

SELECTED READINGS

Baron, Robert A.; and Gideon D. Markman. (2000). Beyond Social Capital: How Social Skills Can Enhance Entrepreneurs' Success. *Academy of Management Executive*, vol. 14, no. 1, pp. 106–16.

This article suggests that entrepreneurs' social skills—specific competencies that help them interact effectively with others—may play a role in their success. A high level of social capital, built on a favorable reputation, relevant previous experience, and direct personal contacts, often assists entrepreneurs in gaining access to venture capitalists, potential customers, and others.

Boden, Richard J.; and Brian Headd. (October 2002). Race and Gender Differences in Business Ownership and Business Turnover. *Business Economics*, pp. 61–72.

This article describes a study that uses a novel longitudinal Bureau of the Census employer data series to examine the survival prospects of new employer businesses for four different, mutually exclusive classifications of ownership: white non-Hispanics; white Hispanics; blacks; and Asians and other minorities.

Brown, Terence; Per Davidsson; and Johan Wiklund. (2001). An Operationalization of Stevenson's Conceptualization of Entrepreneurship as Opportunity-Based Firm Behavior. *Strategic Management Journal*, vol. 22, pp. 953–69.

This article describes a new instrument that was developed specifically for operationalizing Stevenson's conceptualization of entrepreneurial management. The instrument should open up opportunities for researchers to further evaluate entrepreneurship in existing firms.

Coleman, Susan. (2002). Constraints Faced by Women Small Business Owners: Evidence from the Data. *Journal of Developmental Entrepreneurship*, vol. 7, no. 2, pp. 151–74.

This article explores some of the possible constraints faced by women business owners. Although results do not demonstrate evidence of noneconomic discrimination against women-owned firms, they do reveal that certain characteristics typical of many women-owned firms, including small size, limited prospects for growth and profitability, and failure to provide collateral or guarantee, reduce the likelihood of obtaining debt capital.

Davidsson, Per; and Benson Honig. (2003). The Role of Social and Human Capital among Nascent Entrepreneurs. *Journal of Business Venturing*, vol. 18, pp. 301–31.

This study examines nascent entrepreneurship by comparing individuals engaged in nascent activities with a control group and finds that social capital is a robust predictor for nascent entrepreneurs, as well as for advancing through the start-up

process. With regard to outcomes like first sale or showing a profit, only one aspect of social capital, viz., being a member of a business network, had a statistically significant positive effect. The study supports human capital in predicting entry into nascent entrepreneurship, but only weakly for carrying the start-up process toward successful completion.

Dess, Gregory; R. Duane Ireland; Shaker Zahra; Steven Floyd; Jay Janney; and Peter Lane. (2003). Emerging Issues in Corporate Entrepreneurship. *Journal of Management*, vol. 29, pp. 351–78.

In this article, the authors identify four major issues scholars can pursue to further our understanding about corporate entrepreneurship (CE). The issues explored include various forms of CE and their implications for organizational learning; the role of leadership and social exchange in the CE process; and key research opportunities relevant to CE in an international context. Throughout the article, the authors use the organizational learning theory as a means of integrating our discussion and highlighting the potential contributions of CE to knowledge creation and effective exploitation.

Dyer, Linda M.; and Christopher A. Ross. (April 2000). Ethnic Enterprises and Their Clientele. *Journal of Small Business Management*, vol. 38, pp. 48–66.

The goal of this article is to examine the relationships between ethnic-minority businesses and their co-ethnic customers. A theoretical framework emerges, which highlights three dimensions: (1) the coincident roles of business owner/manager and co-ethnic individual, (2) the easy flow of communication among co-ethnics, and (3) the symbolic aspects of ethnicity. These dimensions are causes of the ambivalent relations that exist between many businesses and their co-ethnic clients.

Eddleston, Kimberly; and Gary N. Powell. (2008). The Role of Gender Identity in Explaining Sex Differences in Business Owners' Career Satisfier Preferences. *Journal of Business Venturing*, vol. 23, pp. 244–56.

This study examines how gender identity explains what male and female business owners look for from their careers. Results suggest that gender identity, represented by the dimensions of masculinity and femininity, serves as a cognitive mechanism that contributes to sex differences in business owners' career satisfier preferences. Masculinity mediates the relationship between sex and preferences for status-based satisfiers. Femininity mediates the relationships between sex and preferences for employee relationship satisfiers and contribution to society satisfiers. These results support the view that entrepreneurship is a gendered process and that incorporation of a feminine perspective into entrepreneurial theories and research is needed. [Abstract from authors.]

Hmieleski, Keith; and Andrew Corbett. (2006). Proclivity for Improvisation as a Predictor of Entrepreneurial Intentions. *Journal of Small Business Management*, vol. 44, pp. 45–63.

This study examines the relationship between improvisation and entrepreneurial intentions and finds that entrepreneurial intentions are associated with measures of personality, motivation, cognitive style, social models, and improvisation. The strongest relationship is found between entrepreneurial intentions and improvisation.

Ireland, R. Duane; Jeffrey G. Covin; and Don F. Kuratko. (2009). Conceptualizing Corporate Entrepreneurship Strategy. *Entrepreneurship: Theory and Practice*, vol. 33, pp. 19–46.

In this article the authors conceptualize the components of corporate entrepreneurship (CE) to include (1) the individual entrepreneurial cognitions of the organization's members and external environmental conditions that invite entrepreneurial activity; (2) the top management's entrepreneurial strategic vision for the firm, organizational architectures that encourage entrepreneurial processes and behavior, and the generic forms of entrepreneurial process that are reflected in entrepreneurial behavior; and (3) the organizational outcomes resulting from entrepreneurial actions, including the development of competitive capability and strategic repositioning.

Jack, Sarah; and Alistair Anderson. (2002). The Effects of Embeddedness on the Entrepreneurial Process. *Journal of Business Venturing*, vol. 17, pp. 467–87.

In this study the authors examine the use of Giddens's theory of structuration to develop the conception of entrepreneurship as an embedded socioeconomic process. In particular they focus on the role of embeddedness in shaping and sustaining business, in recognizing and realizing opportunities, and in the effect of social structure on entrepreneurship.

Krueger, Norris. (2000). The Cognitive Infrastructure of Opportunity Emergence. *Entrepreneurship: Theory and Practice*, vol. 24, pp. 5–23.

In this article the author argues that seeing a prospective course of action as a credible opportunity reflects an intentions-driven process driven by known critical antecedents. On the basis of well-developed theory and robust empirical evidence, he proposes an intentions-based model of the cognitive infrastructure that supports or inhibits how individuals perceive opportunities. The author also shows the practical diagnostic power this model offers to managers.

Kuemmerle, Walter. (May 2002). A Test for the Fainthearted. *Harvard Business Review*, pp. 122–27.

Starting a business is rarely a dignified affair. The article discusses what really makes an entrepreneur; what characteristics set successful entrepreneurs apart, enabling them to start ventures against all odds and keep them alive even in the worst of times; and finally, whether, if you don't possess those characteristics, they can be developed.

Kuratko, Donald; R. Duane Ireland; Jeffrey Covin; and Jeffrey Hornsby. (2005). A Model of Middle-Level Managers' Entrepreneurial Behavior. *Entrepreneurship: Theory & Practice*, vol. 29, pp. 699–716.

In this article, the authors integrate knowledge about corporate entrepreneurship and middle-level managers' behaviors to develop and explore a conceptual model. The model depicts the organizational antecedents of middle-level managers' entrepreneurial behavior, the entrepreneurial actions describing that behavior, and outcomes of that behavior, as well as factors influencing its continuance.

Shepherd, Dean; and Norris Krueger. (2002). An Intentions-Based Model of Entrepreneurial Teams' Social Cognition. *Entrepreneurship: Theory and Practice*, vol. 27, pp. 167–85.

In this article the authors present an intentions-based model of how to promote entrepreneurial thinking in the domain of corporate entrepreneurship. They emphasize the importance of perceptions of desirability and feasibility and that these perceptions are from the team as well as the individual perspective.

Stevenson, Howard; and J. Carlos Jarillo. (1990). A Paradigm of Entrepreneurship: Entrepreneurial Management. *Strategic Management Journal*, vol. 11 (Special Issue), pp. 17–27.

In this article the authors propose that the very concept of corporate entrepreneurship sounds to many entrepreneurship scholars like something of an oxymoron. They point out that there is no doubt that, of late, entrepreneurship in general has gained its status as a legitimate scholarly research subject, enjoying in addition much public interest. The authors offer a discussion of the concept of entrepreneurship within established firms.