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CLOUD COMPUTING'S SELECTION AND EFFECT ON SMALL BUSINESS

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ABSTRACT

This paper is written to help the small business owner understand, select and effectively use Cloud Computing. Common hardware used by small businesses would include the computer and smartphones. By the use of Cloud Computing, the small business should thrive on the new technology that can help them increase their customer base and profitability. The use of Cloud Computing is part of the new wave of technology-based marketing. Currently, there are three different forms of Cloud Computing: Software as a Service (SaaS), Platform as a Service (PaaS), and Infrastructure as a Service (IaaS).

EMPLOYER-BASED HEALTH INSURANCE: A BARRIER TO SMALL BUSINESS FORMATION

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ABSTRACT

This paper examines policy issues surrounding the availability of health insurance to potential U.S. small business creators. It argues that the preponderance of employer-based policies forms a barrier to the expansion of small businesses by entrepreneurs who are locked in to their wage jobs by their health insurance.

INTRODUCTION

Persons decide to start new businesses for a variety of reasons (Shane & Venkateraman, 2000); however, key elements in the entrepreneurial decision include the identification of opportunity (Kirzner, 1985; Shane, 2003), the evaluation of that opportunity (Hindle, 2004), and the development of a plan to proceed with the creation of a small business entity that can exploit the opportunity (Delmar and Shane, 2003). Many argue that the lack of guaranteed-availability, affordable health insurance in the United States is a barrier to the formation of entrepreneurial enterprise (Fairlie, Kapur, & Gates, 2011; Klein, 2009; Murray, 2010; Peake & Marshall, 2012; Shane, 2009; Wellington, 2001).

HEALTH INSURANCE FOR ENTREPRENEURS

Small business is important to the future of the U.S. economy as a source of innovation and dependable increases in employment (Reynolds, 2006). Thus, policies that facilitate the creation and growth of small business are beneficial and should be implemented. The U.S. Small Business Administration stated that over the long term, “small firms face concerns about the cost and availability of health insurance” (U.S. SBA, 2008, 6). The rate of health insurance among the self-employed is low, lower even than that of part-time wage earners and the unemployed (Fairlie, et al., 2011).

In 2010, about 196 million people in the United States were covered by private health insurance; a substantial proportion (about 86 percent) of those persons were covered by employer-provided plans (U.S. Census Bureau, 2011). Overall, about 15 percent of all

Americans do not have health insurance, but 28 percent of the self-employed and 33 percent of workers in businesses with fewer than 25 employees were uninsured (Gerencher, 2010).

Traditionally, health insurance has been used by U.S. employers as an attractive fringe benefit that will help attract the best employees and keep them (Sanz de Galdeano, 2006). This strategy, known as “job lock,” has been used by employers in competitive U.S. labor markets since World War II (Kapur, 1998). This job lock effect is effective because employees could lose coverage if they were to move to a different employer that did not have similar health insurance. The details of health insurance plans become important because different plans can require a person to find new physicians, clinics, hospitals, or undergo waiting periods before new coverage is effective (Murray, 2010). The potential disruption in medical services to the employee or a dependent can provide a strong incentive to remain in a job even when other factors would provide sufficient reason to consider a move. In the case of an employee who is considering leaving the firm to start a new business, the job lock effect becomes an “entrepreneurship block” effect and by some estimates could be reducing the formation of small businesses by as much as 25 percent (Fairlie, et al., 2011).

These issues have motivated Baumol, Litan, and Schramm (2007), among others, to call for a decoupling of health insurance from employment. Recent U.S. legislation has attempted to provide alternatives to employer-provided insurance (Patient Protection and Affordable Care Act, 2010), but the full implementation of this law will take years and it is continually attacked by political opponents who vow to repeal the law should they obtain the necessary majorities in the U.S. legislative bodies (Jennings, 2010).

HEALTH INSURANCE AND SMALL BUSINESS FORMATION

Although health insurance is less prevalent in small businesses (for both owners and their employees), and some empirical evidence suggests that employees are, in some cases, fearful of leaving their salaried positions to undertake the creation of a new small business, the theoretical basis for these observations are not well developed in the literature. We argue that a model of the entrepreneurial process that includes explicit risk elements can help map the causal chain that leads to these outcomes and can better inform policy formulation in this area.

Health insurance, as any insurance product, is designed to protect the purchaser from unanticipated large losses (Paolucci, 2010). The existence of an affordable health insurance product that an entrepreneur can purchase acts to reduce one of the risks inherent in the environment (see lower element in Figure 3). Uncertainty regarding the availability or price of health insurance increases the inherent environmental risks faced by the potential entrepreneur and this increased risk level will (as shown in Figure 3) have an impact on the entrepreneur’s decision to exploit the opportunity and on the entrepreneur’s strategy and resource requirements planning. Further, this environmental risk will interact with the entrepreneur’s personal risk preferences. For example, the current U.S. political environment surrounding health care reform

could lead a person with a low ambiguity tolerance (Budner, 1962; Kreitler & Kreitler, 1990) to decide against exploring an opportunity that would otherwise seem viable. The entrepreneur's personal risk preferences would also operate directly on the decision to exploit, on strategy development, and on the resource gathering process (for example, in decisions about how to finance the small business).

CONCLUSION

This paper expanded on a model of the entrepreneurial process to include explicit specification of risks. This is a preliminary model and will require future work to expand and refine the details of the two risk categories; however, it was demonstrated to be useful in explicating the elements of risk surrounding a current policy issue regarding an environmental issue (economic and political). As the model is refined, more detailed policy issues can be examined and the explicit consideration of risk can better tie the results of controlled laboratory experiments on risk preferences, perceptions, and interaction effects to specific policy concerns.

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ENTREPRENEURS WORKING AND ETHICS

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ABSTRACT

What types of differences are there between entrepreneurs in developed & developing countries? Customers like to deal with people who are agreeable, considerate, and honest but what they deem to be agreeable, considerate, and honest can vary from country to country and culture to culture. We examine differences between entrepreneurs in New Zealand, India, Hong Kong, and the U.K. While all 4 samples have been part of the British Empire, there are still differences.

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THE CONFLICTS BETWEEN SMALL BUSINESSES NEED FOR CAPITAL IN A CLIMATE OF ECONOMIC UNCERTAINITY AND ASSOCIATED RISKS OF BORROWING

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ABSTRACT

The start of what is now termed the “Great Recession” began in December 2007 and statistically ended in June 2009, yet small businesses continue to struggle financially in 2012. Entrepreneurial activities for the most part are dependent upon the availability of financing. Access to capital remains a serious problem for entrepreneurs in this sluggish economy. Even when credit is available to qualified small businesses many avoid pursuing financing. This could be contrary to the wellbeing of the enterprise. In this regard the entrepreneur’s stress and strain psyche can take a backseat to common sense.

The purpose of this research paper is to provide entrepreneurship students with an understanding of the impact economic contractions have on businesses and how they cope and survive. Do small businesses by and large have access to capital? If capital is available for small business lending are entrepreneurs taking advantage of the opportunity to borrow? What steps have been taken by federal and state governments to make it conducive for small business to borrow? Does increasing the availability of financing for small businesses create a sufficient inducement for small businesses to borrow to grow their business during uncertain economic times? Is bootstrapping an option

SOCIAL ENTERPRISES AND SOCIAL ENTREPRENEURS: ONE SIZE DOES NOT FIT ALL

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ABSTRACT

As with evaluating the potential of a new entrepreneurial firm, criteria should be in place to gauge the potential for success for Social Enterprises (SE). Unfortunately, most of the decisions to start (and support) a SE have been impacted significantly by an emotional attachment of the “job to be done” (in these cases, fixing a social problem). It is argued that a better approach to success would be to base these startup decisions on the “Solution” and the nature of the “Who” is impacted by the problem rather than the gravity of the JTBD. Thus, a preliminary inquiry into creating a model of evaluating SE startups is proposed with a goal of focusing on those enterprises that have the highest potential for success in creating the greatest good for society is proposed.

SUSTAINABILITY AND INTEGRATED REPORTING – OPPORTUNITIES FOR SMALL AND MIDSIZE ENTITIES

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ABSTRACT

Sustainability, the responsible utilization and preservation of resources, represents a trend embraced by companies of all sizes. Sustainability practices include a multitude of efforts with the goal of preserving resources for future generations while satisfying current needs. Many organizations communicate their sustainability efforts to stakeholders via company websites, promotional materials, and as part of product packaging. In addition, increasingly, companies formally report their sustainability efforts to stakeholders. However, reporting typically is voluntary and the level and quality of the disclosures vary significantly among companies.

To support this globally growing trend, guidelines for reporting sustainability efforts to stakeholder have been developed, with the Global Reporting Initiative (GRI) providing the most frequently utilized reporting guidelines. Companies typically report on sustainability separately from their financial results; this may change in the future. Efforts to develop a framework for reporting companies' sustainability efforts with their financial results have emerged. This is referred to as "integrated reporting" or the "triple bottom line."

Integrated reporting may provide significant benefits for small and midsize companies and may, in the long-run, enhance a company's economic success. This study provides insights regarding the current trend toward sustainable reporting, reviews the current status of global sustainability and integrated reporting guidelines, and explores opportunities that arise for small and midsize entities considering adopting an integrated reporting approach.

INTRODUCTION

Companies of all sizes continue to expand their efforts to achieve sustainability and to preserve resources for future generations. Many of these efforts are geared towards reducing a company's environmental foot print, efficiently utilizing and preserving resources, and interacting responsibly with stakeholders. Most companies communicate information about their sustainability efforts to stakeholders, as part of advertisements, product packaging, public relations announcements, and promotion on company websites. In addition, formal reporting has increased significantly, especially among larger organizations. However, a new trend toward integrated reporting, which incorporates information about a company's financial, social, and environmental performance, is emerging. This may lead to long-term advantages not only for large, but especially for small and midsize companies.

Integrated reporting will help small and midsize companies consider the joint impact of their actions on the economic, natural, and social environment. This will help managers develop strategies and business models that support sustainability efforts and focus on the long-term creation of value. Integrated reporting will provide useful information for company executives to assist in planning, budgeting and implementing strategies that lead to the efficient and effective utilization of resources, which will tend to help control or reduce costs. Integrated reporting will also improve a company's ability to effectively communicate with external stakeholders (especially customers, investors, lenders, and vendors), who increasingly expect companies to implement and enhance sustainable and overall responsible actions; it will enhance customer and employee loyalty; and potentially lead to additional financing opportunities.

SUSTAINABILITY – A GROWING TREND

In 1987, the World Commission on Environment and Development (the Brundtland Commission), defined sustainability development as a “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (United Nations, 1987). Thus, sustainability is a broad term that incorporates many aspects and includes the responsible utilization and preservation of natural resource, such as air, water, minerals, oil, gas, etc. Many companies also interpret the term to include the effect of a company's actions on its stakeholders; and especially its employees, customers, and the community in which the company operates.

During the past few decades, individuals, business organizations, and governments have increasingly recognized that sustainable practices are extremely important to the wellbeing of current and future generations. Examples of sustainable practices are numerous, from reducing packaging and recycling to reduce waste; to manufacturing and purchasing products that preserve natural resources such as water, air, and minerals; to carpooling to reduce harmful emissions; to product design that incorporates efficient use of resources and minimizes the impact on the environment.

Demand for socially responsible and sustainable business practices has increased significantly during the past few decades. Complementing this trend, demand for corporate responsibility investing also has risen steadily. The US SIF, also referred to as the Forum of Sustainable and Responsible Investment, reports that more than \$3 trillion dollars are currently invested in sustainability and corporate responsibility funds (US SIF, 2012).

The reasons why companies implement sustainability projects vary from company to company. A desire to preserve precious resources and to act responsibly and ethically may certainly motivate an organization's behavior. In addition, the effects of sustainable practices on profitability, as well as shareholder expectations appear to be important considerations of managers. According to a survey co-sponsored by Ernst and Young and GreenBiz Group, of the 274 large companies that responded to their survey, 74% indicated that cutting costs and 68% indicated that shareholder expectations were among the factors determining their sustainability agenda during the next two years (Ernst & Young, 2011).

SUSTAINABILITY AND INTEGRATED REPORTING

Traditionally, companies and their financial statement users have focused on financial results. However, during the past few decades, sustainability reporting, also referred to as corporate social responsibility (CSR) reporting, has become an important aspect of external reporting by many companies. For example, an extensive survey by KPMG found that in 2011, 100% of the surveyed U.K.-based companies and 83% of the surveyed U.S.-based companies reported on their sustainability/CSR efforts (KPMG, 2011). Sustainability reporting typically is associated with reporting on an organization's use of scarce resources and its impact on the environment. However, many companies also include in their sustainability reports information about human resource management and their relationship with and impact on the community, suppliers, customers, and other stakeholders.

Guidelines for sustainability reporting exist and continue to evolve. The currently most widely used guidelines are those developed by the Global Reporting Initiative (GRI), a global organization that "promotes economic, environmental, and social sustainability" (GRI, 2012); its reporting guidelines are currently in their third generation. The guidelines consist of two parts: Part I addresses principles and guidelines, which include materiality, comparability, timeliness, accuracy, stakeholder inclusiveness, and reliability; and also provides guidance on reporting boundaries; Part II addresses disclosure and deals with companies' strategy and profile, management approach, and performance indicators. Companies can choose from three levels of GRI sustainability reporting (A,B,C), with A representing the highest level. All three reporting levels require disclosure of performance indicators pertaining to economic, social and environmental aspects. In addition, levels A and B also require disclosure of companies' actions affecting labor practices, human rights, and product responsibility and require reporting on additional performance indicators (Doupnik & Perera, 2012).

Although a few companies integrate their financial results with sustainability reporting, most companies issue separate reports. This tends to lead to reports that may not reflect the significant interdependence between an organization's governance and strategies and its financial and non-financial results (IIRC, 2011). This may change in the future. In 2011, the International Integrated Reporting Council (IIRC) issued a discussion paper entitled, "Towards Integrated Reporting Communicating Value in the 21st Century." The IIRC views an integrated report as an organization's "primary reporting vehicle" and describes it as bringing together "material information about an organization's strategy, governance, performance and prospects in a way that reflect the commercial, social, and environmental context within which it operates" (IIRC, 2011, p. 2).

BENEFITS FOR SMALL AND MIDSIZE COMPANIES

Many small and midsize companies implement and benefit from sustainably practices. For example, Clif Bar Company, a California-based company best known for its energy bars, first implemented sustainability practices in April of 2001. Since then, the company's efforts led to the planting of 13,000 trees and the operation of 13 wind turbines (Clif Bar Company, 2010).

Benefits from sustainability efforts include the efficient utilization and preservation of scarce resources, cost savings, employee commitment and loyalty, customer following, investor goodwill, supply-chain opportunities, and the long-term creation of value. In addition, governmental grants often are available to help off-set the initial cost of many types of sustainability efforts. Additional benefits also may arise for companies that service and support sustainable efforts.

Customers and investors tend to expect and reward companies for successfully implementing actions that preserve and protect resources. Since smaller companies may have a more direct and highly visible relationship with their clients, customers, creditors and investors, responsible behavior that sustains resources may have an even greater positive impact on the perceptions, loyalty and goodwill of those stakeholders toward the company. Furthermore, some companies require or prefer suppliers that have implemented sustainable practices (for example, Apple and Wal-Mart).

Many small and midsize companies publicize their sustainable efforts, but unlike larger companies usually do not issue formal reports. However, formal reporting of sustainability-related activities and results can lead to significant benefits for small and midsize companies if integrated with reporting of the companies' financial results.

Integrated reporting will tend to be beneficial for small and midsize entities both internally and externally. Internally, it will help owners, managers, and other employees develop and support strategies that in the short and long-term leads to the efficient utilization and preservation of resources, increased employee satisfaction and commitment, improved and sustainable products and services, and the maximum creation of value. Integrated reporting will assist internal stakeholders with budgeting, planning, and implementing actions that supports those strategies and help them control and report the results. It also may provide information needed for reporting to organizations (including governmental units) that provide financial incentives for sustainability projects.

External stakeholders such as investors, lenders, and supply-chain business associates increasingly expect companies to implement sustainability projects. Formal reporting on sustainability efforts will lend credibility to the information, which will tend to enhance customers' and investors' confidence. Formal reporting that integrates information about these projects with the company's financial results may create confidence in the company's long-term success, and its ability to create value in the long-run.

Integrated reporting may better enable small and midsize companies to obtain funding for expansion projects, gain new investors, or even provide opportunities for acquisition by another company. Funding of major projects by outside lenders or investors typically requires the preparation of financial statements. Companies that integrate their financial results with reporting of their efforts to sustain and support the natural, ecological and social environment will provide information that helps lenders and investor assess the long-term profitability, solvency and growth potential of a company. Thus, integrated reports will tend to provide more useful information to stakeholders and enhance stakeholders' confidence.

CONCLUSION

Companies of all sizes continue to strive for sustainable solutions that enhance profitability, minimize the negative impact on the environment, and preserve precious resources. Currently, sustainability reporting is largely voluntary, separated from financial reporting, and varies considerably among companies. Most companies that issue sustainability reports tend to utilize the guidelines provided by the GRI, which continue to evolve. During the last few years, a trend toward integrated reporting has emerged.

Small and midsize companies and their stakeholders may benefit significantly by proactively adopting an integrated reporting approach. Detailed assessment of a company's goals, risks, and opportunities; careful choice of closely linked performance indicators; periodic review; and commitment by employees represent some of the most important aspects of a successful integration.

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MODELING STUDENT ENTREPRENEURSHIP: A LONGITUDINAL STUDY

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ABSTRACT

The endeavor in advancing entrepreneurship education seems to be based on somewhat inconclusive evidence. This research adds to the literature of entrepreneurship education research by investigating the career path of student entrepreneurs during the early stages of the post-graduation period. Three areas of questioning are posited in order to achieve the research goal. The first area of questioning is: how do the careers of student entrepreneurs develop after graduation? The second question area enlarges on the main question of entrepreneurship education research: can entrepreneurship be taught and what is the role of entrepreneurship education in improving student entrepreneurship when prior experience is present? Does education enable entrepreneurship alone? Does education work together with prior experience? Or does prior experience work regardless of education? The third area of questioning concerns what constitutes evidence of the success of entrepreneurship education. Should we consider early venture creation as evidence of success? What about getting a job in a small business? To address these questions, I have conducted a longitudinal study using a panel dataset and a generalized regression model, using a dataset created by combining alumni surveys conducted in multiple years by the University of Florida Center for Entrepreneurship and Innovation.

On the first question, this study found that speed of venture creation is increased by participating in a formal degree program and from having prior venture experience. On the second question, I conclude that degree program would reduce the time taken to venture creation. On the third question, I question the validity of a career in a small business as evidence of the success of entrepreneurship education.

FAMILY BUSINESS SUCCESSION: WHAT ARE THE WAYS USED BY THE MEN BUSINESS MANAGERS TO LEGITIMIZE THEIR SUCCESSORS?

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ABSTRACT

This paper aims at helping entrepreneurs to make their family business succession successful. Among the success factors of the succession, the successor's legitimacy seems determinant. This exploratory study involving 5 cases of succession by men predecessors shows that the outgoing leader can increase the legitimacy of his successor by helping him to develop his skills, by delegating him responsibilities and authority, by helping him to show his ability to be successor and to be respected, before the definitive choice.

INTRODUCTION

For Aronoff and Ward (1994) as well as Bruce and Picard (2005), the family businesses represent a model for the future, not only because the values they convey and their commitment in their respective communities on the redundancy and cultural plan (Astrachan & Shanker, 2003; Deloitte & Touche, 1999), but also because they establish a driving strength of the economic growth. Indeed, in Canada only, they represent about 75% of all the companies, with approximately 45% of the GNP and they provide work for 50% of the workforce (Cadieux & Brouard, 2009; Family Firm Institute, 2003; Breton-Miller et al., 2004; Richer et al., 2004; Sharma, 2004).

However, most of these companies face a problem of transmission. According to the results of the study conducted by Bruce and Picard (2005), 41% of the business managers are going to transfer their company before the next five years and this proportion will reach 71% in the upcoming 10 years. But only 35% of the business managers have a plan to sell or transfer their family business. Bruce and Picard (2005) also argue that ten years are needed approximately to prepare the succession in good conditions. In addition, according to OSEO (2005), only 20%

of the family companies succeed in the passage of the first to the second generation in the six years following the transfer by the manager.

The success of the transmission is depending on a variety of factors. It is associated, not only to the predecessor's decision to leave (Lansberg & Astrachan, 1994) or to let go (Bah, 2008; Brun de Pontet et al., 2007), but also to the succession planning (Sharma, 2004; St-Cyr & Richer, 2005) and to the successor's ability to take the lead (Venter et al., 2005). Other authors emphasize the predecessor's skill to establish good relations with his successor (Cabrera-Suárez, 2005; De Massis et al., 2008; García-Álvarez et al., 2002).

Other studies have been performed on the successor's skills to assume his leader's role (Mitchell et al., 2009; Venter et al., 2005), but also on his experience (Le Breton-Miller et al., 2004), his commitment, his satisfaction, and his motivation (De Massis et al., 2008). For other authors, some dynamics should not be neglected, for example, the transmission of good values to the successor (Garcia-Alvarez et al., 2002), the successor's development (Cabrera-Suarez, 2005), the importance for the successor of feeling integrated throughout the process (Haberman & Danes, 2007; Koffi, 2008), and the predecessor's disengagement (Bah, 2008; Cadieux, 2007). Finally, a particular and growing importance is accorded to the acquisition of legitimacy which, according to numerous authors, is a success factor of the business transmission (Barach et al., 1988; Cullière, 2010; Koffi, 2008; Sathe, 1985).

The need to support the predecessors in a successful succession brings all its relevance to the main objective of this research. This objective is to grasp the predecessor's behavior to legitimize his successor. Several studies indicate that the men business managers adopt a different leadership from those of the women in a similar position (Bass, 1990; Eagly et al., 2003; Koffi, 2008). The diversity needed to face the complexity in the transmission of companies justifies the interest to analyze the succession behaviors according to the predecessor's gender. In this study, the specific objective is then to understand and to describe how the men family business managers near to retire bring their successors to gain their legitimacy in the company, while this legitimacy seems to be very important for the timelessness of the company (Barach et al., 1988; Sathe, 1985).

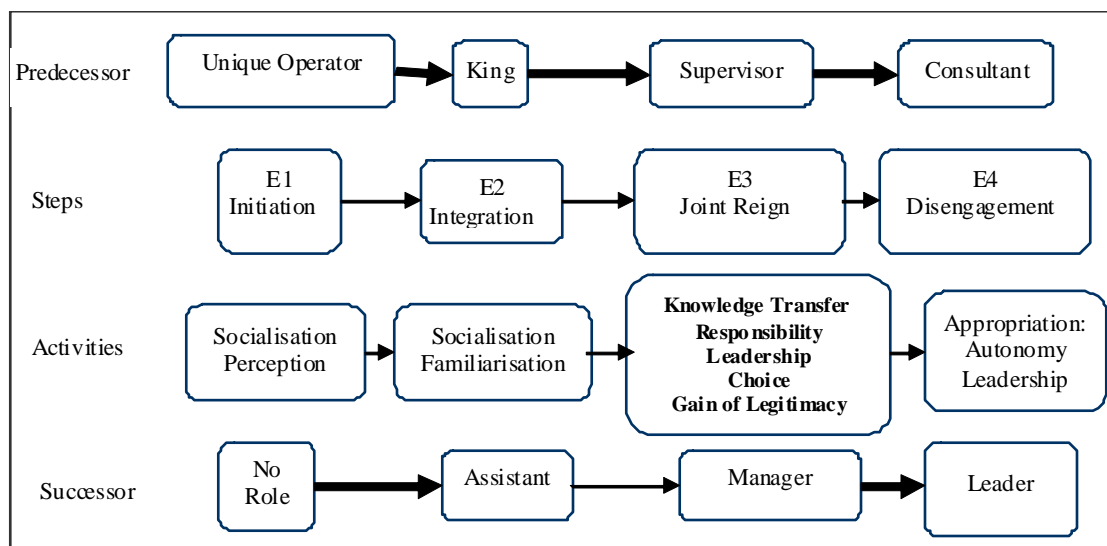
In other words, what would be the winning behavior adopted by the predecessors to support the acquisition of legitimacy by their successors? What would be the characteristics of a legitimate successor? In order to answer these questions, our approach consists to present, first, a framework of analysis explaining the stakes in the succession problem. This framework is based on the transmission of family businesses, on the concept of successor's legitimacy, and finally, on the notions of leadership behavior of the men business managers. Second, the qualitative methodology used to conduct the study and the results got are then described. And the paper ends with a discussion about the results and a conclusion.

THEORETICAL CONTEXT

The Succession Process in the Family Businesses

The succession process in the family businesses has two dimensions: ownership transfer and direction transfer (Hugron, 1992). The direction transfer is presented in four different phases in a process during which both the predecessor's and the successor's roles and functions evolve in an overlapping way (Handler, 1990). In the first phase, the initiation phase, the predecessor shows to his successor the functioning of the company while trying at the same time to raise his interest. This initiation phase continues until the successor's social integration phase, where he might perform part-time functions within the enterprise. In the third phase, the joint reign phase, the legitimate heir makes his entry in a more official way into the company. This legitimate heir is not only chosen according to his skills and to the interest demonstrated (Haddadj & D'Andria, 2001), but also according to the quality of his relation with the predecessor and all the other actors (Lansberg & Astrachan, 1994). During this joint reign phase, the successor gets acquainted with the company, he is recognized by working closely with the employees and the predecessor (Hugron, 1992; Lajeunesse, 1989). It is at this stage that the gains of legitimacy, of which Barach et al. (1988) underline all the importance, are essential. The predecessor then plays precise roles with the successor (Cadieux, 2004). He is transferring to him the knowledge, the philosophy of life, the philosophy of management, the responsibilities, and the power (Hugron, 1992; Lajeunesse, 1989) until he completely retires in the disengagement phase, the last phase (see Figure 1).

Figure 1
The Succession and Legitimacy Process



But, what is the process to follow when the predecessor, not only attached to his company but also in search of timelessness of this one, decides to retire and to leave the enterprise to his successor? The latter must manage employees who often saw him being born and growing, and besides, are acquired most of the time at the particular cause of the father. According to Barach et al. (1988) and Koffi and Lorrain (2005) a problem of legitimacy is then raising. This problem is examined in the next subsections.

The Successor's Legitimacy

The transmission of companies raises some questions concerning the legitimacy of the rescuer because any management component of an enterprise is founding its power status on a legitimacy system. In the case of family companies, at our knowledge, the concept of legitimacy has not been studied from an empirical view. The family transmission is a process of redefining the bases of the power given the successor acquires an entity of which the identity is already established (Riot et al., 2007). In addition, the family company is largely influenced by different coalitions which pursue specific objectives and which have this capacity to condition the social acceptability of the leader's decisions (Deschamps & Paturel, 2001; Cullière, 2010). The successor's legitimacy is then handled in a perspective of social acceptance, interpreted as the right to manage, granted to the successor by the predecessor and the employees because these ones consider, according to his charisma and the tradition, that the successor will satisfy their expectations.

In accordance with Petit and Mari (2009), we defined the leader's legitimacy as being:

“The recognition (formal/informal; explicit/implicit) by internal and external stakeholders of its right to govern the company: this recognition leans on the faith the aforementioned stakeholders in the validity of the power of the leader towards values and towards standards shared about the direction (the management) of company” (p. 18).

In this way, it seems convenient to consider the foundations of the Weber's notion of legitimacy, since there is a combination here of the personal characteristics and the attribution of power. For Weber (1971), legitimacy is the central pillar of the domination. Being interested in the social activities which have a sense for the individual, Weber (1971) defines action as a behavior driving the meanings for the actor. According to him, the social action gets organized in social relationships: when several actors are in interaction, sense of action of each relates to the attitude of the other one, such that the actions are mutually directed the ones towards the others. The social relationships containing oppositions, conflicts and compromises, as well as the need to dominate, play an important role in the legitimacy.

This brings to three legitimization systems. According to Weber (1971), the first one, of legal rational type, is linked to the function and not to the person. This legitimization system is based on the faith in the legality of the regulations and the right to give directives which is attributed to the leader. These normative rules define the way that we can promote a law or name a responsible person acting within the limits of his authority. The right is established by the pact (multilateral decision) or by the granting (unilateral decision) in a rational view (Cullière, 2009) of which the primary objective is to be followed by the members of the community. The one that obeys makes it in the respect of pre-established laws and rules.

The second legitimization system, of traditional type, is founded on the daily belief to the sacred character of the social order, such as it appears, and on the legitimacy of those who are called to exercise authority by these means. It is the observation of the custom and no more of the right which gives to the chosen individual the right to be obeyed by others. The relation between dominant and dominated is established on the respect and passed on with the help of a common education to the social group. The holder of the power can be represented as a lord identified by the tradition and of which the orders are accepted according to this tradition.

The rest of the theoretical context is presented in the full paper.

METHODOLOGY

Sample

To understand the complex context of behavioral modes adopted by the predecessors to legitimize their successors towards the members of the company, we privileged a qualitative research. In fact, a strategy of exploratory case study and multi-sites (Hlady-Rispal, 2002) was retained given the phenomenon, taking part of a new problematic for which there are only few empirical studies (Grenier & Josserand, 1999), can exist only in the context in which it evolves (Yin, 1994). To study these complex cases, we opted for a procedure of theoretical sampling. In other words, 5 cases were chosen for theoretical and not statistical aspects (Hlady-Rispal, 2002).

We took into account the following sampling criteria: process of succession of the first to the second generation in process and possibly finished; succession mother-girl or son and father-girl or son; company of the manufacturing or the service sector from 10 to 250 employees; the retained employee having worked in the company with the owner manager before or while the successor made his entry into the company. The difficulty to obtain referees satisfying all the chosen criteria brought us to opt for a sampling by reasoned choice, that is, we chose deliberately the subjects, as they were found capable of authorizing the understanding and the interpretation of the behaviors of legitimization of the successor.

Considering the retained criteria, five (5) companies (3 predecessors in Quebec and 2 predecessors in New Brunswick), in the process of the first generational transfer and in which at

least a member of the family holds the control of the property and the management (Cadieux & Brouard, 2009), were retained (see Table 1). Three predecessors have already transferred the company to their successors. The two others having expressed their firm intention to transfer the company are at a late stage of the process.

	Cérami	Sanite	Jetpur	Chocolat	Atti
Number of interviews	4	4	4	4	4
Date of foundation	1975	1980	1999	1987	1981
Sector of activities	Wholesale	Services	Manufacturing	Services, wholesaler	Manufacturing
Number of employees	15	20	46	25	35
Successor	Girl	Son	Girl	Girl	Son
Turnover	2 millions	6 millions	5 millions	4 millions	10 millions
State of transfer	Practically finished	In process	In process	In process	In process
Percentage of actions	Pred.: 100%	Pred.: 100%	Pred.: 63% Succ.: 6% 3 others employees: 31%	Pred.: 100%	Pred.: 100%

Table 1 presents the number of interviews performed, the profiles of the retained small and medium enterprises (SMEs) in taking into account the date of foundation, the sector of activities (2 manufacturing and 3 of the services), the number of employees (from 15 to 46), the gender of the successors (3 girls and 2 sons), the turnover (from 2 to 10 millions), the state of transfer, and the percentage of actions detained.

Data Collection and Data Analysis

The data collection and data analysis are presented in the full paper.

The results are presented in the full paper.

The references are available upon request.

EXTENDING THE DESKTOP MANAGER: A LOOK AT ORGANIZATIONAL LIFE CYCLE STAGES AND IMPLICATIONS FOR SMES

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ABSTRACT

The changes in strategy, structure, and approaches to decision-making that occur with all organizations—commonly referred to as the organizational life cycle—have been an interest of management researchers for several decades. A recent phenomenon, the desktop manager, has added a new angle to life cycle perspective. With the widespread adoption of computer technology and the Internet for all types of business functions, the desktop manager excels by spending the workday online, plugged in, and tuned out to pervasive people needs and problems of the workgroup. In an age when knowledge workers require regular and effective personal discourse with their superiors, desktop managers often use technology to avoid direct contact with subordinates. This study examines desktop managers in the context of the organizational life cycle, reinforcing the importance of effective communication with subordinates in SME ventures.

HUMAN RESOURCES MANAGEMENT: BIG PROBLEM FOR SMALL BUSINESS?

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ABSTRACT

In order for a growing small business to be successful it must have highly motivated, competent, and content employees. The employee's goals must be aligned with the business' goals in order for the employer to foster employee motivation. For employers to grow such a workforce they need to have human resource strategies that support the alignment of business and employee goals. The business must create a win-win situation.

Frequently, small business owners have excellent knowledge of their particular field or core competency. However, research has indicated that many small business owners-managers lack important knowledge related to labor law compliance and human resources (HR) management. In addition, those who may have an adequate knowledge in the HR field do not have the structure in place to effectively support HR initiatives.

This study focuses on four HR facets of small business companies to ascertain their level of knowledge and provide suggested areas where small business owners need training. A questionnaire survey was conducted with small business owners in the southern United States. The focus of this study includes: (1) Legal Compliance – Fair Labor Standards Act; (2) Recruiting, Screening, and Hiring Employees; (3) Employee Relations, Training, and Documentation; and (4) Miscellaneous HR Questions.

WHAT, WHY, AND HOW OF ECOPRENEURSHIP: IMPLICATIONS FOR ENTREPRENEURSHIP EDUCATION

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ABSTRACT

Because of the growing concern about global warming and the other environmental problems, such as, destruction of biodiversity, air pollution, and depletion of natural resources, among others, there is a pressing need to change the current business practices which has contributed to environmental degradation. In the past, the focus has been on “greening” the large and existing businesses (Schaper, 2002; Lennox & York, 2011). While useful, these efforts have not resolved the environmental problems. There is need, therefore, for an entrepreneurial approach to our environmental problems. Ecopreneurship has the potential to create the new products and technologies needed to solve our environmental challenges. The paper discusses the ecopreneurship phenomenon, including how it is different from social and sustainability entrepreneurship. The paper also presents the business case for ecopreneurship, discusses how ecopreneurs create entrepreneurial action to solve environmental problems and how entrepreneurship education can promote ecopreneurial behavior among college students.

INTRODUCTION

In recent decades, expanding economic growth has led to concerns about climate change, depletion of natural resources, air pollution, and diversity loss. All of these environmental problems have potentially disastrous implications for life on earth (OECD, 2009). In the past, because of public pressure, big businesses have increasingly taken on the responsibility to improve environmental performance (OECD, 2009). As a result, there has been a variety of corporate environmental and sustainability initiatives, programs, and publications that have created a growing body of scholarly literature on “corporate “Greening.” While useful, these developments have not resolved the environmental problems (York & Venkaratarman, 2010). Therefore, it is necessary to harness the innovative potential of entrepreneurs to produce the innovative products and services to solve these problems (Schaper, 2002). The purpose of this paper is to give a better understanding of the ecopreneurship phenomenon, including how it is different from social and sustainability entrepreneurship. In addition, it presents the business case for ecopreneurship, discusses how ecopreneurs create entrepreneurial action to solve

environmental problems and how entrepreneurship education can promote ecopreneurial behavior among college students.

MEANING OF ECOPRENEURSHIP

The term “ecopreneurship” sometimes referred to as green, enviro-preneurship, ecological entrepreneurship, and eco-entrepreneurship is a combination of two words “ecological” (eco) and entrepreneurship which suggests the creation of a very innovative company that provides environmentally friendly products and services (Schaltegger, 2005). Basically, ecopreneurs start businesses in eco-friendly markets, not only to make profits, but also to contribute to environmental sustainability. Examples of eco-businesses include recycling waste materials, reducing pollution, water purification technologies and renewable energy technologies (Folmer & Tiettenberg, 2005). Some of the benefits from ecopreneurship will include reduce environmental degradation, improve agricultural practices and fresh water supply and maintain biodiversity (Shepherd & Patzelt, 2011).

Ecopreneurship is distinguished from social entrepreneurship, which focuses on enhancing social wealth. Ecopreneurship is also different from sustainability entrepreneurship because focuses on the triple bottom line (economic, equity, environmental) rather than simple protecting the environment (Shepherd & Patzelt, 2011). According to Taylor & Walley (2003), “it is important to investigate the motives of all types of green entrepreneurs in order to gain insights for policy makers and educators into ways to foster green entrepreneurship.” (pg. 2)

TYPOLOGIES OF ECOPRENEURS

However, every ecopreneur is not the same and several researchers have developed different classifications for environmental entrepreneurs. Table 1 presents the different classifications from the literature by author and orientation. The different types of ecopreneurs, except one, can be categorized into two groups, e.g. companies that consistently adopt environmentally friendly practices (sustainability orientation), companies that discover the advantages of greening after startup (economic orientation), and those that adopt environmentally friendly practices only to comply with regulations (Schick, Marxen, Freimann, 2002).

According to Schnick, Marxen & Freimann (2002) the main reason for the difference in orientation is the attitude of the ecopreneurs. The eco-dedicated entrepreneurs (sustainability orientation) have a very strong attachment to environmental issues than the others. The reason for the strong commitment is because their environmental awareness had been developed within their families since childhood and it has remained an integral part of their lives and their businesses. These typologies, according to Walley and Taylor (2003), “can be used to categorized the mission and market strategy for different environmental entrepreneurs (pg. 14).

Author	Consistently Adopt Environmentally Friendly Practices	Partially Adopt environmentally friendly practices	Adopt environmentally friendly Practices only to Comply with Regulations
Isaak (2002)	Green-Green Business	Green business	
Linnanen (2002)	Opportunist Nonprofit Successful idealist	Self-employer	
Pastakia, (1998)	Social	Commercial	
Volery (2010)	Environmental conscious	Green business	
Walley & Taylor (2002)	Visionary and Ethical Maverick	Opportunist Ad Hoc or accidental	
Schick, Marxen & Freiman (2002)	Eco-dedicated	Eco-open	Eco-reluctant

MOTIVATIONS AND DRIVERS

The most important reason why ecopreneurs start businesses is their personal motivation or environmental orientation - their green values. They are champions of sustainability and want to change the world. Their businesses are founded on the principle of sustainability and they are committed to improving the quality of the environment. (Ewert & Baker, 2001).

Ecopreneurs are also motivated by ethics. An important part of their environmental orientation and green values is their strong ethical reasoning (Linnanen, 2002). Usually they have a “raison d’etre” that exceeds their desire for profits and often this is associated with making the world a better place to live (Linnanen, 2002). Even though, the ethics are often not the only reasons for developing the business, it may be the only key difference between motivation of ecopreneurs and conventional entrepreneurs (Kirkwood & Walton, 2010). This personal commitment increases their trustworthiness as business partners (Linnanen, 2002).

The business case for environmental entrepreneurship also explains the important role of the ecopreneur in preserving the environment, including the earth, biodiversity, and ecosystem.

- First, natural resources degradation is a major problem. Most natural resources are finite. Once consumed many cannot be recreated and we will be left with diminishing or no natural resources, if we do not sustain them. Because of economic activity and consumption, most of our resources become waster. As a result, we have the problem of pollution which seriously affects human and the ecosystem. In many cities, the carbon released from burning coal, oil and natural gas is accumulating in the atmosphere, leading to greenhouse gas

accumulation and potential climate change (Volery, 2002). To sustain them, ecopreneurs are constantly looking for alternatives by recycling them and using a cheaper more abundantly available resource. (Barnes1994, Arber, Speich 1992). And also finding alternate ways to produce energy, such as wind, water and solar.

- Secondly, Global Population growth also influences ecopreneurship. The world population is poised to expand by 50% by 2050 and with it comes an extraordinary growth in consumption (WBCSD 2002). In emerging countries this expansion of population has been doubled by fast growth in income. Although some of this consumption is essential to relieving poverty in many nations, the high consumption of the world's affluent consumers can have a negative impact on the ecosystem (Volery, 2002). Ecopreneurs therefore must find new technologies to protect the environment, to ensure that there are enough resources to fill the needs of both the current population and future generations (Volery, 2002).
- Thirdly, economic and financial factors are important driver or influence of ecopreneurs e.g. the availability of funding and other incentives. Access to funding is necessary to help ecopreneurs meet the cost of technical development and to win recognition of new products or services. Dedicated investments for green entrepreneurs and other special funding programs will encourage and support these ecologically minded individuals to convert their ideas/convictions into startups (Pachaly, 2012; Isaak, 2002).
- Fourthly, growing demand for green, ecological products and environmentally friendly services is also a driver of ecopreneurship. Increased consumer awareness and increase in the number of green consumers create increase market demand for green products and therefore influences ecopreneurs to start green businesses (Walley & Taylor, 2002). The growing desire of many consumers to get businesses to stop environmentally degrading activities, combined with a willingness to pay more for environmentally friendly products, represents an opportunity for entrepreneurial action that can lead to ecological sustainability (Dean and McMullen, 2007). The above examples present a strong business case for environmental sustainability and as such there is need for a new kind of entrepreneurs who will incorporate environmental concerns into the consideration of their "bottom line" (Volery, 2002).

ROLE OF THE ECOPRENEUR IN ENVIRONMENTAL SUSTAINABILITY

In addition to personal motivations and other drivers for ecopreneurship, the identification and exploitation of entrepreneurial opportunities is the phase of the process in which creating the entrepreneurial action necessary to resolve our environmental problems usually occurs ((Fuduric, 2008).

According to Dean and McMullen, (2000) market failures, such as public goods and externalities are the sources of entrepreneurial opportunities. Similarly, Cohen and Winn (2007), suggests that market imperfections, firm inefficiencies and flawed pricing are also source of opportunities for entrepreneurial entrepreneurs. There are also numerous entrepreneurial opportunities within the environmental services sector generally, for example are environmental technologies, pollution control technologies, waste management, green energy technologies and water supply among others. These are opportunities waiting to be exploited. There is need for ecopreneurs to identify the opportunities for new technologies and products that would solve our environmental problems (Conner, 2010).

To discovery opportunities ecopreneurs must systematically scan the environment to obtain information about the opportunities and to interact with the environment. This is the “nexus” of the individual and the opportunity – the meeting place where entrepreneurial opportunities are discovered or not. Subsequent to the discovery of the opportunity, the entrepreneur must decide to exploit this opportunity, i.e. develop idea for how to pursue the opportunity, then obtain resources, design an organization, and develop strategies to exploit the opportunities. This process explains how ecopreneurs exploit an opportunity and creates the entrepreneurial action that contributes to preserving the environment (Fuduric, 2008). There are two reasons why entrepreneurs discover and exploit opportunities (1) they have access to information and (2) they have specific cognitive capabilities (Fuduric, 2008, Shane & Venkataraman, 2000).

IMPLICATION FOR ENTREPRENEURSHIP EDUCATION

In response to the need for more courses in ecopreneurship and sustainability entrepreneurship, this section presents an outline for integrating ecopreneurship into the entrepreneurship curriculum (Table 2).

STUDENT ACTIVITIES

Students will do assigned readings, cases, as well as present current event articles from the business press related to the ecopreneurship topic under discussion. Working in groups, students will work together to propose entrepreneurial solutions to pressing environmental problems. Some examples of topics would include products or services that will contribute towards reducing energy consumption, conserve energy and water, water purification and filtration, improve waste management, and alternative energy sources. Other topics might be a written paper and presentation that will include an industry study, a market study and a

description of the business concept. Also, students might be asked to present a sustainability plan/report for a given company or government entity (Basu, Osland, & Solt, 2008).

The pedagogy for the course will emphasize active, experiential, inquiry based learning and real world problem solving in the classroom, on the campus and in the local community. We all know from the conventional wisdom and from educational research that students retain 80% of what they do and only 10 to 20% of what they hear or read. Therefore, to ensure long term retention of the knowledge, skills and values, the curriculum will provide learning experiences for students to work on actual, real-world problems facing their campus, community, government, and industry. Environmental entrepreneurship education has a profound, moral responsibility to increase students awareness, knowledge, skills, and values to better prepare them to protect our environment and create a sustainable future (Cortese, 2003).

Table 2: Suggested Content for Ecopreneurship Course	
Topics	Description
Meaning and importance of Ecopreneurship	<ul style="list-style-type: none"> • What is ecopreneurship, distinguish ecopreneurship from social entrepreneurship, economic entrepreneurship and sustainability entrepreneurship • Principles of eco-design
Environmental Trends/problems	<ul style="list-style-type: none"> • environmental problems facing local and global communities and opportunities that arise from these problems • Trends in consumption of different forms of energy to determine magnitude of environmental problems • Identify and evaluate alternative sources of energy or ways to enhance energy efficiency
Sustainability in corporations	<ul style="list-style-type: none"> • Review of sustainability practices in corporations • Evaluation corporate behavior in the context of sustainability
Ecopreneurship Process and Entrepreneurial Opportunities	<ul style="list-style-type: none"> • Overview of the entrepreneurial process • Identifying opportunities derived from environmental trends and problems e.g. methods for cleaner use of coal, alternative sources of energy (wind, solar, geothermal, etc.) • Evaluate entrepreneurial opportunities
Funding	<ul style="list-style-type: none"> • Different sources of funding, e.g. venture capital, angels, entrepreneur team, etc. • Determining financing needs • Financial incentive to encourage ecopreneurship
Risks and Rewards	<ul style="list-style-type: none"> • Types of risks, e.g. technology, market, financial, strategic, etc. • Measure and compare social, economic and environmental risks and rewards of the venture • Short term risks and returns vs long term expected benefits • Evaluation of SE benefits of the venture
Business Planning	<ul style="list-style-type: none"> • Components of Business Plan • Purpose and uses of business plan • Evaluation of Business Plan • Pitching the plan to investors
Adapted from Basu, Osland & Solt (2008).	

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FAMILY BUSINESS SUCCESSION: HOW MEN AND WOMEN PREDECESSORS CAN BRING CREDIBILITY TO THEIR SUCCESSORS?

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ABSTRACT

Most family businesses are expected to be transferred to the younger generation within the next ten years. Among the factors influencing the success of the generational transition is the credibility that must be earned by the successor in the eyes of the employees. Such credibility appears to be the determining factor for ensuring a lasting success of the business. Based on this premise, a comparative study involving seven cases of succession was conducted. The results show that men and women business owners adopt different behavioral strategies in order to bring credibility to their successors.

INTRODUCTION

Known for their major contribution to economic growth, family businesses represent in Canada close to 75% of all entrepreneurships. They generate some 45% of the Canadian net growth product, create employment for 50% of the labour market, and create each year 70% to 85% of all new jobs (Bruce & Picard, 2005; Deloitte & Touche, 1999). However, according to a study from Bruce and Picard (2006) on Canadian family business predecessors, 41% of them will transfer their business to a successor within the next five years, reaching a proportion of 71% in the coming ten years. Still, only 35% of family business predecessors say that they have a plan for selling or transferring their business, notwithstanding the fact that successions are known to be a long and complex process with a very low success rate.

According to numerous authors, successful successions depend on identifiable factors. For some authors, the transition depends not only on the predecessor's will to retire (Lansberg & Astrachan, 1994) or to let go (Brun de Pontet et al., 2007), but also on the planning of the succession (Sharma, 2004; St-Cyr & Richer, 2005) and on the preparation and the ability of the

successor to take the business in charge (Venter et al., 2005). Others identify the predecessors ability to build a good relationship with the successor (Cabrera-Suárez, 2005; De Massis et al., 2008; García-Álvarez et al., 2002) as a basis for a stable future. Some researchers are more interested in the abilities such as the successor's skills to assume his/her leadership role (Mitchell et al., 2009; Venter et al., 2005), or in his/her degree of experience (Le Breton-Miller et al., 2004), or in the successor's commitment, satisfaction, and motivation (De Massis et al., 2008). Finally, some researchers consider that for a transfer to be successful: a) sound and ethical values must be transferred to the successor (Garcia-Alvarez et al., 2002); b) assistance must be provided for the successor's development (Cabrera-Suarez, 2005); c) the successor must feel involved in the process (Haberman & Danes, 2007; Koffi, 2008); and finally, the successor must have credibility (Barach et al., 1988; Bayad & Barbot, 2002).

Despite the extent of research conducted during the past thirty years on the problem of successions in family businesses, very few researchers have focused on the process of succession when the owner is a woman, and even less so on how she should proceed to put forth her successor (Salganikoff, 1990; Sharma, 2004; Sonfield & Lussier, 2009). Moreover, in all likelihood many of the family business predecessors struggling with the difficulties of succession will be women. Indeed, Statistics Canada and Industry Canada report that more than 40% of Canadian entrepreneurs are women (Richer & St-Cyr, 2007). In addition, the entire body of work realized on women entrepreneurship and their leadership style from the study by Hisrich and Brush in 1984 to that of Buttner in 2001 shows that the behavior of women entrepreneurs towards their personal and business circles differs from that of their male counterparts.

The specific leadership style and behavior of men and women entrepreneurs and the urgency to support their successors in a successful transfer of their family business is certainly important and relevant as a research topic in itself. Its main objective is to better understand and describe the different behaviors adopted by women and men predecessors of family businesses in transferring credibility to their successor in the eyes of their employees with which they have built their business, especially when credibility appears to be a necessity for continuity and survival of the enterprise (Barach et al., 1988; Sathe, 1985). In other words, what are the behaviors being adopted by men and women predecessors to ensure the credibility of their successors? And, what could characterize a credible successor in the eyes of women and men predecessors, employees, and successors?

In order to answer these questions, the following section briefly presents an analytical framework on the stakes of succession in family businesses. The particularities of the women management style, the transfer process of family businesses, and the concept of successor's credibility are discussed. The following sections present the methodology used, the results of the research, and the conclusion.

THOERETICAL CONTEXT

The Relational Mode of Women Business Predecessors

There has been no consensus until now on the different management styles adopted by both men and women. For the liberal feminist, women and men are equal on all as they are endowed with rationality and the same management capabilities (Hollander, 1992). For the post-structural feminist, however, masculine and feminine identities are a socially constructed phenomenon, based on mechanisms of separation and hierarchy-building (Ahl, 2006; Bruin et al., 2007; Butler, 1990; Ely & Padavich, 2007). For researchers who concentrate on social feminism, they postulate that basic differences exist between men and women. These differences may be at the advantage of women, especially on the basis of interpersonal and communication skills (Chodorow, 1978; Gilligan, 1986). Since this study seeks to understand the gender particularities, the contributions of social feminists were retained for their contribution to the understanding and distinction of the means used by women and men predecessors in bringing credibility to their successors.

The works from Brush (1992), Buttner (2001), and Robinson (2001), indicate that women entrepreneurs adopt a behavioral style more oriented towards participation. Women entrepreneurs make greater effort than men entrepreneurs do to fit both work and family into their lifestyles. Inversely, men entrepreneurs show their preference for an enterprising mind, and tend to prefer a role of supervision to one of collaboration. According to Eagly et al. (2003) and Rosener (1990), the study of Riebe (2005) on 27 successful business predecessors indicates that women adopted behaviors related to collegiality and democracy in order to be successful. Based on the relational theory (Fletcher, 1999; Miller, 1986), Buttner (2001) did a case study on the behavioral style of women entrepreneurs. Buttner's results show that women entrepreneurs benefit from a sense of connection in order to adopt behaviors promoting the growth and development of individuals. These behaviors can be regrouped into four categories: a) protective, where women entrepreneurs both protect and support their employees; b) mutual empowerment, where they try to provide fulfilment for their employees by allowing them to accomplish and contribute to business activities; c) accomplishment, where women entrepreneurs use their relational skills to improve their own professional growth and efficiency at work; and d) team building, where women seek to put forth appropriate conditions for a group lifestyle to flourish.

As mentioned by Rappoport and Bailyn (1996), as well as Fondas (1997) and Wesinger (1998), the team of Tsui et al. (1997) found that organizations that favoured relational practices were very efficient, showed lower absenteeism and turnover rates, and reported a higher honesty level. In accordance with these findings, many authors indicate that women adopt, more often than men do, a transformational leadership style that puts an emphasis on the development of individuals (Bass & Avolio, 1994; Eagly et al., 2003; Rosener, 1994). Four characteristics refer to transformational leadership: a) visionary, reflecting the leader who carries a vision; b)

inspirational, meaning that the leader transfers to others high expectations towards his vision and passion; c) intellectual stimulation, where the leader appeals to rigorous problem solvers; and d) individual mentoring, meaning that the leader gives each employee a particular and personal attention. However, how are these behaviors manifested in the context of succession?

The Succession in Family Businesses

Cadieux and Brouard (2009) state that we can speak of transfer when an enterprise ensures continuity with a successor put forth by the owner who is retiring. Research indicates three types of transfers: a) a family transfer is when an owner transfers the enterprise to a family member; b) an internal transfer is when the owner transfers the enterprise to one or several non-family members; and c) an outside transfer to another party when the owner is unsuccessful in finding a family member, or internal member, and has to look outside for a successor.

Our study on family transfers, known as successions, shows it is a process that often has two parts: direction and property transfer (Hugron, 1992). Directional transfers are defined as a dynamic process with four phases and functions during which the roles and functions of the owner and successor (member of the family) are intertwined to ensure a smooth transfer (Handler, 1990). Examples of such roles and functions are one's overall philosophy, management style, responsibility, attitude, power, and leadership potential (Cabrera-Suárez, 2005; Danco, 1982; Hugron, 1987; Lajeunesse, 1989). In the initial phase, the owner introduces the successor to the operations of the enterprise and raises the successor's interest. Subsequently, the integration phase allows the successor to occupy a part time position within the enterprise. At the co-management phase, the successor chosen for his/her competencies and interest (Haddadj & Andria, 2001), and who possesses a good relationship with all parties (Lansberg & Astrachan, 1994), officially joins the enterprise. The successor familiarises himself by working alongside the employees and the family owner (Hugron, 1992; Lajeunesse, 1989). At this stage, the successor gains credibility, which is extremely important, as argued by Barach et al. (1988). The owners role, overall, is well defined (Cadieux, 2004) in transferring knowledge, philosophy of life, philosophy of management, responsibilities, and power to the successor (Hugron, 1993; Lajeunesse, 1989), until the business owner retires completely in the phase of disengagement. However, according to Barach et al. (1988), what credibility allows the successor to guide the enterprise in an autonomous way without managerial difficulties? How is such a credibility acquired?

The Successor's Credibility

There is no consensus yet on the conceptual definition of credibility (Gradwell, 2004). In general, credibility refers to how a leader gains trust and commitment from the personnel on common projects (Budd, 2000; Gradwell, 2004; Schuler, 2004). According to Kouzes and Posner

(2004), the personal or professional qualities admired most in a superior that are regarded as credible are, in order of importance: honesty, competency, inspirational, and goal-oriented for the future. Barach et al. (1988) and Sathe (1985) indicate that a successor is viewed as credible when employees and/or colleagues perceive his intention and capacity to achieve broad or wide-ranging results.

Sathe (1985) argues that the stability and performance of the enterprise is determined by the level of credibility shown by the successor. If a successor's competencies are not recognized or accepted by the members of the organization, his/her leadership into the enterprise will fail.

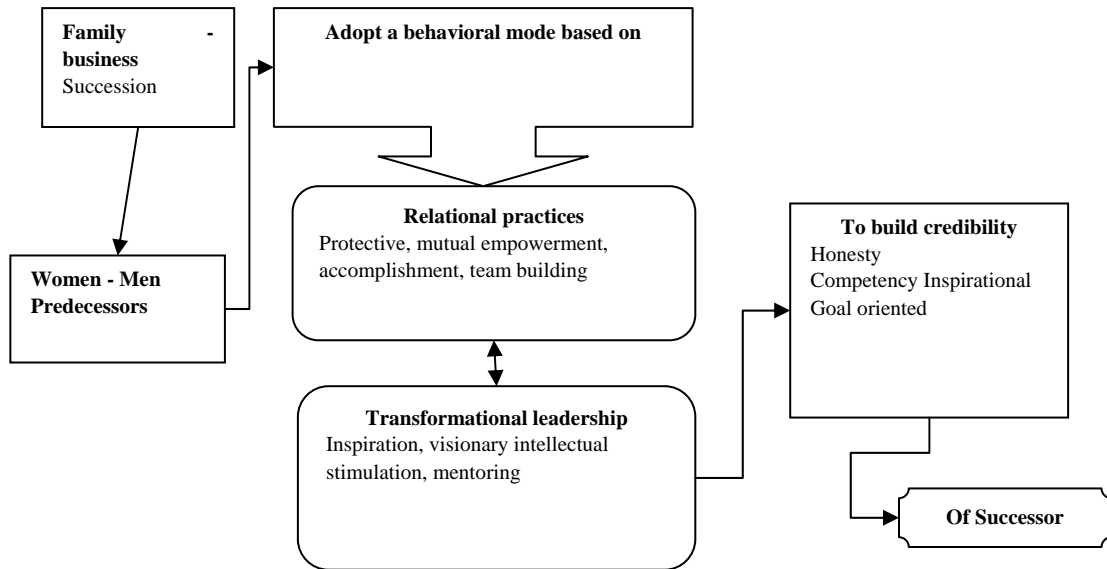
In sum, it should be noted that the literature on family businesses does not clearly indicate the behavioral strategies adopted by predecessors to enhance the credibility of their successors in the eyes of their employees; and even less so when regarding the distinction of such strategies between men and women predecessors. However, research from social feminists, most particularly from the relational theory and the transactional and transformational leaders, suppose that the inclination of women entrepreneurs to link with others and to favour the development of employees could bring woman predecessors to adopt distinct behaviors that support the rapid development and credibility of their successor. Based on this approach, and as suggested by the conceptual model of Figure 1, men and women predecessors adopt distinct behavioral modes, based on their relational practices and on their transformational and transactional leadership (Bass & Avolio, 1994, Eagly et al., 2003) in order to bring credibility to their successor. If this is the case, the question becomes a matter of identifying what types of behavior are being adopted by the majority of family business predecessors. The research methodology presented in the following section should allow us to answer this important question.

METHODOLOGY

Sample

In order to understand the behavioral methods adopted by predecessors to enable their successors to gain credibility by members of their enterprise, we opted for a qualitative research method guided by a strategy of multi-site descriptive studies. The theoretical sampling, deliberately chosen, was retained while taking into account the following sampling criteria: initiating the process of succession from the first to the second generation, potentially at an end; succession from the mother or father to daughter or son; company in the manufacturing sector or the services sector, with 10 to 250 employees; employee retained having worked for the company with the owner-manager before or while the successor is introduced to the company (see Table 1).

Figure 1
Relationship between the Behaviors of Men and
Women Predecessors, and the Successor's Credibility



The profiles of men and women predecessors are presented in the full paper (Table 1).

Data Collection and Analysis

Data from nine companies were collected between February 2004 and April 2010 (see Table 1). Thirty-five (35) semi-controlled interviews, on average lasting one hour and a half, were conducted, based on the three-interview formula while taking into account the conceptual framework. To triangulate the data, these interviews were composed of nine predecessors, four women and five men, nine successors, and seventeen employees, and throughout the data collection, we took field notes and got important documentation. Nine case studies were then prepared. The QSR NVivo 2.0 software was chosen for the thematic analysis of the interviews (Paillé & Mucchielli, 2003) by basing them on recurrence, consistency, data corroboration, and the importance that the themes represent for the participants in the main body.

The results are presented in the full paper.

The references are available upon request.

WEALTH, INCOME, WORK AND RETIREMENT! ARE WE THERE YET?

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ABSTRACT

The discussions concerning wealth and income inequality, work and retirement benefits seem to have exploded onto the public square. Citizens are concerned, and political parties backed by significant dollars are spinning and positioning the facts for political gain. This paper attempts to step back from the political rhetoric, and to examine the data and analyses presented by researchers who view these highly charged topics with greater objectivity and nuance than politicians or citizens. What are the relationships between wealth, income, work and retirement opportunities? Is there clear evidence of wealth inequality, and what are trends? Do Americans have accurate perceptions about wealth inequality? Are there personal and, or public policy implications based on the actual findings? Findings from the secondary research analyses reveal the following: (1) significant wealth and income inequality is no myth. However, the data is sliced, the conclusion is the same, and furthermore, wealth inequality seems to be increasing over time. (2) There is a great gap in financial or economic literacy among Americans. For example, a number of public polls and scholarly research show evidence of this lack of basic knowledge. This paper will discuss the secondary data in greater detail, and attempt to extract some insight on how to contribute to the public debate on these issues. Can objective research by so many thoughtful scholars better inform individuals and the society at large as they try to create solutions? This paper is a small step in trying to understand the important work that has already been done in this area, and to build on the efforts of those researchers.

VIRAL MARKETING FOR ENTREPRENEURS

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ABSTRACT

Viral marketing involves spreading marketing messages on a consumer-to-consumer basis. The increasing popularity of the Internet and online communication has facilitated viral marketing. Viral marketing has become viable as both an alternative and a complement to traditional mass media marketing through television, radio, billboards, and print advertisements. It is aided by social media sites such as Facebook, Twitter, and YouTube, as well as recommendation networks such as Amazon.com and the iTunes Store. This research is designed to investigate viral marketing from both businesses' and consumers' perspectives. The fundamental underpinnings of viral marketing are used to analyze the advantages and disadvantages of full-scale viral marketing campaigns. This analysis will provide the basis for a conceptual model and several research propositions related to initiating a viral marketing campaign. This paper concludes with implications for researchers, entrepreneurs, and managers.

INCOME EXPECTATIONS OF ENTREPRENEURS AND SMALL BUSINESS MANAGERS

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ABSTRACT

In this study we examine differences in the income expectations of small business managers and entrepreneurs in Australia, Singapore, and the Baltics. The entrepreneurs from all three areas have higher expectations than small business managers. The actual incomes were highest in Singapore and lowest in the Baltics. Jaques' equity theory was found to be useful at explaining who was satisfied with their incomes and those who were dissatisfied.

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TRAINING STUDENTS FOR ENTREPRENEURIAL ACTIVITIES: LESSONS FROM A SOCIAL VENTURE PLAN COMPETITION

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ABSTRACT

This research examines the attitudes towards entrepreneurship by a sample of 65 students and alumni who participated in a Social Venture Plan Competition (SVPC) hosted by a business school at a university in the western United States. The competition seeks to encourage students to think of creative ways of using business to create good in the world. Students and alumni who had participated in the SVPC were contacted using an online questionnaire and asked to elaborate on their reasons for participating in the competition, what they learned from the competition, and their willingness to consider social ventures or other entrepreneurial activities as a way to enact positive change in the world. Survey respondents were also asked to complete a scale of proactivity to measure the extent to which they possess the personality characteristics that are associated with a strong likelihood of pursuing entrepreneurial activities. The overall sample mean for the proactivity scale for the students who had participated in the SVPC was substantially higher than the proactivity score of the sample used by Crant (1996) to measure the entrepreneurial intentions of undergraduate and MBA students at a Midwestern university. As the proactivity scale was administered after the SVPC, it is not possible to know if the sample for our study were more proactive than Crant's (1996) sample prior to participating in the competition, or if the higher proactivity ratings were due to their participation in the social venture competition. Follow up questions regarding the SVPC competition revealed that participants' desire to be involved in future entrepreneurial activities was higher than their desire to participate in future social ventures.

SOCIAL RESPONSIBILITY AND THE SMALL BUSINESS

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ABSTRACT

The focus of social responsibility concentrates primarily on large businesses. This can be seen in the wording of “corporate responsibility” as well as most of the research regarding social responsibility. Although small businesses make up fifty-one per cent of gross domestic product, and account for approximately fifty percent of United States employment, research is minimal compared to large firms. The literature is dominated by large multinational organizations. More research needs to be focused on the small business enterprise.

This article provides the results of a study of social responsibility in a select group of small businesses. Chief Executive Officer owners of privately owned manufacturing companies participated in the study. Approximately half of the firms representing four regions in the United States publicly proclaimed a commitment to social responsibility. The other half were selected with no knowledge of their orientation to social responsibility. The results provide meaningful insights into the nature of social responsibility in small business.

EXAMINING TODAY'S SAUDI WOMEN ENTREPRENEURS: RECOMMENDATIONS FOR THE FUTURE

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ABSTRACT

Saudi women entrepreneurs are changing how Saudi women are perceived around the world. A relatively new female economic movement is attracting major attention as Saudi businesswomen are driving positive change and enhancing the country's economic development. This study explores the current economic climate surrounding Saudi businesswomen, including education and employment levels. Implications for future research are discussed.

Keywords: Women Entrepreneurs, Microenterprises, Emerging Economy, Saudi Arabia

EXECUTIVE SUMMARY

Saudi women entrepreneurs are changing the way Saudi women are perceived around the world. A new economic movement is attracting intense attention as Saudi businesswomen are driving positive change and enhancing the country's economic development. Saudi female entrepreneurs are positive and confident in overcoming challenges to persevere and successfully grow their businesses.

This paper looks into the environment surrounding Saudi businesswomen, specifically women's education and employment. The report highlights the main characteristics of Saudi businesswomen and their businesses. Female entrepreneurs in Saudi Arabia share a number of challenges faced by other female entrepreneurs around the world. Yet as a developing country, Saudi female entrepreneurs encounter further obstacles imposed by the Saudi government, religion, and the conservative culture. The Saudi government has taken positive steps to encourage Saudi women to participate in the labor market and engage in entrepreneurial ventures. However, further actions and law implementations are needed for effective success. The article concludes with recommendations for promoting and safeguarding legal and administrative reforms that will support Saudi women entrepreneurs' business growth.

INTRODUCTION

Saudi Arabia, the birth land of Islam and home to the two holy mosques in Mecca and Medina, is the world's largest petroleum export possessing 20 percent of the world's petroleum reserves. The country's economy is oil-based; the petroleum sector accounts for 80 percent of budget revenues, 45 percent of GDP, and 90 percent of export earnings (The World Fact Book, 2011). Saudi Arabia is a leading player in OPEC and a member of WTO.

Saudi Arabia is one of the fastest-growing countries in the world. The government plans to launch six economic cities by the year 2020. The six industrialized cities will be spread in different regions in the country and are intended to diversify Saudi Arabia's economy, increase per capita income, and contribute \$150 billion to GDP (The World Fact Book, 2011).

Saudi Arabia has seen increased efforts in diversifying its economy in the recent years. Efforts have been focused on encouraging the growth of the private sector, the Saudization move (employing more Saudi nationals), as well as focusing on power generation, telecommunications, natural gas exploration, and growing the petrochemical sectors (The World Fact Book, 2011). The country is also trying to entice foreign investors. In terms of ease of doing business in Saudi Arabia, the country ranked 11 out 183 countries in 2011 (The World Bank, 2011).

Saudi Arabia is utilizing its economic resources and modern technology toward enhancing a promising future. However, developments need to extend into the entrepreneurial sector for a full movement beyond the country's oil dependence. This move cannot be fully effective until the entire Saudi society, men and women, move together toward economic development. The International Triad forum states that it makes sense to bring women into the economic mainstream as; "women are service providers, farmers, manufacturers and artisans, trading domestically and internationally, women-owned firms are growing in number, creating employment and consuming business goods and services, and women entrepreneurs tend to reinvest in their communities, making them good development partners" (Centre, 2003).

Business owners face a number of challenges when starting entrepreneurial ventures. These challenges increase in developing countries, specifically when it is a female entrepreneur launching the business. In Saudi Arabia, the subject of female entrepreneurs has gained extensive attention. Studies have been developed providing findings and recommendations to further encourage Saudi women to take entrepreneurial ventures.

Saudi women have thrived to persevere and overcome obstacles to become successful businesswomen and grow their businesses. Recognized as a new economic segment, Saudi businesswomen are playing a role enhancing Saudi Arabia's economy and driving change.

The purpose of this paper is to investigate women entrepreneurs in Saudi Arabia, why and how Saudi women are becoming entrepreneurs, the characteristics of Saudi women entrepreneurs and the businesses they take, identify methods of funding, support system, skills and business knowledge, and the challenges they face. The paper concludes with recommendations for public policy to improve the future of Saudi Arabian women entrepreneurs.

WOMEN EMPLOYMENT IN SAUDI ARABIA

Unemployment in the Middle East is a major problem facing the Arab World. One third of the population is below the age of 15 and twenty five percent of Saudi Arabians between 15 and 24 are unemployed. Thirty percent of women are unemployed (Practice, 2011).

McKinsey and Company, 2010 released a stunning report on “Education for Employment: Realizing Arab Youth Potential” by the International Finance Corporation and the Islamic Development Bank. The report surveyed 1,500 employers and 1,500 young people in Egypt, Jordan, Morocco, Saudi Arabia, and Yemen, and conducted more than 200 interviews with government officials, employees, education providers, investors, and nonprofit organizations in nine countries. The surveyed private employers stated that only one third of new graduates were ready for the workplace, and therefore more than half of those employers provided extensive training for new hires. Accordingly, only one third of the young people surveyed believed that their education adequately prepared them for the workplace, while expressing high doubts about the quality and relevance of their programs (Practice, 2011).

The report highlighted the dramatic gap between education and employment, and offered the private sector a road map solution to effectively close the gap. It is imperative that education directly be tailored into workplace requirements. Here is where the private sector plays a role. The private sector has a major investment opportunity in providing education and training, private universities, and work preparation programs ensuring that standards and skills are taught. The government needs to intensify its efforts in orienting education directly into the workplace demands and encourage the private sector to complement its efforts in addressing the youth’s unemployment problem.

AlMunajjed (2010) conducted a study entitled, “Women’s Employment in Saudi Arabia: A Major Challenge.” AlMunajjed identifies the labor force as an economically active population that includes people who are currently employed and those seeking employment.” In her report, AlMunajjed states the following facts on women’s employment in Saudi Arabia:

1. The active workforce in Saudi Arabia in the year 2007 was 8.2 million, out of which less than half were Saudi nationals and 85.6 percent were men.
2. Women unemployment in the Saudi labor force had a rate of 26.9 percent, almost four times as high as men.
3. Unemployed women are highly qualified as 78.3 percent are university graduates and 1,000 of them have a doctorates degree.
4. From 1992 to 2007, women participation in the Saudi working force has nearly tripled from 5.4 percent to 14.4 percent.
5. The majority of working women hold Bachelor’s degrees while the majority of working men hold a secondary qualification.
6. 85 percent of working women are in the education sector; both in teaching and administrative positions (mainly in primary schools).
7. 95 percent of employed women work in the public sector.
8. The public sector is the largest employer of Saudi women, where women represent 30 percent of government employees.
9. 5 percent of working women are employed in the private sector.

10. Working women in the private sector grew between 2006 and 2007 by 27 percent, the majority in the capital Riyadh (40 percent) followed by Makkah (25 percent) and the Eastern Province (24 percent).

AlMunajjed states that the increased level in women participants in the workforce is attributed to women's education. Today more than 90 percent of active Saudi women in the workforce hold a secondary qualification or a university degree. Also, 57 percent of Saudi university graduates in 2006 were women. However, in 2007, 93 percent of female graduates came out of the education and humanities. A UNESCO surprising estimate that same year, 2007, was 20.6 percent of Saudi women over the age of 15 were illiterate, and only 3 percent were active in the labor force.

CONCLUSION

Women entrepreneurship in Saudi Arabia is a subject that has attracted great interest with the rising move of Saudi businesswomen. This report highlights the specific factors that surround this segment of the Saudi society, specifically Saudi Arabia's education and employment problems affecting its youth. The report looks into the characteristics of Saudi businesswomen as well as the businesses they engage in. Female entrepreneurs in Saudi Arabia share a number of challenges faced by other female entrepreneurs around the world; still the obstacles imposed by the Saudi government and conservative culture add several complications for these women to overcome. The Saudi government has taken positive steps to further encourage Saudi women to participate in the labor market and engage in entrepreneurial ventures. Still, room for improvement remains; the report ends with recommendations for the Saudi government to further support women entrepreneurship in the country.

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NORTHERN NIGERIAN WOMEN IMPEDIMENTS AND SOLUTIONS TO ENTREPRENEURSHIP

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ABSTRACT

The paper focuses on Northern Nigerian women because they are at a significant disadvantage with respect to self-sufficiency compared to the southern regions of the country, and also, very little is known about their entrepreneurial engagements. In this study, we examine the key factors that impede Northern Nigerian women from starting up entrepreneurial ventures as well offer recommendations that need to be carried out to enable women of the north to become entrepreneurs. In the study, we found out that illiteracy and poverty, limited access to finance and cultural practices present themselves as impediments to women's participation in entrepreneurial activities. Two solutions proposed are to create awareness about activities of successful Northern Nigerian female entrepreneurs and to create a supportive cultural shift in empowering women in the family setting.

Key words: Entrepreneurship, Women, Northern Nigeria, culture

INTRODUCTION

Nigeria is very diverse and has more than 250 ethnic groups, which are generally categorized under 2 blocs: the North and the South. While they share a common heritage, history, currency, anthem, and ideals, Northern Nigeria and Southern Nigeria have distinct cultures and norms. In Northern Nigeria, the Hausa-Fulani ethnic group is predominant (Bureau of African Affairs, 2012) and a significant percentage of them are herders and farmers who reside mostly in the rural areas.

The Nigeria society is patriarchal and women, especially those from the North, are considered subjugated. Hausa women, who are predominantly Muslim, are expected to be home-bound, tending to household chores and raising children, while the men work and are responsible for the financial needs of the home. A significant proportion of women in Northern Nigeria abide by the Islamic rule of non-existent or limited interaction with men who are not their relatives. Such a cultural, religious, and social norm contribute tremendously to the fact that few Northern

Nigerian women engage in entrepreneurship, compared to their southern counterparts. As Ogbonna (2010) states, “what is good in the South may not be good in the North.”

Women in Northern Nigeria were not allowed to vote until in 1979 (Lewis, 2011). While this suffrage, in addition, to Nigeria’s transition to an economy more focused on export, helped change to a certain degree the status quo of women’s roles from being heavily home-bound to engaging more in agriculture, women were still practically non-existent in Nigeria’s business sector. While women are generally underrepresented in the white-collar sector of Nigeria, they are generally the bedrock of Nigeria’s informal economy and empowering them will go a long way in boosting Nigeria’s economy and lifting millions out of deep poverty.

In this study, we examine the key factors that impede Northern Nigerian women from starting up entrepreneurial ventures as well as explore steps that need to be carried out to enable them to become entrepreneurs. We focus on Northern Nigerian women because they are at a significant disadvantage with respect to self-sufficiency compared to their southern counterparts, and also, very little are known about their entrepreneurial engagements.

LITERATURE REVIEW

Women who engage in free enterprise can significantly create jobs for themselves and others. According to a report by the Organization for Economic Cooperation and Development (OECD), shows that women entrepreneurs play an important role in the entrepreneurial economy, both in their ability to create jobs for themselves and to create jobs for others. In Europe, it is estimated that there more than 10 million self-employed women. In the United States alone, 6.4 million self-employed women provide employment for 9.2 million people and create significant sales (OECD, 2004).

Regardless of the impressive statistics of women in business, women venturing into entrepreneurial activity face a lot of challenges and opposition all over the world. According to a research study by Asghar et al. (2010), the greatest deterrent to women entrepreneurs in India is that they are women as a gender. A kind of patriarchal – male dominant social order is the building block for them on their way towards business success; suggesting that investing in women is an unbearable risk with any entrepreneurial transaction.

Most financial institutions still consider women a huge investment risk, so they would prefer to provide loans to male entrepreneurs than female entrepreneurs, and in some cases increase the interest rates on loans to women despite research evidence that women’s loan repayment rates are higher than men. According to United Nation Industrial Development Organization (UNIDO), notwithstanding evidence that women’s repayment of loans are higher than men’s, women still face more difficulties in obtaining credit for their businesses (UNIDO, 2008).

DISCUSSION

Factors that Impede Northern Nigerian Women from Starting Up Businesses

1. Illiteracy and Poverty

A significant proportion of the Nigerian people are poor and women constitute the majority of this demographic. Northern Nigerian women are the most disadvantaged with respect to education such that while “about 90% of women have at least primary education in the southern region, ... only 25% to 30% of women in the North East and North West have the same level of education” (Pathfinder International, 2008). How then can Northern Nigerian women engage in entrepreneurship if majority of them lack the basic level of education needed to even survive in a complex world?

Poverty is also a factor that impedes Northern Nigerian women from starting up businesses. Even though Nigeria has a GDP of about \$193.7 billion (CIA World Bank, 2012), 70% of the Nigerian people live below poverty line (CIA World Factbook, 2007) and women are generally the ones at the receiving end of this deep poverty. Hence, it is difficult for many women to even consider starting up businesses when they and their children are experiencing such agonizing poverty.

2. Limited Access to Finance

Halkias et al. (2011; cited by Supprakit, 2011) report that while 25-30% of registered businesses in Nigeria are owned by women, only 10-15% gain access to bank credits. This statistics, perhaps, is somewhat more dismal when one considers Northern Nigerian women. Fewer women own high-value properties that could be used as collateral to secure financing, hence financial institutions are somewhat reluctant to give them financial support.

3. Cultural Obstacles

In the Nigerian society, a woman is generally under enormous pressure to prove that she is capable and competent to undertake secular tasks; hence for the most part, she has to work harder than her male counterparts if men and women are to take her seriously, although this situation is not peculiar to Nigeria alone.

Zakaria (2001) reports on a study carried out on a Chinese factory based in Kano, the city with the most commercial activity in Northern Nigeria. The study revealed that the female employees who were outspoken and interacted freely with their male counterparts were labeled “wayward” or called “karuwai,” the Hausa word for “prostitutes” (Zakaria, 2001). Zakaria further reports that “the managerial recruitment of female applicants was perceived by male

workers as amoral. Muslim male employers in Kano are usually cautious and reluctant when recruiting female employees because of the cultural and religious implications of such action.” (pp 113.) If such male-dominated businesses are hesitant to recruit women, then it is expected that the wives, sisters and daughters of the community would be less persuaded to take up entrepreneurial ventures.

RECOMMENDATIONS

Two persuasive suggestions to encourage and engender entrepreneurial engagements among Northern Nigerian Women are presented. Although they may not directly attribute as solutions to the impediments above, they do interact dynamically in womanhood that affects all dimensions of her livelihood. For example,

1. Create Awareness about Activities of Successful Northern Nigerian Female Entrepreneurs and Encourage Mentorship

There are quite a number of success stories of Northern Nigerian female entrepreneurs whose businesses are thriving, and not at the expense of their family or religious lives. One of such is Ms. Maryam Aliko Mohammed, the CEO of AMIS Educational Consultants, an educational resources center based in Abuja that trains about 500 people yearly (Abubakar, 2011). In a newspaper interview, Ms. Mohammed reports that a major influence on her success as an entrepreneur has been having and looking up to other strong female entrepreneurs. Such mentorship-mentee experience can be replicated among Muslim female circles and thus, encourage more women to engage in entrepreneurship.

2. Federal and State campaign to promote a positive culture shift to encourage and support of women in the entrepreneurship sector and share family monetary responsibilities.

Providing incentives to employers, family members to support and encourage women in the workplace, emphasizing her attributes, capabilities may influence the decisions of the family and community leader to acknowledge women’s contribution to the economy as a ‘great’ contribution towards alleviating poverty and securing nation stability. Campaigns can be in the form of lectures, presentations, radio announcements, fairs, brought out in market places. It is strongly embedded in the families that the men are should be the sole and only income earner. According to Briegal & Zivkovic, (2007) men are expected to pay all household bills and are not permitted to access any funds with which women may have entered the marriage as applied to Islamic teachings.

"As a protection to women, men are forced to go outside of the house into the world that is cold and evil. They are told that they must do this every day and bring home money to provide

for their family and wife. Men are told that they cannot marry a woman unless he can support her, feed her, clothe her, and treat her well. If he does not have the money to afford and support a wife, then he is not allowed to marry her. When he does marry her, he must offer a sufficient dowry as a free gift. In Islam, femininity is appreciated, and Muslim women may seek a higher education, work outside the home or volunteer their services to benefit the community as long as their primary responsibilities are taken care of. Any money that a Muslim woman earns is her own, to spend as she likes; men remain solely responsible for maintaining the family.” (Women in Islam: Beyond Stereotypes, 2004)

Islam protects women and their money by the doctrine of the Koran. A women’s money is here own and she has the right to spend it on what she desires that may or may not include using her money to support the running of the household. Religious beliefs have a stronghold on how money is governed by Muslim men and women. The Koran clearly states that men are to care for all basic needs of the home, wife, and children.

However the Koran does not prohibit women from working and sharing her finances with her husband and family. With such gross poverty, it may be expected that women in the family could engage in earning an income and share the family’s monetary responsibility with the support of her husband.

CONCLUSION

The development of every society depends tremendously on the empowerment of its women. No region can stay afloat of poverty line if a significant percentage of its women are educationally and financially disadvantaged. Northern Nigeria stands to gain immensely if its women are empowered entrepreneurially. Such benefits can even transcend economic gains to include mitigating the current security challenges that plague the region. Because women are the bedrock of the family, empowering them financially will enable them to invest more in the education and subsequent training of their children so that they do not become menace to the society, perpetuating poverty, and victimization.

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CRISIS MANAGEMENT AND SMALL BUSINESS: SIX MINI-CASES

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ABSTRACT

Crises have disproportionate negative effects on small businesses and entrepreneurial concerns because they do not have the resources, personnel, facilities and systems available to larger organizations. In this paper we will briefly review the basics of crisis management and examine how small businesses differ from larger, more established organizations in the specific types of crises they may face and the difficulties they encounter in dealing with pre-crisis planning, reacting during and recovering from crises. These points will be illustrated by six separate short case studies, each centering on a different issue - risk abatement, contingency planning, crisis management teams, continuity of operations, communications and recovery.

INTRODUCTION

Crisis management is a critical activity for organizations of any size. Failing to prepare for crises leaves organizations unable to avoid crises or at risk of suffering significantly greater damage when an unavoidable crisis occurs. A poorly handled crisis can irreparably damage a firm's reputation and threaten its viability in the market place (Wisnblit, 1989; Vassilikopoulou, Lepetsos, Siomkos & Chatzipanagiotou, 2009). Small businesses employ about half of private sector workers and represent 99.7% of employer firms in the United States (Small Business Administration (SBA), 2007), however much of the literature on crisis management has focused on medium and large organizations. Yet small businesses are more vulnerable to crises than large businesses (Drummond & Chell, 1994). The objective of this article is to present six mini cases as prescriptions for tailoring crises management plans for small businesses and entrepreneurial enterprises.

CRESSVIEW CONSTRUCTION

Crestview Construction is a brand new company. John had worked with a general contractor for 13 years. Last week, His now former boss retired, sold his equipment to John, gave him his contact list and wished him well. In the last 15 years, John has seen just about

every problem that can happen on the job. . Before embarking on his first job, John is reminded of some of the things that he has seen – such as injuries, stolen and broken equipment, damage due to flood and a fire. He is concerned because any of these things can have a devastating effect on his business. What should he do?

Answer approach: Insurance. All of these things can be anticipated as potential problems and steps can be taken to avoid them, such as locking up machinery, training of employees, and so on, but the risk cannot be eliminated. The remaining risk is handled through various forms of insurance.

SAL'S LANDSCAPING

In the last year, Sal's Landscaping customers have had a hurricane and severe storms that caused an unprecedented amount of tree damage and flooding. Sal and his crew noticed that when the storms came through, certain areas were always hit and others were spared some of the time. He also noticed that he was ill prepared to handle the many calls that came in to repair lawns and yards, remove trees and branches and so on. It took him several weeks to catch up on the work and get back to his normal routine. He appreciated the extra income at the time, but now he realizes that in the long run he will lose. He lost several clients who were not pleased with waiting and others are considering switching landscapers. What should he do?

Answer approach: Contingency planning. A crisis to one person or organization might be an opportunity for another, however it needs to be anticipated and planned for. Sal could do a few things to avoid making his regular clients wait – he could subcontract to others who work in less affected areas, he could have a 'reserve crew' that he hires only for certain jobs such as tree and branch clearance, have an agreement to rent equipment from suppliers or other landscapers. The key is lining up these things ahead of time. When his crews are the first on the block doing clean-up and repair he will have happy clients and maybe pick up new ones.

DON'S DELI

Don, owner of Don's Deli, wants to expand. He has operated the small deli while holding a corporate job for about five years, but now he is giving up the corporate job and concentrating on his own dream. He wants to eventually have several delis and a catering business. As he starts to make his plans he realizes that running one small deli is quite different than running several. It is a big transition with many potential pitfalls along the way. He just does not have the expertise in law, real estate, marketing and other areas that now seem important. What can he do to recognize and prepare for potential problems in areas where he has limited knowledge or expertise?

Answer approach: An advisory board. Establish an advisory board that can give you guidance in areas that you are unfamiliar with. They can also provide you with business

connections and help you build your network. Small businesses cannot expect to have comprehensive expertise internally as a large organization would. Depending on others outside the organization is necessary, and it is much better to establish and use these connection to avoid problems and help with emergency planning ahead of time, than to scramble to find help once a crisis occurs.

MARIGOLD BAKERY

Jack let his daughter name his company, and she liked marigolds so he now owns and operates Marigold Baking. Marigold supplies bread to many local restaurants and grocery stores. Last year they had to close operations for a few days twice, once when there was an electrical power outage in their neighborhood and the second was when a clogged storm drain cause flooding. Their customers were on their own to get bread on those occasions. Although the customers understood at the time, they made it clear to Jack that they will not be so understanding if it happened again. What can Jack do?

Answer approach: Continuity of operations through contingency planning. Do an audit of what can interrupt service – and have plans to deal with each one. Some examples: cross train staff in case people are out, have alternative facilities in case building is inaccessible (the example we draw from has its old equipment on the second floor and can use it if the first floor floods), have subcontractors or other vendors that can supply your customers, have a backup generator on the premises, and so on for each possibility.

CREATIVE BEADS AND BEADWORK SUPPLY

Jan and Cindy at Creative Beads and Beadwork Supply do exactly what the company name implies – they supply beads and work with artists and crafts people doing custom work. Their expertise and connections in the bead and beadwork world has allowed them to expand rapidly, but their lack of expertise in financial matters has caused a number of problems. Jan and Cindy know that they will move to a larger facility within the year and will need to get financing, and they have run into short term problems a few times when they were working with specialty work that they had to pay for before getting paid by the final client, and another time when a shipment of supplies was ruined and they needed to get (and pay for) another shipment quickly. What should they do?

Answer approach: Relations with a bank and financial manager. If it can be anticipated that you will either need money for the long term (as for expansion) or for short term (pay suppliers), you can arrange your terms with the bank in advance. Banks are more than willing to establish lines of credit that you can use for operations, and give a loan for expansion. They are easier to work with if you approach them and arrange things in a proactive manner. You will give the impression that you are in charge of your business rather than a victim of it. The bank

will give you better terms and the money will be available much quicker. A professional financial manager can help, as can your advisory board in setting up these relationships.

MOUNTAINSIDE ROCKERS

Newly renamed Mountainside Custom Furniture still makes rocking chairs. Formerly Mountainside Rockers, they have made more every year since opening 5 years ago and are now beginning to make other furniture. Bob was a CPA, and still is, and he had an interest in handmade wooden furniture. His former hobby is now his business. Instead of doing everything himself, he now has 22 people working for him. Recently when two employees in one department were sick for a week, production slowed to a crawl. Over the years the jobs in the factory became narrower and workers more specialized, so nobody could step in and do those jobs. Although that interruption in production did not cause a big problem, Bob is afraid that in the future similar things will as he gets more and more specialized equipment. What should Bob do?

Answer Approach: Contingency planning through job rotation. Moving people through the various processes in the plant will allow people to understand the entire operation better. It also allows for a 'depth chart' of skills and abilities so that critical functions can stay staffed. Such programs increase motivation and commitment and also allow workers to gravitate towards the position they are best suited for. The downside is that there are learning curves so some productivity will be lost. Also some people will be resistant to train on or teach others jobs, and some worker might feel threatened. The resistance and fear can be ameliorated by making employees aware of the reasons behind the job rotation and using the program as designed

SUMMARY

In these proceedings we gave a brief explanation of each case and the general approach to the 'solution'. The mini-cases are designed to be used together in undergraduate courses as part of a stand-alone topic in a strategy, principles of management or other management courses. They are short and simple. The suggested method is to divide the class in six teams and allow each team 10-15 minutes to discuss the case as a group. Then have each group present their analysis to the class. As facilitator, the faculty member should identify common themes – cross training, sub-contractors on stand-by, and so on. The students should also be encouraged to provide examples of their own.

REFERENCES, COMPLETE CASES AND NOTES AVAILABLE ON REQUEST

ENTREPRENEURSHIP SUMMER CAMP: PEOPLE, PLANET, PROFIT

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ABSTRACT

Today's students will face global challenges--technological, environmental, human and economic. To innovate new ways to meet these challenges, they will need an entrepreneurial orientation showing creativity, pro-activeness and a willingness to take strategic risks. They will also need to work together in teams and negotiate with others as international relationships become increasingly common. Entrepreneurship summer camp was designed to prepare students for these challenges by bringing together students from different countries for two-weeks of intensive study and collaborative work. Given the importance of sustainability in today's world, an overall theme of people, planet and profit created an opportunity for students to think about the welfare of other people, including future generations. This paper describes some of the activities included in the entrepreneurship summer camp.

INTRODUCTION

Entrepreneurship is an important topic for today's university students. In most countries, the vast majority of firms are SMEs (small and medium-sized enterprises) with fewer than 250 employees. According to the Kauffman Foundation (2011), 54% of millennials (aged 18-34) in the United States want to start a business or have already done so. To be successful in this endeavor, they will need an entrepreneurial orientation, including creativity and a willingness to take strategic risks (Fillis, 2010; Hamidi, Wennberg & Bergland, 2008; Ward, 2004). In fact, over one-third of the people who want to start a business see "too much risk" as a significant barrier to entrepreneurship (Kauffman Foundation, 2011). A willingness to take calculated risks and proactively embark upon an endeavor is therefore crucial to starting a business.

The overall goal of the entrepreneurship summer camp was to instill in students an entrepreneurial orientation that embraces creativity and innovation, strategic risk-taking, and pro-activeness. Moreover, these disciplinary concepts were presented in the broader context of social entrepreneurship and teamwork, following the 3Ps—people, planet, profit (Elkington, 1997). The participation of students from different countries also provided valuable experience in intercultural communication and collaboration. Students from Norway and France worked together with students from an American university during the entrepreneurship camp, which was held at the American university during the first two weeks of June 2012. English and Norwegian languages were both spoken during the camp, allowing students to improve their

skills in a foreign language. Students made numerous small presentations to the class, increasing their skills and confidence in public speaking through repeated practice and group support.

Most of the students came from business majors, but students who studied “law and leadership” and engineering also participated. The camp focused on increasing entrepreneurial orientation (creativity, risk-taking and pro-activeness), rather than on producing a viable business plan. Business plans were not ignored, however, as the manager of a local business incubator spoke to the students about the purpose and content of business plans and how organizations such as his can assist entrepreneurs in the start-up phase. Past experience with business students showed that the most common ideas for new businesses involved restaurants or retail shops. Through a focus on creativity and interdisciplinary topics, the camp encouraged students to think outside the box to envision an innovative new product. The entrepreneurship camp was deemed an overall success, particularly in the area of idea generation as all groups presented ideas for products that were new and innovative. The following sections provide a description of the major topics and activities included in the camp. Each of the 3Ps provided a theme for the course, and in most cases, these overlapped to show an overall focus on people, the planet and profit.

PEOPLE, PLANET, PROFIT

People are building blocks of societies and organizations. Being able to work together in teams is highly important given the global society in which we live today. People are also vital to innovation because collaboration with other people within a network is an established factor in innovation (Day & Schoemaker, 2011; Hoang & Antoncic, 2002; Robinson & Stubberud, 2011a, 2011b). Day and Schoemaker (p. 39) state, “Considering the scale, scope and complexity of most green technology markets, experience shows that collaboration can be key to capturing the market opportunity.”

People are also the central factor in social entrepreneurship, which involves the establishment of businesses that have other goals in addition to profits and growth. Some businesses, such as Shady Maple Smorgasbord, in Pennsylvania, USA, strive to increase sales and profits, but place an equal weight on providing a good quality of life for employees as well as customers. Other businesses strive to improve the lives of less fortunate individuals who are not employed by the company but benefit from its operations. For example, Ten Thousand Villages buys handicrafts from suppliers in developing countries and sells them in retail stores in the United States. In a form of fair trade, suppliers must themselves pay their employees a living wage, ensuring that everyone in the distribution channel is able to meet their basic needs. Both of these examples were used as case studies in the course to present different forms of social entrepreneurship, and were supplemented by field trips. Additional case studies that provided an international perspective on social entrepreneurship were viewed online from the Global 3000 website (<http://www.dw.de/dw/0,,11487,00.html>). This website provides English-language television programs produced by Deutsche Welle (Germany) that can be viewed on demand. To encourage students to think of people and planet as well as profits, students developed two product concepts during the entrepreneurship camp, at least one of which involved a product that could be used in some form of social entrepreneurship.

With social entrepreneurship as a context, students were introduced to basic engineering concepts related to sustainable energy. Students baked bread and cooked noodles using a solar cooker made of a parabolic dish. Similar devices are being used in economically disadvantaged countries where cooking fuels are rare and/or expensive. Alternative energy also tied into the profit motives of entrepreneurship. Some students then took the idea of solar energy and used it as inspiration for product ideas, such as a water-proof device that would protect and charge a cell phone and provide speakers for music targeted at beach-goers.

Entrepreneurs who pursue environmental as well as monetary goals are called “ecopreneurs” (Cato, Arthur, Keenoy & Smith, 2008; Linnanen, 2002; Robinson & Stubberud, 2012; Schaltegger, 2002; Schaper, 2002). Just as with social entrepreneurship, a focus on alternative goals does not mean profitability is ignored, but that money is not the driving force. Among the ecopreneurs studied by Cato and associates (2008), independence from the National Grid (electric) and sustainability were more important motivators than financial achievement. Kirkwood and Walton (2010) found that green values were a common motivator for ecopreneurs, but monetary motives were also mentioned by some participants. A psychologist who studies “Peak Oil” presented theories to the students about a future in which oil is no longer available as a resource, thus providing motivation for innovation in alternative energies and materials. Students then brainstormed ideas for products and services that could be developed to address the needs of a world without oil.

Even now, environmental innovation can be instrumental to business growth (Dangelico & Pujari, 2010). In addition to the “feel good” rewards that come from creating environmentally sustainable products, the financial rewards that “going green” can provide also contribute to a successful business strategy (Gibbs, 2009; Millard, 2011; Schick, Marxen & Freimann, 2002; von Weltzien Høivik & Shankar, 2010). Reduced energy use in manufacturing and for end-consumers were found to be the most common types of environmental innovation among German SMEs (Robinson & Stubberud, 2012) Eco-friendly products are a popular and can present an effective method for small businesses to differentiate themselves from competitors (Isaak, 2002; Schick et al., 2002; von Weltzien Høivik & Shankar, 2010). In addition to learning about alternative energies and the general mechanics for developing products using photovoltaics and direct solar energy, students were taught how to conduct a basic energy audit so that they would be able to analyze the cost and potential benefits of new devices.

Marketing concepts were naturally an important part of the entrepreneurship camp, and in the age of Web 2.0, an awareness of how to use social media to promote a business’ products and values is vital. To address this need, an expert on the topic presented the “state of the art” in social media, followed by student analysis of the websites of the companies included on the next day’s fieldtrip. Today’s students are often more in-tune with social media than traditional media, and are well-placed to reach a new generation of consumers. Shady Maple Smorgasbord has invited future students to present ideas for updating the company’s website to be more appealing to younger people. From the bricks-and-mortar perspective, discussion about retail environments and personally selling were based on a video about the psychological processes involved in consumer behavior and retail strategies used around the world. To conclude the marketing segment, a guest lecturer with extensive experience in product development in the baked goods industry presented the students with examples of cookies he had helped developed and the tools

and processes he used while working with those products. His presentation was rated by the students as one of the most interesting and beneficial activities of the entire camp.

Many of the activities included in the camp were presented as games and challenges for which teams could earn points. At the end of the camp, the top three (of seven) teams received awards. Students reported that this concept not only made the activities more exciting, but also helped to build interpersonal and team skills, and encouraged students to proactively take action. In these low-stakes environments, students could analyze strategies and risks, and take bolder actions than they might in reality. One game was the relatively simple online simulation Lemonade Stand, in which players buy the raw materials to make lemonade and then sell it to animated characters at prices they set according to costs and demand (based on the weather forecast). Given that the weather forecasts were not always accurate, students gained practice in dealing with risk and uncertainty, as well as with pricing and inventory issues. Risk analysis, negotiating and decision-making were also taught through interactive exercises and learning games as well as presentations on relevant theories.

Creativity and strategic risk-taking activities were integrated throughout the course from beginning to end. Every day, students participated in some sort of creative activity, usually in teams that competed during the entire course. Being creative is, in some respects, a form of risk-taking. The success of a truly innovative project is often very uncertain. The extent to which a potential entrepreneur is willing to take the risk to engage in a creative project is therefore an indicator of entrepreneurial orientation.

CONCLUSIONS

Entrepreneurship is an important topic for today's university students. Today's students will face global challenges--technological, environmental, human and economic. They will need an entrepreneurial orientation, including creativity and a willingness to take strategic risks, in order to innovate new ways to meet these challenges (Fillis, 2010; Hamidi et al., 2008; Ward, 2004). It is only logical that students who develop the right skills and attitudes are more likely to start businesses with high potential for growth. This camp attempted to increase students' entrepreneurial orientation through lessons and exercises focusing on creativity, risk-taking and pro-activeness. In the future, the entrepreneurship camp may expand to include a second session focusing on case studies of real entrepreneurs and the development of a realistic business plan.

The overall theme of people, planet and profit created an opportunity for students to think about people and the planet as well as profits. Considering the global importance of sustainability in business, future camps will continue and expand upon this theme. To increase the opportunity for intercultural communication and understanding, students from additional countries will be invited to participate in the experience.

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