

PhD Seminar  
School of Entrepreneurship  
Friday, 1:30-4:20p, 405B Business Bldg.  
<http://entrepreneurship.okstate.edu>

### **Contemporary Research Topics in Entrepreneurship**

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The field of entrepreneurship is experiencing an exciting period in its development. The value of entrepreneurship finds the process being studied and applied in various domains, including strategic management, political science, poverty alleviation, and international markets, among other domains. Moreover, the complexity of entrepreneurship as a process occurring at the nexus of individuals and opportunities, within and outside of existing organizations, finds the study of entrepreneurship being informed from different disciplines, from psychology to finance to economics. As such, a diverse set of research streams have recently emerged in different areas exploring entrepreneurship-related phenomena. The objective of this seminar is to provide you with awareness and understanding of emerging research streams in entrepreneurship.

\* All administrative functions will be handled by Justin Webb. Please address all administrative questions and concerns to him.

## **Grades**

Grades will be based on the following components:

Active participation in class discussions:	25%
Article review:	25%
Final journal-targeted paper:	25%
Final exam:	25%

*Participation* will involve the following requirements:

1. Reading assigned articles, chapters, and other materials
2. Active participation in class discussion of all articles and materials
3. Regular attendance

*Article review* will involve the following requirements:

1. Providing a comprehensive review of a journal article.
2. Addressing positive and negative aspects of the article in an organized manner
3. Article provided on October 21. Review due on November 18. Emailed to Justin Webb by begin of class.

*Final journal-targeted paper* will involve the following requirements:

1. Writing a full paper examining entrepreneurship-related phenomena that should be tailored to a specific journal.
2. Meeting relevant due dates. First draft of paper due on October 21, emailed to Justin Webb by begin of class. Final draft of paper due on last in-class day, December 9 (NOT exam day).

*The final exam* will be an essay exam in which you will be asked to respond to 3 out of 5 questions. The final exam will be given in class on Friday, December 16.

## **Readings**

In the following pages, a course outline with a required reading list is attached. Readings will be provided to members of the class via a CD in pdf format.

## **Week 1: Strategic/Corporate Entrepreneurship; August 26, Justin Webb**

Ahuja, G. & Lampert, C.M. 2001. Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22: 521-543.

Barringer, B.R. & Bluedorn, A.C. 1999. The relationship between corporate entrepreneurship and strategic management. *Strategic Management Journal*, 20: 421-444.

Benner, M.J. & Tushman, M.L. 2003. Exploitation, exploration, and process management: The productivity dilemma revisited. *Academy of Management Review*, 28: 238-256.

Chandy, R.K. & Tellis, G.J. 2000. The incumbent's curse? Incumbency, size, and radical product innovation. *Journal of Marketing*, 64: 1-17.

Ireland, R.D., Hitt, M.A., & Sirmon, D.G. 2003. A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29: 1-26.

Ireland, R.D. & Webb, J.W. 2009. Crossing the great divide of strategic entrepreneurship: Transitioning between exploration and exploitation. *Business Horizons*, 52: 469-479.

Sorescu, A.B., Chandy, R.K., & Prabhu, J.C. 2003. Sources and financial consequences of radical innovation: Insights from pharmaceuticals. *Journal of Marketing*, 67: 82-102.

## **Week 2: Entrepreneurial Orientation; September 2, Justin Webb**

Covin, J.G. & Slevin, D.P. 1989. Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10: 75-87.

Lumpkin, G.T. & Dess, G.G. 1996. Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21: 135-172.

Pearce, J.A., Fritz, D.A., & Davis, P.S. 2010. Entrepreneurial orientation and the performance of religious congregations as predicted by rational choice theory. *Entrepreneurship Theory and Practice*, 34(1): 219-248.

Rauch, A., Wiklund, J., Lumpkin, G.T., & Frese, M. 2009. Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3): 761-787.

Simsek, Z., Heavey, C., & Veiga, J.F. 2010. The impact of CEO core self-evaluation on the firm's entrepreneurial orientation. *Strategic Management Journal*, 31: 110-119.

Stam, W. & Elfring, T. 2008. Entrepreneurial orientation and new venture performance: The moderating role of intra- and extraindustry social capital. *Academy of Management Journal*, 51: 97-110.

Wiklund, J., & Shepherd, D. 2003. Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24: 1307-1314.

### **Week 3: Family Firms; September 9, Justin Webb**

Aldrich, H.E. & Cliff, J.E. 2003. The pervasive effects of family on entrepreneurship: Toward a family embeddedness perspective. *Journal of Business Venturing*, 18: 573-596.

Anderson, R.C. & Reeb, D.M. 2003. Founding-family ownership and firm performance: Evidence from the S&P 500. *Journal of Finance*, 58: 1301-1328.

Bertrand, M. & Schoar, A. 2006. The role of family in family firms. *Journal of Economic Perspectives*, 20: 73-96.

Chua, J.H., Chrisman, J.J., & Sharma, P. 1999. Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23: 19-39.

Eddleston, K.A., & Kellermans, F.W. 2007. Destructive and productive family relationships: A stewardship theory perspective. *Journal of Business Venturing*, 22: 545-565.

Gomez-Mejia, L.R., Nunez-Nickel, M., & Gutierrez, I. 2001. The role of family ties in agency contracts. *Academy of Management Journal*, 44(1): 81-95.

Habbershon, T.G., Williams, M.L., & MacMillan, I. 2003. A unified systems perspective of family firm performance. *Journal of Business Venturing*, 18: 451-466.

Schulze, W.S., Lubatkin, M.H., & Dino, R.N. 2003. Exploring the agency consequences of ownership dispersion among the directors of private family firms. *Academy of Management Journal*, 46: 179-194.

### **Week 4: Institutional Entrepreneurship; September 16, Justin Webb**

Garud, R., Jain, S., & Kumaraswamy, A. 2002. Institutional entrepreneurship in the sponsorship of common technological standards: The case of Sun Microsystems and Java. *Academy of Management Journal*, 45: 196-214.

Greenwood, R. & Suddaby, R. 2006. Institutional entrepreneurship in mature fields: The big five accounting firms. *Academy of Management Journal*, 49: 27-48.

Maguire, S., Hardy, C., & Lawrence, T.B. 2004. Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada. *Academy of Management Journal*, 47: 657-679.

Misangyi, V.F., Weaver, G.R., & Elms, H. 2008. Ending corruption: The interplay among institutional logics, resources, and institutional entrepreneurs. *Academy of Management Review*, 33: 750-770.

Pacheco, D.F., York, J.G., Dean, T.J., & Sarasvathy, S.D. 2010. The coevolution of institutional entrepreneurship: A tale of two theories. *Journal of Management*, 36: 974-eoa.

Rao, H., Morrill, C., & Zald, M.N. 2000. Power plays: How social movements and collective action create new organizational forms. In R.I. Sutton & B.M. Staw (Eds.), *Research in Organizational Behavior*, vol. 22: 239-282. Greenwich, CT: JAI Press.

Santos, F.M. & Eisenhardt, K.M. 2009. Constructing markets and shaping boundaries: Entrepreneurial power in nascent fields. *Academy of Management Journal*, 52: 643-eoa.

### **Week 5: EXPERIENTIAL CLASSROOM IN TULSA**

### **Week 6: Social Entrepreneurship/Poverty Alleviation; September 30, Mike Morris**

Austin, J., Stevenson, H.W., & Wei-Skillern, J. 2006. Social and commercial entrepreneurship: Same, different, or both? *Entrepreneurship Theory and Practice*, 30(1): 1-22.

Morris, M.H., Webb, J.W., & Franklin, R. 2011. Understanding the manifestation of entrepreneurial orientation in the nonprofit context. *Entrepreneurship Theory and Practice*, 35(5), in press.

Plowman, D., Baker, L., Beck, T., Kulkarni, M., Solansky, S., & Travis, D. 2007. Radical change accidentally: The emergence and amplification of small change. *Academy of Management Journal*, 50(3): 515-543.

Webb, J.W., Kistruck, G.M., Ireland, R.D., & Ketchen, D.J. 2009. The entrepreneurship process in base of the pyramid markets. *Entrepreneurship Theory and Practice*, 33(3): 555-582.

Wennekers, S., van Stel, A., Thurik, R., & Reynolds, P. 2005. Nascent entrepreneurship and the level of economic development. *Small Business Economics*, 293-309.

### **Week 7: New Venture Creation (Cognition); October 7, Robert Baron**

Baron, R. A. 2006. Opportunity recognition as pattern recognition: how entrepreneurs “connect the dots” to identify new business opportunities. *Academy of Management Perspectives*, 20(1): 104-119.

Baum, J.R., & Bird, B.J. 2010. The successful intelligence of high-growth entrepreneurs: Links to new venture growth. *Organizational Science*, 21: 397-412.

Dew, N., Read, S., Sarasvathy, S.D., & Wiltbank, R. 2009. Effectual versus predictive logics in entrepreneurial decision-making: Differences between experts and novices. *Journal of Business Venturing*, 24: 287-309.

Gregoire, DA, Barr, PS., & Shepherd, DA. 2010. Cognitive processes of opportunity recognition: Role of structural alignment. *Organization Science*, 21(2): 413-431

Haynie, M.J., Shepherd, D., Mosakowski, E., & Earley, P.C. (2010). A situated metacognitive model of the entrepreneurial mindset. *Journal of Business Venturing*, 26: 217-229.

Hmieleski, K., & Baron, R.A. (2009). Entrepreneurs' optimism and new venture performance: A social cognitive perspective. *Academy of Management Journal*, 5: 473-488.

### **October 14: FALL BREAK**

### **Week 8: New Venture Creation (The Role of Affect); October 21, Robert Baron**

**FIRST DRAFT OF PAPER DUE.**

**ARTICLE TO BE REVIEWED WILL BE HANDED OUT.**

Baron, R. A. 2008. The role of affect in the entrepreneurial process. *Academy of Management Review*, 33: 328–340.

Baron, R.A., Hmieleski, K.M., & Tang, J. 2011. The downside of being “up”: Entrepreneurs' dispositional positive affect and firm performance. *Strategic Entrepreneurship Journal*, 5: 101-119.

Cardon, M. S., Wincent, J., Sing, J., & Drnovsek, M. 2009. The nature and experience of entrepreneurial passion. *Academy of Management Review*, 34: 511-532.

Chen, X. P., Yao, X., & Kotha, S. 2009. Entrepreneur passion and preparedness in business plan presentations: a persuasion analysis of venture capitalists' funding decisions. *Academy of Management Journal*, 52: 199-214.

Shepherd, D.A., Wiklund, J., & Haynie, J.M. 2009. Moving forward: Balancing the financial and emotional costs of business failure. *Journal of Business Venturing*, 24: 134-148.

### **Week 9: Gender/Race; October 28, Mike Morris**

Bogan, V. & Darity, W. 2008. Culture and entrepreneurship? African American and immigrant self-employment in the United States. *Journal of Socio-Economics*, 37(5): 1999-2019.

Edelman, L., Brush, C., Manolova, T., & Greene, P. 2010. Start-up motivations and growth intentions of minority nascent entrepreneurs. *Journal of Small Business Management*, 48(2): 174-196.

Fischer, E.M., Reuber, A.R., & Dyke, L.S. 1993. A theoretical overview and extension of research on sex, gender, and entrepreneurship. *Journal of Business Venturing*, 8(2): 151-168.

Minniti, M. & Nardone, C. 2007. Being in someone else's shoes: The role of gender in nascent entrepreneurship. *Small Business Economics*, 28: 223-238.

Schindehutte, M., Morris, M., & Allen, J. 2005. Homosexuality and entrepreneurship: Implications of gay identity for the venture-creation experience. *International Journal of Entrepreneurship and Innovation*, 6(1): 27-40.

### **Week 10: Policy and Entrepreneurship; November 4, Vance Fried**

Dennis, W.J. 2011. Entrepreneurship, small business and public policy levers. 2011. *Journal of Small Business Management*. Part I 49(1):92-106, Part II 49(2):149-162

von Mises, L. 1958. *Liberty and Property*. Lecture at Mt. Pelerin Society, <http://libertadcarajo.files.wordpress.com/2010/10/mises-liberty-and-property.pdf>.

Hayek, F.A. *The Road to Serfdom* (condensed). F.A. Hayek, 1945. Institute of Economic Affairs, <http://www.iea.org.uk/sites/default/files/publications/files/upldbook43pdf>, pp.29-62.

Bierman, L. & Fried, V. 2011. Economic liberty is a fundamental right. Working Paper.

Tullock, G., Seldon, A., & Brady, G.L. 2002. *Government Failure: A Primer in Public Choice*. Chapters 1,4, 5 & 6. Cato Institute.

### **Week 11: Culture; November 11, Rubin Pillay**

Aldrich, H.E. & Waldinger, R. 1990. Ethnicity and entrepreneurship. *Annual Review of Sociology*, 16: 111-135.

Cardon, M.S., Stevens, C.E., & Potter, D.R. 2009. Misfortunes or mistakes? Cultural sensemaking of entrepreneurial failure. *Journal of Business Venturing*.

Inglehart, R. & Baker, W.E. 2000. Modernization, cultural change, and the persistence of traditional values. *American Sociological Review*, 65: 19-51.

Lounsbury, M. & Glynn, M.A. 2001. Cultural entrepreneurship: Stories, legitimacy, and the acquisition of resources. *Strategic Management Journal*, 22: 545-564.

McGrath, R.G., MacMillan, I.C., Yang, E. A.-Y., & Tsai, W. 1992. Does culture endure, or is it malleable? Issues for entrepreneurial economic development. *Journal of Business Venturing*, 7: 441-458.

Pessar, P.R. 1995. The elusive enclave: Ethnicity, class, and nationality among Latino entrepreneurs in Greater Washington, DC. *Human Organization*, 54: 383-392.

### **Week 12: Venture Capital; November 18, Bruce Barringer**

Gorman, M. & Sahlman, W.A. 1989. What do venture capitalists do? *Journal of Business Venturing*, 4: 231-248.

Colombo, M.G., Luukkonen, T., Mustar, P. & Wright, M. 2010. Introduction: Venture capital and high-tech startup-ups, *Venture Capital*, 12: 261-266.

Davila, A., Foster, G., Gupta, M. 2003. Venture capital financing and the growth of startup firms, *Journal of Business Venturing*, 18: 689-708.

Arthurs, J.D. & Busenitz, L.W. 2006. Dynamic capabilities and venture performance: The effects of venture capitalists, *Journal of Business Venturing*, 21: 195-215.

Bengtsson, O. & Wang, F. 2010. What matters in venture capital? Evidence from entrepreneurs stated preferences, *Financial Management*, 1367-1401.

Wong, A., Bhatia, M., Freeman, Z. 2009. Angel finance: The other venture capital, *Strategic Change*, 18: 221-230.

### **Week 13: Health Care and Entrepreneurship; December 2, Rubin Pillay**

#### **ARTICLE REVIEW DUE.**

Christensen, C.M., Bohmer, R., & Kenagy, J. 2000. Will disruptive innovations cure health care? *Harvard Business Review*, 102-111.

Culig, M.H., Kunkle, R.F., Frndak, D.C., Grunden, N., Maher, T.D., & Magovern, G.J. 2011. Improving patient care in cardiac surgery using Toyota production system based methodology. *The Annals of Thoracic Surgery*, 91: 394-400.



Exton, R. 2010. Enterprising health: Creating the conditions for entrepreneurial behavior as a strategy for effective and sustainable change in health services. *Journal of Health Organization and Management*, 24: 459-479.

Guo, K.L. 2003. Applying entrepreneurship to health care organizations. *New England Journal of Entrepreneurship*, 6: 45-53.

Mack, W.R., Green, D., & Vedlitz, A. 2008. Innovation and implementation in the public sector: An examination of public entrepreneurship. *Review of Policy Research*, 25: 233-252.

Oliver, T.R. & Paul-Shaheen, P. 1997. Translating ideas into actions: Entrepreneurial leadership in state health care reforms. *Journal of Health Politics, Policy and Law*, 22: 721-788.

Porter, M.E. & Teisberg, E.O. 2004. Redefining competition in health care. *Harvard Business Review*, 1-13.

#### **Week 14: Entrepreneurial Expertise and Decision-Making; December 9, Brandon Mueller**

Baron, R. A. 1998. Cognitive mechanisms in entrepreneurship: Why and when entrepreneurs think differently than other people. *Journal of Business Venturing*, 13: 275-294.

Baron, R. A. 2010. How entrepreneurs acquire the capacity to excel: Insights from research on expert performance. *Strategic Entrepreneurship Journal*, 4(1): 49-65.

Busenitz, L. W., & Barney, J. B. Differences between entrepreneurs and managers in large organizations: Biases and heuristics in strategic decision-making. *Journal of Business Venturing*, 12(1): 9-30.

Dew, N., Read, S., Sarasvathy, S. D., & Wiltbank, R. 2009. Effectual versus predictive logics in entrepreneurial decision-making: Differences between experts and novices. *Journal of Business Venturing*, 24: 287-309.

McMullen, J. S., & Shepherd, D. A. 2006. Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur. *Academy of Management Review*, 31(1): 132-152.

Sarasvathy, S. D. 2001. Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26(2): 243-288.