Saturday, January 9, 2016

Saturday, 7:00am-6:00pm in Bayview Foyer
Conference Registration

Saturday, 7:00am-9:00am in Spinnaker 1
Outgoing USASBE Board Meeting

Saturday, 8:00am-5:00pm in Seabreeze 1
Doctoral Consortium

Saturday, 8:00am-5:00pm in Seabreeze 2
Social Entrepreneurship Certificate Modules 4 & 5

Saturday, 9:00am-5:00pm in Executive Center 3B
ICSB Board Meeting

Saturday, 9:00am-12:00pm in Marina 4
Technology Certificate Module 5 Opportunity Development 2

Saturday, 9:00am-12:00pm in Marina 1
Pre-conference: Workshop
Experimental Methodologies: Applications and Agendas
Sharon Simmons, University of Missouri Kansas City
Dan Hsu, Appalachian State University
Alice Wieland, UNR
Michael Begelfer, University of Missouri Kansas City
Erik Monsen, University of Vermont

To date, the usage of experimental methodologies in entrepreneurship has been limited primarily due to criticisms that the results obtained from experimental research may be very different from what happens in actual entrepreneurship environments. Our goal in this pre-conference workshop session is to demonstrate that appropriately designed experimental studies are powerful methodological tools that can address gaps and answer questions that are left open by correlation or retrospective self-reporting studies in the entrepreneurship literature. In the workshop, we will explore the advantages and disadvantages of experimental research designs that use contexts which are real or constructed, and in which participants passively observe or actively participate in manipulations. We also will group think on questions that can be explored and assumptions that can be refined using experimental methodologies in the areas such as but not limited to: opportunities, human and social capital; cognition and emotions; risk and decision-making; business exits and failure; corporate venturing logics and methodological investigations.

Saturday, 9:00am-12:00pm in Marina 3
Pre-conference: Workshop
A Clinical Approach in Entrepreneurship Teaching and Research: Fostering Entrepreneurial Culture through an Entrepreneurship Clinic Model
Lewis Sheats, North Carolina State University
Jeffrey Pollack, North Carolina State University
David Townsend, Virginia Tech University
Steve Markham, North Carolina State University

In this interactive session, we will suggest that an optimal alternative to traditional classroom-based entrepreneurship education is the clinical model whereby teaching and research are integrated in a structured set of coextra-curricular activities centered around an Entrepreneurship Clinic. We discuss the Entrepreneurship Clinic Model, as inspired by the university teaching hospital model, which integrates research, teaching and real world experience. Entrepreneurship clinics, broadly speaking, can provide a place where faculty, students, entrepreneurs and service providers go to teach, learn and build the next generation of businesses. In this interactive session we will explore how a clinic model can enhance entrepreneurship education and research.

Saturday, 9:00am-4:00pm in Marina 5
Pre-conference: Workshop
From Idea to Reality Right Now: Games, Math, Sex, and Launch
Doan Winkel, Illinois State University

In the first half of the day, we will play games. Games are a successful tool when teaching abstract ideas in and out of the learning environment. Ideas at Play is a fun and informative hands-on experience made specifically to convey key entrepreneurship concepts, engage students and promote retention. Come and partake in activities that can be applied to teaching communication skills, observation, teamwork, dealing with ambiguity and preconceived constraints. Take your Eship Courses to the next level with Ideas at Play! During the second half of the day, we will explore other ways to inject experiential learning into your courses.

Saturday, 1:00pm-4:00pm in Marina 6
Pre-conference: Workshop
The Flipped Workshop: Technology for the Entrepreneurship Classroom
Elissa Grossman, University of Southern California
Tawnya Means, University of Florida

Designed to encourage you to learn as we want entrepreneurship students to learn: this workshop is all about experience and doing. Join us for a highly interactive, practical, hands-on, and applied session where facilitators support you as you test out various instructional technologies to enhance the entrepreneurship classroom experience. Attendees will enter the session room to find a “live lab” set up, with 16 computer stations; attendees will rotate through stations, finding at each station a different activity designed specifically for entrepreneurship educators. In just a few hours, you will practice with an array of tools that can be deployed immediately -in your classes. Leave with a deck of cards on which you’ll find example activities and tools across various entrepreneurship topics. (A special thanks to Dell, for providing the computers.)
Saturday, 9:00am-5:00pm in Executive Center 2A
Pre-conference : Workshop
Workshop on Angel Investing

William Petty, Baylor University
Bob Okabe, Angel Resource Institute at Willamette University

Most of the attendees are university faculty members who teach entrepreneurship, but may have limited understanding of and connection with successful angel investors. The purpose of the workshop is to provide a better understanding of the business angel world for the USASBE members attending the workshop. The workshop will begin with an overview of angel investing, followed by active engagement of the attendees with angel investors through panel discussions and short cases.

Saturday, 9:00am-5:00pm in Executive Center 2B
Pre-conference: Workshop
Teaching Entrepreneurial Finance

David Altounian, St. Edward's University

Entrepreneurial finance education is unique and integral to entrepreneurship education. As demand grows for entrepreneurship curriculum across departments and disciplines, much of the activity has been in the area of new venture creation and entrepreneurial thinking. The area of entrepreneurial finance is a unique overlap of accounting and finance approaches. From building proforma statements to valuing going concerns and understanding capitalization tables this area is broad in application but critical in delivery. This workshop is split into two half-day sessions with the morning session focused on the basics of teaching entrepreneurial finance including syllabus development and available teaching materials, an overview of proforma financial statements, ratios, and breakeven analysis, to options for teaching different typologies and models. The afternoon session will incorporate more advanced topics such as understanding valuation models and cap tables, teaching using cases, and new developments in the field.

Saturday, 10:00am-3:00pm in Executive Center 1
Pre-Conference : Baylor Case Boot Camp—

Composed of the following two sessions: Case Teaching Practicum and Case Development Roundtables

Hosted by Marlene M. Reed
Marilyn Taylor, UMKC
Armand Giinsky, Sonoma State University
Vi Narapareddy, University of Denver
John Gamble, Texas A&M Corpus Christi
Dean Koutroumanis, University of Tampa
Randall Harris, Texas A&M Corpus Christi

Saturday, 12:00pm-1:00pm Off-site
Mentor Luncheon

Saturday, 1:00pm-5:00pm in Bayview Foyer
Career Services Registration

Saturday, 1:00pm-5:00pm in Spinnaker 1
Career Services Interview Space

Saturday, 1:00pm-5:00pm in Marina 4
Technology Certificate Module 6— Financing the Tech Startup

Saturday, 1:00pm-4:00pm in Marina 1
Pre-conference: Workshop
Crafting and Maintaining Engaging Family Business Programs

Whitney O. Peake, Western Kentucky University

This pre-conference workshop will focus on three areas of crafting, revitalizing, and/or maintaining engaging family business programs within the university setting from or directors of academic centers. As determined by the FB SIG membership at the 2015 meeting, attendees will receive advice and participate in discussions in these three key areas: (1) Family business center structures, revitalization, and growth; (2) Obtaining buy-in from administration; and, (3) Engaging the community in family business curriculum and research. Interactive discussion among the panelists and attendees will provide opportunities for each member to grow and learn in these respective areas.

Saturday, 1:00pm-4:00pm in Marina 2
Pre-conference: Workshop
Multi-Purpose Entrepreneurship and Innovation: Uniting our Split Elephant in the Room

Arthur L. Sherwood, Western Washington University

There is a split elephant in our collective room. Social vs. Commercial Entrepreneurship and Innovation. These two perspectives continue to grow yet at many institutions, are separated by a variety of virtual and physical walls. Some might even go as far as saying that there is a ‘good’ vs ‘bad’ and an ‘idealistic’ vs ‘realistic’ fight taking place.

Saturday, 1:00pm-4:00pm in Marina 3
Pre-conference: Workshop
e-Business for Entrepreneurs: An experiential course (delivered online)
which provides training for rapidly testing a business model or launching an eBusiness

David Rahn, California State University, Chico

A 12 module experiential course focused on training students on how to develop and run the online portion of a business, delivered fully online. Covers web development (for non-technical users), sales funnel design, value propositions, home page and landing page design, headlines, copyrighting, marketing campaigns, blogging, product launch and web-analytics and more. An overview of the course will be given, along with an in-depth demonstration of the chapter reading, quiz, PPT, instructional video and instructor notes for one or more modules.
### Saturday, January 9, 2016

#### 1:00 - 4:00 p.m. in Marina 5

**Pre Conference Workshop 6A**

**Game-based approaches for engaged students, deeper learning, and great teaching - both inside and outside the curriculum**

**Alex Bruton**, The Innographer

This dynamic and practical workshop is for the professor, teacher, and instructional designer who wants to teach with game-based approaches; but not just short and/or silly classroom activities. We’ll explore how low-tech games and game-design techniques can be used to help people learn, frame and accelerate their “experience gaining”, and encourage them to solve complex real-world problems almost without realizing that they’re doing it. We’ll consider frameworks for teaching and learning with games. We’ll look at a variety of game-based approaches to teaching innovation and entrepreneurship, and we’ll see some of the best examples available today. You’ll get the chance to play an ideation game yourself - and experience the impact from the learner’s perspective. We’ll consider the possibilities in your context - from the shortest intervention or curricular tweak, right up to a design that could span a weekend event or even last half a semester or more. Participants of the session will take home a version of The Innographer’s Idea Maker game to refer to as an example and/or to use in their own classrooms or incubators.

#### Saturday, January 10, 2016

#### 7:00am-6:00pm in Bayview Foyer

**Conference Registration**

**Sunday, January 10, 2016**

#### 7:30am-9:00am in Executive Center Break Area

**Past-Presidents Breakfast**

Invitation Only: Past Presidents

#### 7:30am-10:30am in Grand Ballroom

**Conference Key-Note Speaker**

Dr. Donald F. Kuratko, Indiana University

**Topic:** Entrepreneurship Everywhere…What is the Future Trajectory?

**AWARDS:**

**USASBE Best Practitioner Paper Award**
Sponsored by: Journal of Business and Entrepreneurship

**USASBE Best Paper in Entrepreneurial Finance Award**
Sponsored by: Entrepreneurial Finance Venture Finance

#### Sunday, January 10, 2016

#### 8:00am-5:00pm in Bayview Foyer

**Career Services Registration**

**Sunday, January 10, 2016**

#### 8:00am-6:00pm in Spinnaker 1

**Career Services Interview Space**

**Sunday, January 10, 2016**

#### 8:00am-12:00pm in Marina 4

**Technology Certificate Module 7—Managing the Venture**

**Sunday, January 10, 2016**

#### 8:00am-12:00pm in Spinnaker 2

**Social Entrepreneurship Certificate Module 6**

**Sunday, January 10, 2016**

#### 10:15am-12:00pm in Executive Center 1

**CP1: Teaching Entrepreneurship in Higher Education**

Facilitator: **Todd A. Finkle**, Gonzaga University

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**Saturday, January 9, 2016**

#### 1:30pm-6:00pm in Grand Ballroom

**Exhibitor Set-up**

#### Saturday, January 9, 2016**

#### 4:00pm-6:00pm in Executive Center 3A

**Meeting of SIG Leaders**

3:00pm-3:50pm Special Interest Group Meetings – First Session

4:00pm-4:50pm Special Interest Group Meetings – Second Session

#### Saturday, January 9, 2016**

#### 3:00pm-5:00pm in Marina 5

**ICSB Korea-USASBE 10/10 Program Meet and Greet**

#### Saturday, January 9, 2016**

#### 5:00pm-6:00pm in Shoreline

**Exhibitor and Sponsor Reception**

Invitation Only: Exhibitor, Sponsors, and USASBE Board Members

#### Saturday, January 9, 2016**

#### 6:00pm-7:00pm in Shoreline

**New Member Reception**

Sponsored By: Direct Selling Education Foundation

All new members welcome! Have a drink and learn more about USASBE-the largest organization in the world for faculty who teach entrepreneurship. There is a free gift for newcomers and we have some fun in store. SIG leaders will be highlighting the opportunities to further engage within USASBE.

#### Saturday, January 9, 2016**

#### 7:00pm-9:00pm in Pavilion

**Welcome Reception**

Sponsored by: San Diego State University

The San Diego Co-Consortium looks forward to welcoming you to San Diego! Come enjoy a truly San Diego event--Local craft beers, will be on tap, passed Hors D’oeuvres and live music by our USASBE Rock stars.
We present a mind mapping method for evaluating entrepreneurship education. This method is developed by detailing this framework, we present a case that addresses the gaps identified and reflects content in current top programs, both while immersed in an intensive two-week period programs. The findings from this program confirm that entrepreneurial learning has been very effective when students from diverse cultures and disciplines are immersed in an intensive two-week program.

Persistent gaps in the entrepreneurial education context exist even in best practice programs. After summarizing the attributes of high recognition programs, a framework for transferring those attributes to a start-up program is developed. By detailing this framework, we present a case that addresses the gaps identified and reflects content in current top programs, both while using a limited budget. We discuss teaching methods that best match millennials’ learning styles and incorporate those methods into the flagship program. The paper concludes by outlining how the learning styles, teaching methods, and the program course selection combine to enhance the students’ learning experiences and produce positive stakeholder outcomes.

We present a mind mapping method for evaluating entrepreneurship education. Concepts in students’ mind maps are scored against Moore’s staged model of entrepreneurship to measure the emphasis of retained knowledge. Scoring entropy and the number of concepts represent the breadth and depth of retained knowledge, respectively. We use this method to compare two cohorts of students enrolled in entrepreneurship courses: one in France and the other in the United States. Mind maps demonstrate significant difference in knowledge depth and emphasis, with French students more focused on the decision to launch a start-up and US students more focused on its implementation.

Global entrepreneurship has recently gained much attention around the globe as a driving force of business expansion and economic growth. Experiential learning has been emphasized in entrepreneurship education in a multi-disciplinary and multi-cultural environment. This research re-examines the role of diversity and reports an entrepreneurial initiative as an exploratory study of a replicable and scalable education model for higher education institutions. The findings from this program confirm that entrepreneurial learning has been very effective when students from diverse cultures and disciplines are immersed in an intensive two-week period programs.

The independent effects of autonomy support, individual autonomy, and team efficacy in the development of innovative project outcomes is of considerable interest to educators, researchers, and corporate leaders. Little research, however, has systematically considered the possibility that the relative importance of these individual and team-level factors varies in influence on the success of project outcomes. Results from a unique dataset (n=425) suggest that whereas autonomy support is influential on perceptions of personal autonomy and team efficacy, only team efficacy mediates the effect of such support on project outcomes. Implications for future theory and research are discussed.

Entrepreneurial activities are often undertaken by a group of entrepreneurs rather than individuals by themselves. This study analyzes the entrepreneurial potential construct at the team level and explores multilevel influences between team entrepreneurial potential dimensions and individual reasoning strategies – effectuation and causation. Using a sample of 47 entrepreneurial teams, our results indicate that team creativity and team innovation had a positive association with causation; and team communication and persuasion, team resource mobilization and team entrepreneurial self-efficacy had a positive association with effectuation. Theoretical and managerial implications are drawn for team-level processes of entrepreneurship.

We present a mind mapping method for evaluating entrepreneurship education. Concepts in students’ mind maps are scored against Moore’s staged model of entrepreneurship to measure the emphasis of retained knowledge. Scoring entropy and the number of concepts represent the breadth and depth of retained knowledge, respectively. We use this method to compare two cohorts of students enrolled in entrepreneurship courses: one in France and the other in the United States. Mind maps demonstrate significant difference in knowledge depth and emphasis, with French students more focused on the decision to launch a start-up and US students more focused on its implementation.
Thanh Huynh, Bournemouth University

This paper explores academic entrepreneurial teams to enrich our knowledge of the impact of capabilities and social networks of entrepreneurial teams have on the engagement of external supporters in seed investments. Resource-based view theory was employed to evaluate the capabilities of entrepreneurial teams and the conceptual model of Hoang and Antonic (2003) to scrutinize the characteristics of social networks. The results from an examination of the sample of 181 Spanish university spin-offs demonstrate that by exploiting social networks an entrepreneurial team can shape its capabilities, which in turn improves its ability to access external seed investments.

11.30am-12.00pm) Discussion

Sunday, 10:15am-12:00pm in Seabreeze 1

CP15: International Entrepreneurship

Facilitator: Oleksiy Osiyevskyy, Northeastern University and St. Petersburg University

10:15am-10.30am) #120 Cultural contingencies in intention-behavior translation in student entrepreneurship: Do they matter?

Oleksiy Osiyevskyy, Northeastern University and St. Petersburg University
Karina Bogatyreva, St. Petersburg University
Galina Shirokova, St. Petersburg University

Existing studies traditionally conceptualize entrepreneurial actions as deliberate, goal-oriented behaviors, driven primarily by entrepreneurial intentions. Yet, the intention behavior translation remains the least studied link in the models explaining entrepreneurial actions. Ample empirical evidence suggests that not every entrepreneurial intention is eventually transformed into actual behavior of starting a new venture, indicating a tangible intention actions gap in entrepreneurship context. Using the longitudinal data from the multi-country GUESS survey, we study the intention-action gap among student entrepreneurs, demonstrating the essential context-specificity of the intentions-actions translation. We reveal country specific factors (Hofstede’s core cultural dimensions) influencing the association between entrepreneurial intentions and subsequent actions.

10:35am-10:50am) #228 External Influence of Early Internationalization Process – GEM-based Evidence

Przemyslaw Zbierowski, University of Economics in Katowice
Milena Gojny-Zbierowska, University of Economics in Katowice

The decision of an entrepreneur to internationalize the business is under the influence of many factors, including those concerning the entrepreneur and the contextual ones. It seems that they play even more important role when it comes to early internationalization or starting up a born-global company. The main question of the paper is: Who is more likely to internationalize at the early stage of activity? The paper therefore aims at empirically examining the influence of selected personal and contextual factors on international orientation of ventures in early stage of their activity. We take into consideration gender, education, age, family size, family income, type of motivation and a number of cultural factors.

10:55am-11:10am) #73 An Exploratory Study on Antecedents and Dimensions of International Entrepreneurial Self-efficacy of Chinese New Ventures

Bifei Tian, Zhongnan University of Economics & Law
Jing Zhang, Zhongnan University of Economics & Law
Guclu Atinc, Texas A&M UniversityCommerce

Using the survey of Chinese individuals who have been engaging in international entrepreneurial activities, this paper explored the antecedents and dimensions of a new construct named international entrepreneurial selfefficacy (IESE). It was found that IESE has six dimensions and is significantly influenced by demographics like gender and age. Moreover, institutional environment and cultural values positively influenced IESE. Meanwhile, personality traits and general traits have significantly positive relationship with IESE. Entrepreneur cognition script and style were also important factors of IESE. As a result, IESE can be enhanced by improving the international entrepreneurial environment, entrepreneur traits, and entrepreneur cognition.

11:15am-11.30am) #32 Is Prospecting Profile a Determinant of Nascent Entrepreneurial Financing Decisions? Empirical Evidence From the Panel Study of Entrepreneurial Dynamics

Diana Hechavarria, University of South Florida
Charles Matthews, University of Cincinnati
Paul Reynolds, Aston University

New firms may obtain financial resources from external debt, external equity or from internal reserves. The founder’s orientation toward risk and uncertainty may affect the capital structure and this may vary during the start-up process. These relationships were examined for a representative sample of 830 nascent ventures with three follow-up interviews. A tolerance for risk tended to increase equity investments, and uncertainty over debt increased the use of internal financial sources, uncertainty over start-up capital increased equity investments, and uncertainty over venture capital support decreased debt and equity investments.

11.30am-12.00pm) Discussion

Sunday, 10:15am-12:00pm in Executive Center 2B

Experiential Exercises: Pedagogy, Curriculum and Entrepreneurship Education

Facilitator: Mark V. Cannice, University of San Francisco

10:15am-10.45am) #62 Shopping for Startups: An Experiential Acquisition Case Simulation

Mark V. Cannice, University of San Francisco

This case simulation is an experiential learning exercise that focuses on the potential acquisition of a Silicon Valley venture capital-backed firm by a non-U.S. company. Student teams, acting as different consulting advisory groups hired by the top management of the acquiring firm, are tasked to research the potential acquisitions, conduct preliminary due diligence, analyze specific aspects of the potential acquisitions to be considered, and develop and present an initial acquisition recommendation. The simulation develops students’ capabilities in entrepreneurial finance and strategy along with international negotiation skills.
Pauline Assenza, Western CT State University

The objective of this 90 minute experiential exercise is to expose students to the creative process by asking them to transform existing resources into something entirely new. The purpose is to help them realize that they CAN, in fact, be creative. The end goal is to raise student’s self-efficacy about their ability to engage in opportunity identification/recognition – doing ideation that could lead to a potentially profitable entrepreneurial opportunity.

Caroline Glackin, University of North Carolina Fayetteville State University

Connecting the Dots: Making Sense from Nonsense is an ideation exercise in which students make connections between hobbies, passions, and problems which they often see as completely unrelated. They “connect the dots” to generate business ideas. The transition from isolated nonsensical pairs to business ideas and opportunities requires ingenuity, creativity and active engagement. Participants will experience the exercise.

Sunday, 10:15am-12:00pm in Executive Center 3A

*FINALIST Outstanding Workshop Award* CW: Creative Cross-Disciplinary Entrepreneurship Applied to Your University

Dianne Welsh, University of North Carolina Greensboro
Keith Debbage, University of North Carolina Greensboro
Duane Cyrus, University of North Carolina Greensboro
Cathy Hamilton, University of North Carolina Greensboro

The workshop will explain how to customize the basic concepts of Creative Cross-Disciplinary Entrepreneurship so it can be used at any university or college. Examples from implementing the program at a public university of 18,000 students in the Southern United States as well as at a private university in Florida and a state university in Maryland are given. Professors from the Department of Dance in the School of Music, Theatre and Dance, the Department of Geography and the Department of Tourism, and the Center for Leadership and Service Learning will explain step-by-step how they implemented cross-disciplinary entrepreneurship and ongoing revisions. An interactive course discussion including hands-on class revisions will be included. Participants are urged to bring an electronic syllabus they wish to revise.

Sunday, 10:15am-12:00pm in Executive Center 3B

CW: Enhancing Team Performance Through Personality Insights

Anthony Mendes, University of Missouri, Kansas City
Patrick Handley, Insight Institute, Inc.

Many entrepreneurial ventures fail, not because of lack of funding or insufficient resources, but from “personality implosion.” Founding entrepreneurs and leaders fall into conflict not over what needs to be done, but how it needs to be done and their personalities clash. When this happens, they begin working from their weaknesses rather than strengths. Entrepreneurship education rarely includes tools and strategies to identify team member strengths and communication activities to build and nurture teamwork. This is often left to chance. The INSIGHT Inventory is a proven personality strengths assessment that has provided value to corporations and organizations for the past 35 years. It helps leaders identify their own personality strengths, see the best in others, and eliminate triggers and hot buttons that blow up teams. It helps teams intentionally create a positive work culture of effective communication and teamwork rather than ignore issues until they become problems.

Sunday, 10:15am-12:00pm in Executive Center 4

CW: Family Business and Entrepreneurship Curriculum Models Workshop: Programs and Centers

Whitney Peake, Western Kentucky University
Esra Memili, University of North Carolina-Greensboro
Clay Dibrell, University of Mississippi
Kevin McCurren, Grand Valley State University
Linda Niehm, Iowa State University
Ritch Sorenson, St. Thomas University
Carol Wittmeyer, St. Bonaventure University

At the last Family Business special interest group (SIG) meeting at the 2015 USASBE meetings in Tampa, a broad consensus was reached to provide a curriculum model workshop outside of the pre-conference workshop to make the topical area more readily available not only for members of the Family Business SIG but for USASBE members outside of the SIG, who are interested in becoming more proficient teachers of entrepreneurship and family business. As such and following the recommendations of the Family Business SIGs, the following topics were selected for inclusion in this teaching workshop: pedagogy in family business and entrepreneurship; are they different?; entrepreneurship across the curriculum; experiential learning; best practices in entrepreneurial education; and, building entrepreneurship programs and centers.

Sunday, 10:15am-12:00pm in Marina 2

CW: Embracing Entrepreneurship Across Disciplines

Satish Nambisan, University of Wisconsin–Milwaukee
Robert Brown, Case Western Reserve University
Lisa Canning, IAEOU, Entrepreneur The Arts, Learning Flies, Inc.
Joyce Thomas, University of Illinois at UrbanaChampaign

Scholars and educators in fields such as engineering, medicine, science, arts, and design have indicated their potential to offer unique perspectives on entrepreneurship education and practice. While there are differences among these diverse entrepreneurship perspectives there is also considerable opportunity to cross-fertilize unique ideas and insights from the different fields. Towards this end, the lead author of this proposal recently edited a new book titled “Embracing Entrepreneurship Across Disciplines”. The proposed workshop will build on this book effort and seek to broaden the dialog by involving the participants at the USASBE conference. Specifically, this interactive workshop will involve co-authors from four different disciplines (engineering, science, arts/ music, and design) and focus on building a broader cross-disciplinary understanding of entrepreneurship.
Sunday, 10:15am-12:00pm in Marina 3

CW: Keeping It Real! Implementing Corporate Social Responsibility in Small Businesses and Startups

Julian Lange, Babson College
Megan Carpenter, Texas A&M University School of Law
Sandra Malach, University of Calgary Haskayne School of Business
Marcia Narine, St. Thomas University School of Law
John Tyler, Ewing Marion Kauffman Foundation

Entrepreneurial and small businesses are increasingly incorporating “people, planet, and profits” into their business models and operations to a degree that goes beyond simply fulfilling the requirements of government regulations. Moreover, it can be argued that expanding a company’s mission to include issues such as sustainability can create competitive advantage in nurturing customer loyalty and employee commitment to company success. Through the use of presentations, interactive exercises, and group discussion, this workshop will provide participants with an opportunity to examine the implications for entrepreneurs and small business owners of including corporate social responsibility in their business models.

Sunday, 10:15am-12:00pm in Seabreeze 2

Special Recognition in Entrepreneurship Education Innovation

Games for Teaching Arts Entrepreneurship
Jim Hart, Southern Methodist University
Dr. V. Paul Pauca, Wake Forest University
Dr. William Conner, Wake Forest University
The Tommie Tank
Dr. Jay Ebben, University of St. Thomas, Schulze School of Entrepreneurship

Sunday, 10:15am-12:00pm in Marina 5

Outstanding Specialty Entrepreneurship Program

Center for Women’s Entrepreneurial Leadership (CWEL) Babson College
Young Entrepreneurs for Leadership and Sustainability (YELS) University of Florida, Center for Entrepreneurship and Innovation, Warrington College of Business Administration

Sunday, 10:15am-12:00am in Marina 6

VentureWell Workshop: Evaluating Student Ideas and Ideation Activities: A Problem Solving Approach
Ronda Smith, Ball State University
Michael Goldsby, Ball State University Rob Mathews, Ball State University

Assessing student performance in educational settings is often constrained by the needs of various stakeholders which may make some course activities and assignments challenging for instructors to implement, especially when it comes the creative process of generating, producing and evaluating idea related assignments. In this workshop, we will guide participants through a series of exercises and educational experiences to help them determine who their true customer is and the problem they are experiencing when it comes to these types of assignments. The facilitators will help participants clarify their true performance criterion by contrasting traditional educational assessment with performance evaluation approaches.

Sunday, 10:15am-12:00pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Global 1

#141 Afghanistan: Student Perceptions About Entrepreneurship
Mark Pruett, DLPB-US
Harun Şeşen, European University of Lefke
Greg Winter, Alcorn State University
J.R. Pandian, Gulf University for Science and Technology

#190 Elderly vulnerable groups in Mexico strategic perspectives for social Entrepreneurship
Ulysses Moreno López, Cetys Universidad at Mexicali
Paulina Angelina Vargas Larraguivel, Cetys Universidad at Mexicali
Marina Alvelais, Cetys Universidad at Mexicali

#246 Entrepreneurship Flame in Nigerian Universitie salary, one mile long and an inch deep
Teresa Nmadu, University of Jos, Nigeria

#116 Innovation and Growth: Why Malaysian SME needs a new performance measurement system?
Nor Mahirah Mustapha, Universiti Malaysia Pahang
Shahryar Sorooshian, Universiti Malaysia Pahang
Noor Azlinna Azizan, Universiti Malaysia Pahang

#90 Analysis of the internationalization of Brazilian entrepreneurs in Orlando – USA, according to Uppsala model
Eduardo Cruz, Universidade Federal Fluminense
Cesar Barreto, Universidade Federal Fluminense
Sabrina Amaral, Universidade Federal Fluminense

(11:50am-12:00pm) Discussion
Sunday, 10:15am-12:00pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Global 2

#260 An Entrepreneurial EcoSystem: A New Model for Economic Development for Puerto Rico
Lisa Escobales, ICSB Puerto Rico & Caribbean
Zulma Quinones Rivera-Howell, ICSB Puerto Rico & Caribbean
#140 The Unlikely Grouping: When Healthcare in the Mississippi Delta Region meets Iranian Health Houses, and Entrepreneurship
Donald Causey, Jackson State University
Saundra McFarland, Jackson State University

#258 Mapping the Entrepreneurial Ecosystem in Tijuana, Mexico
Eduardo Durazo-Watanabe, CETYS Universidad
Lorena Santana, CETYS Universidad
Celsa Guadalupe Sanchez, CETYS Universidad
Laura Lu, CETYS Universidad

#277 Embeddedness, Resource Constraint, and Entrepreneurship Practice: The Case of two African Villages
Bernard Obeng, Ghana Institute of Management and Public Administration

(11:30am-12:00pm) Discussion

Sunday, 10:15am-12:00pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Global 3

#285 Climbing and building entrepreneurial mountains in developing countries: Discovery and creation theories amongst Ethiopian tour ops
Shiferaw Eyana, VU University Amsterdam

#182 Generational Succession and Entrepreneurial Attitude in the Family Business in Baja California
Rosa Sumaya, CETYS Universidad

#92 Small businesses of Brazilian immigrants abroad: in search of a theory
Cesar Barreto, Universidade Federal Fluminense
Eduardo Cruz, Universidade Federal Fluminense

#169 Evaluating Innovation Practices and Entrepreneurial Competencies in Multiple Countries
Colleen Robb, California State University, Chico
S. Jimmy Ghandi, California State University, Northridge

#36 Overview of the Renewable Energy Industry of China and the U.S.
Jessica Jones, Oregon Institute of Technology
Wangping Sun, Oregon Tech

(11:50am-12:00pm) Discussion

Sunday, 10:15am-12:00pm in Marina 1

Exhibitor Panel: Innovative Products in Entrepreneurship
This panel discussion will help you make decisions on different platforms that help students learn and enterprises grow.

Sunday, 12:00pm-1:30pm in Grand Ballroom

Kauffmann Lunch

Guest Speaker Bill Aulet

Topic: The Past, Present and Future of Entrepreneurship Education
The state of entrepreneurship education has been less than satisfactory and this, in turn, has been detrimental to society as a whole. The speaker will be addressing this problem, how we can overcome it, and how we can improve the academic pursuit of entrepreneurship in higher education.

Moderator: Jeff Hornsby

Sponsor Spotlight
Kauffman Foundation, Amisha Miller
Speaking on the Kauffman Foundation’s work to extend and improve entrepreneurship education.

2017 CONFERENCE PROMO! JOIN US IN PHILADELPHIA!

AWARDS

USASBE Social Entrepreneurship Paper Award
Sponsored by: Fairleigh Dickinson University

USASBE Best Paper in Entrepreneurship and Public Policy
Sponsored by: University of Wisconsin-Whitewater
Sunday, 1:30pm-2:45pm in Grand Ballroom

**Pedagogy Pillar Session**

Sponsored by: Direct Selling Education Foundation

**Guest Speaker**
Andrew Corbett, Babson University

**Topic:** Educating the Mindful Entrepreneur
Sponsored by: Direct Selling Education Foundation

**Nancy Laichas**
Chief of Entrepreneurship Initiatives Direct Selling Education Foundation

**Kimberly Harris Bliton**
Director, Academic Initiatives Direct Selling Education Foundation

**AWARDS**
USASBE Best Teaching Case Award
Baylor University

Sunday, 2:45pm-3:15pm in Grand Ballroom in the Exhibitor Section

**Ice Cream Social**
Sponsored by: Innovative Learning Solutions

Sunday, 3:15pm-4:45pm in Executive Center 1

**CP2: The Outcomes of Entrepreneurship Education**
Facilitator: Andrew Zimbroff, The University of Nebraska-Lincoln
(3:15pm-3:30pm) #52 Assessment of Learning Outcomes and Attitude Changes from Experiential Entrepreneurship Education

Andrew Zimbroff, The University of Nebraska-Lincoln
Alexis Taylor, 3 Day Startup
Cameron Houser, 3 Day Startup

This paper investigates learning outcomes and attitude changes resultant from experiential entrepreneurship education. Participants in experiential entrepreneurship workshops were surveyed before and after educational programming. Topics surveyed included participant knowledge of entrepreneurial concepts taught in workshops, attitudes towards careers in entrepreneurship, and reception towards curriculum delivered. Investigators found statistically significant positive learning outcomes for almost all topics examined in this study. Survey data was also segmented demographically, and identified specific categories of participants that particularly benefitted from programming. The paper helps demonstrate the benefit of experiential programming and its role in entrepreneurial education.

(3:35pm-3:50pm) #117 Evaluating the Efficacy of a STEM Entrepreneurship Program: Lessons from the Trenches

Olukemi Sawyerr, California State Polytechnic University, Pomona
Winny Dong, California State Polytechnic University, Pomona
H. Erkan Ozkaya, California State Polytechnic University, Pomona
Sandra Emerson, California State Polytechnic University, Pomona

We examined the efficacy of a STEM entrepreneurship program in developing the entrepreneurial intentions (EI), entrepreneurial self-efficacy (ESE), creative self-efficacy (CSE) and entrepreneurial competencies (EC) of the participants using a quasi-experimental design with pretest posttest. The results indicate that the Entrepreneurship in STEM Education (ESTEME) program resulted in an increase in ESE, CSE, and EC for the participants. However, the level of EI did not increase for the study participants. We discuss the implications.

(3:55pm-4:10pm) #127 Who Me? Increasing High School Girls’ Entrepreneurial Knowledge, SelfEfficacy, and Intentions

Melissa Jean, Western University
Colleen Sharen, Western University

The purpose of this paper is to better understand how to strengthen the female entrepreneurial pipeline by evaluating the effectiveness of two distinct entrepreneurship education programs designed for female adolescents. The studies attempted to understand if the interventions were effective by measuring changes in entrepreneurial self-efficacy (ESE), knowledge and intentions. The results of the analysis reveal that the gender-specific programming effectively increased ESE in the intervention of longer duration and intensity and that both programs significantly increased both objective and self-perceived knowledge of entrepreneurship. The authors recommend a scaffolded and integrated approach to future entrepreneurship education programming.

(4:15pm-4.30pm) #230 The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

Cory Hallam, University of Texas at San Antonio
Gianluca Zanella, University of Texas at San Antonio

This paper studies the effect of cross-disciplinary experiential entrepreneurship learning on students’ Entrepreneurial Intent (EI). A controlled study involving 350 senior students in engineering and entrepreneurship majors applies a Temporal Construal Theory (TCT) lens to the measure of intent. Entrepreneurial intent was defined using a short-term entrepreneurial intent (STEI) and a long-term entrepreneurial intent (LTEI) question. Results show that experiential learning positively affects entrepreneurial intent, however the positive effect only holds significance for STEI, and not LTEI. These results have implications for intent models in entrepreneurship research, namely Shapero’s Entrepreneurial Event Model (EEM) and Ajzen’s Theory of Planned Behavior (TPB).

(4:30pm-4.45pm) Discussion
Sunday, 3:15pm-4:45pm in Executive Center 2A

**CP3: Venture Ideation Process**

Facilitator: **Indu Khurana**, Florida International University

**(3:15pm-3:30pm) #274 Diversification and Survival by Business Start-ups**

**Indu Khurana**, Florida International University

Using the Kauffman Firm Survey (KFS) this paper determines the timing of diversification activities by the business start-ups. It captures when a start-up diversifies for the first time, and explores the association between an early diversification strategy adopted by a firm, and its survival rate. A semi-parametric Cox proportional hazard model is used to examine the survival pattern. The results demonstrate that firms diversifying at an early stage in their lives show a higher survival rate; however, this effect fades over time.

**(3:35pm-3:50pm) #227 Effectual Logic as a Means to Measure the Entrepreneurial Thinking of Engineering Students**

**Jacob Wheadon**, Purdue University

Nathalie Duval-Couetil, Purdue University

The purpose of this paper is to summarize a number of developments in entrepreneurial cognition and reports on the results of a pilot study applying Sarasvathy's Theory of Effectuation to measure differences in entrepreneurial logic employed by engineering students. Using verbal protocol analysis, this study evaluated the types of logic that senior-level students, who had and who had not participated in entrepreneurship education, utilized when faced with highly uncertain and ambiguous entrepreneurship problems. This pilot is an early step in creating an instrument to measure the degree to which students think using the same patterns that are used by expert entrepreneurs.

**(4:15pm-4:30pm) #115 Towards an Improved Understanding of the Antecedents of Business Planning: A Knowledge-based Perspective**

**Joern Block**, Trier University

Marc Gruber, Ecole Polytechnique Fédérale de Lausanne

Jeffrey Petty, University of Lausanne

The business planning – performance relationship is one of the most studied topics in entrepreneurship. However, little research exists that peels back the layers and turns to the cognitive antecedents of opportunity exploitation, although one may expect that people with different knowledge endowments will engage differently in their approaches. Analyzing a unique, representative data set obtained from 2,535 individuals residing in The Netherlands, we provide evidence showing how individuals with distinct knowledge endowments systematically diverge in exploitation approaches, and our results allow us to specify key path dependencies that exist between a person's knowledge and his or her opportunity exploitation.

**(4:30pm-4:45pm) Discussion**

Sunday 3:15 to 4:45 p.m. in Executive Center 2B

**“Hotel Belmar: Challenges of an Eco Hotel” – Authors: Marlene M. Reed and Les Palich, Baylor University**

**Ugur Uygur**, Loyola University of Chicago, Discussant

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“Starting a Student-Run Business at Loyola University Chicago”

– Authors: Johnathan Ferrera and Ugur Uygur, Loyola University of Chicago

**Marlene M. Reed**, Baylor University, Discussant

Sunday, 3:15pm-4:45pm in Executive Center 3B

**CW: Crowdfunding: Doing it right & What**

**Eden Blair**, Bradley University

James Hart, Southern Methodist University

Tanya Marcum, Bradley University

Through a joint collaboration between the Arts and Law SIGs, this workshop will be looking at crowdfunding platforms that can be beneficial to arts entrepreneurs and others. We will discuss crowdfunding platforms and their advantages to arts entrepreneurs and others, look at uses of these platforms and some successful cases, and then discuss what happens when fully-backed creators do not meet their obligations from both the creator and backer perspectives.

Sunday, 3:15pm-4:45pm in Executive Center 4

“FINALIST Outstanding Workshop Award” CW: Social entrepreneurship through service

**Paul Sanchez-Ruiz**, Oklahoma State University

Craig Watters, Oklahoma State University

This workshop offers basic steps that will help instructors emphasize the need for business students to gain exposure to the growing importance of cultural and demographic factors in conducting social enterprises internationally. We will discuss how best to immerse the business student with hands-on experience in unstructured problem solving, critical thinking, and decision making under uncertainty.

Sunday, 3:15pm-4:45pm in Marina 1

**CW: Black and Latino Entrepreneurship**

SherRhonda Gibbs, University of Southern Mississippi

Herman Aguinis, University of Colorado Denver

LaKami Baker, Auburn University

John Sibley Butler, University of Texas Austin

Jennifer Sequeira, University of Southern Mississippi

Michelle Spain, Walsh University

Craig Watters, Oklahoma State University

Michael Morris, University of Florida

This session provides interactive feedback from leading researchers to workshop participants interested in developing high quality research articles focusing on Black or Latino Entrepreneurship. Scholars also discuss key gaps and issues in the field and provide participants with information to improve research in preparation for submission to top tier management or entrepreneurship journals.
research workshop outside of the pre-conference activities to make the topical area more readily available to members of the Family Business SIG and to USASBE members outside of the SIG, who are interested in becoming more proficient researchers in family business. The primary objective of this workshop is to provide a better understanding of what distinguishes family business research from more traditional entrepreneurship scholarship. Specifically, the workshop will consider family business theoretical trends, family business empirical trends, and boundary spanning outside of the traditional family business research journals. Nine scholars have agreed to take part in this workshop.

Sunday, 3:15pm-4:45pm in Marina 5
Outstanding Emerging Entrepreneurship Program
St. Joseph's University, Haub School of Business
The University of Mississippi
University of Massachusetts Amherst

Sunday, 3:15pm-4:45pm in Seabreeze 1
JSBM Special Issue
(3:15pm-3.30pm) #202 Orchestration of 'Entrepreneurial Ecosystem' for New Venture Growth
Sumita Sarma, University of Missouri
The concept of an entrepreneurial ecosystem has been gaining traction as governments across the globe begin to focus more decentralized and there is a shift towards an entrepreneurial economy from the traditional managed economy. Entrepreneurial ecosystem is an emerging framework to explain the sustainability of high-growth entrepreneurship within geographies. The basic idea underlying an ecosystem framework is the belief that certain elements exist outside of the firm but within a region that can impact a new venture's success or failure. Eco-system elements such as government influences, availability of venture capital, labor market conditions, supplier networks and a host of other factors will continue to play a greater role in impacting a new venture's success or failure.
Entrepreneurship among students can be influenced by the multiple contexts in which it is embedded, including the university context and national culture. They are highly interconnected as entrepreneurial behavior can be affected not only by the university environment where students can get some initial resources, but also by perceptions of how useful these resources are and how desirable and feasible the entrepreneurial activities are considered in a particular country or region.

Resources, but also by perceptions of how useful these resources are and how desirable and feasible the entrepreneurial activities are considered in a particular country or region. We perform a conjoint analysis to identify significant factors of born global start-ups for German and Korean students surrounded by different economic circumstances. According to the results, students in both countries, in general, pay most attention to the market entry mode. However, German students tend to select the target market for pure economic reasons while Korean students favor target markets with small cultural differences.
Crowdfunding’s Impact on Entrepreneurial Finance: A Systematic Review of Current Trends and Future Research

Mike Seay, CSUCI
Lois Shelton, CSUN-Northridge

The Rise of Crowdfunding: How Emancipation Transformed the Field of Entrepreneurial Finance

Denis Iurchenko, University of Lausanne

Effectiveness of Microfinancing: Comparison of Three Models

Kelly Armstrong, San Diego State University
Chamu Sundaramurthy, San Diego State University
Mujtaba Ahsan, San Diego State University

Sunday, 3:15pm-4:45pm in Grand Ballroom
Emerging Impact Track

Family Business in the 21st Century: Preliminary Results from a Grounded Theory, Ethnographic Case Study in Northeastern, PA

Morgan Clevenger, Wilkes University
Ellen Newell, Wilkes University
Jeffrey Alves, Wilkes University

Emergence of Cooperative Programs between Technology Transfer Offices and Entrepreneurship Educational Programs

Michael Fountain, University of South Florida
Alex DeNoble, San Diego State University

Entrepreneurial Mindset of the Healthcare Workforce: Meeting the needs of the emerging healthcare market place

Priya Nambisan, University of Wisconsin-Milwaukee

Entrepreneurship Policy and Opportunity Search Behaviors: Using Big Data to Steer the Ship

Douglas Miller, Virginia Commonwealth University
Dave Noack, Weber State University

Women Veterans and Entrepreneurship: The Healing Catalyst Theory

Denise Williams, Metropolitan State University

Action Learning: Moving Social Entrepreneurship Theory Forward

Kenneth Kury, Saint Joseph’s University

Role of Faith Based Organizations to Stimulate Women Entrepreneurship: Case Studies in Ghana and Kenya

Andrea Johnson, California Western School of Law

Implications of Crowdfunding to Entrepreneurship Education

Dale Jasinski, Quinnipiac University
David Tomczyk, Quinnipiac University

Impact of Sustainability on Entrepreneurial Intent

Dale Jasinski, Quinnipiac University
Steven Dunn, University of Wisconsin Oshkosh

The Effect of Entrepreneurial Skills on Inmate Behavior and the Reentry Process

Jessica Grossholz, University of South Florida, Sarasota – Manatee
Jean Kabongo, University of South Florida, Sarasota– Manatee

Business Advising and Absorptive Capacity: Does Organizational Sponsorship Pay?

John Francis, San Diego State University

Emerging Perspectives on Entrepreneurial Intentions; The Importance of (Team) Entrepreneurial Mindset in the Context of Entrepreneurship Education

Adrian Wueethrich, University of Bern
Julia Isensee, University of Bern
Noora Marttila, University of Bern
Simone Schweiger, University of Bern
Artur Baldauf, University of Bern

The Entrepreneurial Elevator Pitch: An Empirical Test of one Pedagogical Approach

Michael Meeks, Louisiana State University

Big Data as a Tool for Entrepreneurs in Discovering New Opportunity

Shalini Gopalkrishnan, University of Florida

Developing Problem Construction Abilities Through Deliberate Practice

Ronda Smith, Ball State University
Rob Mathews, Ball State University

Ethics and Entrepreneurial Orientation: A Generational Differences Approach

Michael Meeks, Louisiana State University
Tami Knotts, Louisiana State University

A study into the use of social capital in Mexican new ventures and small businesses

Mario Dipp, CETYS University

Characterizing Entrepreneurial Ecosystems

Xaver Neumeyer, University of Florida

Social Entrepreneurship and Opportunity Recognition The Role of Social Networks and Social Technologies

Isaac Addae, Tennessee State University

Women Entrepreneurs and Venture Financing

Anne Schlict, Chatham University
Nathalie Duval-Couetil, Purdue University
Patricia Greene, Babson College
Monica Brule, California State University San Bernardino
Lina Ramos, Emerging Growth Enterprises
Sunday, 3:15pm - 4:45pm Grand Ballroom

The Entrepreneurship Educators Forum (www.eef.io), and how you can benefit from it

Michal Gilon-Yanai and Bill Aulet, MIT

The Entrepreneurship Educators Forum (EEF) is an open-source platform launched and sponsored by the Martin Trust Center for MIT Entrepreneurship, for the benefit of entrepreneurship educators. The goal of this initiative is to promote entrepreneurship education by building a collaborative community that shares information and best practices, then integrates them and improves on them through open discussion and a crowd sourced collection and ranking system of teaching approaches and materials. Over the past year, we began building the community and developing content by hosting a series of webinars on central topics in the entrepreneurial process, with excellent speakers from both academic institutes and industry. In this session, we will introduce the initial version of the platform and will ask for your feedback. We will also discuss how you may benefit from www.eef.io, and how you can get involved to help us continually improve entrepreneurship education, together.

Sunday, 5:00pm-6:30pm in Marina 3

STEM SIG Meeting

Sunday, 5:00pm-6:30pm in Seabreeze 2

Law SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 5

Public Policy SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 6

Corporate Entrepreneurship SIG Meeting

Sunday, 6:30pm-7:30pm in Shoreline

Special Interest Group (SIG) Reception

Sponsored by: The Ohio State University and the University of Ohio

Sunday, 7:30pm

Special Interest Group (SIG) Dine Aroun ds

Location: Restaurant provided by each SIG leader

Sunday, 7:30pm (Off-Site)

Fellows Dinner

Meeting Spot: Meet in the Sheraton Lobby Location: To be Announced Later

Sunday, 7:30pm in Spinnaker 2

Incoming USASBE Board Meeting

Sponsored by USASBE

By Invitation Only – Dinner will be provided

Monday, January 11, 2016

Monday, 7:00am-5:00pm in Bayview Foyer

Conference Registration

Monday, 7:00am-5:00pm in Grand Ballroom

Exhibitors

Monday, 7:30am-10:00am in Grand Ballroom

Conference Breakfast

8:00am-9:00am Breakfast with the Dean's

PANELISTS:

Dean Dennis Cradit, San Diego State University
Dean David Donnelly, University of Missouri – Kansas City
Dean Francisco Velez Torres, Cetys University
Dean Lena R. Rodriguez, National University
Dean Joyce Gattas, San Diego State University
Dean Donna DeCarolis, Drexel University
the process of identifying entrepreneurial opportunities. Avoidance are found to be more conducive to leveraging prior knowledge in Moreover, cultures with more orientation toward collectivism and uncertainty availability of entrepreneurship specific education weakens this link. The results show that the abundance of financial capital in a society and the regulatory protection provided by government enhance the strength of the link between prior knowledge and discovery of opportunities, while the availability of entrepreneurship specific education weakens this link. Moreover, cultures with more orientation toward collectivism and uncertainty avoidance are found to be more conducive to leveraging prior knowledge in the process of identifying entrepreneurial opportunities.

A meta-analysis of 70 studies comprising 168,694 observations has been performed to investigate the institutional factors that moderate the relationship between prior knowledge and entrepreneurial opportunity identification. The results show that the abundance of financial capital in a society and the regulatory protection provided by government enhance the strength of the link between prior knowledge and discovery of opportunities, while the availability of entrepreneurship specific education weakens this link. Moreover, cultures with more orientation toward collectivism and uncertainty avoidance are found to be more conducive to leveraging prior knowledge in the process of identifying entrepreneurial opportunities.

The past few decades have seen a rapid increase in the number of individuals who leave their country of origin and start entrepreneurial ventures in different parts of the world. Despite ample anecdotal evidence, little theoretical attention has been paid to understanding the role played by acculturation, cognition and motivations in shaping the entrepreneurial intentions of these individuals. Based on theories of acculturation and entrepreneurial cognitions, this paper attempts to fill these gaps. It develops a model to understand the process of formation of entrepreneurial intentions among immigrants as well as difference in entrepreneurial intentions amongst these individuals.
Facilitator: Ricardo Alvarez, CETYS Universidad

Entrepreneurship Education Experiential Exercises: Pedagogy, Curriculum and Entrepreneurship Education
Monday, 9:15am-11:00am in Executive Center 2B

Adnane Maalouli, PSB Paris School Of Business
Charles Perez, PSB Paris School Of Business
Gael Bertrand, PSB Paris School Of Business
Mariem Razzaglah, HEC Tunis
Rony Germon, PSB Paris School Of Business

During the last 20 years, many studies have been conducted in various contexts on entrepreneurial intent and behavior (Krueger N.F, Carsrud A.L, 1993; Kolvereid, 1996; Linan, 2008; Linan and Chen 2009; Linan and Al. 2011; Douglas and Fitzsimmons 2013; Kautenen and al., 2013; Kibler, 2013; Walter and Al. 2013; Fayolle and Linan 2014). As a result, numerous researchers have addressed issues, but now, due to the number of works, it becomes more and more difficult to links all those different issues. Therefore, the aim of this research paper is to tend to structure topics around entrepreneurial intent and behavior, and get an appropriate sightseeing of this entrepreneurial sub-theme that is becoming increasingly relevant.

Mandy Wheaddon, Purdue University
Nathalie Duval-Couetil, Purdue University

Women face a number of identity-related obstacles that prevent them from thinking of themselves as “entrepreneurs.” The term’s masculine connotation can be significant when considered in relation to identity construction, gender norms, and valuation. This study examines discourse occurring during the popular television series Shark Tank, to examine: 1) terms used to identify female entrepreneurs, and 2) how linguistic concepts associated with entrepreneurship discourage the identification of women as entrepreneurs. The intent is to show that a more flexible and pluralistic views of entrepreneurs and entrepreneurship are needed to recognize and encourage increasingly diverse participants.

Tammi Redd, Ramapo College of New Jersey
Sibin Wu, University of Texas-Rio Grande Valley

This study investigates the difference between male and female entrepreneurs’ social networks, the resources obtained from those networks, and the evolution of the ever valuable weak tie. Hypotheses are tested using analysis of variance and analyses reveal women that female entrepreneurs and male entrepreneurs use the online network connections very differently in terms of the type of relationship and the type of resource acquired. The findings create implications for organizations which support female, minority or disadvantaged business development.

(10:30am-11:00am) #220 Deliberate Collisions
Ricardo Alvarez, CETYS Universidad

Invention and creativity are fundamental to any entrepreneurial initiative. Discovering new valuable solutions to current customer problems requires entrepreneurs to practice and develop cognitive skills based on multiple perspectives. The primary goal of this exercise is to encourage students from different disciplines to learn to work together and to practice ideation and design thinking. This process serves as a first step to develop initial product market fit assumptions that later could be tested.

(10:25am-11:00am) #28 Creating meaningful ventures “HEAD HEART HUSTLE from echoing green”

Shalini Gopalkrishnan, University of Florida

This exercise is aimed at students finding their unique blend of Heart and Head to come up with a “hustle”: an idea for a venture. Students are taken through a series of personal questions pertaining to their emotion, unique abilities and come up with a venture which uses their expertise and something that speaks to their sentiments too. This exercise seems to have a huge impact on students in creating ventures which last longer as they are more engaged. It also has a section which enables students to follow up on their ideas through structured activities.

Monday, 9:15am-11:00am in Executive Center 3A
VentureWell Workshop: Exploring The Perspectives and Experiences of the Entrepreneur-Philanthropist
Frank Hoy, Worcester Polytechnic Institute
Marilyn Taylor, University of Missouri at Kansas City
Elizabeth Gatewood, Wake Forest University
Vickie Edmondson, Morehouse College
Theresa Coates, Limestone College
Carmen Bianchi, Carmen Bianchi Family Business Associates
Kirby Rosplock, Tamarind Partners
Lucas Meijis, Rotterdam School of Management
Shalini Gopalkrishnan, University of Florida
Chi Anyansi-Archibong, North Carolina A&T State University
John Tyler, Kauffman Foundation

This workshop explores the research and teaching issues focused on intersection of the twin domains of entrepreneurship and philanthropy. In particular, it explores the experiences of the individuals who have succeeded as for-profit entrepreneurs and moved to also make contributions in the world of philanthropy. There is extensive literatures that focus on for-profit entrepreneurs and an equally robust literature on
philanthropy. However, there has been, to date, little within the research literature or the teaching resources that focuses on the intersection of the two domains and especially on the processes by which for-profit entrepreneurs become engaged in philanthropy.

Monday, 9:15am-11:00am in Executive Center 3B

<table>
<thead>
<tr>
<th>Competitive Workshops</th>
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<tbody>
<tr>
<td>(9:15am-10:00am) Technology Commercialization Workshop</td>
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<tr>
<td><strong>Steven Griggs</strong>, Oklahoma State University</td>
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<tr>
<td>The interactive session will consist of a preselected technology that has promise in multiple industries. The attendees are to assess the characteristics of the technology and use several tools to determine the capability that the technology provides various industries. The associate risk, risk mitigation plan, and potential funding avenues for maturation are explored and a preliminary maturation plan is developed. The takeaways consist of understand the various maturation activities and funding sources as well as how a new technology proceeds through multiple stages to diffuse through various market spaces over time. The focus will be on multi-year commercialization. However the same techniques can be applied to short time horizon technologies.</td>
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<tr>
<td>(10:00am-10:45am) Using Kolb's Experiential Learning Theory to Teach Social Entrepreneurship Concepts Through an Appropriate Technology Relevant in Developing Countries</td>
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<tr>
<td><strong>Lisa Taylor</strong>, Oklahoma State University</td>
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<td><strong>Craig Watters</strong>, Oklahoma State University</td>
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<tr>
<td>“The time is ripe for entrepreneurial approaches to social problems … Social entrepreneurs are needed to develop new models for a new century,” according to Dees ([1998], p. 1). Students of the field of social entrepreneurship have little theoretical background with which to work as there is a significant disagreement that exists as to how social entrepreneurship should be defined (Kickul &amp; Lyons, [2012]). Brock and Steiner ([2009]) identified 13 unique definitions of social entrepreneurship. Their content analysis of definitions, featured in a variety of sources, resulted in seven common elements.</td>
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<tr>
<td>(10:45am-11:00am) Discussion</td>
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Monday, 9:15am-11:00am in Executive Center 4

<table>
<thead>
<tr>
<th>Competitive Workshops</th>
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<tbody>
<tr>
<td>(9:15am-10:00am) Aligning Entrepreneurship Education Methods to Students’ Entrepreneurial Development Levels</td>
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<tr>
<td><strong>Christoph Winkler</strong>, Baruch College, City University of New York</td>
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<tr>
<td><strong>Stuart Schulman</strong>, Baruch College, City University of New York</td>
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<td>The main feature of the workshop will be an experiential exploration of the Entrepreneurship Education Implementation Strategy Matrix (EEISM). EEISM presents a general decision framework that links entrepreneurship education pedagogies/methods to students’ entrepreneurship development level based on desired educational objectives. The goal of the workshop is to provide a collaborative environment to (1) discuss best practices in entrepreneurship education, and (2) investigate how these best practices can be strategically implemented in order to better guide students during their journey of becoming entrepreneurs.</td>
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<tr>
<td>(10:00am-10:45am) How to Create High Impact Community Outreach Through A Veteran Entrepreneurship Training Program</td>
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<td><strong>Ron Cook</strong>, Rider University</td>
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<td><strong>Lee Zane</strong>, Rider University</td>
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<td><strong>Diane Campbell</strong>, Rider University</td>
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<td>This workshop will provide attendees with a blueprint to create an entrepreneurial training program for area veterans on their campuses. Takeaways include benefits for the university from this outreach activity, why this program can have a high community impact, how to identify key issues, and how to avoid pitfalls in the process.</td>
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<tr>
<td>(10:45am-11:00am) Discussion</td>
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Monday, 9:15am-11:00am in Marina 1

<table>
<thead>
<tr>
<th>Competitive Workshops</th>
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<tbody>
<tr>
<td>(9:15am-10:00am) The Next Frontier of Crowdfunding: Creating a Crowd Leveraged Investment Fund</td>
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<tr>
<td><strong>Dale Jasinski</strong>, Quinnipiac University</td>
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<tr>
<td><strong>David Tomczyk</strong>, Quinnipiac University</td>
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<td>The next step in the evolution of crowd funding provides universities with the ability to create crowd leveraged investment funds to its students, faculty and alumni. For students, this means that business ideas that may have previously been discarded as having too small of a market or not being appealing to investors have an alternative funding option. Led by a team comprised of university entrepreneurship educators and a partner from a venture capital firm, this interactive workshop provides participants with the ability to understand and plan for this exciting new development in the field of entrepreneurship.</td>
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<tr>
<td>(10:00am-10:45am) Entrepreneurship class as a playground</td>
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<tr>
<td><strong>Imeli Pietilä</strong>, Haaga-Helia University of Applied Sciences</td>
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<td>In this workshop participants will in a playful manner explore two Effectuation principles: the Crazy-Quilt principle (self selected stakeholder pre-commitment) and the Affordable loss principle. In the workshop the participants will play together, and they will use their whole body in the play. The workshop also touches upon concepts like game and gamification, as well as risk and uncertainty as impediments to action.</td>
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<tr>
<td>(10:45am-11:00am) Discussion</td>
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Monday, 9:15am-11:00am in Marina 2

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<thead>
<tr>
<th>Competitive Workshops</th>
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<tbody>
<tr>
<td>(9:15am-10:00am) What do People, Prototyping, Problem Solving, and Play-Doh have in Common? Team-based Learning!</td>
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<tr>
<td><strong>Jamey Darnell</strong>, University of Florida</td>
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<tr>
<td><strong>Tawnya Means</strong>, University of Florida</td>
</tr>
<tr>
<td>For this workshop participants will create a prototype using Play-Doh based on applying the concepts in the handout. The last portion of the workshop will include time to debrief on the prototyping activity, and discussion of the use of TBL to support student accountability, team and collaborative activities, and hands-on and experiential learning. The entire TBL exercise on prototyping demonstrated in this workshop can be used as is in potentially any entrepreneurship course. Participants in the workshop would receive all resources for the activity.</td>
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<tr>
<td>(10:00am-10:45am) Discussion</td>
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Faculty would just need to purchase their own Play-Doh, and possibly the IF-AT cards. Additionally, the exercise is easily adaptable to other entrepreneurship topics.

(10:00am-10:45am) Building Critical Entrepreneurial Skills Through the Use of an Online Assessment

David Hayes, Western Carolina University
Bill Richmond, Western Carolina University
Jennifer Hall, Eckerd College

In this workshop, participants will consider the role of entrepreneurial mindset in entrepreneurship education, and hear a case for addressing, measuring, and developing this set of characteristics and skills in students of entrepreneurship. Participants will learn about the Entrepreneurial Mindset Profile™ (EMP), an empirically-based, online, self-report measure of entrepreneurial mindset that can serve as an important tool in such efforts.

(10:45am-11:00am) Discussion

Monday, 9:15am-11:00am in Marina 3

*FINALIST Outstanding Workshop Award* CW: How to Teach Design Thinking within Entrepreneurship – A Practical Guide

Chris Mumford, University of North Carolina Chapel Hill
Ted Zoller, University of North Carolina Chapel Hill

In the workshop, participants will learn about practical creative exercises, do comedy improv exercises to build chemistry quickly and walk through the design thinking process. Participants will complete the workshop with a clear plan on how to teach innovation creativity, improvisation and design thinking – in different contexts.

Monday, 9:15am-11:00am in Marina 4

Competitive Workshops

(9:15am-10:00am) Goodbye Business Plan. Hello Action. Using GrowthWheel Tools to Create Experiential Entrepreneurship Education in the Classroom

David Madié, GrowthWheel International, Inc.

In this workshop, David Madié will present the founding principles of GrowthWheel® and will share strategies and new ideas for supporting and motivating entrepreneurs and students through the different stages of starting and growing a business using visual and practical GrowthWheel tools.

(10:00am-10:45am) Uberism

R. Wibum Clouse, Vanderbilt University, Middle Tennessee State University
Joseph Aniello, Frances Marion University
Joe Roberts, Webster University
Noel McDowell, Entrepreneur

Uberism On-demand services have become an integral and related part of our economy. Customers want things now and at their convenience and place. On-demand services such as Uber is changing our economy and our lives. The point-to-point transportation provided by Uber is just one example of the changing nature of the point-to-point transportation system. This workshop will be designed to provide an interface between faculty members and creative and innovative students. The workshop will investigate the changing nature of the American economy with emphasis on just-in-time marketing, purchasing, consuming, legal and medical services etc.

(10:45am-11:00am) Discussion

Monday, 9:15am-11:30am in Marina 5

Outstanding Entrepreneurship Program Abroad

Entrepreneurial Development Cell, Dr. Shobha Dadlani
St. Mira’s College for Girls, Pune, India

Entrepreneurship Award
University College Ghent, Belgium

School of Entrepreneurship
University of Acalá, Spain

Simonyi Business and Economic Development Center
University of Pecs, Hungary

Graduate School of Business MBA with Concentration in Entrepreneurship
CETYS Universidad, Mexico

Monday, 9:15am-11:00am in Marina 6

Outstanding Undergraduate Program

The University of Tampa
Sykes College of Business

University of Wisconsin-Whitewater
College of Business and Economics

Monday, 9:15am-11:00am in Seabreeze 1

JSBM Special Issue

(9:15am-9:30am) The Role of Mentor Relationships and Team Affect in Developing Student Ventures

Mujtaba Ahsan, San Diego State University
Congcong Zheng, San Diego State University
Alex DeNoble, San Diego State University
Martina Musteen, San Diego State University

Student entrepreneurs’ face a variety of challenges in building their ventures, including acquiring new knowledge, developing entrepreneurial identity as well as recruiting, managing, and motivating their teams. Theories of mentorship and affect could shed light on the development of entrepreneurial ventures. However, previous research has neither integrated these factors nor linked them with the development of student entrepreneurs or their ventures. Utilizing a grounded theory approach we build a 2x2 model of mentor relationships, founder affect and venture development performance. Our findings indicate that the psychosocial aspect of mentorship provides benefits beyond the business development aspect for student entrepreneurs; consistent positive affect greatly facilitates venture development; and a combination of both enables successful launch of the student venture.
Entrepreneurs: Revolutionaries or Rulers? Insights from the Relationship between Social Dominance Orientation and Entrepreneurial Intention

David Y. Choi, Loyola Marymount University
Jae Hyeung Kang, Oakland University
Joo Yeon Park, Yonsei University
Chang Soo Sung, Dongguk University

Can individuals’ socio-political views affect their intention to pursue entrepreneurship? Based on a survey of university students in two different countries, we discover that their views toward social hierarchy and inequality in society, as indicated by social dominance orientation (SDO), is related to their entrepreneurial intentions (EI) for starting for-profit companies. Particularly interesting is the finding that perceived behavioral control (PBC) mediates the relationship between SDO and EI, implying that higher SDO influences people to think more positively of their own capability which in turn leads to higher EI. Our findings suggest that adding individuals’ socio-political orientation to models of entrepreneurial intention can enhance their explanatory power.

Entrepreneurship Unleashed: Understanding Entrepreneurial Education Outside of the Business School

Tobin Turner, Presbyterian College
Peter Gianiodis, Clemson University

Blended entrepreneurial programs (BEPs) – programs that merge entrepreneurial curriculum with a technical degree in areas such as engineering, the sciences, and the arts – are becoming popular. In this paper, we first survey different types of BEPs to better understand the range of offerings and to benchmark the current practice. Secondly, drawing on the theory of industry specific alertness, we test the effects of entrepreneurial education within an accredited doctorate of pharmacology BEP at an accredited US university. Our study suggests that both industry-specific entrepreneurial education and personal attributes – an individual’s entrepreneurial passion – increase the likelihood of entrepreneurial intention among its students.

What You See is Not Always What You Get: Customer Perceptions and Behaviors in the Fuzzy ‘For-Benefit’ Space

Michael Wasserman, Clarkson University
Zhan Wen Li, Clarkson University
Amy Beekman, University of Tampa
Marc Compeau, Clarkson University
Erin Draper, Clarkson University

#254 What You See is Not Always What You Get: Customer Perceptions and Behaviors in the Fuzzy ‘For-Benefit’ Space

#265 A Re-conceptualization of Opportunity Evaluation

David Scheaf, University of North Carolina at Charlotte

#38 Disaster management: Recognizing opportunities during and after crises

Furkan Gur, Northern Illinois University
Josh Bendickson, East Carolina University
Laura Madden, East Carolina University

Introducing a new-old research topic: the decision to use an imitation strategy as an entrepreneurial approach to venture creation

Jean-christophe Pic, University of Paris Dauphine at Paris-France
Kevin Hindle, IMENCA

#203 A Mitigation and Adaptation Framework for Classifying Entrepreneurial Opportunities from Changes in the Natural Environment

Nathan Greidanus, University of Manitoba

Antecedents and Correlates of Ethical Leadership in a Public Sector Organization Undertaking an Entrepreneurial Endeavor: What Motivates Change?

Jamey Darnell, College of Central Florida & University of Florida

#244 Strategic Leadership Motivation in U.S. Small Businesses

Corinne Jenni, United States University

#172 An accidental paradox of bosses? Work satisfaction of “autonomy preferers” in entrepreneurial teams

Chihmao Hsieh, Yonsei University
WooJin Lee, Kookmin University

#211 Business Environment and Small Business Growth: Does Confidence in the Business Environment Influence small business owner’s Intention to Grow and Growth Decisions?

Angelo Dossou-Yovo, Dalhousie University

#74 Innovation and Cognitive Conflict: Interventions Designed to Mitigate the Harms of Affective Conflict

Tim Cole, DePaul University
Dan Letchinger, DePaul University

Defining Entrepreneurial Marketing Through A Review Of Current Literature

Renae Michalski, Indiana University South Bend
Leon Schjoedt, Indiana University South Bend

#257 Social Media and Small Business: A Model for Marketing Campaigns

Cortlandt Dunn, Rollins College

Tim Pett, Rollins College
#236 Social Media Interaction and Venture Performances through the Effectuation Lens: An Empirical Evidence from Creative Economy

Atthaphon Mumi, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell
Steven Tello, University of Massachusetts Lowell

#51 Is Local the New Organic? The Marketing Decision of Small Food Businesses

Ariana Torres, Purdue University
Maria Marshall, Purdue University
Corinne Alexander, Purdue University
Michael Delgado, Purdue University

#81 Digital Micro Entrepreneurship: a Preliminary Analysis Case Studies from the Gig Economy

Ross Malaga, Montclair State University

(10:50am-11:00am) Discussion

Monday, 9:15am-11:00am in Natulis 2, 3, 4

Developmental Track Poster Sessions: Age/Wisdom

#14 Older entrepreneurs: Do they work smarter or harder?
Francine Schlosser, University of Windsor

#175 Novice Entrepreneurs at the Age of 65 and Above
Noga Gulst, Ashqelon Academic College

#209 Impact of Age and Educational Background on Prior Knowledge of Technological Micro Entrepreneurs in Lagos State, Nigeria
Abiodun Oyebola, African Institute for Science Policy and Innovation

#34 User Power in IS Adoption: Understanding the Role of Perceived Task Technology Fit and Firm Size
Tiffany Strom, UW Whitewater

#64 Entrepreneurial competencies in the field of competitive actions
Yury Rubin, RUAAE

Mikhail Lednev, Moscow Financial-Industrial University
Denis Matvienko, RUAAE (ICSB-Russia)

#89 The Utility of Entrepreneurial Resource in Microbusinesses in Maryland: A Comparison of Retail and Non-Retail Business
Marty Mattare, Frostburg State University
Michael Monahan, Frostburg State University
Amit Shah, Frostburg State University

(10:50am-11:00am) Discussion

Monday, 11:15am-12:15pm in Grand Ballroom

Research Pillar Session

Sponsored by the Journal of Ethics & Entrepreneurship and the Alfred & Shirley Wampler Caudill Center for Ethics and Entrepreneurship in the Godbold School of Business at Gardner-Webb University

Guest Speaker: Dr. Johan Wiklund, Syracuse University
Topic: Making a Difference as an Entrepreneurship Scholar
Moderator: Jeff Hornsby

AWARDS

USASBE Best Empirical Paper Award
Sponsored by: American Journal of Entrepreneurship/Turner College of Business at Columbus State University
10 minute presentation by the Direct Selling Education Foundation

Monday, 12:30pm-1:30pm in Grand Ballroom

Conference Lunch and Awards

Lifetime Achievement Awards
Wortman Award Hughes Award
Educator of the Year
Corporate Entrepreneur of the Year Award
Justin G. Longenecker Fellow Induction
Sponsor Spotlight: Interise, J. Jean Hortsman CEO
VentureWell Presentation
CP4: The role of Employees in Small and Family Firms

Facilitator: **Jeremy Alan Woods**, California State University Bakersfield

**(1:30pm-1:45pm) #270 The Positive Influence of Industry Association Involvement on Decision-Making in Small Family Firms**

**Jeremy Alan Woods**, California State University Bakersfield
**Richard Gottschall**, SUNY Plattsburgh
**Alan Carsrud**, Abo Akademi University
**Charles Matthews**, University of Cincinnati

This research addresses a gap in scholarly knowledge by looking at the use of industry associations as a potential way for small family business decision-makers to overcome their aversion to outside advice and make better decisions. Industry associations are fairly “unobtrusive” for small family business decision-makers, and they are readily accessible for small family business decision-makers in nearly all industries. Industry association involvement can expose small family business decision-makers to more information, and it can expose these decision-makers to other opinions that challenge their decision-making assumptions. This can help small family business leaders to make better decisions. This research utilizes stepwise hierarchical regression analysis to examine survey responses from 219 small business decision-makers. It presents results which suggest that industry association involvement discourages certain types of bias in decision-making and improves the financial viability of certain types of decisions.

**(1:50pm-2:05pm) #44 First Response to Organizational Decline in Family Firms**

**Giacomo Laffranchini**, University of La Verne
**John S. Hadjimarcou**, The University of Texas at El Paso
**Si-Hyun Kim**, University of La Verne

Using the socio-emotional wealth (SEW) preservation perspective and the turnaround process as driving theories, we study the first response to decline in the financial performance of family firms. We propose that SEW considerations affect the response of family firms to performance decline. This relationship is moderated by two relevant boundary conditions. A series of Feasible Generalized Least Square (FGLS) models performed on a sample of 416 firms-observations provided overall support for our hypotheses.

**(2:10pm-2:25pm) #171 Does Entrepreneurs’ Optimism Pass on to the Employees?**

**Roger Brown**, Northwestern Oklahoma State University
**Sibin Wu**, University of Texas-Rio Grande Valley

Optimistic employees often show positive outcomes, such as happiness, job satisfaction and commitment. While entrepreneurs generally are optimists, how entrepreneurs can transfer their optimism to their employees so to achieve needed performance has not been studied. Our research intends to fill such a research gap by studying employees at 328 SMEs. We propose and find that entrepreneur’s optimism indeed is contagious. Optimistic entrepreneurs are highly correlated with optimistic employees. In addition, certain characteristics like clarity of vision and leadership authenticity strengthen the contagiousness. Our findings may be useful for entrepreneurs. When entrepreneurs want to pass their optimism to their employees, we believe they should focus more on their quality of relationship with their employees, show his/her authenticity, and clearly define the organization’s vision so as to make the contagiousness stronger.

{2:30pm-2:45pm} #185 Are We Oversimplifying High Performance Work Systems in the Small Firm Context? An Empirical Exploration

**LeAnne Coder**, Western Kentucky University
**Whitney Peake**, Western Kentucky University
**Joshua Hensberger**, Western Kentucky University
**M. Shane Spiller**, Western Kentucky University

Researchers have grown increasingly interested in high performance work systems (HPWS) and their impact on performance in both large and small firm contexts. Generally supported by RBV (Barney, 1991), HPWS are considered intricate configurations of human resource practices that yield a competitive advantage for the firm. The effect of HPWS on performance in large (e.g., Guthrie, 2001; Huselid, 1995) and small firm contexts (e.g., Coder, Peake, and Spiller, 2015; Messersmith and Guthrie, 2010; Patel and Conklin, 2012; Patel, Messersmith, and Lepak, 2013) is well-established. The linking mechanism between HPWS implementation and performance, however, is less well defined. Prior researchers have deemed this a “black box” (Nyberg, Moliterno, Hale, and Lepak, 2014).

{(2:45pm-3:15pm) Discussion}

Monday, 1:30pm-3:15pm in Executive Center 2A

CP5: Family Business

Facilitator: **John James Cater III**, The University of Texas at Tyler

**(1:30pm-1:45pm) #75 Family Factors in Small Family Business Growth**

**John James Cater III**, The University of Texas at Tyler
**Marilyn Young**, The University of Texas at Tyler

Using a qualitative case study approach and grounded theory analysis, we examined the reasons behind the expansion patterns of small family businesses and explored why some of them grow across geographic areas and others do not. We found three expansion patterns – single unit operations, companies with multiple units in one trade area, and companies with units in multiple trade areas. We focused on six family factors that affect growth, including family dynamics, the leaders’ vision and planning, the preparation and development of successors, conflict management, community involvement, and attitude toward risk taking among the family leaders.

**(1:50pm-2:05pm) #79 Portfolio Entrepreneurship in Family Firms: Taking Stock and Moving Forward**

**Naveed Akhter**, Jonkoping International Business School

Portfolio entrepreneurship is a critical but relatively unexplored aspect of entrepreneurship literature. In particular, little research exists on portfolio entrepreneurship in the context of family firms. Existing literature on portfolio entrepreneurship in the context of family firms tends to have multiple research gaps which are unaddressed. To this end, we explore the extant literature on portfolio entrepreneurship in general and portfolio entrepreneurship in the context of family firms in particular and bring forth three future research areas. First, we examine how triggers and motivations to indulge in portfolio entrepreneurship are relevant and important for family firms. Second, we explore the role of different settings for the exploration of the portfolio family firms. Third, we argue that performance and outcome results are important aspects to have a closer look at the growth and survival of portfolio family firms.
Several scholars (Waddock, 1988; Selsky, 2005; Bryson, Crosby, & Karla Mendoza-Abarca) argue that institutional complexity significantly reduces the scaling of social ventures such as microfinance institutes (MFIs). We argue that institutional complexity significantly reduces the scaling of social ventures. Although this journal has specifically emphasized the importance of inclusive growth to alleviate poverty (George et al., 2012), few studies have paid attention to the issue of social ventures' scaling growth, and in particular, how social ventures cope with the challenges of unfavorable institutional changes. We develop the concept of institutional complexity to address institutions’ mutual conflict and contradictions within multiple dimensions. We argue that institutional complexity significantly reduces the scaling growth of social ventures such as microfinance institutes (MFIs).

Multi-family businesses represent a rare phenomenon in the family business environment. The purpose of this study is to examine why some multi-family businesses are able to avoid or manage intergroup conflicts, and how multi-family businesses can work harmoniously. Utilizing a qualitative, grounded theory approach involving interviews with nineteen members of multi-family businesses, trust within and between families emerged as a core construct. A theoretical framework is presented that explains the antecedents and outcomes of this trust as well as a moderating effect on the antecedent-trust relationship.

Multi-family businesses are able to avoid or manage intergroup conflicts, and how multi-family businesses can work harmoniously. Utilizing a qualitative, grounded theory approach involving interviews with nineteen members of multi-family businesses, trust within and between families emerged as a core construct. A theoretical framework is presented that explains the antecedents and outcomes of this trust as well as a moderating effect on the antecedent-trust relationship.

As spiritual expression at work grows in popularity, academics seek to define, measure and study it. Although much of the scholarly discourse focuses on large firms, this paper examines the personal meaning of spirituality for small business owners and how spirituality influences ways in which they operate their businesses. Using a phenomenological approach, the author discovered that small business owners’ definitions for spirituality include affective, cognitive, spiritual and mystical dimensions. Furthermore, spirituality was found to inform owners’ relationships with employees, customers and suppliers and be expressed via superior customer service, corporate philanthropy, community involvement and fairness in negotiations with suppliers.

The aim of this paper is to explore the mechanisms by which indigenous social enterprises contribute to a rural community’s sustainable development and improve the quality of life of its inhabitants. The research suggests that social enterprises use four main mechanisms to promote rural sustainable development in the community where it operates: labor as a source of quality of life, gender equality, sustainable exploitation of the resources, and the equitable distribution of benefits between the economic, social and environmental dimensions.

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This article explores the relationship between entrepreneurship and income inequality in corrupt environment. We include three types of entrepreneurship measures in our study–new formal start-up firms, necessity opportunity ratio and total early-stage entrepreneurial activity (TEA). Using low and middle-income countries of South and East Asia and Latin and...
Caribbean regions, we find interesting and important results. First, the direct effect of entrepreneurship on income inequality is positive. Second, interactions of corruption and entrepreneurship lower income inequality. Third, not all types of entrepreneurship have a similar impact, quality of entrepreneurship is important factor for reducing inequality. New formal start-up firms and necessity opportunity ratio have a similar impact and early stage entrepreneurial activity has a different impact.

Robert Moussetis, North Central College
Thomas Cavenagh, North Central College
Brian Hanlon, North Central College

This paper is an effort to contextualize the impact of policies and politics on Entrepreneurship and Small Business in Greece. Considering that 85% of private employment derives from SMEs and more than 50% in micro enterprises (0-9 employees), it is imperative to alleviate the financial crisis through prudent policies. A protracted recession coupled with austerity measures plus the lack of vibrant structural reforms, has affected SMEs immensely. Although the Greek government has created some policies for SME, there is strong evidence suggesting that Greek entrepreneurship has been impacted to a much larger degree than large enterprises.

Antonio Lecuna, Universidad del Desarrollo

Researchers have concluded that the levels of corruption in a country can become a significant deterrent to entrepreneurship, while research on the relationship between bureaucracy and startup rates has been inconclusive. This study applies the Theory of Planned Behavior (TPB), particularly perceived behavioral control (PBC), and panel data from 54 nations for the 2006–2012 period to confirm that both government corruption and procedural bureaucracy are negatively associated with rates of startup activity and that in the context of highly corrupt countries, the two constructs interact to further reduce startup activity.

David Y Choi, Loyola Marymount University
Jae Hyeung Kang, Oakland University

The birth and growth of new businesses has widely been credited for job growth in most economics and entrepreneurship literature. However, there is little analysis on the specific processes of how employment increase actually occurs in an economy on a “net basis”. In this paper, we introduce a novel perspective on the mechanism of job creation and discuss some of the complexities involved in the process. The paper also presents a framework for analyzing the impact of a new company entry on total employment in an economy. It concludes with a set of observations for further evaluation and testing.

Steven A. Stewart, Georgia Southern University
Gary Castrogiovanni, Florida Atlantic University

Professional service entrepreneurs (PSEs) paradoxically practice their profession in highly institutionalized contexts that require intense socialization, while also enacting another role as an entrepreneur. We examine the relationships between the PSEs professional and entrepreneurial role identities and the entrepreneurial orientation of their firms. Results suggest that entrepreneurial role identity is positively related to risk taking and innovativeness, while professional role identity is negatively related to risk taking. Interaction effects are also present. These findings imply that the importance of a role identity to an entrepreneur influences his or her attention to processes in the firm which are associated with an entrepreneurial strategic orientation.

Alexander E. Gloss, North Carolina State University
Jeff Pollack, North Carolina State University
M. K. Ward, North Carolina State University

We tested the measurement equivalence of entrepreneurial orientation (EO) scales across intra-country regions of high and low economic development. Drawing on theory that emphasizes the importance of economic resources to entrepreneurial behavior we anticipated and, subsequently, found evidence for a lack of measurement equivalence in EO between regions of relatively high versus low economic development in the United States and Montenegro. This lack of measurement equivalence indicates that comparing EO scale scores between regions of high and low economic development might be inappropriate and misleading. Results also indicate that EO might be conceptualized differentially in impoverished versus financially prosperous settings.

Birton J Cowden, University of Massachusetts Amherst
Jintong Tang, Saint Louis University

A large body of research has exhibited the positive effect of entrepreneurial orientation (EO) on firm performance. However, research that attempts to explore what happens to high EO firms when they mature is sorely needed. Every firm will go down a path and experience some elements of organizational inertia over time. Drawing upon the international business literature, we conceptualize administrative heritage as the firm’s asset specificity, founder tenure, and home culture embeddedness. In the current research, we build on the international business literature to examine how a firm’s administrative heritage moderates the long-term effects of the EO-performance relationship.

J. Ruben Boling, University of North Georgia

This research examines how the relationship of top management team (TMT) tenure with entrepreneurial orientation (EO) changes over time. The findings
are based on secondary data collected from 210 firms across four industries with varied industry dynamics. An inverted-U relationship is found indicating the relationship is positive, reaches a peak and then becomes negative. The study further shows how TMT industry background heterogeneity moderates the relationship such that the inverted-U changes over the tenure of the TMT. The findings demonstrate the complexity CEOs and governing bodies face while shaping a diverse TMT that can affect EO.

(2:45pm-3:15pm) Discussion

Monday, 1:30pm-3:15pm in Executive Center 4

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<thead>
<tr>
<th>Experiential Exercises: The Entrepreneurial Process</th>
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<td>(1:30pm-2:00pm) #57 Balloon Ventures: The Struggle is Real or Just a Bunch of Hot Air?</td>
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Julienne Shields, Millikin University

On paper (or on a business model canvas) the tasks and goals of starting a venture may seem straightforward, but performing those tasks in real-life requires grit, persistence and creative problem solving, because starting a business venture in the physical world is filled with very real challenges. Through this experiential exercise, teams of students will experience a physical challenge designed to replicate starting a business venture. The final student products reflect the resourcefulness, leadership and creative problem-solving within the “market” represented by a classroom.

Keanon Alderson, California Baptist University

This experiential exercise has been performed successfully in 5 sections of an introduction to business class consisting of first and second year business students. The class requires the students create a micro enterprise as a class project. Many students seem to be at a loss as to what is possible. This exercise allows each student to understand how business is done and recognize opportunities. It sets their minds working.

John Dobson, Clark University

The Developing Your Model for Entrepreneurship DYME toolset was developed to help build entrepreneurial selfefficacy, intention and ultimately action to millennials.

There has been a dramatic decline in business dynamism in the United States. Hathaway and Litan (2014) noted that entrepreneurial activity, measured by churn has fallen nearly 50% since 1978. Millennials are simply not starting new businesses. The economic decline has lead to the increased emphasis on entrepreneurial education as a means of re-igniting entrepreneurial dynamism required for continued economic growth and future prosperity.

Monday, 1:30pm-3:15pm in Seabreeze 1

*FINALIST Outstanding Workshop Award* VentureWell Workshop: How To Get Started -Helping Entrepreneurs Understand Business Entities

Lynn M. Forsythe, California State University, Fresno
Lizhu Davis, California State University, Fresno
John Mueller, California State University, Fresno
Corey Whitehead, California State University, Fresno
Manoochehr Zoghi, California State University, Fresno

Panelists will discuss how to select a legal form of business, using examples from different industries. Selection criteria entail the costs to form the entity, risks involved in the particular type of business, taxation, and the effect the choice will have on the ability to raise capital. Following an introduction, members of the audience will form groups and apply the information to hypothetical businesses written by the panelists from different disciplines. The exercise will conclude with a discussion of the answers and ideas on how to adapt the exercise to entrepreneurship courses and other courses with an entrepreneurship component.

Monday, 1:30pm-3:15pm in Marina 1

*FINALIST Outstanding Workshop Award* VentureWell Workshop: Deliberate Opportunity Design: A Framework for Experiential Learning for Innovation and Entrepreneurship

Alex Bruton, Mount Royal University

A lot has been said in recent years about approaches to entrepreneurship and entrepreneurship education such as: (a) idea modeling and business modeling (e.g. as ways of teaching and learning that are new or better than business planning); (b) Lean Startup, Customer Development, and other ways of “getting out the building” to test hypotheses (e.g. as new and more “scientific” ways of going about the work of the entrepreneur); and (c) design and design thinking (e.g. together representing for many an alternate way of approaching the task of innovation).

Monday, 1:30pm-3:15pm in Marina 2

Certificate Program

Monday, 1:30pm-3:15pm in Marina 3

JSBM Special Issue

(1:30pm-1:45pm) Determinants of graduates’ startups creation across a multi-campus Entrepreneurial University: The case of Monterey Institute of Technology and Higher Education

Maribel Guerrero, Deusto Business School
David Urbano, Universitat Autónoma de Barcelona
James Cunningham, Northumbria University
Eduardo Gajón, Instituto Tecnológico de Estudios Superiores de Monterrey

Individual/organizational entrepreneurial activity varies across regions/countries. Universities have been transformed into knowledge-intensive environments for supporting entrepreneurship. Extant studies evidence
interesting opportunities to continue exploring graduates’ start-up across countries, using different level of analysis, and influence of generational cohort. This paper provides a better understanding about the individual/university/regional determinants of the number of startups created by graduates from different generational cohorts. We explored the start-up activity of 11569 graduates from a multi-campus entrepreneurial university (31 campuses located across 28 cities of Mexico). Our results show that specific human capital is the most relevant determinants of graduates’ start-ups moderated by generational cohorts.

Nianhang Xu, Renmin University in China
Johnny Kam Chan, Western Kentucky University
Silvia Fernandes Costa, Northeastern University and Instituto Universitário de Lisboa (ISCTE-IUL)
Dominika Wach, Technical University of Dresden
Susana C. Santos, Instituto Universitário de Lisboa (ISCTE-IUL) and University of Florida
António Caetano, Instituto Universitário de Lisboa (ISCTE-IUL)

The effect of the Cognitive Entrepreneurial Training on Opportunity Recognition on the accurate assessment of business opportunities’ prototypical viability is analyzed. This course integrates the principles of experiential learning. We investigate the moderator role of entrepreneurial passion on opportunity recognition learning, as well. We use an experimental design with pre and posttest with an experimental and a control group in two European universities. Results demonstrate that the training has a significant and positive effect on the accurate identification of business opportunities’ prototypical viability. Intense positive feelings toward entrepreneurship moderate the learning process by strengthening the relationship between training and the accuracy of the business opportunity prototype.

Monday, 1:30pm-3:15pm in Marina 6

Teaching Case Track

Starting a Student-Run Business at Loyola University Chicago
Johnathan Ferrera, Loyola University of Chicago
Ugur Uygur, Loyola University of Chicago

Loyola University Chicago is a Jesuit University committed to providing students with a transformative education through experiential learning. While the university seeks out experiential learning opportunities for students through established businesses a new parcel of land has become available on the university’s Lake Shore Campus that may provide a learning opportunity for its students. Would it benefit the University to build a hotel on this newly available parcel of land, and if so, since the university is not in the business of running hotels, can it be run by inexperienced undergraduate students? Would it benefit the University to build a hotel on this newly available parcel of land, and if so, since the university is not in the business of running hotels, can it be run by inexperienced undergraduate students?

Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Developing Economies

#121 Technological Innovation Among Internationally Active SMEs in a Transition Economy: Role of Human and Social Capital
Preeti Wadhwa, Cal Poly Pomona
Marleen McCormick, Butler University
Martina Musteen, San Diego State University

#143 How Small and Medium-Sized Enterprises in Developing Economies Develop and Benefit from Coopetition Capability
Stella Zulu-Chisanga, University of Leeds
Nathaniel Boso, University of Leeds
Constantinos Leonidou, University of Leeds
Magnus Hultman, University of Leeds

#104 Valuable Entrepreneurship on Emerging Economies
Jorge Wise, CETYS University
Hector Maymi, CETYS University
Patricia Lopez, CETYS University

#111 NAU Yuma Business Innovation Center Challenges and Opportunities
Rakesh Pangasa, Northern Arizona University
Alex Steenstra, Northern Arizona University

(2:45pm-3:15pm) Discussion

Monday, 1:30pm-3:15pm in Marina 5

Exhibitor Panel: Experiential Learning Platforms

Nothing helps learning, like doing. This panel will discuss the latest platforms and technology being used to engage and educate students.
### Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

#### Developmental Track Poster Sessions: Performance

<table>
<thead>
<tr>
<th>Poster Session</th>
<th>Title</th>
<th>Authors</th>
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<tbody>
<tr>
<td>#218</td>
<td>Revisiting SME Performance Examining the Role of Entrepreneurial Orientation and High Performance Organization Attributes</td>
<td>Tim Pett, Rollins College, Laurence Sie, ESC Groupe Pau France, James Wolfe, Wichita State University</td>
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<td>Randal Schober, Point Loma Nazarene University, J. Hanns Pichler, Austrian Institute for SME Research</td>
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<td>Eric Bonaparte, The University of Georgia</td>
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<td>Gwen Hanks, UGA Retiree</td>
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<td>Isaac Addae, Tennessee State University</td>
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<td>(3:05pm-3:15pm) Discussion</td>
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<tr>
<td>#166</td>
<td>Entrepreneurially Driven Development From Within</td>
<td>Randal Schober, Point Loma Nazarene University, J. Hanns Pichler, Austrian Institute for SME Research</td>
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<td>#168</td>
<td>Accessing Autonomy and Entrepreneurial Orientation at Three Managerial Levels</td>
<td>Randal Schober, Point Loma Nazarene University, J. Hanns Pichler, Austrian Institute for SME Research</td>
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### Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

#### Developmental Track Poster Sessions: Corporate Entrepreneurship

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<th>Poster Session</th>
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<td>#215</td>
<td>Corporate Innovation: A Strategic Approach</td>
<td>Cheng (Andy) Tseng, Centennial High School</td>
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<td>Chien-Chi Tseng, Morgan State University</td>
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<td>#276</td>
<td>Corporate entrepreneurship and Entrepreneurial Organizational Culture in the Border</td>
<td>Monica Acosta, CETYS Universidad, Diana Woolfolk, CETYS Universidad</td>
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<td>Yuhua Cao, Soochow University, Jielin Dong, Soochow University</td>
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<td>(3:05pm-3:15pm) Discussion</td>
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<td>#186</td>
<td>Influence of Social Entrepreneurship in enterprises: Causes and solutions for success</td>
<td>Monica Acosta, CETYS Universidad, Diana Woolfolk, CETYS Universidad</td>
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<td>Yuhua Cao, Soochow University, Jielin Dong, Soochow University</td>
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### Monday, 3:30pm-5:00pm in Executive Center 1

#### CP9: Entrepreneurial Ecosystem

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<th>Poster Session</th>
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<tr>
<td>#19</td>
<td>The Genesis of Fabless Business Model: Institutional Entrepreneurs in an Adaptive Ecosystem</td>
<td>Sumita Sarma, University of Missouri, Sunny Li Sun, University of Missouri–Kansas City</td>
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<td>Yanli Zhang, Montclair State University, Yuhua Cao, Soochow University, Jielin Dong, Soochow University</td>
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<td>(2:30pm-2:45pm) #219 Effects of the Hierarchical Bias on the Global Competitive Index: Implications of including the Employees’ Perception in the Executive Opinion Survey</td>
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<td>Edgar Soto, University of Puerto Rico at Mayaguez, Edgar Maiz, Pontifical Catholic University of Puerto Rico</td>
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<td>(2:45pm-3:15pm) Discussion</td>
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<tr>
<td>#22</td>
<td>Can a Thriving Entrepreneurial Ecosystem Ensure New Venture Growth</td>
<td>Sumita Sarma, University of Missouri–Kansas City</td>
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<td>The concept of an entrepreneurial ecosystem has been gaining traction as governments become more decentralized, and there is a shift towards an entrepreneurial economy from the traditional managed economy. The basic idea underlying an ecosystem framework is the belief that certain elements exist outside of the firm but within a region that impact a new venture’s success. But, being at the right place at the right time may not always prove fortuitous. Along with the ecosystem-level attributes, firm-level elements</td>
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such as experiences of top management team are crucial to orchestrate and leverage the ecosystem for new venture growth. Such multilevel interactions between ecosystem and firm levels are rare. In this paper, I will attempt to fulfill a gap by investigating the main and moderating effects of ecosystem elements and founders’ prior experiences on a new venture’s growth.

### #5 Motivations for Entrepreneurship

**Suzanne Minarcine,** American Public University System  
**Cassandra Shaw,** American Public University System

This research explored motivating factors for second career entrepreneurship. These second career participant entrepreneurs experienced push and pull factors for selfemployment, supporting Shinnar and Young’s research (2008). Five common themes emerged from this study. All participants were tired of corporate politics and had experienced a lack of job satisfaction. Some participants began entrepreneurial ventures in the same industry they worked while others ventured into new industries, but all had creative or innovative spirits. Lastly, success was defined as having some form of freedom, happiness, and having a quality of life balance, which all participants stated they had achieved success.

### #108 What Makes the SMEs to Grow! A Study of Entrepreneurs’ Behavioral, Cognitive and Expertise Impact

**Irfan Siddique,** University of Central Punjab

Small firms are more vulnerable to any internal or external jerks. Entrepreneurs working in SMEs have more concern to know why some firms grow and survive and others don’t. Studies have found certain factors which have an influence on firms’ growth. This study is an effort to gauge the specific characteristic of entrepreneur i.e. entrepreneur’s creativity on firm growth. To test whether entrepreneur’s creativity influences firm growth, firm innovativeness as a mediating variable has also been studied. The study is on SME sector of Pakistan which results that entrepreneurial creativity leads to firm innovativeness which in turn triggers firm growth.

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**Philip T. Roundy**, University of Tennessee at Chattanooga  
**Beverly K. Brockman, University of Tennessee at Chattanooga**  
**Mike Bradshaw, The Company Lab**

Entrepreneurial ecosystems are a phenomenon of growing economic and cultural significance, which is attracting the attention of academics and practitioners. Studies have identified ecosystems’ key components, such as sources of financial capital. However, prior research has not put forth a theory of entrepreneurial ecosystems that embraces their complexity. To address this omission, we draw from work in wide-ranging disciplines and contend that entrepreneurial ecosystems can be better understood if examined through the lens of complexity theory and conceptualized as complex adaptive systems. We present the core concepts of complexity, apply them to entrepreneurial ecosystems, and discuss the implications of our theorizing.

### #16 Franchisor Market Power and Control Rights in Franchise Systems: The Case of Major League Baseball Versus the Los Angeles Dodgers

**Richard S. Brown,** Pennsylvania State University Harrisburg

The theory of control rights in franchise systems predicts that leverage is garnered either through the franchisor’s system-specific assets or the franchisee’s local market assets. To date, the literature has neglected the market power of the franchisor, as excessive market power limits franchisees’ outside options. In this paper, I study the case of the LA Dodgers baseball franchise and its decision to file a strategic bankruptcy in 2011 to provide evidence for this additional factor and its implications for control rights and franchising research.

### (4:45pm-5:00pm) Discussion

**Monday, 3:30pm-5:00pm in Executive Center 2A**

**CP13: Motivational and Cognitive Drivers of Entrepreneurship**  
**Facilitator: Steffen Jahn, University of Goettingen**

### #130 The Motivational Readiness Model of Entrepreneurship

**Steffen Jahn, University of Goettingen**  
**Mario Geissler, Technische Universitaet Chemnitz**

Existing theories of the entrepreneurial process are rather static and emphasize feasibility as dominant driver of entrepreneurial action. But literature highlights that entrepreneurship is dynamic and sometimes fueled by desires alone. Building on advances in psychology we develop a theory based on motivational readiness (MR) that synthesizes these perspectives. MR is primarily driven by entrepreneurial Wants, while expectancy moderates this relationship. Linking MR with action, performance, environment and personality, the motivational readiness model of entrepreneurship aligns and extends several research streams, including opportunity exploitation, effectuation, and social entrepreneurship. We also discuss dark side effects associated with high levels of MR.
Implications for entrepreneurship theory and practice are discussed. Results provided evidence of EOC’s dimensionality, measurement, and validation. Within a conceptual framework of organizational entrepreneurship, a multidimensional EOC instrument is developed and tested on multiple respondents in organizations. Results provided evidence of EOC’s content, construct, and discriminant validity, indicating evidence of the reliability and validity of the EOC instrument. Implications for entrepreneurship theory and practice are discussed.

Entrepreneurial Organizational Culture: Instrumentation and Validation

Ellen A. Drost, California State University, Los Angeles

This study provides a definition of a firm-level construct – entrepreneurial organizational culture (EOC), and takes an important step toward refining EOC’s dimensionality, measurement, and validation. Within a conceptual framework of organizational entrepreneurship, a multidimensional EOC instrument is developed and tested on multiple respondents in organizations. Results provided evidence of EOC’s content, construct, and discriminant validity, indicating evidence of the reliability and validity of the EOC instrument. Implications for entrepreneurship theory and practice are discussed.

Corporate Entrepreneurship, Entrepreneurial Orientation and Innovative Outcomes: Shedding Some Light on the Effect of the Focus of Innovation

Roberto de la Vega, Pontificia Universidad Javeriana Pamela Sharkey-Scott, Maynooth University – National University of Ireland Maynooth

A greater understanding of the relationship between entrepreneurship and firm performance is particularly critical for medium sized firms operating in increasingly dynamic and challenging environments. We examine how entrepreneurship is affected within the firm, and tested our propositions using data generated from surveying medium sized firms within the highly challenging emerging market of Bogota (Colombia). Our findings show that entrepreneurial firms engaging in generating creative strategies perform better than those developing innovative products. This has important implications in directing scarce resources and management attention.

Unlocking the Entrepreneurial Potential through University Context

Lene Foss, University of Tromsø

The university context (UC) in our study refers to legitimacy of the closest environment in which the students operate. There are other factors, like personal and behavioural traits of the individuals or characteristics of educational programs, start up intentions and attitudes that might affect entrepreneurial intentions. However, estimating the effects of the latest lies beyond the scope of the present article. Assuming an iterative role of the student, we use the Scotts three-dimensional institutional framework and suggest that universities must have formal rules in addition to promoting norms and knowledge supporting entrepreneurship. Using sample of 191 students, this study creates reliable measures of UC and test their association with entrepreneurial intentions and attitudes by using linear regression analysis. Result of the present study confirms that University Context have strong and direct impact on entrepreneurial intentions and attitudes.

Corporate Venture Capital and Intellectual Property Development in New Firms

Ikenna Uzuegbunam, Ohio University

In this study, we investigate the impact of corporate venture capital (CVC) funding on new firms’ subsequent intellectual property (IP) outcomes (i.e. patents, copyrights and trademarks). We suggest that CVC investments will encourage the development of technology-centric IP outcomes while discouraging the development of market-centric IP outcomes. Our empirical analysis shows that CVC funding can indeed influence subsequent IP development in new ventures.
Recently developed SEC guidelines provide the regulatory framework for Titles II, III, and IV of the Jump Start our Business (JOBS) Act of 2012, which legalizes interstate equity crowdfunding for non-accredited investors in the United States. Subsequently, many states have passed or are in the process of passing legislation regarding intrastate equity crowdfunding. At present, the literature has not addressed what this nascent funding mechanism will offer to investors, as well as, those seeking funding for entrepreneurial projects within the U.S. Therefore, this paper provides a review of current U.S. legislation, discusses the anticipated implications of equity crowdfunding, and develops a conceptual model that demonstrates potential outcomes.

Using a computer aided textural analysis program, DICTION, the study found that language cues indicating cooperation and human interest where associated with higher ratings by reviewers on the dimensions of management ability and ability to sustain advantage. Higher reviewer ratings on technical merit and commercial potential were positively associated with language cues of insistence, and negatively related to language cues of ambivalence. Based upon the findings of this study, grant writers need to pay attention not only to the content of their proposals, but also to the language cues used in the documents.

The most important finding of this study is that women must have perceived self-efficacy to realize their entrepreneurial potential. The study suggests ways in which Saudi society, government, business assistance and educational programs, and families can support women in realizing that potential.

Entrepreneurship continues to captivate the interest of scholars throughout the world. Much of the research on entrepreneurship has focused on the creation of new businesses in advanced economies. However, much remains unknown about the exact determinants of entrepreneurship in developing nations. In this study, we evaluate the relationship between corruption and entrepreneurship in the 31 Mexican States. In addition to socioeconomic factors previously linked to entrepreneurship, we also evaluate the impact of corruption in each of the Mexican States. In this study, we find that corruption is negatively and significantly related to firm births. We discuss the implications of our findings.

Drawing on Kreuger and Brazeal’s Model of Entrepreneurial Potential, this study investigated the perceived self-efficacy, perceived desirability, perceived feasibility, and propensity to act for a sample of Saudi female entrepreneurs. The data analysis revealed many of the women’s strategic approaches and success factors, including their ability to work within or around cultural norms and rules. The most important finding of this study is that women must have perceived self-efficacy to realize their entrepreneurial potential. The study suggests ways in which Saudi society, government, business assistance and educational programs, and families can support women in realizing that potential.

This research evaluates the existence of properly documented plans and the challenges of developing and using them by Small Business Owners (SBOs) in retail pharmaceutical businesses in Lagos, Nigeria. Using the exploratory multiple-case study approach, three retail pharmacies were engaged following carefully designed steps. The results from interviews and other documents from the organizations studied contributed insights into the operations of small businesses in Nigeria.
Monday, 3:30pm-5:00pm in Executive Center 4

Teaching Case Track

(3:30pm-4:00pm) Sazza—At the Fork
 Vijaya Narapareddy, University of Denver
 Haragopai Parsa, University of Denver

This field researched case features a small business restaurant, Sazza, by a husband-wife team, Jenni Rogoff and Jeff Hayes in 2007. Consistent with their green lifestyle and environmental stewardship that the owners valued, Sazza, a casual restaurant serving pizzas, salads, and drinks was positioned as an environmentally sustainable business. This case presents a detailed account of the business, the founders’ vision, and the painstaking implementation of their sustainability strategy.

Discussant: William Martin, DePaul University

(4:00pm-4:30pm) ISlide USA
 Donna Stoddard, Babson College
 Lakshmi Balachandra, Babson College

ISlide USA is the story of a nascent entrepreneur, Justin Kittredge, who uses his experience and knowledge of the athletic footwear market to start his own venture. The case illustrates many of the concepts of Entrepreneurial Thought and Action – where an entrepreneur starts with the concepts of Who am I, What do I know, and Whom do I know. The founder, Justin, a former Reebok executive and college basketball player, is passionate about basketball and coaching young people. The case illustrates how Justin builds a company in a niche that has not yet been exploited by the big footwear companies.

Discussant: Vijaya Narapareddy, University of Denver

(4:30pm-5:00pm) Zeo, Inc.: Is the Market Ready for Wearables?
 William Martin, DePaul University

The case was organized to analyze how Zeo, Inc. had emerged and suddenly closed. The case traces the evolution of Zeo, Inc. from a startup launched by three undergraduates in 2003 through its closure ten years later in 2013. The founders of Zeo, Inc. focused a lot on the underlying technology and assumed that superior technology would be the key driver of market positioning, market acceptance, and market dominance. The case requires students to consider multiple variables when launching a technology firm that go beyond the technology and intellectual property.

Discussant: Donna Stoddard, Babson College

Monday, 3:30pm-5:00pm in Marina 2

Experiential Exercises: Pedagogy, Curriculum and Entrepreneurship Education

(3:30pm-4:15pm) #170 A Role-Playing Experiential Exercise to Reveal, Measure and Discuss Cognitive Errors in Venture Financing Decisions
 Ewald Mittelstaedt, South Westphalian University of Applied Sciences
 Claudia Wiepcke, University of Education Weingarten

The exercise results in an analysis of Walter White’s dilemmas, in which his individual interests are opposed to the collectively desired (no crime). It comprises the development of a moral capacity for judgment and also includes economic patterns of thinking. The learning unit can be realized in 45 to 90 minutes and was applied in introductory entrepreneurship as well as management courses for 20 to 120 persons.

Monday, 3:30pm-5:00pm in Marina 3

*FINALIST Outstanding Workshop Award* VentureWell Workshop: University Accelerators: Entrepreneurial Launchpads or Unsustainable Fads?

Jonathan York, Cal Poly San Luis Obispo
 Lynn Metcalf, Cal Poly San Luis Obispo
 Thomas Katona, Cal Poly San Luis Obispo

Summer accelerators are a rapidly growing focus of entrepreneurship centers at many universities. Yet the accelerator phenomenon is new enough that we are only beginning to realize that they consume an ever-growing amount of resources, including meaningful stipends and significant staff effort. Furthermore, University accelerators serve a wide range of stakeholders, making the definition of success, and even the allocation of resources, all the more challenging. We have yet to address, in any collaborative manner, the
many thorny issues that accompany the university accelerator movement.

Monday, 3:30pm-5:00pm in Seabreeze 1

**CW: Utilizing Undergraduate Students in Faculty Entrepreneurship Research**

Britton Heim, Wilkes University
David Graff, Wilkes University
Kate Thomas, Wilkes University
Lauren West, Wilkes University
Colleen McCabe, Wilkes University
Emelie Meinhart, Wilkes University
Abdullah Altaleb, Wilkes University Kate Mahoney, Wilkes University
Morgan Clevenger, Wilkes University Ellen Newell, Wilkes University

Undergraduate students involved in ENT 395/396 Research in Entrepreneurship for the past year with two entrepreneurship research projects in 8 counties in northeastern Pennsylvania (NEPA) share their experiences about working with faculty, organizing, managing, and conducting undergraduate research related to faculty work. Discussion includes participant recruitment, database management, literature review writing, conducting interviews, transcribing and coding data, data analysis using Dedoose and SPSS, and teamwork.

Monday, 3:30pm-5:00pm in Marina 4

**ICSB Korea-USASBE 10/10 Program Working Session**

Monday, 3:30pm-5:00pm in Marina 5

**Exhibitor Panel: Tools for Ventures**

Discussion about new products that are helping student companies meet challenges, compete and excel!

Monday, 3:30pm-5:00pm in Grand Ballroom

**Roundtable #1**

**TRACK: MISC**

Franchising and Entrepreneurship The Future?
John Buzza, Monmouth University

Bitcoin and the Future of Alternative Electronic Currencies
Rachel Wilson, Belmont University

William McDowell, Middle Tennessee State University

Some Key Things Entrepreneurs Need to Know About the Law and Lawyers
Lawrence T. Trautman, Educator, Entrepreneur & Professional Corporate Director

Malika Simmons, UMKC

Megan Carpenter, Texas A&M University School of Law

Infusing Innovation and Entrepreneurship into K-12 Education
Dawn Bowlus, The University of Iowa

**TRACK: RESEARCH**

Strategic Pricing of Entrepreneurial Products & Services: Implications for Future Research
Donald Caudill, Gardner-Webb University

Liking family involvement and firm performance: The role of entrepreneurial and market orientation
Chemi Tsering, University of Montpellier

Isabelle Guerrero, University of Montpellier

Finance Research: The Entrepreneurial Finance Double Helix. Finance Cross-Collaboration: Capitalists, Angels, Decisions and the research that binds COMBINED with Crowdfunding: Building a Research Agenda through Discussion and Furthering our Understanding of This Funding Option
Kurt Jacobs, University of Florida

John Mueller, California State University, Fresno

The Quest to Understand Student Experiences in Entrepreneurship Education
Emi Makino, Fukuoka University

Cynthia Sherman, California State Polytechnic University, Pomona

Masakatsu Ono, Claremont Graduate University

Applying Organization Theory Logic to Social Entrepreneurship
Mohan Pokharel, Concord University

Valuable Entrepreneurship as a New Topic for Research in Emerging Markets
Jorge Wise, CETYS University

Hector Maymi, CETYS University

Patricia Lopez, CETYS University

Is Mapping Entrepreneurship Ecosystems Significant
Muhammad Khan, Effat University

Leadership: Understanding Leadership in Social Enterprises COMBINED with Leadership and Risk Taking in Entrepreneurship
Mark Pomerantz, Seattle University

Seema Pissaris, Florida International University

Robert S. D’Intino, Rowan University

Concong Zheng, San Diego State University

Beth Chung, San Diego State University

Coming Out of the Cocoon: Exploring Entrepreneurship Scholarship in African Nations
Lynnette Claire, University of Puget Sound

**TRACK: MINORITY POPULATIONS**

Minority Business Centers: Best Practices and Road to Success
Ariana Torres, Purdue University

Omar Muhammad, Morgan State University

Mary White, Jackson State University

Tanya Pope, Interise

Michelle Spain, Walsh University
Tuesday, January 12, 2016

Tuesday, 7:30am-10:45am in Grand Ballroom

Conference Breakfast
Healthy Beginnings—Interise Presents

Tuesday, 8:00am-8:30am

USASBE Business meeting

Tuesday, 8:30am-9:40am in Marina 1

Student Success Panel – Plenary

AWARDS
John Jack Award
Journal of Small Business Management (JSBM)
Editors Choice Award
USASBE Best Doctoral Student Paper Best Paper in Social Entrepreneurship Award
USASBE Best Paper in Family Business Award
Best Reviewer for 2016 USASBE Conference

Tuesday, 9:45am-10:30am

La Granja Camino Verde by ToroLab: A Social Entrepreneurial Experiment

Speaker: Raul Cardenas
Torolab, founded by Raul Cardenas, is a multi-disciplined art movement that is focused on elevating the quality of human life beyond survival through art and esthetics. Achieving all of these things in a poetic manner, La Granja Camino Verde by ToroLab is an incredibly ambitious and humane project that is truly making a difference in the lives of many of the native inhabitants in the barrios of Tijuana.

Tuesday, 10:30am-10:45am

Break

Tuesday, 11:00am-12:30pm

La Granja Camino Verde by ToroLab: A Social Entrepreneurial Experiment

Tuesday, 10:45am-12:30pm in Executive Center 1

CP17: In Search of Business Models
Facilitator: Xiaoming Yang, University of Missouri – Kansas City

(10:45am-11:00am) #146 Search and execution in an entrepreneurial process model

Xiaoming Yang, University of Missouri – Kansas City
Sunny Li Sun, University of Missouri – Kansas City
Xiangyang Zhao, Beijing Normal University

In this paper, based on an entrepreneurial process model, we argue that firms engage in more search activities in the early stage and more execution activities in the late stage. In addition, effectuation and causation are two different cognitive approaches an entrepreneur might use to conduct strategic moves. We argue that entrepreneurial effectuation cognition leads to more search behaviors and causation cognition leads to more execution behaviors. We test these hypotheses in a survey of 160 firms and find evidence in support of our arguments.
Culture affects entrepreneurship directly and indirectly through institutions. Therefore, the total effect of culture on entrepreneurship should take into account the direct and indirect effects. Previous studies have ignored the possible indirect effects of culture on entrepreneurial activity because estimates are likely endogenous or incomplete. We use data from the World Bank's Doing Business Report alongside the nine dimensions of culture as identified by Hofstede (2001).

We concentrate on answering two basic questions: (i) when and how does organizational performance influence the managerial decision to initiate explorative and exploitative business model change? and (ii) what is the moderating role of organizational (e.g., slack) and individual (e.g., prior successful risk experience) factors in this process? To answer these questions, we integrated existing, disparate but complementary perspectives on the topic of managerial cognition and decision making into a unifying framework, linking the subjective evaluation of organizational performance with formation of intentions to change the organization’s business model, contingent on the decision context.

Culture affects entrepreneurship directly and indirectly through institutions. Therefore, the total effect of culture on entrepreneurship should take into account the direct and indirect effects. Previous studies have ignored the possible indirect effects of culture on entrepreneurial activity because estimates are likely endogenous or incomplete. We use data from the World Bank's Doing Business Report alongside the nine dimensions of culture as identified by Hofstede (2001).

As anticipated in entrepreneurial literature, the validation of hypotheses around a proposed venture's business model generally contributes to venture success in 185 teams in a cleantech accelerator program. However, there is no relationship of success to the number of validated hypotheses or to the element of the Business Model Canvas being tested. Concurrent emphasis on customer segment, value proposition and distribution channel, however, more than doubles the likelihood of venture success. This research highlights the distinction between a complete theory of a business model and a useful tool for constructing a model during the nascent states of venture conceptualization.

We find that Future Orientation, Power Distance, Performance Orientation and Gender Egalitarianism spur entrepreneurial activity while Uncertainty Avoidance, InGroup Collectivism, Institutional Collectivism and Aggressiveness impair it. These dimensions tend to have reinforcing significant interaction effects with institutions on entrepreneurial activity.
11:25am-11:40am) #250 Toward a more complete picture of entrepreneurial entry typologies: Indications from the case of visual arts

Bailey E. Skiles, Decade
Richard G. Donnelly, The George Washington University

An individual’s entry into entrepreneurship is often categorized as opportunity-driven; alternate models suggest co-present motivations. For fields marked by high rates of self-employment we propose that the structure of the field itself may be the primary motivator for entrepreneurial entry. Drawing on our own exploratory case study research in the arts, we introduce the concept of ‘structural entrepreneurship’ as ‘the need to engage in entrepreneurial action that arises from an individual’s desire to work within the field in which they were trained and/or are gifted’. Entrepreneurial entry may thus be seen as a function of opportunity-, necessity-, and/or structural-factors.

11:45am-12:00pm) #180 Passion Pay? Ethics of Talent Exploitation by Entrepreneurial Ventures Focusing on the Case of WeMakePrice

Yongseok Jang, California State University San Bernardino

The creativity and imagination that go into recruiting campaigns, as well as their potential to create benefits for a company by using them at relatively low cost, may lead the entrepreneur (and others) to overlook critical ethical aspects of such campaigns. In this paper, I have proposed an approach for assessing these ethical elements. While the assessment remains subjective, it does offer the entrepreneur guidance in determining when a given recruiting approach may be inappropriate from an ethical vantage point.

12:00pm-12:15pm Discussion

Tuesday, 10:45am-12:30pm in Executive Center 3A

CP19: Narratives, Negotiations and Entrepreneurial Activity
Facilitator: John James Cater III, The University of Texas at Tyler

John James Cater III, The University of Texas at Tyler Lorna A. Collins, Conscious Growth: Family Business Experts
Brent D. Beal, The University of Texas at Tyler

In a qualitative case study analysis of 35 U.S. companies, we explore the internal motivation of social entrepreneurs for operating a fair trade business and turn to the concept of conscious capitalism, a developing construct of corporate social responsibility, to provide a philosophical foundation for our investigation. We examine three positive external factors (family member involvement, the trend to for profit status, and industry professionalism) that strengthen engagement in fair trade and two negative external factors (loss of identity and industry disagreement) that weaken social entrepreneur engagement in fair trade.

11:05am-11:20am) #243 Entrepreneur Conversations: Talk-in-interaction that shapes the future

Howard Haines, University of South Dakota

In the practice of entrepreneurship, opportunities are developed by interacting with various stakeholders to enact and learn to create new ventures. I investigate the conversational practices between entrepreneurs and their peers used to shape a venture’s value proposition. Based on videotaped data from an entrepreneurial community of practice that leverages the Business Model Canvas as part of their practice, I describe a specific set of persuasive patterns of discourse used to negotiate shared meaning of entrepreneurial opportunities. Specifically, these patterns included evidence associations, experiential actualities, and engagement hypotheticals.

11:25am-11:40am) #238 How to Fashion a Noble Quest…and Get Someone to Come: Expectation Management in Social Entrepreneur Ventures

Maureen Casile, Penn State DuBois
Michelle D. Lane, Humboldt State University

This paper employs grounded theory to understand how social entrepreneurship ventures pursue the types of change that supporters demand with very limited budgets. A multiple case study found that organizations walk a fine line, inspiring supporters by emphasizing grand change goals while at the same time, buffering supporter enthusiasm from disappointment by refraining from identifying as mission critical any goals for which the factors that would influence success are largely outside of the organization’s control. SEVs’ used inter-organizational cooperation to pursue change goals where short term failures were likely and where eventual success was only possible after a protracted effort.

11:45am-12:00pm) #212 Still a Man’s World? Second Generation Gender Bias in External Equity Term Sheet Negotiations

Ethné Swartz, Fairleigh Dickinson University
Frances M. Amatucci, Slippery Rock University of Pennsylvania
Susan Coleman, University of Hartford

Women increasingly start and lead growth ventures yet receive a small proportion of external equity funding. Term sheet negotiation is a pivotal moment for obtaining growth capital. We employ a multi-method, mixed mode research design to explore strategies of women entrepreneurs who have negotiated term sheets and discuss our quantitative findings. Results indicate that women entrepreneurs in our sample worked hard to achieve optimal outcomes yet come up short due to exogenous and endogenous factors linked to second generation gender bias in the negotiation process. Propositions for future research are generated given the results of this exploratory research.

12:05am-12:20pm) #325 New venture teams and Individual Leaders An Integrative Model

Nawaf Alabduljader, The George Washington University
George T. Solomon, The George Washington University

Despite the extensive research on leadership in entrepreneurship, findings on how leaders influence new venture team performance remain inconclusive. A key limitation of prior entrepreneurship research is the examination of leadership at two levels of analysis independent of each other. This review applies the team personality model proposed by Lepine et al. (2010) to integrate research on the individual entrepreneur with research on new venture teams. In doing so, we shed light on important issues that could help the field of entrepreneurship develop a more comprehensive understanding of how leaders influence new venture performance.

12:20pm-12:30pm Discussion
Tuesday, 10:45am-12:30pm in Executive Center 3B

TEACHING CASE TRACK

(10:45am-11:30am) Rahul Yadav: Housing Com’s Maverick Entrepreneur

Muralidhara GV, IBS Hyderabad, India

Hadiya Faheem, IBS Hyderabad, India

This case discusses the dilemma faced by the investors and board of real estate online search portal, Housing.com, with regard to retaining entrepreneur, Rahul Yadav (Yadav), as the CEO of Housing.com. Yadav was involved in public spats with outsiders as well as board members of the company. Despite his antics, the board members decided to retain him in the best interests of the company. Yadav also agreed to work in full harmony with the board. Industry watchers said it remained to be seen what had prompted the board to compromise and retain an impulsive entrepreneur like Yadav as the CEO.

Discussant: Jody Thompson, The University of Tampa

(11:45am-12:30pm) Pursuing Innovation in a Commodity Market: The Case of CMP North America

Jody Thompson, The University of Tampa

Robert Jones was VP of Sales at CMP North America Inc. The company was a subsidiary of a family-owned company that manufactured concrete mixing machinery. The company was headquartered in Pescara, Italy. In early 2014 Jones was a little surprised that corporate headquarters in Italy had set such ambitious goals: grow revenue from $2.2 million annually to $5 million within five years. Jones truly believed that CMP was the most innovative company in the North American market and manufactured the highest-quality equipment. However, the industry was fragmented, mature, highly competitive, global, and dependent on the construction industry.

Discussant: Muralidhara GV, IBS Hyderabad, India

Tuesday, 10:45am-12:30pm in Executive Center 4

TEACHING CASE TRACK

(10:45am-11:15am) FamDoo Case Study

Alec Johnson, University of St. Thomas

Jay Ebben, University of St. Thomas

Highlighting traction and monetization challenges that are common in today’s web/mobile business models, this case study is intended for entrepreneurship courses that use Ash Maurya’s Lean Canvas or Osterwalder’s Business Model Canvas. The case involves a company that has launched an online platform to help parents manage allowances and motivate their children through the use of redeemable points. While the company’s market research seemed to validate the concept, it has struggled to attract users and generate revenue. Through a basic business model analysis, students can tease out the main issues and debate whether this company can be a viable business.

Discussant: Jamie Ressler, Point Loma Nazarene University

(11:15am-11:45pm) To Sell or Not to Sell: The Dilemma of Small Business Owners Determining Professional and Personal Valuations

Dean Koutroumanis, The University of Tampa

George Alexakis, The University of Tampa

Amy Brownlee, The University of Tampa

The case study examines the decision of whether three business partners should sell a highly successful restaurant. Montegro’s Italian Grille epitomizes the small business that began as a concept and culminated into a local institution. Financial valuations along with professional and personal considerations weigh heavily on what will potentially be a life-altering decision for the three partners and their long-time employees. The focus of the case centers on the owners’ possible actions and the resulting implications. Students explore the decision calculus of the partners who feel compelled to consider other stakeholders, namely their family and staff, in making the important decision.

Discussant: Jay Ebben, University of St. Thomas

(11:45am-12:15pm) Embedding Innovation: PCI Innovation Case Study

Jamie Ressler, Point Loma Nazarene University

Randal Schober, Point Loma Nazarene University

Project Concern International (PCI) is a non-profit organization headquartered in San Diego. Founded in 1961, PCI currently operates in 16 countries with a $45 million annual budget. The mission of PCI is to empower people to enhance health, end hunger and overcome hardship. In 2012, PCI launched PCInnovAtion, an organizational-wide focus on innovation. This case study presents the steps the organization has taken to strategically focus on embedding innovation within the organization. The case utilizes Hogan and Coote’s (2014) model to assess implementation of an innovative culture in a service organization.

Discussant: Dean Koutroumanis, The University of Tampa

(12:15pm-12:30pm) Discussion

Tuesday, 10:45am-12:30pm in Marina 3

Organizations Professors should Explore

An overview of some excellent groups, you should be involved with, that can enhance your teaching and career!

Tuesday, 10:45am-12:30pm in Marina 1

Experiential Exercises

(10:45am-11:30am) #252 Diabetic Spaghetti Sauce Business Models teaching exercise

Jay J Janney, University of Dayton

This exercises encourages a systematic brainstorm by providing rules for students to follow when developing their business model. By then systematically changing some of the rules, most of the new ideas will be bad, but some gems are often unearthed as well. Students learn to modify five “make-buy” decisions (do-it-yourself, insourcing, outsourcing), and to apply 8 different revenue models to their idea. This exercise asks students to apply this to a pitch for diabetic spaghetti sauce.

(11:45am-12:30pm) #153 Teammate Selection: Using Research to Build Teams with Healthy Diversity

Lynnette Claire, University of Puget Sound

If you are tired of students forming teams with their friends, rather than branching out to more suitable teammates or if you want to put research on team diversity into action, this exercise can help. The teammate selection exercise was developed in response to student requests for a class session
about how to choose partners for their entrepreneurial ventures. Using research on the benefits and limitations of diverse teams as well as drawing on the differences in types of diversity (surface-level versus deep-level), the active exercise can help students learn to appreciate the strengths of a broader set of students in the classroom. This process has encouraged students to move outside of friendship groups for their business plan teams and provided substantive, research-based information from which they can choose teammates.

Tuesday, 10:45am-12:30pm in Grand Ballroom

**Roundtable #2**

**TRACK: TEACHING**

**Experimental variation on business plan assignment**

Karl Vesper, University of Washington

Creating a Winning Edge Small Business Success Stories and Lessons Learned from the field to the Entrepreneurship Classroom

Cathy Denison-Robert, Our Lady of the Lake College and Denison & Associates

Jody Robert, Denison and Associates

Maureen Orey, Workplace Learning and Performance Group

Dave Haller, San Diego Regional Chamber of Commerce

Business Plans versus Models: Understanding and Teaching Confounding Constructs

Michael Meeks, Louisiana State University

What Entrepreneurship Should We Teach?

John Friar, Northeastern University

Teaching Pedagogies: Optimal Teaching Methods for Entrepreneurship COMBINED with Teaching Pedagogies in Social Entrepreneurship

Deborah Brazeal, Cal Poly Pomona

Preeti Wadhwa, Cal Poly Pomona

Vance Gough, Utah Valley University

Case Methodology and Blended Learning Approach re Entrepreneurship Education

Didem Altop, Endeavor Turkey

Utku Tuncay, Endeavor Turkey

Doing ‘Learning by Doing’ Right: Sharing Best Practices in Experiential Entrepreneurship Education

Geoffrey Archer, Royal Roads University

Raymond Jones, UMN Duluth

Jon Schatz, George Fox University

Chris Street, University of Regina

Doan Winkel, Illinois State University

Kory Brown, Pacific Lutheran University

Jay Krysler, NAIT Polytechnic

**TRACK: CENTERS AND OUTREACH**

Developing Competency Based Education Programs in Entrepreneurship

Rebecca White, The University of Tampa

Colin Jones, Queensland University of Technology

Kevin Moore, The University of Tampa

No Business Background? No Worries? How and why faculty from non-business disciplines are collaborating to successfully design and deliver entrepreneurship skills across curricular boundaries

Barrett Baebler, Webster University

Infusing Entrepreneurship Across Campus: Teaching Honors Students

James Bell, Texas State University

Entrepreneurship Education at the Community College: how to facilitate a comprehensive approach

Jamey Damell, College of Central Florida & University of Florida

Shalini Gopalkrishnan, University of Florida

Women Entrepreneurship COMBINED with The ABC's of Women's Entrepreneurial Identity: Aspirations, Behaviors and Confidence

Morgan Clevenger, Wilkes University

Ellen Newell, Wilkes University

Anne Batory, Wilkes University

Patricia Greene, Babson College Candida Brush, Babson College

Richard Harrison, University of Edinburgh

Creating a Student Incubation Program

Mauvalyn Bowen, Metropolitan State University

Finding Common Ground: The struggle between Entrepreneurship Programs and University Technology Incubators

Dr. Charles Crespy, Dean, College of Business Administration, Central Michigan University

Debra Zellner, Executive Director, College of Business Administration, Isabella Bank Institute for Entrepreneurship, Central Michigan University

Kevin McCurren, Executive Director, Seidman College, Center for Entrepreneurship and Innovation, Grand Valley State University

Bruce Marble, Entrepreneur-in-Residence, Central Michigan University

Jeff Thomas, Chair of Business and Professor, Johnson & Wales University

Do we need to start ventures on campus to be regarded as successful educators of entrepreneurs

Thomas James, Rose-Hulman Institute of Technology
Models of Arts Incubators in Universities and in the Field

Julienne Shields, Millikin University
Linda Essig, Arizona State University
Megan Matthews, UW-Whitewater
Andy Heise, Millikin University
Donna Conaty, San Diego State University

University Centers: Lessons Learned from the CUNY Student Accelerator Program COMBINED with Innovation of Iowa Incubation

Christoph Winkler, Baruch College, CUNY
Stuart Schulman, Baruch College, CUNY
Laurie Watje, University of Northern Iowa
Jeffrey Nock, University of Iowa

Exploring Success Factors in Entrepreneurial Communities

Morgan Clevenger, Wilkes University
Michael Fortunato, Sam Houston State University
Ellen Newell, Wilkes University

TRACK: MISC

Role of Entrepreneurship Education in Influencing the Intention to become an Entrepreneur by Entrepreneurship Education programs

Kavita Panwar, Brunel University London

The Importance of Logistics in Small Business

Douglas Schneiderheinze, Lewis and Clark Community College

Entrepreneurial “Pracademia”: How entrepreneurial scholarship can better utilize industry and entrepreneurs can better leverage scholarship

Kurt Jacobs, University of Florida

Tuesday, 12:30pm-7:00pm

Learning Journey: Temecula Wine Tours

Experience some of Southern California’s Finest Wineries