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# CROSS CULTURAL MEANING OF WORKING: LEADERSHIP & SERVICE IN FOUR COUNTRIES

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## ABSTRACT

*In the current paper we examine why entrepreneurs work in Greece, Lebanon, Poland, and Ukraine paying special attention to the importance of good customer service and leadership skills among the entrepreneurs. Entrepreneurs are motivated to work as entrepreneurs so that they can achieve higher incomes, they can have the freedom to have the career that they want, be innovative, and by bringing their ideas and thoughts in to a tangible business.*

*It was found that better leaders earned more as did those who were more service oriented as the most successful businesses were those that began with a vision of fulfilling an expressed need. It was found that differences in authoritative structures and public policy differences played a difference in the outcomes from the entrepreneurial ventures. Cultural norms and personality differences [Big Five] also had an impact on earnings and on perceptions of customer service.*

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# **COMMUNITY BUILDING AS INSTITUTIONAL ENTREPRENEURSHIP: EXPLORING THE EMERGENCE OF A POPULAR MUSIC COMMUNITY**

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## **ABSTRACT**

*Current research on institutional entrepreneurship and the theory of communities focuses on each as independent fields of study with few connections. However, institutions and communities are interconnected at multiple levels. It is possible, in fact, for institutional entrepreneurs to build a community to successfully operate within a mature institution without losing the communal identity or structure. Using the grounded theory approach, we examine the case of the Grateful Dead as an institutional entrepreneur in regards to their ability to successfully operate within the institutions of the record industry by fostering the emergence of a unique community that supported the band's alternative business model. Our study also identifies the key elements that an institutional entrepreneur can deploy to build a community.*

*Keywords:* Institutions, Communities, and the Popular Music Industry



# **A GUMBO OF CATASTROPHIC EFFECTS – THE EFFECTS OF THE BP OIL SPILL MEASURED DURING THE OIL SPILL AND SIX MONTHS AFTER THE OIL SPILL ON THREE TOWNS IN SOUTH LOUISIANA**

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## **ABSTRACT**

*In April 2010, the BP licensed Transocean drilling rig Deepwater Horizon sank in the Gulf of Mexico claiming eleven lives and sending over 200 million gallons of oil into the water. This historic environmental disaster was the worst oil spill in U.S. history having wide-ranging economic consequences in the areas of Texas to Florida including fishing, oyster harvesting, charter fishing, vacation rentals, hotels, and restaurants. Since the oil spill began, BP has paid \$5 billion in claims in which Louisiana businesspeople have received \$1.5 billion. Two research studies were conducted in June 2010 and March 2011, six months after the oil well was capped, in three cities in south Louisiana: Galliano, Venice, and Grand Isle.*

*These research studies were conducted to ascertain the following:*

- Q1. What is the approximate sales revenue per year of the South Louisiana Business people before the BP Oil Spill?*
- Q2. What percentage of the South Louisiana Businesspeople revenue has decreased today (both June 2010 and March 2011)?*
- Q3. Are South Louisiana Businesspeople willing to do the same business in Louisiana in the next five years?*

*When comparing the results of the June 2010 survey to the March 2011 survey, certainly the results show a more positive outcome than at the height of the disaster in June 2010. In particular, the decreased income incurred by the businesspeople was certainly lower in March 2011 as compared to June 2010. The most significant outcome was that south Louisiana stood on the precipice of losing a cherished ‘way of life’ that has gone-on for generations. With the dispersing of \$1.5 billion by the BP Oil Spill Recovery Fund; businesspeople actually calculating their losses to apply for BP compensation; BP continuing to hire fishermen to clean-up the oil spill; and BP sponsored advertising enticing tourist to visit south Louisiana and eat its*

*wonderful 'oil free' seafood, the businesspeople in south Louisiana are more hopeful about the future and hopefully the businesspeople of south Louisiana will be encouraged to continue its cherished 'way of life' for generations to come.*

# **CREATIVITY IN THE ENTREPRENEURSHIP CLASSROOM**

**Jacqueline J. Schmidt, John Carroll University**

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**Tina M. Facca, John Carroll University**

## **ABSTRACT**

*Creativity is a critical skill for entrepreneurs and entrepreneurship training. However, there is debate about the value of including creativity exercises in an already full entrepreneurship curriculum. In this study the authors review the relationship between creativity and entrepreneurship and study the effectiveness of including divergent thinking exercises in the entrepreneurship classroom by comparing the scores of students in an entrepreneurship class on a creativity survey and a divergent thinking test with those of students in a required public speaking class.*

*Findings show that students who enrolled in the entrepreneurship class perceived themselves as more creative after the class and did better on divergent thinking (generated more ideas and a greater range of ideas) than students not enrolled in the class in pre and post tests. Additionally, practice in divergent thinking exercises in class increased the entrepreneurship students' abilities to generate a greater number and range of ideas, but not their approaches to creative problem solving. Recommendations for the entrepreneurship curriculum are given.*



# OPTIMIZING LEARNING FOR NOVICE ENTREPRENEURS IN A MENTORING RELATIONSHIP: THE IMPORTANCE OF MENTEE'S SELF-DISCLOSURE

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## ABSTRACT

*Although certain studies have shown the effects mentoring has on a novice entrepreneur's learning, few of these have focused on understanding how to maximize such learning. Thanks to a study of 360 mentored entrepreneurs of the Réseau M of the Fondation de l'entrepreneuriat (Canada), this study demonstrates the effect mentee self-disclosure has on establishing perceived similitude with the mentor, which set the foundations leading to a trusting and quality relationship. Indirectly, by fostering a stronger and higher-quality relationship, self-disclosure enables the mentor to make better use of psychological, career, and role-model functions, which in turn maximizes mentee learning. These results are of interest since they highlight the concept of self-disclosure, an important psychological function in mentoring, and help explain how learning outcomes develop in novice entrepreneurs.*

## INTRODUCTION

Novice entrepreneurs must rapidly develop management skills, a lack of which is often designated as one of the main reasons for a business' failure (Johnson, Baldwin, et Hinchley, 1997; Gartner, Starr, et Bhat, 1999). Studies on entrepreneur development programs suggest that mentoring may well be one of the most privileged ways for entrepreneurs to learn (O'Dwyer et Ryan, 2000; Raffo *et al.*, 2000), which highlights its importance to novices of the business world. However, studies on mentoring for novice entrepreneurs do not usually enter into the relationship's "black box", often being content with identifying the various outcomes for the entrepreneur (p. ex. Deakins *et al.*, 1998; Bisk, 2002; Miettinen, 2003; Wikholm, Henningson, et Hultman, 2005). This article thus aims to fill the knowledge gap on the dimensions of the entrepreneur mentoring relationship that are important in maximizing mentee learning.

## CONCEPTUAL FRAMEWORK

Based on studies by Wanberg, Welsh, and Hezlett (2003), we know that the development of mentee learning is affected by various dimensions such as dyad member characteristics, relationship characteristics, as well as mentor functions. For the mentee, we have chosen self-disclosure (p. ex. Wanberg, Welsh, et Kammeyer-Mueller, 2007), which seems to be a basic psychological disposition in establishing an effective relationship. For the relationship, we have

chosen the model of perceived similarity (p. ex. Turban, Dougherty, et Lee, 2002), as well and trust in the mentor (p. ex. Bouquillon, Sosik, et Lee, 2005). These elements help the mentor exercise functions in a broader manner, which in turn develop mentee learning.

## METHODOLOGY

### Sample used for the study

Mentored entrepreneurs, from the *Réseau M* of the *Fondation de l'entrepreneurship* an organisation dedicated to economic development in the province of Québec (Canada) were contacted by email to participate in the study. A total of 360 respondents, (a 39.9% response rate) have accepted to participate. The sample included 162 male mentees (51.6%) and 152 female mentees (48.4%). They were paired with 275 male mentors (81.4%) and only 63 female mentors (18.6%).

### Measures

**Self-disclosure.** (Miller *et al.*, (1983). Respondents indicate how likely it would be for them to discuss certain personal subjects with a same-sex stranger, on a 7-point Likert scale. The 10 items include things they have done and of which they are ashamed, intimate feelings, what is important for them in life, etc. ( $\alpha= 0.899$ ).

**Perceived similarity.** (Allen and Eby, 2003). This four-item measure similarity in values (1), interests (2), and personality (3), with an added item proposed by Ensher and Murphy (1997) relative to similar points of views (4). Using a 7-point Likert scale, respondents indicate how true statements about similarities between them and their mentor are ( $\alpha= 0.897$ ).

**Trust in the mentor.** The mentor trust measure was created for this study and is based on the three components of the trust in others measure proposed by Rempel and Holmes (1986). It includes 1-reliability, 2-predictability, and 3-trust (3 items). Mentees indicate the extent to which their mentor corresponds to the dimensions of trust ( $\alpha= 0.741$ ).

**Mentor functions.** Mentor functions were developed by St-Jean (2010) and include 3 sub-scales: Psychological functions (4 items), career functions (4 items), and role-model functions (4 items). Respondents must indicate on a Likert scale ranging from "1-Strongly disagree" to "7-Strongly agree" the extent to which the mentor employed the different functions. Cronbach's alpha for these measures are respectively 0.823, 0.711, and 0.882.

### Method used for the study

The model was tested with the LISREL software using a second-level structural equation. The first level focuses on the links between manifest variables (i.e. items) and latent variables, while the second level focuses on the links between various latent variables.



## RESULTS

Table 1 presents the means, standard-deviations, and correlations between the used variables. An analysis of the structural equations reveals that each item is significant ( $p \leq 0.05$ ) in explaining the latent variables (meaning the first-level links). As we can see in Figure 1, each structural relationship between latent variables is significant ( $p \leq 0.05$ ) and positive, except for the link between self-disclosure and trust in the mentor (n. s.). The global model gives satisfactory results  $\chi^2$  at 826.93 (d.l.=509), RMSEA at 0.049, and CFI at 0.987. Our results illustrate that the mentor's career function is the most important when it comes to developing learning ( $\beta$  Std.=0.44), followed by the psychological function ( $\beta$  Std.=0.39), and the role-model function ( $\beta$  Std.=0.17). Also, trust is very important in order for the mentor to employ the psychological function ( $\beta$  Std.=0.54) and the career function ( $\beta$  Std.=0.49), but to a lesser degree the role-model function ( $\beta$  Std.=0.24). However, perceived similarity is more important for the role-model function ( $\beta$  Std.=0.51) than for the psychological ( $\beta$  Std.=0.41) and role-model functions ( $\beta$  Std.=0.36). We can observe that perceived similarity helps develop trust ( $\beta$  Std.=0.74). However, self-disclosure has but little effect on the stimulation of perceived similarity ( $\beta$  Std.=0.23) because the effect is non-significant towards trust.

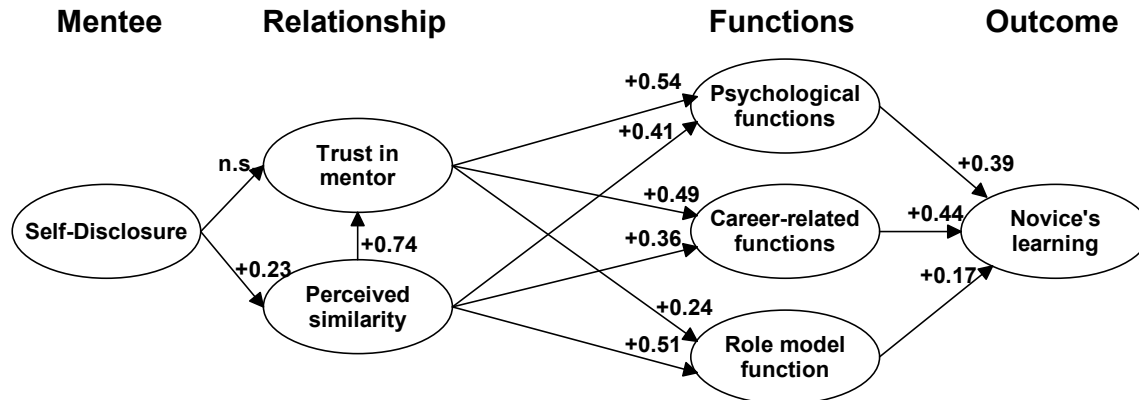
<b>Table 1: Means, Standard-Deviations, and Correlations Between Variables</b>									
	<b>Mean</b>	<b>Std.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1-Self-disclosure	4.90	1.24	1.00						
2-Perceived similarity	4.83	1.36	0.17	1.00					
3-Trust in mentor	5.87	1.09	0.04	0.62	1.00				
4-Psychological functions	5.66	1.07	0.29	0.57	0.55	1.00			
5-Career functions	5.46	1.05	0.15	0.49	0.54	0.73	1.00		
6-Role-model functions	5.55	1.33	0.22	0.51	0.37	0.64	0.68	1.00	
7-Mentee learning	5.29	1.31	0.17	0.68	0.65	0.67	0.67	0.62	1.00

\* Correlations  $\geq 0.15$  are non-significant with  $p \leq 0.05$

## DISCUSSION

The results obtained through this study demonstrate that the mentoring received, thanks to mentor functions, stimulates novice learning. Although all were significant, the career function is more important than the others to stimulate learning, matching the results obtained in a study in a large organization (Lankau et Scandura, 2002). Since the mentee could initiate a mentoring relationship to develop management skills, it is not surprising that the career function be the one with the strongest links to mentee's learning outcomes.

Figure 1: Results of the Structural Model



Trust in the mentor is more important in stimulating psychological and career functions than role-model functions. This situation is quite logical since, in both cases, trust must be established before the mentee tackles strategic aspects of the business (for the career functions) and personal issues (for the psychological functions), two elements that make the mentee more vulnerable towards the mentor should confidentiality be breached. The influence of perceived similarity on the role-model function is also logical, since in cases of high perceived similarity, the mentee identifies more freely with the mentor, who will in turn serve as a better role-model of a successful entrepreneur. Moreover, perceived similarity develops trust, which confirms previous results obtained in other contexts (Lankau, Riordan, et Thomas, 2005).

Mentee self-disclosure stimulates the development of perceived similarity but not trust in the mentor. However, self-disclosure in itself is not a key to the development of trust: It is only through a relationship where mentees judge themselves similar enough to their mentor, that mentees will bestow their trust for dimensions where they are the most vulnerable, such as their business and its management (career function) and personal feelings (psychological functions).

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# SMALL BUSINESSES AND INTERNATIONAL ENTREPRENEURSHIP IN THE ECONOMIC HARD TIME: A GLOBAL STRATEGIC PERSPECTIVE

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## ABSTRACT

*This study takes a strategic approach to international entrepreneurship with special attention to small businesses as these organizations strive to survive in the increasingly intertwined and often volatile global marketplace. Key factors examined include some unique characteristics of small and family businesses (e.g., entrepreneurial vision, entry niche, resources and capabilities, major challenges, and strategic options to go international) and social institutional variables (e.g., culture, economic system, government regulations, and institutional reforms both at home and abroad), which may assist or hamper an entrepreneur's capability to create, build, and expand a new venture within the national context or across borders. The primary focus of the study is to explore how small and family businesses triumph over barriers in the time of economic downturns. It expands prior research on entrepreneurship by developing a contextual global strategic framework for entrepreneurial firms. Country-firm specific examples are incorporated to illustrate ways to assess and exploit market opportunities, including firm registration procedures and costs, capital formation, and fund raising. Through this endeavor, the study provides practical implications for small business owners and managers as they attempt for resource acquisition and capability development, particularly in the rapidly globalizing industries. Practical implications are discussed and suggestions for future research provided.*

*Keywords: entrepreneurship, national context, institutional reforms, SME global strategies*



## **EXPLORING BUSINESS DENSITY DIFFERENCES**

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### **ABSTRACT**

*This research explores the effect of micro-business concentration (observed in Hanoi and Saigon, Vietnam) on regional economic growth, family well being, business stability and local linkages. We propose a metric to measure and compare this business concentration across areas.*

*The results of the preliminary-pilot study conducted in Saigon, July 2011, are presented. The recording instruments (survey and observation) are discussed with the intent to improve and broaden their use in international research. We welcome others to join in this research.*