

Intensive Doctoral Seminar

ADVANCED STUDIES IN ENTREPRENEURSHIP

4 ECTS

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SESSION #1

INTRODUCTION & NEWER APPROACHES TO ENTREPRENEURSHIP

31 May 2021, 14:00 – 18:00

The kick-off session serves to get to know each other and each other's research. We will also cover important organizational activities that prepare for the follow-up structure of the class, i.e. paper assignments and covering important Q&A etc.

Finally, we will kick off our course by zooming into some very contemporary inquiries in terms of phenomenon and methodological approach to entrepreneurship research. The reading list in this session is on purpose extremely eclectic and introduces interesting papers with very different underlying philosophies of research into entrepreneurship themes.

Required Readings

Cohen, S. L., Bingham, C. B., & Hallen, B. L. (2019). The Role of Accelerator Designs in Mitigating Bounded Rationality in New Ventures. *Administrative Science Quarterly*, 64(4), 810–854. <https://doi.org/10.1177/0001839218782131>

Gans, J. S., Stern, S., Wu, J. (2019). Foundations of entrepreneurial strategy. *Strategic Management Journal*, 40: 736– 756. <https://doi.org/10.1002/smj.3010>

Leatherbee, M, Katila, R. The lean startup method: Early-stage teams and hypothesis-based probing of business ideas. *Strategic Entrepreneurship Journal*. 2020; 14: 570– 593. <https://doi.org/10.1002/sej.1373>

Tidhar, R., & Eisenhardt, K. M. (2020). Get rich or die trying... finding revenue model fit using machine learning and multiple cases. *Strategic Management Journal*, 41(7), 1245-1273.

Additional Readings

Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. *Management Science*, 66(2), 564-586.

Cohen, S., Fehder, D. C., Hochberg, Y. V., & Murray, F. (2019). The design of startup accelerators. *Research Policy*, 48(7), 1781-1797.

- Contigiani, A., & Levinthal, D. A. (2019). Situating the construct of lean start-up: adjacent conversations and possible future directions. *Industrial and Corporate Change*, 28(3), 551-564.
- Felin, T., Gambardella, A., Stern, S., & Zenger, T. (2019). Lean startup and the business model: experimentation revisited. *Long Range Planning*.
- Hallen, B. L.; Cohen, S. L. Cohen, & Bingham, C. B. (2020). Do Accelerators Work? If So, How? *Organization Science*, 2020 31:2, 378-414.

SESSION #2
ENTREPRENEURSHIP THEORY
7 June 2021, 14:00 – 18:00

In search for the unique unit of study that could demarcate the field of entrepreneurship, scholars have for a long time settled on the individual-opportunity-nexus. However, the concept of opportunity has received significant criticism over the past decade, and newer research aims to move beyond this particular focus in entrepreneurship theorizing. Newer lines of inquiry impact most notably our approaches to understanding the entrepreneurial process and into what entrepreneurs actually do, i.e. what constitutes entrepreneurial action.

Required Readings

- Ambos, T. C., & Birkinshaw, J. (2010). How do new ventures evolve? An inductive study of archetype changes in science-based ventures. *Organization Science*, 21(6), 1125-1140.
- Felin, T., & Zenger, T. R. (2009). Entrepreneurs as theorists: on the origins of collective beliefs and novel strategies. *Strategic Entrepreneurship Journal*, 3(2), 127-146.
- McBride, R.; Wuebker, R. (in Press). Social Objectivity and Entrepreneurial Opportunities, *Academy of Management Review*, <https://doi.org/10.5465/amr.2017.0451>
- Nair, S.; Gaim, M, & Dimov, D. (in Press). Toward the Emergence of Entrepreneurial Opportunities: Organizing Early Phase New-Venture Creation Support Systems. *Academy of Management Review*, <https://doi.org/10.5465/amr.2019.0040>
- Wood, M.S. (2017). Misgivings about dismantling the opportunity construct. *Journal of Business Venturing Insights* 7: 21-25
- Wood, M.S., Bakker, R.M., & Fisher, G. (2021). Back to the Future: A Time-Calibrated Theory of Entrepreneurial Action. *Academy of Management Review*, 46, 147—171, <https://doi.org/10.5465/amr.2018.0060>

Additional Readings

- Alvarez, S., & Barney, J. 2007. Discovery and creation: Alternative theories of entrepreneurial action. *Strategic Entrepreneurship Journal* 1: 11–26.

- Alvarez, S. A., & Barney, J. B. 2013. Epistemology, opportunities, and entrepreneurship: Comments on Venkataraman et al. (2012) and Shane (2012). *Academy of Management Review* 38: 154 – 157.
- Carter, N. M., Gartner, W. B., Reynolds, P. D. 1996. Exploring start-up event sequences. *Journal of Business Venturing*, 11(3): 151-166.
- Davidsson, P. 2015. Entrepreneurial opportunities and the entrepreneurship nexus: A re-conceptualization. *Journal of Business Venturing* 30(5): 674-695.
- Eckhardt, J. T., & Shane, S. A. 2003. Opportunities and Entrepreneurship. *Journal of Management*, 29(3): 333-349.
- Gersick, C. 1994. “Pacing strategic change: The case of a new venture”, *Academy of Management Journal*, 37(1): 9- 45.
- Kier, A. S.; McMullen, J. S. 2018. Entrepreneurial Imaginativeness in New Venture Ideation, *Academy of Management Journal*, 61(6): 2265-2295.
- Klein, P. G. 2008. Opportunity discovery, entrepreneurial action, and economic organization. *Strategic Entrepreneurship Journal* 2(3): 175-190.
- Lichtenstein, B. B., Dooley, K. J., & Lumpkin, G. T. 2006. Measuring emergence in the dynamics of new venture creation. *Journal of Business Venturing*, 21(2), 153-175.
- McMullen, J. S., & Shepherd, D. A. 2006. Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur. *Academy of Management Review*, 31(1): 132-152.
- Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of management Review*, 26(2), 243-263.
- Shane S., Venkataraman, S. 2000. The promise of entrepreneurship as a field of research. *Academy of Management Review* 25(1): 217-226.
- Shane, S. 2012. Reflections on the 2010 AMR Decade Award: Delivering on the Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 37(1): 10-20.
- Van de Ven, A. H., Engleman, R. M. 2004. Event- and outcome-driven explanations of entrepreneurship. *Journal of Business Venturing*, 19(3): 343-358.
- Venkataraman, S. 1997. The distinctive domain of entrepreneurship research: An editor's perspective. In J. A. Katz, & R. H. Brockhaus (Eds.), *Advances in Entrepreneurship, Firm Emergence, and Growth*: 119-138. Greenwich: JAI Press.
- Venkataraman, S., Sarasvathy, S. D., Dew, N., & Forster, W. R. 2012. Reflections on the 2010 AMR decade award: Whither the promise? Moving forward with entrepreneurship as a science of the artificial. *Academy of Management Review*, 37(1): 21-33.
- Welter, C., Mauer, R., and Wuebker, R. J. (2016) Bridging Behavioral Models and Theoretical Concepts: Effectuation and Bricolage in the Opportunity Creation Framework. *Strategic Entrepreneurship Journal*, 10: 5– 20.

Wood, M. S.; Mckinley, W. 2017. After the Venture: The Reproduction and Destruction of Entrepreneurial Opportunity. *Strategic Entrepreneurship Journal*, 11: 18-35.

SESSION #3
BEHAVIORAL APPROACHES TO ENTREPRENEURSHIP: IDENTITY

14 June 2021, 14:00 – 18:00

In this first session on behavioral approaches, we zoom into aspects of entrepreneurial psychology and the impact on entrepreneurial behavior. We will aim to understand in particular current lines of reasoning in entrepreneurial behavior research as well as potential opportunities going forward for those interested in personality-related concepts and constructs.

Required Readings

Fauchart, E., & Gruber, M. 2011. Darwinians, communitarians, and missionaries: The role of founder identity in entrepreneurship. *Academy of Management Journal*, 54(5), 935-957.

Grimes, M. G. 2018. The Pivot: How Founders Respond to Feedback through Idea and Identity Work. *Academy of Management Journal*, 61, 1692-1717, <https://doi.org/10.5465/amj.2015.0823>

Hoang, H. & Gimeno, J. 2010. Becoming a founder: How founder role identity affects entrepreneurial transitions and persistence in founding. *Journal of Business Venturing* 25: 41-53.

Powell, E. E.; Baker, T. 2017. In The Beginning: Identity Processes and Organizing in Multi-Founder Nascent Ventures, *Academy of Management Journal*, 60(6): 2381-2414.

Ramarajan, L., Berger, I. E., & Greenspan, I. 2017. Multiple identity configurations: The benefits of focused enhancement for prosocial behavior. *Organization Science*, 28(3): 495-513.

Wry, T. & York, J. G. (2017). An Identity-Based Approach to Social Enterprise, *Academy of Management Review*, 42, 437–460, <https://doi.org/10.5465/amr.2013.0506>

Additional Readings

Baum, J. R., Locke, E. A. 2004. The Relationship of Entrepreneurial Traits, Skill, and Motivation to Subsequent Venture Growth. *Journal of Applied Psychology*, 89(4): 587-598.

Cardon M., Wincent J., Singh J., Drnovsek M. 2009. The Nature and Experience of Entrepreneurial Passion. *Academy of Management Review*, 34(3): 511-532.

Gruber, M., & MacMillan, I. C. (2017). Entrepreneurial behavior: A reconceptualization and extension based on identity theory. *Strategic Entrepreneurship Journal*, 11(3), 271-286.

Hogg, M. A., Terry, D. J., & White, K. M. 1995. A tale of two theories: A critical comparison of identity theory with social identity theory. *Social Psychology Quarterly*, 58(4): 255-269.

Jain, S., George, G., & Maltarich, M. 2009. Academics or entrepreneurs? Investigating role identity modification of university scientists involved in commercialization activity. *Research Policy*, 38(6): 922-935.

- Powell, E. E. & Baker, T. 2014. It's what you make of it: founder identity and enacting strategic responses to adversity. *Academy of Management Journal*, 57(5): 1406-1433.
- Shane, S., Locke, E. A., & Collins, C. J. 2003. Entrepreneurial motivation. *Human Resource Management Review*, 13(2): 257-279.
- Shook, C. L., Priem, R. L., & McGee, J. E. 2003. Venture Creation and the Enterprising Individual: A Review and Synthesis. *Journal of Management*, 29(3): 380-399.
- Sieger, P., Gruber, M., Fauchart, E., & Zellweger, T. (2016). Measuring the social identity of entrepreneurs: Scale development and international validation. *Journal of Business Venturing*, 31(5), 542-572.
- Stewart, Jr., W. & Roth, P. 2001. Risk propensity differences between entrepreneurs and managers: A metaanalytic review. *Journal of Applied Psychology*, 86: 145-153.
- Zhao, H., Seibert, S.E., Lumpkin, G.T. 2010. The Relationship of Personality to Entrepreneurial Intentions and Performance: A Meta-Analytic Review. *J. of Management*, 36(2): 381-404.

SESSION #4
ENTREPRENEURIAL STRATEGY
 21 June 2021, 14:00 – 18:00

Entrepreneurial strategy has traditionally been approached either by scholars with a “economics of innovation” focused background or by scholars with OMT heritage. In this session, we highlight more recent works in both camps with a focus on current interest in understanding the origins and pathways to product markets strategy and commercialization model.

Required Readings

- Gurses, K., & Ozcan, P. (2015). Entrepreneurship in Regulated Markets: Framing Contests and Collective Action to Introduce Pay TV in the U.S. *Academy of Management Journal*, 58, 1709–1739, <https://doi.org/10.5465/amj.2013.0775>
- Hannah, D. P., & Eisenhardt, K. M. (2018). How firms navigate cooperation and competition in nascent ecosystems. *Strategic Management Journal*, 39(12), 3163-3192.
- Katila, R., Rosenberger, J. D., & Eisenhardt, K. M. (2008). Swimming with sharks: Technology ventures, defense mechanisms and corporate relationships. *Administrative science quarterly*, 53(2), 295-332.
- McDonald, R. M., & Eisenhardt, K. M. (2019). Parallel play: Startups, nascent markets, and effective business-model design. *Administrative Science Quarterly*, 0001839219852349.
- McDonald, Rory, and Cheng Gao. "Pivoting Isn't Enough? Managing Strategic Reorientation in New Ventures." *Organization Science*, 30(6): 1125-1393.
- Ozcan, P. & K.M. Eisenhardt. 2009. Origin of alliance portfolios: Entrepreneurs, network strategies and firm performance, *Academy of Management Journal*, 52(2): 246-279.

Additional Readings

- Andries, P., Debackere, K., & Van Looy, B. 2013. Simultaneous experimentation as a learning strategy: Business model development under uncertainty. *Strat. Entrepreneurship Journal*, 7(4), 288-310.
- Ansari, S., Garud, R., Kumaraswamy, A. 2016. The disruptor's dilemma: TiVo and the U.S. television ecosystem. *Strategic Management Journal*, 37: 1829-1853.
- Baum, J. R., Locke, E. A., Smith, K. G. 2001. A Multidimensional Model of Venture Growth. *The Academy of Management Journal*, 44(2): 292-303.
- Eisenhardt, K. M., & Bingham, C. B. (2017). Superior Strategy in Entrepreneurial Settings: Thinking, Doing, and the Logic of Opportunity. *Strategy Science*, 2(4), 246-257. doi:10.1287/stsc.2017.0045
- Fern, MJ, Cardinal, LB, O'Neill, HM. 2012. The genesis of strategy in new ventures: Escaping the constraints of founder team knowledge, *Strategic Management Journal*, 33: 427-47.
- Gans, J. S., Stern, S. 2003. The product market and the market for “ideas”: commercialization strategies for technology entrepreneurs. *Research Policy*, 32(2): 333-350.
- Gavetti, G., & Rivkin, J. W. (2007). On the origin of strategy: Action and cognition over time. *Organization Science*, 18(3), 420-439.
- Marx, M., Gans, J. S., Hsu, D. H. 2014. Dynamic commercialization strategies for disruptive technologies: Evidence from the speech recognition industry. *Management Science*, 60(12): 3103-3123.
- Ott, T. E., Eisenhardt, K. M., & Bingham, C. B. 2017. Strategy formation in entrepreneurial settings: Past insights and future directions. *Strategic Entrepreneurship Journal*, 11(3), 306-325.
- Ozcan, P. & K.M. Eisenhardt. 2009. Origin of alliance portfolios: Entrepreneurs, network strategies and firm performance, *Academy of Management Journal*, 52(2): 246-279.
- Santos, F., Eisenhardt, K. M. 2009. Constructing markets and shaping boundaries: Entrepreneurial power in nascent fields. *Academy of Management Journal*, 52: 643-671
- Teece, D. J. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy*, 15(6), 285-305.
- Uzunca, B. 2018. A Competence-Based View of Industry Evolution: The Impact of Submarket Convergence on Incumbent–Entrant Dynamics. *Academy of Management Journal*, 61(2), 738-768.
- Vissa, B. 2012. Agency in action: Entrepreneurs' networking style and initiation of economic exchange. *Organization Science*, 23: 492-510.

SESSION #5
SOCIOLOGICAL APPROACHES TO ENTREPRENEURSHIP I: CULTURAL
ENTREPRENEURSHIP & RESOURCE ACQUISITION

28 June 2021, 14:00 – 18:00

While early approaches to the study of entrepreneurship have rested squarely on either economic or psychological theorizing, there is an increasingly body of work using sociological perspectives onto the phenomenon that have made important contributions to the field. This session surveys this literature with a particular emphasis on concepts from cultural entrepreneurship theory.

Required Readings

- Johnson, V. 2007. What Is Organizational Imprinting? Cultural Entrepreneurship in the Founding of the Paris Opera. *American Journal of Sociology*, 113(1): 97-127. doi:10.1086/517899
- Lounsbury, M., & Glynn, M. 2001. Cultural entrepreneurship: Stories, legitimacy, and the acquisitions of resources. *Strategic Management Journal*, 22: 545-564.
- Navis, C., Glynn, M.A., 2011. Legitimate distinctiveness and the entrepreneurial identity: Influence on investor judgments of new venture plausibility. *Academy of Management Review*, 36(3), pp.479-499.
- Clarke, J.S., Cornelissen, J.P. & M.P. Healey. 2019. Actions speak louder than words: how figurative language and gesturing in entrepreneurial pitches influences investment judgments, *Academy of Management Journal*, 62(2):335-360.
- Wry, T., Lounsbury, M., & Jennings, P. D. 2014. Hybrid vigor: Securing venture capital by spanning categories in nanotechnology. *Academy of Management Journal*, 57(5), 1309-1333.
- Zott, C., & Huy, Q. 2007. How entrepreneurs use symbolic management to acquire resources. *Administrative Science Quarterly*, 52: 70-105.

Additional Readings

- Carroll, G. R., Swaminathan, A. 2000. Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the American Brewery Industry after Prohibition, *American Journal of Sociology*, 106: 715-762.
- Cornelissen, J. P., & Clarke, J. S. (2010). Imagining and rationalizing opportunities: Inductive reasoning and the creation and justification of new ventures. *Academy of Management Review*, 35(4), 539-557.
- Martens, M. L., Jennings, J. E., & Jennings, P. D. 2007. Do the stories they tell get them the money they need? The role of entrepreneurial narratives in resource acquisition. *Academy of management journal*, 50(5), 1107-1132.
- Navis, C. , Glynn, M.A., 2010. How new market categories emerge: Temporal dynamics of legitimacy, identity, and entrepreneurship in satellite radio, 1990–2005. *Administrative Science Quarterly*, 55(3), pp.439-471.
- Thornton, P. H. 1999. The Sociology of Entrepreneurship. *Annual Review of Sociology*, 25: 19-46.

SESSION #6
**SOCIOLOGICAL APPROACHES TO ENTREPRENEURSHIP II: INSTITUTIONAL
ENTREPRENEURSHIP & INSTITUTIONAL LOGICS**

05 July 2021, 14:00 – 18:00

While early approaches to the study of entrepreneurship have rested squarely on either economic or psychological theorizing, there are increasingly sociologists interested in the phenomenon and have made important contributions to the field. This session surveys this literature with a particular emphasis on concepts from institutional theory.

Required Readings

Almandoz, J. 2014. Founding teams as carriers of competing logics: When institutional forces predict banks' risk exposure. *Administrative Science Quarterly*, 59(3), 442-473.

Tracey P. Phillips N. Jarvis O. 2011. Bridging institutional entrepreneurship and the creation of new organizational forms: a multilevel model. *Organization Science*, 22: 60-80.

Pahnke, E. C., Katila, R., Eisenhardt, K. M. 2015. Who takes you to the dance? How partners' institutional logics influence innovation in young firms. *Administrative Science Quarterly*, 60(4), 596-633.

Pontikes, E.G., W.P. Barnett. 2017. The Non-consensus entrepreneur: organizational responses to vital events, *Administrative Science Quarterly*, 62(1): 140-178.

Lepoutre, J.M. & M. Valente. 2012. Fools breaking out: the role of symbolic and material immunity in explaining institutional nonconformity, *Academy of Management Journal*, 55(2), 285-313.

Zilber, T. 2016. How Institutions Matter: A Bottom-Up Exploration. *Research in the Sociology of Organizations*, 48: 139-157.

Additional Readings

Almandoz, J. 2012. Arriving at the Starting Line: The Impact of Community and Financial Logics on new Banking Ventures. *Academy of Management Journal*, 55: 1381-1406.

Battilana, Julie; Dorado, Silvia 2010: Building sustainable hybrid organisations: the case of commercial microfinance organisations. *Academy of Management Journal* 53 (6), pp. 1419–1440.

Aldrich, H., Fiol, M. 1994. Fools Rush In? The institutional context of industry creation. *Academy of Management Review*, 19(4): 645-670.

Besharov, M. I., Smith, W. K. 2014. Multiple Institutional Logics in Organizations: Explaining Their Varied Nature and Implications. *Academy of Management Review*, 39(3): 364-381.

Murray, F. 2010. The Oncomouse That Roared: Hybrid Exchange Strategies as a Source of Distinction at the Boundary of Overlapping Institutions. *American Journal of Sociology*, 116(2): 341–88.

Hargadon, A. B. & Douglas, Y. (2001) "When Innovations Meet Institutions: Edison and the design of the electric light," *Administrative Science Quarterly*, 46(3): 476.

Greenwood, R., & Suddaby, R. (2006). Institutional entrepreneurship in mature fields: The big five accounting firms. *Academy of Management journal*, 49(1), 27-48.

King BG (2015) Organizational actors, character, and Selznick's theory of organizations. Kraatz MS, ed. *Institutions and Ideals: Philip Selznick's Legacy for Organizational Studies, Research in the Sociology of Organizations*, vol. 44 (Emerald Group Publishing, Bingley, UK), 149–174.

Thornton, P. H., Ocasio, W., Lounsbury, M. 2012. *The Institutional Logics Perspective: A New Approach to Culture, Structure, and Process*: OUP Oxford: Ch. 2: 20-48.

Tolbert, P.S., David, R.J. Sine, W.D. 2011. Studying choice and change: The intersection of institutional theory and entrepreneurship research. *Organization Science*, 22: 1332 -1344.

Voronov, M., De Clercq, D., & Hinings, C. R. 2013. Institutional complexity and logic engagement: An investigation of Ontario fine wine. *Human Relations*, 66(12), 1563-1596.

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