



TRAINING MANUAL
FOR
GENERAL ENTREPRENEURSHIP COURSES IN
UNIVERSITIES

COURSE 1: ENTREPRENEURSHIP AND INNOVATION

MODULE 1:
DEVELOPING ENTREPRENEURSHIP / INTREPRENEURSHIP

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DRAFT MODULE 1:

DEVELOPING ENTREPRENEURSHIP / INTREPRENEURSHIP

Learning Outcomes

Upon completion of this module, students would have been able to:

- Define the Concept of Entrepreneurship
- Appraise the Theories of Entrepreneurship
- Examine the Concept of Corporate Entrepreneurship/ Intrapreneurship
- Illustrate Entrepreneurial mindset and behaviours that hinder the creation of entrepreneurial society in Africa

Suggested Time 3 hours

Rationale

Research in entrepreneurship has identified a number of concepts, perspectives, and approaches to the study of entrepreneurship. Entrepreneurship student need a basic framework to understand the key features of entrepreneurship to enable them practice it and become successful entrepreneurs. Successful entrepreneurship requires more than merely luck and money. It is a cohesive process of creativity, risk taking, opportunity identification, innovation and value addition.

Activities

- 1)** Students are required to read hand out 1-4 and :
 - ❖ Identify the qualities needed for successful entrepreneurship
 - ❖ Discuss the key features of entrepreneurship definitions

- ❖ Discuss the attitudes and behaviours that work for entrepreneurs/ intrapreneurs.
- ❖ Discuss the case-You lazy African. What are learning points from that case study?

Review Questions

Why do you think there are so many definition of entrepreneurship?

INTRODUCTION

One of the greatest achievements of our time is the understanding of the role of entrepreneurship in the process of economic development. The work of Romer (1985) and Lucas (1988) have opened up a wide range of possibilities to introduce in a scientifically sound way innovative behavior resulting from risk taking behavior of individuals as a key driver of economic development. High (2004) found that entrepreneurship pervades nearly every aspect of economic development; not only does it spur growth through the introduction of new combinations, it also creates incremental improvements that over time exerts large cumulative effects. Entrepreneurship creates the overall system of prices within which business decisions are made. It continually shuffles productive resources, already existing and newly created, among, competing uses, thus improving allocative efficiency. Entrepreneurship is shown to influence the rules of the game through which production and exchange are carried out.

TOPIC 1:

a. The Concept of Entrepreneurship

The term 'entrepreneurship' is viewed differently by scholars, policy makers and researchers. The term generates a variety of connotations and remains somewhat elusive, even to some a mythical phenomenon. In this module, we will embark on a new adventure to understand the meaning of the term, and recognize the key features of entrepreneurship.

The controversy surrounding entrepreneurship theory has generated vigorous research interest in this area. Over the years, there has been quite fascinating contributions to add to our understanding of

entrepreneurship. Perhaps, a review of the various perspectives will be of help to the students of entrepreneurship.

(i) Definitional Debacle

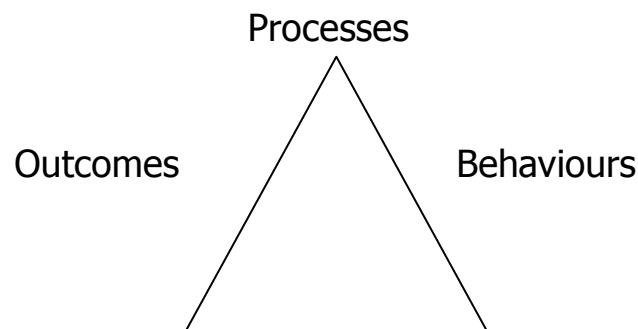
To enable students gain a clear understanding of entrepreneurship, the module would adopt the three dimensional framework developed by Stokes, Wilson and Mador (2010).

The Three Dimensions of Entrepreneurship

Entrepreneurship is regarded as an important part of modern economic, social and political life. According to Stokes, Wilson and Mador, the variety of definitions of entrepreneurship offered by a number of authors could be categorized into three main dimensions, which focus attention on:

- Behaviours
- Processes
- Outcomes

Figure 1.1: The Three Dimensions of Entrepreneurship



Process of Entrepreneurship – Mazuyka and Birley (2002) describe as process activities undertaken by entrepreneurs. Definitions under this category are mostly concerned with – what is involved in entrepreneurship and why it matters to individuals, organizations and society as a whole. For example:

- Entrepreneurship is the process of creating something new of value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence (Hisrich, Peters, Sheperd, 2005).

- Entrepreneurship is seen as any novel activity which creates organizational change and economic value. Mazuyka and Birley (2002) explained that entrepreneurship is the process of:
 - Identifying and developing an opportunity in the form of a vision
 - Validating and conceptualizing a business concept and strategy that help attain the vision
 - Marshalling the required resources to implement the concept
 - Implementing the business concept or venture
 - Capturing the opportunity through the growth of the enterprise
 - Extending the growth of the enterprise through sustained entrepreneurial activities
 - Capturing greater value in the market place
- Entrepreneurship is the process by which individuals either on their own or inside organizations – pursue opportunities without regard to the resources they currently control (Stevenson and Jarillo, 1990).

The main focus of the process dimension is in the development of a new business or innovation strategy and the writing of a business plan, activities that are sometimes considered as surrogate for the entrepreneurship process itself.

Behaviours – required in Entrepreneurship

These definitions highlight the role of entrepreneurs and the behaviours that distinguish them from others.

- Entrepreneurship is the characteristics of seeking opportunities, taking risks beyond security, and having the tenacity to push an idea through to reality (Kuratko, 2002). Galio and Katz (2001) argue that opportunity identification is the most distinctive and fundamental of entrepreneurial behaviours.
- Entrepreneurship is the inspiration of an idea, the struggle of men and women against long odds, and the satisfaction that come from succeeding on one's own (Sirropolis, 1994).
- Entrepreneurship is a way of thinking, reasoning and acting that is opportunity based, holistic in approach and leadership balanced (Timmons and Spinelli, 2004).
- Entrepreneurship is a kind of behavior that includes: initiative taking, the organizing and reorganizing of social and economic

mechanisms to turn resources and situations to practical account, the acceptance of risk or failure (Shapero, 1975).

- Entrepreneurship consists of the competitive behaviours that drive the market process (Kirzner, 1973).
- Entrepreneurship facilitate the introduction of new combinations by such things as introducing new products or processes, identifying new market or sources of supply or creating new organization of industry (Schumpeter, 1934).

(ii) Outcomes of Entrepreneurship

These definitions focus on the results of entrepreneurship (as a process or set of behaviours. Outcomes are usually understood in terms of new products and services, innovation, new ventures and or the creation of value for society. For example:

- Entrepreneurship results in the creation, enhancement realization and renewal of value, not just for the owners but for the participants and stakeholders (Timmons and Spinelli, 2004).
- Entrepreneurship is the dynamic force that facilitates the creation of incremental wealth (Hisrich, Peters and Shephard, 2010).
- Entrepreneurship is the introduction of new economic activity that leads to change in the market place (Simon in Sarasvathy, 1999).

(iii) Key Features of the Entrepreneurship Definitions

- The environment within which entrepreneurs occur
- The people engage in entrepreneurship
- Entrepreneurial behaviours displayed by entrepreneurs
- The creation/establishment of organizations by entrepreneurs.
- Opportunities identified and exploited.
- Innovation, whether incremental, radical and or transformative.
- Assuming risk, at personal, organizational and even societal levels.
- Adding value to the entrepreneur and society

b. Theories of Entrepreneurship

The nature of the debate on entrepreneurship is continuing one and has threaded its way raising the specters of what constitute entrepreneurship. Economists, who are the first to use the term entrepreneur (Say 1816), hold different and opposing views and social science is no further forward in the understanding of this phenomenon. Hence, there is no unifying theory of entrepreneurship, but rather a series of factional propositions often falling within a particular body of

knowledge. However, the wealth of the current research can be boiled down to rather modest perspectives of entrepreneurship. These perspectives reflect the three dimensions of entrepreneurship already introduced.

The Functional Perspective

Early theories of entrepreneurship originate in the field of economics. The primary aim was to define the entrepreneurial function (Casson, 1982), which could be explained by the activities and behaviours (or characteristics) of entrepreneurs. The functional approach succeeded in conceptualizing the concept of entrepreneurship in terms of the entrepreneur's interaction with his or her environment.

The Personality Perspective

In a study conducted by Cromie and Johns (1983), they argued that entrepreneurship is a personality variable, thereby shifting the focus of attention to the entrepreneurs. The personality approach holds that certain individuals possess a distinctive range of personality characteristics or constellation of traits which they could claim predisposed them to entrepreneurial activities. These characteristics include a high need for achievement, internal locus of control, risk taking propensity and self efficacy. This approach has suffered from a number of criticisms (Gartner, 1988). Some of the criticisms focused on the static nature of the approach in understanding the entrepreneur, giving little or no room for the individuals concerned to develop, learn and change.

The Behavioural Perspective

In an attempt to address the criticisms of the personality approach, entrepreneurship scholars have developed a more comprehensive model that emphasized the process-based view of new venture creation. The principal aim of this approach is to explain the functions, activities, and actions associated with the perceiving of opportunities and the creation of an organization to pursue them (Bygrave and Hofer, 1991). It focuses on what entrepreneurs do, rather than who they are (Gartner, 1988). This perspective is especially promising for training and educational endeavours in entrepreneurship. It endorses the view that the most important driver of value creation is the enterprise and creativity of individuals, assets which only the individuals themselves can own (Horne, 2000). One of the major concerns of this perspective is

that it fails to take into account the ability of entrepreneurs to learn and adapt once the venture is established.

The dynamic Learning Perspective

This perspective goes beyond the venture start up phase to consider the complex ways in which entrepreneurs learn to adapt as their enterprise grows. It has important implications for the role of entrepreneurship in established and larger firms.

C. Entrepreneurship and New Venture Creation

- Does Entrepreneurship always involve new venture creation?
Many scholars associate entrepreneurship with setting up a new business. But it has been argued by Stokes, Wilson and Mador (2010) that new venture creation is, in effect, a contingent outcome of entrepreneurship. In other words, you don't have to start a business to be entrepreneurial. This is the reality of contemporary entrepreneurship. It is not only an economic function, but a social process that creates value for many different people in a wide – variety of contexts.
- Entrepreneurship is the exercise of alertness, creativity, judgement, and the will to bring about a preferred outcome. Thus defined, entrepreneurship permeates the social fabric (High, 2004).
- Entrepreneurship is seen as a mindset for bringing about sustainable change.

D. The Concept of Corporate Entrepreneurship

Corporate Entrepreneurship is defined as a process whereby an individual (or a group of individuals), in association with existing organization, creates a new organization or instigates renewal or innovation within the organization. Corporate entrepreneurship represents a company's effort at renewal through innovation and new business development and through venturing. It allows existing firms to revitalize by providing an antidote to fossilisation (Burns, 2008).

Morris, Kuratko and Covin (2008) have cited two empirical phenomena as constituting the domain of corporate entrepreneurship – namely corporate venturing and strategic entrepreneurship.

- Corporate Venturing approaches have as their commonality the adding of new business (or portions of new businesses via equity investments) to the corporation. This can be accomplished through three implementation modes: internal corporate Venturing, Cooperative Corporate Venturing and External corporate ventures.
- Strategic Entrepreneurship approaches have as their commonality the exhibition of large scale or otherwise highly consequential innovations that are adopted in the firm's pursuit of competitive advantage. These innovations may or may not result in new business for the corporation. With strategic entrepreneurship approaches, innovation can be in any of the five areas: the firm's strategy, product offerings, served markets, internal organization (i.e. structure, processes, and capabilities), or business model.

Many organizations today are recognizing the need for corporate entrepreneuring. Large organizations are deliberately trying to remain entrepreneurial by encouraging managers to innovate and some have succeeded in sustaining entrepreneurial tendencies longer than many smaller firms.

This need has arisen in response to a number of pressing problems, including rapid growth in the number of new and sophisticated competitors, intense global competition and the speed of technological change (Ramachandran et al, 2006), a sense of distrust in the traditional methods of corporate management, an exodus of some of the best and brightest people from corporations to become small business entrepreneurs, downsizing and delegation of powers to smaller, strategic business units, and an overall desire to improve efficiency and productivity.

E. Illustration:

YOU LAZY (INTELLECTUAL) AFRICAN SCUM! A MUST READ FOR ALL

So I got this in my email this morning...

They call the Third World the lazy man's purview; the sluggishly slothful and languorous prefecture. In this realm people are sleepy, dreamy, torpid, lethargic, and therefore indigent—totally penniless, needy, destitute, poverty-stricken, disfavored, and impoverished. In this demesne, as they call it, there are hardly any discoveries, inventions, and innovations. Africa is the trailblazer. Some still call it "the dark continent" for the light that flickers under the tunnel is not that of hope, but an approaching train. And because countless keep waiting in the way of the train, millions die and many more remain decapitated by the day.

"It's amazing how you all sit there and watch yourselves die," the man next to me said. "Get up and do something about it."

Brawny, fully bald-headed, with intense, steely eyes, he was as cold as they come. When I first discovered I was going to spend my New Year's Eve next to him on a non-stop JetBlue flight from Los Angeles to Boston I was angst-ridden. I associate marble-shaven Caucasians with iconoclastic skin-heads, most of who are racist.

"My name is Walter," he extended his hand as soon as I settled in my seat.

I told him mine with a precautious smile.

"Where are you from?" he asked.

"Zambia."

"Zambia!" he exclaimed, "Kaunda's country."

"Yes," I said, "Now Sata's."

"But of course," he responded. "You just elected King Cobra as your president."

My face lit up at the mention of Sata's moniker. Walter smiled, and in those cold eyes I saw an amenable fellow, one of those American highbrows who shuttle between Africa and the U.S.

"I spent three years in Zambia in the 1980s," he continued. "I wined and dined with Luke

Mwananshiku, Willa Mungomba, Dr. Siteke Mwale, and many other highly intelligent Zambians."

He lowered his voice. "I was part of the IMF group that came to rip you guys off." He smirked.

"Your government put me in a million dollar mansion overlooking a shanty called Kalingalinga.

From my patio I saw it all—the rich and the poor, the ailing, the dead, and the healthy."

"Are you still with the IMF?" I asked.

"I have since moved to yet another group with similar intentions. In the next few months my colleagues and I will be in Lusaka to hypnotize the cobra. I work for the broker that has acquired a chunk of your debt. Your government owes not the World Bank, but us millions of dollars. We'll be in Lusaka to offer your president a couple of millions and fly back with a check twenty times greater."

"No, you won't," I said. "King Cobra is incorruptible. He is ..."

He was laughing. "Says who? Give me an African president, just one, who has not fallen for the carrot and stick."

Quett Masire's name popped up.

"Oh, him, well, we never got to him because he turned down the IMF and the World Bank. It was perhaps the smartest thing for him to do."

At midnight we were airborne. The captain wished us a happy 2012 and urged us to watch the fireworks across Los Angeles.

"Isn't that beautiful," Walter said looking down.

From my middle seat, I took a glance and nodded admirably.

"That's white man's country," he said. "We came here on Mayflower and turned Indian land into a paradise and now the most powerful nation on earth. We discovered the bulb, and built this aircraft to fly us to pleasure resorts like Lake Zambia."

I grinned. "There is no Lake Zambia."

He curled his lips into a smug smile. "That's what we call your country. You guys are as stagnant as the water in the lake. We come in with our large boats and fish your minerals and your wildlife and leave morsels—crumbs. That's your staple food, crumbs. That corn-meal you eat, that's crumbs, the small Tilapia fish you call Kapenta is crumbs. We the Bwanas (whites) take the cat fish. I am the Bwana and you are the Muntu. I get what I want and you get what you deserve, crumbs. That's what lazy people get—Zambians, Africans, the entire Third World." The smile vanished from my face.

"I see you are getting pissed off," Walter said and lowered his voice. "You are thinking this Bwana is a racist. That's how most Zambians respond when I tell them the truth. They go ballistic. Okay.

Let's for a moment put our skin pigmentations, this black and white crap, aside. Tell me, my friend, what is the difference between you and me?"

"There's no difference."

"Absolutely none," he exclaimed. "Scientists in the Human Genome Project have proved that. It took them thirteen years to determine the complete sequence of the three billion DNA subunits.

After they were all done it was clear that 99.9% nucleotide bases were exactly the same in you and me. We are the same people. All white, Asian, Latino, and black people on this aircraft are the same."

I gladly nodded.

"And yet I feel superior," he smiled fatalistically. "Every white person on this plane feels superior to a black person. The white guy who picks up garbage, the homeless white trash on drugs, feels superior to you no matter his status or education. I can pick up a nincompoop from the New York streets, clean him up, and take him to Lusaka and you all be crowding around him chanting muzungu, muzungu and yet he's a riffraff. Tell me why my angry friend."

For a moment I was wordless.

"Please don't blame it on slavery like the African Americans do, or colonialism, or some psychological impact or some kind of stigmatization. And don't give me the brainwash poppycock.

Give me a better answer."

I was thinking.

He continued. "Excuse what I am about to say. Please do not take offense."

I felt a slap of blood rush to my head and prepared for the worst.

"You my friend flying with me and all your kind are lazy," he said. "When you rest your head on the pillow you don't dream big. You and other so-called African intellectuals are damn lazy, each one of you. It is you, and not those poor starving people, who is the reason Africa is in such a deplorable state."

"That's not a nice thing to say," I protested.

He was implacable. "Oh yes it is and I will say it again, you are lazy. Poor and uneducated Africans are the most hardworking people on earth. I saw them in the Lusaka markets and on the street selling merchandise. I saw them in villages toiling away. I saw women on Kafue Road crushing stones for sell and I wept. I said to myself where are the Zambian intellectuals? Are the Zambian engineers so imperceptive they cannot invent a simple stone crusher, or a simple water filter to purify well water for those poor villagers? Are you telling me that after thirty-seven years of independence your university school of engineering has not produced a

scientist or an engineer who can make simple small machines for mass use? What is the school there for?"

I held my breath.

"Do you know where I found your intellectuals? They were in bars quaffing. They were at the Lusaka Golf Club, Lusaka Central Club, Lusaka Playhouse, and Lusaka Flying Club. I saw with my own eyes a bunch of alcoholic graduates. Zambian intellectuals work from eight to five and spend the evening drinking. We don't. We reserve the evening for brainstorming."

He looked me in the eye.

"And you flying to Boston and all of you Zambians in the Diaspora are just as lazy and apathetic to your country. You don't care about your country and yet your very own parents, brothers and sisters are in Mtendere, Chawama, and in villages, all of them living in squalor. Many have died or are dying of neglect by you. They are dying of AIDS because you cannot come up with your own cure.

You are here calling yourselves graduates, researchers and scientists and are fast at articulating your credentials once asked—oh, I have a PhD in this and that—PhD my foot!"

I was deflated.

"Wake up you all!" he exclaimed, attracting the attention of nearby passengers. "You should be busy lifting ideas, formulae, recipes, and diagrams from American manufacturing factories and sending them to your own factories. All those research findings and dissertation papers you compile should be your country's treasure. Why do you think the Asians are a force to reckon with? They stole our ideas and turned them into their own. Look at Japan, China, India, just look at them."

He paused. "The Bwana has spoken," he said and grinned. "As long as you are dependent on my plane, I shall feel superior and you my friend shall remain inferior, how about that? The Chinese, Japanese, Indians, even Latinos are a notch better. You Africans are at the bottom of the totem pole."

He tempered his voice. "Get over this white skin syndrome and begin to feel confident. Become innovative and make your own stuff for god's sake."

At 8 a.m. the plane touched down at Boston's Logan International Airport. Walter reached for my hand.

"I know I was too strong, but I don't give it a damn. I have been to Zambia and have seen too much poverty." He pulled out a piece of paper and scribbled something. "Here, read this. It w

He had written only the title: "Lords of Poverty."

Thunderstruck, I had a sinking feeling. I watched Walter walk through the airport doors to a waiting car. He had left a huge dust devil twirling in my mind, stirring up sad memories of home. I could see

Zambia's literati—the cognoscente, intelligentsia, academics, highbrows, and scholars in the places he had mentioned guzzling and talking irrelevancies. I remembered some who have since passed—how they got the highest grades in mathematics and the sciences and attained the highest education on the planet. They had been to Harvard, Oxford, Yale, Massachusetts Institute of Technology (MIT), only to leave us with not a single invention or discovery. I knew some by name and drunk with them at the Lusaka Playhouse and Central Sports.

Walter is right. It is true that since independence we have failed to nurture creativity and collective orientations. We as a nation lack a workhorse mentality and behave

like 13 million civil servants dependent on a government pay cheque. We believe that development is generated 8-to-5 behind a desk wearing a tie with our degrees hanging on the wall. Such a working environment does not offer the opportunity for fellowship, the excitement of competition, and the spectacle of innovative rituals.

But the intelligentsia is not solely, or even mainly, to blame. The larger failure is due to political circumstances over which they have had little control. The past governments failed to create an environment of possibility that fosters camaraderie, rewards innovative ideas and encourages resilience. KK, Chiluba, Mwanawasa, and Banda embraced orthodox ideas and therefore failed to offer many opportunities for drawing outside the line.

I believe King Cobra's reset has been cast in the same faculties as those of his predecessors. If today I told him that we can build our own car, he would throw me out.

"Naupena? Fuma apa." (Are you mad? Get out of here)

Knowing well that King Cobra will not embody innovation at Walter's level let's begin to look for a technologically active-positive leader who can succeed him after a term or two. That way we can make our own stone crushers, water filters, water pumps, razor blades, and harvesters. Let's dream big and make tractors, cars, and planes, or, like Walter said, forever remain inferior.

A fundamental transformation of our country from what is essentially non-innovative to a strategic superior African country requires a bold risk-taking educated leader with a triumphalist attitude and we have one in YOU. Don't be highly strung and feel insulted by Walter. Take a moment and think about our country. Our journey from 1964 has been marked by tears. It has been an emotionally overwhelming experience. Each one of us has lost a loved one to poverty, hunger, and disease. The number of graves is catching up with the population. It's time to change our political culture. It's time for Zambian intellectuals to cultivate an active-positive progressive movement that will change

our lives forever. Don't be afraid or dispirited, rise to the challenge and salvage the remaining few of your beloved ones.

Field Ruwe is a US-based Zambian media practitioner and author. He is a PhD candidate with a B.A. in Mass Communication and Journalism, and an M.A. in History Via Mindofmalaka.wordpress.com

Sent from my BlackBerry® wireless handheld from Glo Mobile.

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