2001  
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1. **Article title:** Falling Forward: “Real options reasoning and entrepreneurial failure”.  
**Publication:** The Academy of Management Review, Jan 1999.  
**Author:** Rita McGrath Gunther.  
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**Author:** Stephen C. Perry.  
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**Author:** William J. Dennis, Jr. and Lloyd W. Fernald, Jr.  
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**Gender**

**Publication:** Journal of Small Business Management, April 2001  
**Authors:** Matew Sonfield, Robert Lussier, Joel Corman, and Mary Mckinney.  
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2. **Article title:** Gender, Microenterprise Success and Cultural Context: The Case of South Asia  
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**Author:** Paula Kantor  
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3. **Article title:** Relationships among Strategic Capabilities and the Performance of Women-Owned Small Ventures.  
**Publication:** Journal of Small Business Management, April 2002.  
**Authors:** Miri Lerner and Tamar Almor.  
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**Author:** Timothy Bates  
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**Publication:** Journal of Business Venturing, 2001  
**Authors:** Lisa K. Gundry and Harold P. Welsch  
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**Human resources**

1. **Article title:** Promises Made, Promises Broken: An Exploration of Employee Attraction and Retention Practices in Small Business.  
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1. **Article title:** Learning Strategies and Resources for Entrepreneurs and Intrapreneurs  
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**Author:** Benson Honig  
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**International Entrepreneurship and cross-national comparisons**

1. **Article title:** A Cross-national Prediction model for Business Success.  
**Authors:** Robert N. Lussier and Sanja Pfeifer.  
**Volume:** 39, No. 3. Page 228-239.

2. **Article title:** An institutional perspective on the role of culture in shaping strategic actions by technology-focused entrepreneurial firms in China.  
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**Authors:** David Ahlstrom and Garry D. Bruton  
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   **Authors:** Ronald K. Mitchell, J. Brock Smith, Eric A. Morse, Kristie W. Seawright, Ana Maria Peredo, Brian McKenzie  
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   **Publication:** Entrepreneurship Theory and Practice, 2001  
   **Author:** Kelly G. Shaver, William B. Gartner, Elizabeth Crosby, Karolina Bakalarova, and Elizabeth J. Gatewood  
   **Volume:** 26, Issue 2. Pages 5-32

5. **Article title:** Business Groups in Emerging Economies: A Resource-based View.  
   **Author:** Mauro F. Guillen.  
   **Volume:** 43, No 3, pages-362 to 380.

6. **Article title:** Culture, Nation, and Entrepreneurial Strategic Orientations: Implications for an Emerging Economy.  
   **Publication:** Entrepreneurship Theory & Practice, 2002  
   **Author:** Justin Tan  
   **Volume:** 26, Issue 4. Pages 95-111

7. **Article title:** Determinants of required return in venture capital investments: a five-country study.  
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   **Author:** Sophie Manigart, Koen De Waele, Mike Wright, Ken Robbie, Philippe Desbrières, Harry J. Sapienza, Amy Beckman  
   **Volume:** 17, Issue 3. Pages 291-312

8. **Article title:** Empirical Analysis of Business Growth Factors Using Swedish Data.  
   **Publication:** Journal of Small Business Management, 2002  
   **Authors:** Per Davidsson, Bruce Kirchoff, Abdulnasser Hatemi-J, and Helena Gustavsson  
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9. **Article title:** Entrepreneurship and Illegality: Insights from the Nigerian Cross-Border Trade.  
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   **Authors:** Akin Fadahunsi and Peter Rosa  
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18. Article title: Resources of the firm, Russian high-technology startups, and firm growth  
Publication: Journal of Business Venturing, 2002  
Author: Garry D. Bruton and Yuri Rubanik  
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Author: Hironori Higashide and Sue Birley  
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20. Article title: The Entrepreneurial Process and Economic Success in a Constrained Environment  
Publication: Journal of Business Venturing, 2002  
Author: Sarath S. Kodithuwakku and Peter Rosa  
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Author: H. Kevin Steensma, Louis Marino, Pat H. Dickson.  
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Internationalization, Exporting and small business

1. Article title: Effects of Age at Entry, Knowledge intensity, and Imitability on International Growth  
Authors: Erkko Autio, Harry J. Sapienza, James G. Almeida  
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**Publication:** Journal of Business Venturing, 2002

**Authors:** Gongming Qian

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**Motivation/firm creation or dissolution/founder characteristics**

1. **Article title:** Attributions About Entrepreneurship: A Framework and Process for Analyzing Reasons for Starting a Business

**Publication:** Entrepreneurship Theory and Practice, 2001

**Authors:** Kelly G. Shaver, William B. Gartner, Elizabeth Crosby, Karolina Bakalarova, and Elizabeth J. Gatewood

**Volume:** 26, Issue 2. Pages 5-32

2. **Article title:** Beyond Social Capital: How Social Skills Can Enhance Entrepreneurs’ Success.

**Publication:** The Academy of Management Executive.

**Authors:** Robert A. Baron and Gildeon D. Markman.

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**Authors:** Raphael Amit, Kenneth R. MacCrimmon, Charlene Zietsma, and John M. Oesch

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**Authors:** Moren Levesque, Dean A. Shepherd, and Evan J. Douglas

**Volume:** 17, Issue 3. Pages 189-210

5. **Article title:** Entrepreneurial capital: The emerging venture’s most important asset and competitive advantage.

**Publication:** Journal of Business Venturing, 2002

**Author:** Truls Erikson

**Volume:** 17, Issue 3. Pages 275-290

6. **Article title:** Entrepreneurial Transitions: Factors Influencing Founder Departure

**Publication:** Academy of Management Journal, 2002

**Authors:** Warren Boeker and Rushi Karichalil

**Volume:** 45, No. 3. Pages 818-826
7. **Article title:** Growth Intentions of Entrepreneurs in a Transitional Economy: The People’s Republic of China  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Chung-Ming Lau and Lowell W. Busenitz  
**Volume:** 26, Issue 1. Pages 5-20

8. **Article title:** Prospecting for Strategic Advantage: The Proactive Entrepreneurial Personality and Small Firm Innovation  
**Publication:** Journal of Small Business Management, April 2002  
**Authors:** Jill Kickul and Lisa K. Gundry  
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9. **Article title:** The Entrepreneur’s Character, Life Issues, and Strategy Making: A field Study.  
**Publication:** Journal of Business Venturing, 2002  
**Author:** Veronika Kisfalvi  
**Volume:** 17, Issue 5. Pages 489-518

**Quality systems**

1. **Article title:** Quality Practices for a Competitive Advantage in Smaller Firms.  
**Publication:** The Academy of Management Executive  
**Authors:** Donald F. Kuratko, John C. Goodale, and Jeffrey S. Hornsby  
**Volume:** 39. No. 4 Page-293-311

**Resource-based view of the firm**

1. **Article title:** Business Groups in Emerging Economies: A Resource-based View  
**Authors:** Mauro F. Guillen  
**Volume:** 43, No 3, pages-362 to 380.

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3. **Article title:** How Do “Resource Bundles” Develop and Change in New Ventures? A Dynamic Model and Longitudinal Exploration.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors** Benyamin M. Bergmann Lichtenstein and Candida G. Brush  
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**Social Networks/business groups/alliances**

1. **Article title:** Beyond Social Capital: How Social Skills Can Enhance Entrepreneurs’ Success.  
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3. **Article title:** Executive Forum: University technology transfer to entrepreneurial Companies.  
**Publication:** Journal of Business Venturing, 2002  
**Authors:** Scott Shane  
**Volume:** 17, Issue 6. Pages 537-552

4. **Article title:** Interfirm Alliances In the Small Business: The Role of Social Networks  
**Publication:** Journal of Small Business Management  
**Author:** BarNir and Smith  

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8. **Article title:** The effects of business-university alliances on innovative output and
financial performance: a study of publicly traded biotechnology companies.

**Publication:** Journal of Business Venturing, 2002
**Authors:** Gerard George, Shaker A. Zahra, and D. Robley Wood
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9. **Article title:** The Effects of Embeddedness on the Entrepreneurial Process.
**Publication:** Journal of Business Venturing, 2002
**Author:** Sarah L. Jack and Alistair R. Anderson
**Volume:** 17, Issue 5. Pages 467-487

10. **Article title:** The Entrepreneurial Process and Economic Success in a Constrained Environment.
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**Strategic planning and product development**

1. **Article title:** An institutional perspective on the role of culture in shaping strategic actions by technology-focused entrepreneurial firms in China.
**Publication:** Entrepreneurship Theory and Practice, 2002
**Authors:** David Ahlstrom and Garry D. Bruton
**Volume:** 26, Issue 4. Pages 53-69

2. **Article title:** Competitive Analysis and New Venture Performance: Understanding the Impact of Strategic Uncertainty and Venture Origin
**Publication:** Entrepreneurship Theory and Practice, 2002
**Authors:** Shaker A. Zahra, Donald O. Neubaum, and Galal M. El-Hagrassey.
**Volume:** 27, Issue 1. Pages 1-28

3. **Article title:** Craft Retailers’ Criteria for Success and Associated Business Strategies.
**Publication:** Journal of Small Business Management, 2002
**Authors:** Rosalind C. Paige and Mary A. Littrell
**Volume:** 40, Number 4 Pages 341-331

4. **Article title:** Culture, Nation, and Entrepreneurial Strategic Orientations: Implications for an Emerging Economy.
**Publication:** Entrepreneurship Theory & Practice, 2002
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**Authors:** Matthew Sonfield, Robert Lussier, Joel Corman, and Mary Mckinney.
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   **Authors:** Xueli Hunang, Geoffrey N. Soutar, and Alan brown.  
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   **Authors:** Gibson and Cassar.  
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    **Author:** Stephen C. Perry.  
    **Volume:** 39, No. 3. Pages 201-208.

13. **Article title:** The Successful Product Pioneer: Maintaining Commitment while Adapting to Change.  
    **Journal:** Journal of Small Business Management.  
    **Authors:** Simon, Elango, Houghton, and Savelli.  
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Supply chain management/distribution

   **Authors:** Robert A. Baron and Gildeon D. Markman  
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Teams

1. **Article title:** Understanding the dynamics of new venture top management teams: Cohesion, conflict, and new venture performance.  
   **Publication:** Journal of Business Venturing, 2002  
   **Authors:** Michael D. Ensley, Allison W. Pearson, and Allen C. Amason  
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Technology and technology-based firms

1. **Article title:** A Model of Community-Based Venture Capital Formation to Fund Early-Stage Technology-Based Firms  
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3. **Article title:** Determinants and Performance Impacts of External Technology Acquisition.  
   **Publication:** Journal of Business Venturing, 2001  
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5. **Article title:** Institutional Entrepreneurship in the Sponsorship of Common Technological Standards: The Case of Sum Microsystems and Java.  
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**Publication:** Academy of Management Journal, 2000  
**Authors:** H. Kevin Steensma, Louis Marino, Pat H. Dickson  
**Volume:** 43, No 5, Pg- 951-973

**Venture Capital (subcategory of finance, strategic planning)**

1. **Article title:** A Model of Community-Based Venture Capital Formation to Fund Early-Stage Technology-Based Firms  
**Publication:** Journal of Small Business Management, 2002  
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   **Volume:** 17, Issue 1. Pages 1-20