



# EMERGING THEMES IN ENTREPRENEURSHIP RESEARCH

September 2003

by

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OUTREACH & EXTENSION  
UNIVERSITY OF MISSOURI  
LINCOLN UNIVERSITY

BRIDG is supported by the University of Missouri Outreach and Extension Outreach  
Development Fund

## **EMERGING THEMES IN ENTREPRENEURSHIP RESEARCH**

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, Kirchoof, Hatemmi-J and Gustavsson, 2002; Lau & Busentiz, 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 at 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**

<b>Research Themes</b>	<b>Representative Authors</b>
Culture/ethnicity	Ahlstrom & Bruton (2002) Bruton & Rubanik (2002) Dodd (2002) Fadahunsi & Rosa (2002) George & Zahra (2002) Greene & Chaganti (2002) Guillen (2000) Hayton, George & Zahra (2002) Kantor (2002) Lau & Busenitz (2001) Mitchel & Seawright (2000) Mitchell, Smith, et.al. (2002) Steensma, Marino, Dickson (2000) Tan (2002)
Economic growth	Davidsson, Kirchoof, et.al. (2002) Gundry & Welsch (2001) Lau & Busenitz (2001) Markman & Gartner (2002)
Education/learning	Chaston, Badger, et.al. (2001) Minniti & Bygrave (2001)
Entrepreneurship theory and practice	Aldrich & Martinez (2001) Chandler & Lyon (2001) Gartner (2001) Hayton, George & Zahra (2002) Low (2001) Ucbasaran, Westhead, et.al. (2001)
Ethics	Dawson, Breen & Satyen (2002) Fadahunsi & Rosa (2002)
Family-owned businesses	Sharma, Chrisman, et.al. (2001)
Finance	Brau (2002) Jones & Tullous (2002) Mason & Harrison (2002) Van Auken (2001), (2002) Zacharakis & Shepherd (2001)
Firm performance/planning	Dennis, Jr. & Fernald, Jr. (2001) Gibson & Cassar (2002) Gunther McGrath (1999) Perry (2001)

**Table 1 cont.**  
**Research Themes in Entrepreneurship**

<b>Research Themes</b>	<b>Representative Authors</b>
Gender	Bates (2002) Gundry & Welsch (2001) Kantor (2002) Lerner & Almor (2002) Sonfield, Lussier, et.al. (2001)
Human resources	Kickul (2001)
Intepreneurship vs. Entrepreneurship	Honig (2001)
International entrepreneurship/cross-national comparisons/ individual country studies	Ahlstrom & Bruton (2002) Bruton & Rubanik (2002) Chaston, Badger, et.al. (2001) Davidsson, Kirchoff, et.al. (2002) Fadahunsi & Rosa (2002) Guillen (2002) Higashide & Briley (2002) Hunang, Soutar, et.al. (2002) Kantor (2002) Kodithuwakku & Rosa (2002) Lau & Busenitz (2001) Lussier & Pfeifer (2001) Manigart, Waele, et.al (2002) Mason & Harrison (2002) McDougall & Oviatt (2000) Mitchell, Smith, et.al. (2002) Sharver, Gartner, et.al. (2001) Steensma, Marino, et.al. (2000) Tan (2001), (2002) Zahira, Ireland & Hitt (2000)
Internationalization, exporting and small business	Autio, Sapienza, et.al. (2000) Qian (2002) Reuber & Fischer (2002) Zahira, Ireland, Hitt (2000)
Motivation/firm creation or dissolution/founder characteristics	Amit, MacCrimmon, et.al. (2001) Baron & Markman (2000) Boeker & Karichalil (2002) Erikson (2002) Kickul & Gundry (2002) Kisfalvi (2002) Lau & Busenitz (2001) Levesque, Shepherd, et.al. (2002) Shaver, Gartner, et.al. (2001)
Quality systems	Kuratko, Goodale, et.al (2001)

**Table 1 cont.**  
**Research Themes in Entrepreneurship**

<b>Research Themes</b>	<b>Representative Authors</b>
Resource-based views of the firm	Bruton & Rubanik (2002) Erikson (2002) Guillen (2000) Lichtenstein & Brush (2001)
Social networks/business groups/alliances	BarNir & Smith (2002) Baron & Markman (2000) Boeker & Karichalil (2002) George, Zahra & Wood (2002) Guillen (2000) Jack & Anderson (2002) Kickul & Gundry (2002) Kodithuwakku & Rosa (2002) Lau & Busentiz (2001) Shane (2002)
Strategic planning and product development	Ahlstrom & Burton (2002) Elango, Haughton & Savelli (2002) Gibson & Cassar (2002) Gundry & Welsch (2001) Huang, Soutar & Brown (2002) Kelley & Rice (2001) Kickul & Gundry (2002) Lerner & Almor (2002) Paige & Littrell (2002) Perry (2001) Sonfield, Lussier, et.al (2001) Tan (2002) Zahra, Neubaum, et.al. (2002)
Supply chain management/distribution	Baron & Markman (2001)
Teams	Ensley, Pearson & Amason (2002)
Technology and technology-based firms	Ahlstrom & Bruton (2002) Garud, Jain, Kumaraswamy (2002) Jones, Lanctot Jr., Teege (2001) Kelley & Rice (2001) Steensma, Marino, Dickson (2000) Van Auken (2001), (2002)
Venture Capital	Higashide & Birley (2002) Manigart, Waele, et.al. (2002), (2002) Mason & Harrison (2002) Shepherd & Zacharakis (2001), (2002) Zacharakis & Shepherd (2001)

## *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  
**Volume:** 26, Issue 4. Pages 9-32
3. **Article title:** Business Groups in Emerging Economies: A Resource-based View.  
**Publication:** The Academy of Management Journal, 2000.  
**Author:** Mauro F. Guillen.  
**Volume:** 43, No 3, pages-362 to 380.
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
6. **Article title:** Culture, Nation, and Entrepreneurial Strategic Orientations: Implications for an Emerging Economy.  
**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
9. **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
10. **Article title:** Metaphors and Meaning: A Grounded Cultural Model of U.S. Entrepreneurship.  
**Publication:** Journal of Business Venturing, 2002  
**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  
**Volume:** 43, No 5, Pg- 951-973.
14. **Article title:** Who are Ethnic Entrepreneurs? A study of Entrepreneurs' Ethnic Involvement and Business Characteristics.  
**Publication:** Journal of Small Business Management, April 2002  
**Authors:** Patricia G. Greene and Radha Chaganti  
**Volume:** 40, No.2 Pages-126-143.

## *Economic growth*

1. **Article title:** Empirical Analysis of Business Growth Factors Using Swedish Data.  
**Publication:** Journal of Small Business Management, 2002  
**Authors:** Per Davidsson, Bruce Kirchoff, Abdalnasser Hatemi-J, and Helena Gustavsson  
**Volume:** 40, Number 4. Pages 332-349
2. **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
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*

1. **Article title:** A Dynamic Model of Entrepreneurial Learning.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Maria Minniti and William Bygrave  
**Volume:** 25, Issue 3. Pages 5-16
2. **Article title:** Organizational Learning: An Empirical Assessment of Process in Small U. K. Manufacturing Firms.  
**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*

1. **Article title:** Issues of Research Design and Construct Measurement in Entrepreneurship Research: The Past Decade.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Gaylen N. Chandler and Douglas W. Lyon  
**Volume:** 25, Issue 4. Pages 101-113

2. **Article title:** Is there an Elephant in Entrepreneurship? Blind Assumptions in Theory Development.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Author:** William B. Gartner  
**Volume:** 25, Issue 4. Pages 27-39
3. **Article title:** Many are Called, but Few are Chosen: An Evolutionary Perspective for the Study of Entrepreneurship.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Howard E. Aldrich and Martha Argelia Martinez  
**Volume:** 25, Issue 4. Pages 41-56
4. **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
5. **Article title:** The Adolescence of Entrepreneurship Research: Specification of Purpose.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Author:** Murray B. Low  
**Volume:** 25, Issue 4. Pages 17-25
6. **Article title:** The Focus of Entrepreneurial Research: Contextual and Process Issues.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Deniz Ucbasaran, Paul Westhead, and Mike Wright  
**Volume:** 25, Issue 4. Pages 57-80

### *Ethics*

1. **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
2. **Article title:** The Ethical Outlook of Micro Business Operators.  
**Publication:** Journal of Small Business Management, 2002  
**Authors:** Stuart Dawson, John Breen, and Lata Satyen  
**Volume:** 40, Number 4 Pages 302-313

## *Family-owned businesses*

1. **Article title:** Determinants of Initial Satisfaction with the Succession Process in Family Firms: A Conceptual Model.  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Pramodita Sharma, James J. Chrisman, Amy L. Pablo, and Jess H. Chua  
**Volume:** 25, Issue 3. Pages 17-35

## *Finance*

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  
**Author:** Howard Van Auken  
**Volume:** 40, No. 4. Pages 287-301
2. **Article title:** Behaviors of Pre-Venture Entrepreneurs and Perceptions of Their Financial Needs.  
**Journal:** Journal of Small Business Management.  
**Authors:** Jones and Tullous.  
**Volume:** 40, Number 3, July 2002. Pages: 233-249.
3. **Article title:** Do Banks Price Owner-Manager Agency Costs? An Examination of Small Business Borrowing.  
**Publication:** Journal of Small Business Management, 2002  
**Author:** James C. Brau  
**Volume:** 40, Number 4 Pages 273-286
4. **Article title:** Financing Small Technology- Based Companies: The Relationship between Familiarity with Capital and Ability to Price and Negotiate Investment.  
**Publication:** Journal of Small Business Management, July 2001.  
**Author:** Howard E. Van Auken.  
**Volume:** 39, No. 3. Page-240-258
5. **Article title:** Is It Worth It? The Rates of Return from Informal Venture Capital Investments.  
**Publication:** Journal of Business Venturing, 2002  
**Authors:** Colin M. Mason and Richard T. Harrison  
**Volume:** 17, Issue 3. Pages 211-236

6. **Article title:** The nature of information and overconfidence on venture capitalists' decision making.  
**Publication:** Journal of Business Venturing, 2001  
**Author:** Andrew L. Zacharakis and Dean A. Shepherd  
**Volume:** 16, Issue 4. Pages 311-332

### *Firm performance/planning*

1. **Article title:** Falling Forward: “Real options reasoning and entrepreneurial failure”.  
**Publication:** The Academy of Management Review, Jan 1999.  
**Author:** Rita McGrath Gunther.  
**Volume:** 24. Issue-1, Pages-13-30.
2. **Article title:** Planning Behavior Variables in Small Firms.  
**Journal:** Journal of Small Business Management.  
**Authors:** Gibson and Cassar.  
**Volume:** 40, Number 3, July 2002. Pages: 171-186.
3. **Article title:** The Relationship between Written Business Plans and the Failure of Small Businesses in the U.S.  
**Publication:** Journal of Small Business Management, July 2001.  
**Author:** Stephen C. Perry.  
**Volume:** 39, No. 3. Pages-201-208.
4. **Article title:** The Chances of Financial Success (and Loss) from Small Business Ownership  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Author:** William J. Dennis, Jr. and Lloyd W. Fernald, Jr.  
**Volume:** 26, Issue 1. Pages 75-83

### *Gender*

1. **Article title:** Gender Comparisons in Strategic Decision-Making: An Empirical Analysis of the Entrepreneurial Strategy Mix.  
**Publication:** Journal of Small Business Management, April 2001  
**Authors:** Mattew Sonfield, Robert Lussier, Joel Corman, and Mary Mckinney.  
**Volume:** 39, No-2, Pages-165-173.
2. **Article title:** Gender, Microenterprise Success and Cultural Context: The Case of South Asia  
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**Author:** Paula Kantor  
**Volume:** 26, Issue 4. Pages 131-143

3. **Article title:** Relationships among Strategic Capabilities and the Performance of Women-Owned Small Ventures.  
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**Authors:** Miri Lerner and Tamar Almor.  
**Volume:** 40, No.2 Pages- 109-125.
4. **Article title:** Restricted Access to Markets Characterizes Women-Owned Businesses  
**Publication:** Journal of Business Venturing, 2002  
**Author:** Timothy Bates  
**Volume:** 17, Issue 4. Pages 313-324
5. **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

### *Human resources*

1. **Article title:** Promises Made, Promises Broken: An Exploration of Employee Attraction and Retention Practices in Small Business.  
**Publication:** Journal of Small Business Management, Oct 2001  
**Author:** Jill Kickul.  
**Volume:** 39. No. 4. Pages-320-335

### *Intrapreneurship vs. Entrepreneurship*

1. **Article title:** Learning Strategies and Resources for Entrepreneurs and Intrapreneurs  
**Publication:** Entrepreneurship Theory and Practice, 2001  
**Author:** Benson Honig  
**Volume:** 26, Issue 1. Pages 21-35

### *International Entrepreneurship and cross-national comparisons*

1. **Article title:** A Cross-national Prediction model for Business Success.  
**Publication:** Journal of Small Business Management, July 2001.  
**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.  
**Publication:** Entrepreneurship Theory and Practice, 2002  
**Authors:** David Ahlstrom and Garry D. Bruton  
**Volume:** 26, Issue 4. Pages 53-69

3. **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  
**Volume:** 26, Issue 4. Pages 9-32
4. **Article title:** Attributions About Entrepreneurship: A Framework and Process for Analyzing Reasons for Starting a Business  
**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
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**Publication:** The Academy of Management Journal, 2000.  
**Author:** Mauro F. Guillen.  
**Volume:** 43, No 3, pages-362 to 380.
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**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 Desbrieres, Harry J. Sapienza, Amy Beckman  
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**Author:** Justin Tan  
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19. **Article title:** The consequences of conflict between the venture capitalist and the entrepreneurial team in the United Kingdom from the perspective of the venture capitalist.  
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**Author:** Hironori Higashide and Sue Birley  
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1. **Article title:** Effects of Age at Entry, Knowledge intensity, and Imitability on International Growth  
**Publication:** Academy of Management Journal, 2000.  
**Authors:** Erkkö Autio, Harry J. Sapienza, James G. Almeida  
**Volume:** 43, No 5, Pg-909-924.
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**Publication:** Entrepreneurship Theory and Practice, 2002  
**Authors:** A. Rebecca Reuber and Eileen Fischer  
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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  
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**Authors:** Kelly G. Shaver, William B. Gartner, Elizabeth Crosby, Karolina Bakalarova, and Elizabeth J. Gatewood  
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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.  
**Volume:** 14, Number 1, February 2000. Pg: 106-115
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**Publication:** Journal of Business Venturing, 2001  
**Authors:** Raphael Amit, Kenneth R. MacCrimmon, Charlene Zietsma, and John M. Oesch  
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4. **Article title:** Employment or Self-Employment: A Dynamic Utility-Maximizing Model  
**Publication:** Journal of Business Venturing, 2002  
**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  
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**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Chung-Ming Lau and Lowell W. Busenitz  
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**Authors:** Jill Kickul and Lisa K. Gundry  
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**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  
**Publication:** The Academy of Management Journal, 2000.  
**Authors:** Mauro F. Guillen  
**Volume:** 43, No 3, pages-362 to 380.
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**Authors:** Truls Erikson  
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**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Benjamin M. Bergmann Lichtenstein and Candida G. Brush  
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4. **Article title:** Resources of the firm, Russian high-technology startups, and firm growth.  
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### *Social Networks/business groups/alliances*

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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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**Authors:** Sarath S. Kodithuwakku and Peter Rosa  
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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.  
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**Authors:** David Ahlstrom and Garry D. Bruton  
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**Authors:** Shaker A. Zahra, Donald O. Neubaum, and Galal M. El-Hagrassey.  
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**Authors:** Rosalind C. Paige and Mary A. Littrell  
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**Author:** Justin Tan  
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**Authors:** Miri Lerner and Tamar Almor.  
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**Publication:** Entrepreneurship Theory and Practice, 2001  
**Authors:** Donna J. Kelley and Mark P. Rice  
**Volume:** 26, Issue 1. Pages 55-73
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**Publication:** Journal of Business Venturing, 2001  
**Authors:** Lisa K. Gundry and Harold P. Welsch  
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**Authors:** Simon, Elango, Houghton, and Savelli.  
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1. **Article title:** Supplier Selection Practices among Small Firms in the United States: Testing Three Models.  
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**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  
**Publication:** Journal of Small Business Management, 2002  
**Authors:** Howard Van Auken  
**Volume:** 40, No. 4. Pages 287-301
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**Authors:** David Ahlstrom and Garry D. Bruton  
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**Publication:** Journal of Business Venturing, 2001  
**Authors:** Gary K. Jones, Aldor Lanctot Jr., and Hildy J. Teegen  
**Volume:** 16, Issue 3. Pages 255-283
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**Publication:** Journal of Small Business Management, July 2001  
**Author:** Howard E. Van Auken.  
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**Authors:** Raghu Garud, Sanjay Jain, and Arun Kumaraswamy  
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***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  
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**Authors:** Sophie Manigart, Koen De Waele, Mike Wright, Ken Robbie, Philippe Desbrieres, Harry J. Sapienza, Amy Beckman  
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**Publication:** Journal of Business Venturing, 2002  
**Authors:** Sophie Manigart, Koen De Waele, Mike Wright, Ken Robbie, Philippe Desbrieres, Harry J. Sapienza, Amy Beckman  
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**Publication:** Entrepreneurship Theory and Practice, 2001  
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**Author:** Hironori Higashide and Sue Birley  
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**Publication:** Journal of Business Venturing, 2001  
**Author:** Andrew L. Zacharakis and Dean A. Shepherd  
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