
Entrepreneurship Research: an integrated perspective

Course No : 02801860

Credit : 2

Prerequisite :

Program : Graduate

Instructor : Lu Jiangyong

Semester : 2017 Fall

Instructor's resume/brief introduction(Within 500 words):

路江涌拥有香港大学经济学与企业战略方向博士学位,现任北京大学光华管理学院组织与战略管理系教授、系主任。路江涌博士的研究方向主要包括创业、创新、国际商务和国际经济学等。路江涌博士在中文权威期刊发表论文 10 余篇,在英文 SSCI 学术期刊发表论文 40 余篇,曾获麦肯锡中国经济学研究奖、“安子介国际贸易研究奖”三等奖、“北京市哲学社会科学优秀成果奖”二等奖、北京大学光华管理学院厉以宁科研奖和中国管理学国际学会(IACMR)年会最佳论文等奖项,入选教育部新世纪优秀人才支持计划。路江涌博士曾主持多项国家自然科学基金(包括一项国家自然科学基金杰出青年基金)、国家社会科学基金,以及世界银行研究基金等国家级和国际合作基金

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TA's contact information::

Office hour:

周二下午 17 : 00-18:00

Program Learning Goals and Objectives

- 1 **Learning Goal 1** Graduates will be thoroughly familiar with the specialized knowledge and theories required for the completion of academic research.
 - 1.1 Objective 1 Graduates will have a deep understanding of basic knowledge and theories in their specialized area.
 - 1.2 Objective 2 Graduates will be familiar with the latest academic findings in their specialized area and will be knowledgeable about related areas.
 - 1.3 Objective 3 Graduates will be familiar with research methodologies in their specialized area, and will be able to apply them effectively.
- 2 **Learning Goal 2** Graduates will be creative scholars, who are able to write and publish high-quality graduation dissertation and research papers.
 - 2.1 Objective 1 Graduates will write and publish high-quality graduation

dissertation and research papers

2.2 Objective 2 Graduates will be critical thinkers and innovative problems solvers.

3 **Learning Goal 3** Graduates will have a broad vision of globalization and will be able to communicate and cooperate with international scholars

3.1 Objective 1 Graduates will have excellent oral and written communication skills

3.2 Objective 2 Graduates will be able to conduct efficient academic communication in at least one foreign language

4 **Learning Goal 4** Graduates will be aware of academic ethics and will have a sense of social responsibility.

4.1 Objective 1 Graduates will have a sense of social responsibility.

4.2 Objective 2 Graduates will be aware of potential ethical issues in their academic career.

4.3 Objective 3 Graduates will demonstrate concern for social issues.

二、课程概述

Strategic entrepreneurship (SE), as an area of research, borrows from, and integrates entrepreneurial and strategic theoretical perspectives in an attempt to explain competitive advantage and entrepreneurial activity. Discovering and exploiting opportunities is the cornerstone of the entrepreneurial challenge of (emerging) organizations, while strategic management is about advantage seeking actions of organizations. The combination of these perspectives and areas of research generates interesting new theoretical vistas and research questions for examining central organizational phenomena in China and worldwide.

本课程采用任课教授新近发展的共同演化战略体系框架（见《共同演化战略》一书¹），结合最新国内外研究文献，讨论企业在UVCA的环境（未来发展方向不确定和发展路径不连续）中，如何制定和实施企业战略。共同演化战略理论体系

¹ 《共同演化战略》，路江涌著，机械工业出版社，第一版，2017年（预计12月份出版）。

框架主要包括：共同演化战略四要素、共同演化战略四阶段和共同演化战略四路径三个方面（图 1）。

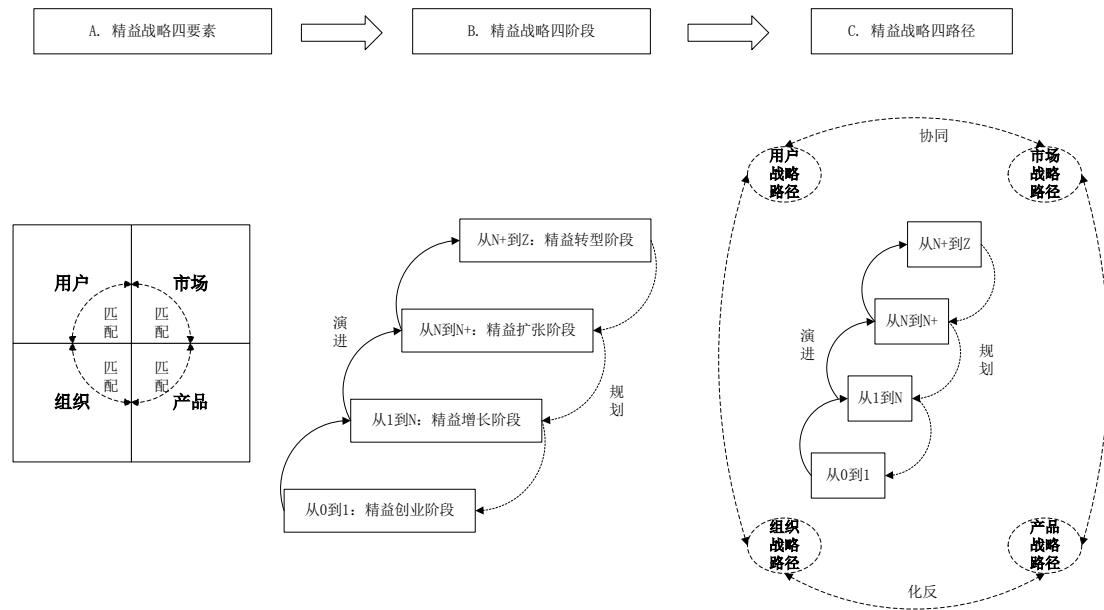


图 1：共同演化战略：四要素、四阶段和四路径

从管理对象（人和事）和企业边界（内和外）两个维度考虑，共同演化战略包含四个构成要素：用户、组织、市场、产品。用户是企业外部的人，组织是企业内部的人，市场是企业外部的事，产品是企业内部的事（图 2）。

	人		事
外	用户	市场	
内	组织	产品	

图 2 共同演化战略四要素

根据企业发展规律，共同演化战略分为四个阶段：精益创业阶段（从 0 到 1）、精益成长阶段（从 1 到 N）、精益扩张阶段（从 N 到 N+）、精益转型阶段（从

N+到 Z)。企业在不同的战略阶段需要采用适合该发展阶段的，内在连贯的发展战略（图 3）。

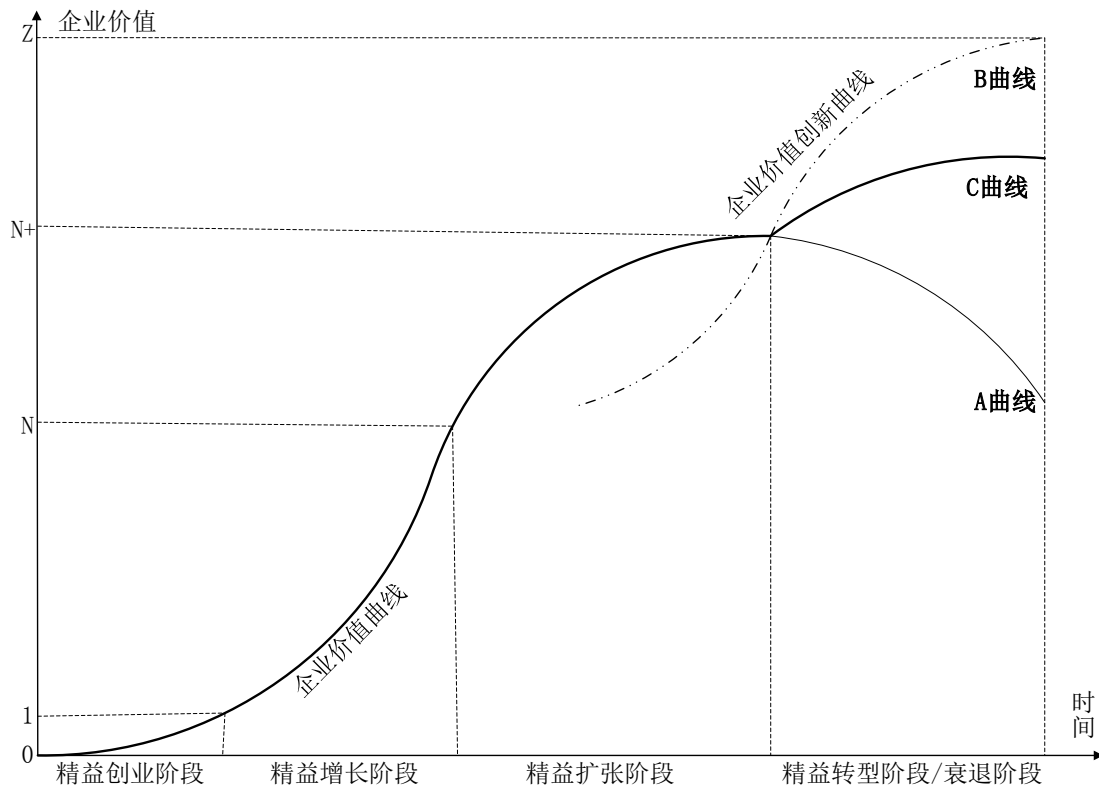
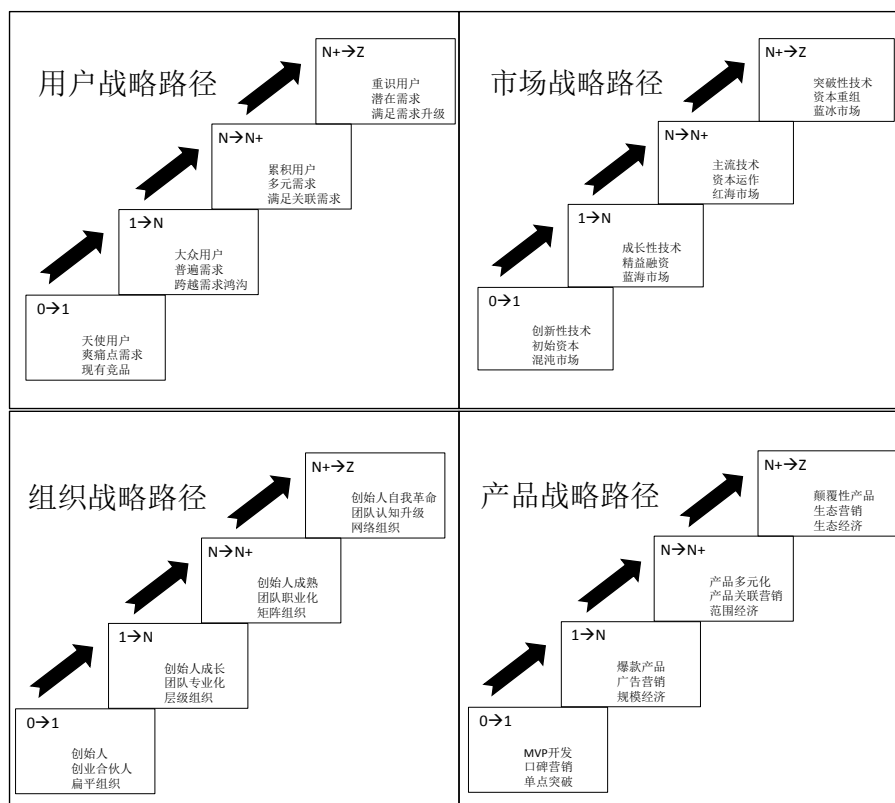


图 3：共同演化战略四阶段

在共同演化战略四要素和四阶段的基础上，教授发展出共同演化战略四路径：精益用户战略、精益产品战略、精益组织战略、精益市场战略，并开发了共同演化战略画布作为共同演化战略实施的工具。



图：共同演化战略四路径

三、课程目标（包括学生所提高的技能要求），本课程目标如何服务于项目的培养目标

This seminar has two major purposes. One is to explore important, contemporary issues focused on entrepreneurial topics at the intersection with strategy and international business from a variety of theoretical, methodological, and topic-oriented perspectives. The second is to practice a variety of skills such as synthesizing research, understanding research designs, and developing research questions that should prove useful in your academic careers.

四、内容提要及学时分配

SESSIONS (to be updated)

Class #01: Entrepreneurship

【Required papers】

- Aldrich, H. E. 2012. The emergence of entrepreneurship as an academic field: A personal essay on institutional entrepreneurship. *Research Policy*, 41(7): 1240-1248.
- Landstrom, H., Harirchi, G., & Astrom, F. 2012. Entrepreneurship: Exploring the knowledge base. *Research Policy*, 41(7): 1154-1181.
- Ireland, R. D., et al. (2005). "Entrepreneurship research in AMJ: What has been published, and what might the future hold?" *Academy of Management Journal* 48(4): 556-564.
- Shepherd, D. A., et al. (2015). "Thinking About Entrepreneurial Decision Making: Review and Research Agenda." *Journal of Management* 41(1): 11-46.

【Optional papers】

- Martin, B. R., Nightingale, P., & Yegros-Yegros, A. 2012. Science and technology studies: Exploring the knowledge base. *Research Policy*, 41(7): 1182-1204.
- Martin, B. R. 2012. The evolution of science policy and innovation studies. *Research Policy*, 41(7): 1219-1239.
- Fagerberg, J., Landstrom, H., & Martin, B. R. 2012. Exploring the emerging knowledge base of 'the knowledge society'. *Research Policy*, 41(7): 1121-1131.
- Clausen, T., Fagerberg, J., & Gulbrandsen, M. 2012. Mobilizing for change: A study of research units in emerging scientific fields. *Research Policy*, 41(7): 1249-1261.
- Bhupatiraju, S., Nomaler, O., Triulzi, G., & Verspagen, B. 2012. Knowledge flows - Analyzing the core literature of innovation, entrepreneurship and science and technology studies. *Research Policy*, 41(7): 1205-1218.
- Fagerberg, J., Fosaas, M., & Sapprasert, K. 2012. Innovation: Exploring the knowledge base. *Research Policy*, 41(7): 1132-1153.

Class #02: Strategic Entrepreneurship

【Required papers】

Shane, S. and S. Venkataraman (2000). "The promise of entrepreneurship as a field of research." *Academy of Management Review* 25(1): 217-226.

Shane, S. 2012. Reflections on the 2010 AMR Decade Award: Delivering on the Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 37(1): 10-20.

Zahra et al., 2001. Dialogue on The promise of entrepreneurship as a field of research. *Academy of Management Review*, 26(1): 8-16.

Hitt, M. A., Ireland, R. D., Sirmon, D. G., & Trahms, C. A. 2011. Strategic Entrepreneurship: Creating Value for Individuals, Organizations, and Society. *Academy of Management Perspectives*, 25(2): 57-75.

【Optional papers】

Alvarez et al., 2013. Dialogue on The promise of entrepreneurship as a field of research. *Academy of Management Review*, 38(1): 154-166

Venkataraman, S., Sarasvathy, S. D., Dew, N., & Forster, W. R. 2012. Reflections on the 2010 AMR Decade Award: Whither the Promise? Moving Forward with Entrepreneurship as a Science of the Artificial. *Academy of Management Review*, 37(1): 21-33.

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Class #03: Micro-foundation of Entrepreneurship Research

【Required papers】

Zahra, S. A. and M. Wright (2011). "Entrepreneurship's Next Act." *Academy of Management Perspectives* 25(4): 67-83.

Shepherd, D. A. (2011). "Multilevel Entrepreneurship Research: Opportunities for

Studying Entrepreneurial Decision Making." *Journal of Management* 37(2): 412-420.

Bryant, P. T. (2014). "Imprinting by Design: The Microfoundations of Entrepreneurial Adaptation." *Entrepreneurship Theory and Practice* 38(5): 1081-1102.

Felin T., N. Foss, and R. Ployhart. (2015). The Microfoundations Movement in Strategy and Organization Theory, *Academy of Management Annals*, 9 (1), 575-632.

【Optional papers】

Teece, D. J. (2007). "Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance." *Strategic Management Journal* 28(13): 1319-1350.

Class #04: Individual and Entrepreneurship

【Required papers】

Astebro, T., Herz, H., Nanda, R., & Weber, R. A. 2014. Seeking the Roots of Entrepreneurship: Insights from Behavioral Economics. *Journal of Economic Perspectives*, 28(3): 49-69

Raffiee, J. & Feng, J. 2014. Should I Quit My Day Job?: A Hybrid Path to Entrepreneurship. *Academy of Management Journal*, 57(4): 936-963.

Eggers & Song, AMJ, Dealing with failure - Serial entrepreneurs and the costs of changing industries between ventures. *Academy of Management Journal*, 58(6): 1785-1803.

Hsu, D. H. and K. Lim (2014). "Knowledge Brokering and Organizational Innovation: Founder Imprinting Effects." *Organization Science* 25(4): 1134-1153.

【Optional papers】

Fern, M. J., et al. (2012). "The genesis of strategy in new ventures: escaping the

constraints of founder and team knowledge." *Strategic Management Journal* 33(4): 427-447.

Roach, M. and H. Sauermann (2015). "Founder or Joiner? The Role of Preferences and Context in Shaping Different Entrepreneurial Interests." *Management Science* 61(9): 2160-2184.

Class #05: Team and Entrepreneurship

【Required papers】

Klotz, A. C., et al. (2014). "New Venture Teams: A Review of the Literature and Roadmap for Future Research." *Journal of Management* 40(1): 226-255.

Ruef, M., et al. (2003). "The structure of founding teams: Homophily, strong ties, and isolation among US entrepreneur." *American Sociological Review* 68(2): 195-222.

Eesley, C. E., et al. (2014). "The Contingent Effects of Top Management Teams On Venture Performance: Aligning Founding Team Composition With Innovation Strategy and Commercialization Environment." *Strategic Management Journal* 35(12): 1798-1817.

Almandoz, J. (2014). "Founding Teams as Carriers of Competing Logics: When Institutional Forces Predict Banks' Risk Exposure." *Administrative Science Quarterly* 59(3): 442-473.

【Optional papers】

Beckman, C. M. (2006). "The influence of founding team company affiliations on firm behavior." *Academy of Management Journal* 49(4): 741-758.

Beckman, C. M. and M. D. Burton (2008). "Founding the future: Path dependence in the evolution of top management teams from founding to IPO." *Organization Science* 19(1): 3-24.

Class #06: Organization and Entrepreneurship

【Required papers】

- Phan, P. H., et al. (2009). "Corporate entrepreneurship: Current research and future directions." *Journal of Business Venturing* 24(3): 197-205.
- Shimizu, K. (2012). "Risks of Corporate Entrepreneurship: Autonomy and Agency Issues." *Organization Science* 23(1): 194-206.
- Kacperczyk, A. J. 2012. Opportunity Structures in Established Firms: Entrepreneurship versus Intrapreneurship in Mutual Funds. *Administrative Science Quarterly*, 57(3): 484-521.
- Dess, G.G., Ireland, R.D., Zahra, S.A., Floyd, S.W., Janney, J.J. & Lane, P.J. 2003, "Emerging Issues in Corporate Entrepreneurship", *Journal of Management*, vol. 29, no. 3, pp. 351-378.

【Optional papers】

- Sorensen, J. B. & Fassiotta, M. A. 2011. Organizations as Fonts of Entrepreneurship. *Organization Science*, 22(5): 1322-1331.
- Garvin, D. A. and L. C. Levesque (2006). "Meeting the challenge of corporate entrepreneurship." *Harvard Business Review* 84(10): 102-+.
- Finkle, T. A. (2012). "Corporate Entrepreneurship and Innovation in Silicon Valley: The Case of Google, Inc." *Entrepreneurship Theory and Practice* 36(4): 863-884.

Class #07: Network and Entrepreneurship

【Required papers】

- Slotte-Kock, S. and N. Coviello (2010). "Entrepreneurship Research on Network Processes: A Review and Ways Forward." *Entrepreneurship Theory and Practice* 34(1): 31-57.
- Kwon, S.-W., Heflin, C., & Ruef, M. 2013. Community Social Capital and Entrepreneurship. *American Sociological Review*, 78(6): 980-1008.

Hillmann, H. and B. L. Aven (2011). "Fragmented Networks and Entrepreneurship in Late Imperial Russia." *American Journal of Sociology* 117(2): 484-538.

Campbell, B. A., Ganco, M., Franco, A. M., & Agarwal, R. 2012. Who leaves, where to, and why worry? Employee mobility, entrepreneurship and effects on source firm performance. *Strategic Management Journal*, 33(1): 65-87.

【Optional papers】

Zott, C. & Huy, Q. N. 2007. How Entrepreneurs Use Symbolic Management to Acquire Resources. *Administrative Science Quarterly*, 52(1): 70-105.

Class #08: Institution and Entrepreneurship

【Required papers】

Tolbert, P. S., David, R. J., & Sine, W. D. 2011. Studying Choice and Change: The Intersection of Institutional Theory and Entrepreneurship Research. *Organization Science*, 22(5): 1332-1344.

Battilana, J., B. Leca, E. Boxenbaum. 2009. How actors Change Institutions: Towards a Theory of Institutional Entrepreneurship. *Academy of Management Annals*, 3(1): 65-107

David, R. J., et al. (2013). "Seizing Opportunity in Emerging Fields: How Institutional Entrepreneurs Legitimated the Professional Form of Management Consulting." *Organization Science* 24(2): 356-377.

Henfridsson, O. and Y. Yoo (2014). "The Liminality of Trajectory Shifts in Institutional Entrepreneurship." *Organization Science* 25(3): 932-950.

【Optional papers】

Dacin, P. A., et al. (2010). "Social Entrepreneurship: Why We Don't Need a New Theory and How We Move Forward From Here." *Academy of Management Perspectives* 24(3): 37-57.

Sine, W. D. & Lee, B. H. 2009. Tilting at Windmills? The Environmental Movement

and the Emergence of the US Wind Energy Sector. *Administrative Science Quarterly*, 54(1): 123-155.

Class #09: International Entrepreneurship

【Required papers】

Jones, M. V., Coviello, N., & Tang, Y. K. 2011. International Entrepreneurship research (1989-2009): A domain ontology and thematic analysis. *Journal of Business Venturing*, 26(6): 632-659.

Kiss, A. N., Danis, W. M., & Cavusgil, S. T. 2012. International entrepreneurship research in emerging economies: A critical review and research agenda. *Journal of Business Venturing*, 27(2): 266-290.

Zander, I., et al. (2015). "Born globals and international business: Evolution of a field of research." *Journal of International Business Studies* 46(1): 27-35.

Wang D., 2015, Activating Cross-border Brokerage - Interorganizational Knowledge Transfer through Skilled Return Migration. *Administrative Science Quarterly*.

【Optional papers】

Oviatt, B. M. & McDougall, P. P. 2005. Toward a theory of international new ventures. *Journal of International Business Studies*, 36(1): 29-41.

Class #10: Wrap-up: Put Reality back into Entrepreneurship Research

【Required papers】

Briner, R. B., et al. (2009). "Evidence-Based Management: Concept Cleanup Time?" *Academy of Management Perspectives* 23(4): 19-32.

Ramoglou, S. (2013). "On the Misuse of Realism in the Study of Entrepreneurship." *Academy of Management Review* 38(3): 463-465.

Alvarez, S. A., et al. (2014). "Realism in the Study of Entrepreneurship." *Academy of*

Management Review 39(2): 227-231.

Sarasvathy, S., et al. (2014). "An Effectual Approach to International Entrepreneurship: Overlaps, Challenges, and Provocative Possibilities." *Entrepreneurship Theory and Practice* 38(1): 71-93.

【Optional papers】

Rousseau, D. M. (2006). "2005 presidential address - Is there such a thing as "evidence-based management"?" *Academy of Management Review* 31(2): 256-269.

Sarasvathy, S. D. (2001). "Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency." *Academy of Management Review* 26(2): 243-263.

五、教学方式

We share responsibility for discussing the readings and raising issues. You are expected to do all of the required readings and to be prepared to discuss the readings (singly and collectively) in class on the assigned day. I require every student to be prepared to speak about the week's assigned readings, and will assign one student with primary responsibility for co-leading the discussion every week. The class format will involve some introductory remarks by me, followed by a group discussion of your analyses of the papers for the day. "Analyzing" means laying out:

- research question(s)
- central arguments and hypotheses as appropriate
- for empirical papers, methods (research design, sample, data collection, construct measures, analytic techniques) and results
- key conclusions
- strengths, weaknesses, contributions to the literature, and interesting

areas/questions for discussion.

We will conclude class by synthesizing the connections among the readings.

六、教学过程中 IT 工具等技术手段的应用

Computer and Projector

七、教材

None (Learning and class discussion is based on journal articles, not books)

八、参考书目

Fayolle, A. & M. Wright, How to Get Published in the Best Entrepreneurship Journals, Edward Elgar, 2014.

九、教学辅助材料，如 CD、录影等

None

十、课程学习要求及课堂纪律规范

Grading is based on homework (50%) and class participation (10%) and class discussion (30%)

十一、学生成绩评定办法（需详细说明评估学生学习效果的方法）

The general course requirements are:

1. Homework (50%):

a) You will be asked to write about 10 hypothetical reviewer reports and author

responses during the course. The **students themselves** will grade on your homework.

2. Class participation (10%):

- a) One will lose the 3% if you are absent for one class. One will lose the 10% if you are absent for two classes. One will lose the grade (100%) of the course if you are absent for three or more classes. The **professor** will grade on your class participation.

3. Class discussion (40%)

- a) In the classroom, each student is expected to contribute to discussions. The **classmates** will evaluate contribution of individual students.