Abstract-deductive method 11, 127
academic entrepreneurship 55
academic meritocracy, France 233
Academy of Management Review 151
acculturation 282
achievement, need for 58, 89
active research 14
age, see company age; owner age
agriculture, Finland 298–9, 304, 309
Alpha 181, 182–6
ambition level, start-ups 179
case studies 183, 184, 185, 188
animal breeding, Finland 301, 305
anticipation of implementation, start-ups 179
case studies 183, 184, 185
apprentice system, Germany 245
artisan value chain model 107
arts and handicrafts, Finland 302, 305
assumptions, entrepreneurship research 8–10
attitude models 90–91
attitudes, towards self-achievement 89
attractor basins 198
attraction 48–9, 67
automotive industry, market orientation, Germany 242
Bachelard, G. 132
behaviour
in companies and national culture 229
see also entrepreneurial behaviour research; intentional behaviour; organizational behaviour
behavioural holarchy 207, 208
behavioural theory, entrepreneurship 9, 61
behavioural/psychological perspective 88–92
causal logic in explaining performance 93
changes in ontology 90–92
criticism 89–90
empirical findings 89
belief condition 135–6
Beta 181, 184, 186
bifurcation 198–9
biographical characteristics 87
biological analogy, new firm development 81
biological theories, entrepreneurial behaviour 9
birth process, high-tech start-up 199, 201
black box treatment 83, 155
bounded rationality 58
Burrell and Morgan, paradigmatic frameworks 157
functionalist paradigm 157–8
interpretative paradigm 158–9
radical humanist paradigm 159–60
radical structuralist paradigm 160–61
see also ChocExpress case study
business environment, New Europe 102
business similarity, positive effect on performance 87
business skills, firm performance 88
business-related practices, Dutch engineers 243–4
butterfly effect 198
capabilities
perceived 91
resource-based perspective 86
car repair shop, Finland 303, 305
carp’s role, emergent leadership 211
Carter, Nancy 35
case studies 150–52
in current research 143
high-tech start-ups 178–90
Index
multi-paradigm analysis,
  ChocExpress 16–17, 161–7
strategic management 154
causal inference, longitudinal studies 66
causal logic, explaining firm
  performance 92, 93
CDI, see Confucian Dynamism Index
change
  chaordic thinking as metaphor for
    195–6
  sustainable work systems’ ability to
    cope with 212
see also organizational change
chaord 194–5
Chaordic Commons 195
Chaordic Systems Thinking (CST)
  193–219
  added value for understanding
    entrepreneurship/
      intrapreneurship 215–19
chaordic, meaning of 194–5
chaos and complexity 213–14
chapter overview 17–18
characteristics 202–4
creativity 212–13, 216
discontinuous growth 196–202
entrepreneurial/intrapreneurial culture
  205–11
entrepreneurial/intrapreneurial
  novelty 214–15
  as a metaphor for change 195–6
  orienteering and path finding 204
sustainable work systems 211–12
time factor 198, 202, 217
chaos
  and complexity 213–14
  meaning of 194
ChocExpress Ltd case study 161
classical interpretation 162–3
company culture chart 165
discussion and conclusion 167–70
evolutionary interpretation 163
interpretivist interpretation 166
processual interpretation 164
radical humanist interpretation 164–5
radical structuralist interpretation
  166–7
systemic interpretation 163–4
timeline of key events 162
civil engineers, France 231
clans, cultural strength 282
classical paradigm 152–4
  ChocExpress study 162–3
Classical School 11, 127, 152
classical spin-off 258, 259
cleaning service, Finland 299, 301
clues, research process 123
CLUSTER 250
cognitive models 91
cognitive theories 90
coherence, truth as 136
collaboration, resource-based 105–9
collective networks, entrepreneurship 9
collective process, organizational
  learning 261
collectivism, see individual/collectivism
commercial ambition 188
commercial functions, French engineers
  238
Commission des Titres d’Ingénieur 232
commitment
  growth of Portuguese SMEs 334,
    336, 340, 342
  SME start-ups, UK 322
communities, cultural strength 282
company age, growth of Portuguese
  SMEs 333, 334, 340, 342
company behaviour, national culture
  229
company role, opportunities for French
  engineers 234
company size, growth of Portuguese
  SMEs 333, 334, 340, 342
competencies, of founders 88
competition
  demise of stand-alone companies
    104–5
  scanning, Portuguese SMEs 335,
    337–8, 341, 344
competitive advantage, resources 85
competitiveness
  corporate culture 229
  fitness development for 212
‘Complex Responsive Processes of
  Relating’ 215
complexity 195
chaos and 213–14
conceptual methodology 122–3
confectionary and bakery, Finland
  as a hobby 300
as a profitable small-scale business 300
conference papers, methodological choices 128–9
Confucian Dynamism Index (CDI) 228–9
connectivity, chaordic enterprises 203
consciousness
chaordic enterprises 203
entrepreneurial/intrapreneurial 216
see also organizational mind
consistent research teams 13
construction, Finland 302, 305
consumer needs, resource-based integration 108
content, historical writing 11
contextuality, interpretive study 122
contingency approach 83–4
control
multi-polar distribution 105
see also internal control
controllability, of holons 206
cooking and festival service, Finland 299
corporate culture 229
French engineers 241
market orientation, German engineers 242–3
corporate spin-offs 256, 257, 260
correspondence, truth as 136
cosmology 132
cost accounting accuracy, growth of Portuguese, SMEs 335, 338, 341
country effect, growth of SMEs 314
crafts 282
‘creating desired realities’ 204
creativity
chaordic systems thinking 212–13, 216
see also entrepreneurial creativity
creditor days, survival of established SMEs 323
critical paradigm 146
‘Cross in the Chaos’ 200
cross-sectional studies 66
CST, see Chaordic Systems Thinking
cultural dimensions
education system, French engineers 232–3
Hofstede’s 292–3
cultural distinctions, New Europe 104
Criticality 11
Index
353
cultural holarchy 207, 208
cultural strength 281–3
culture
and metaphors 294–5
see also corporate culture;
entrepreneurial culture;
national culture; organizational culture; professional culture
culture transformation 285–9
culture-bound views, entrepreneurs 9
curriculum structure, entrepreneurial behaviour, French engineers 236
data, interpretive study 125
data analysis 49–51
data collection 38–46
high-tech start-up studies 180
panel data 67
data reliability, high-tech start-up studies 180–81
decision making, under uncertainty 218
‘demanding and profitable’ business culture, Finland 300
descriptive conceptual study 122–6, 145
deskilling 160
deterministic research 81–2
devolution, national powers 104
dialectical cyclical process 132
dialectical interpretive process 125
dialogue, chaordic systems thinking 210–11, 217
discontinuous growth 196–202
discontinuous growth curve 197, 198
discovery, entrepreneurship as process of 35
discursive methods 140–41, 143
discussion, distinguished from dialogue 210
disequilibrium, entrepreneurial process 58
dissipation
chaordic enterprises 203
of holons 205
dolphin’s role, emergent leadership 211
domain delineation, entrepreneurship research 36
domestic article selling, Finland 301
dominant logic, firm performance 87, 88
double loop learning 262
Index

duration problem, sampling bias 42–3
Dutch engineers
  European perspective 18–19, 248–9
  specificities of 243–6
dynamic capabilities 86
dynamic management 177

Eclectic Paradigm 104
Ecole Polytechnique 233
economic power, consolidation of 103–4
economic process, focus of entrepreneurship 2
economy, Finland 1990s 294
education
  French engineers
    cultural dimension 232–3
    links between professional career and 233–4
    growth of Portuguese SMEs 334, 336–7, 340, 342
  see also vocational education
elderly care, Finland 301
electronics, Finland 302, 305
eligibility problem, sampling 39–42, 45
emergence
  as centre of gravity in research 35
  chaordic enterprises 203
emergent leadership, CST concept of 210–11
emergents
  development of 203–4
  holons’ ability to generate 205
emotional dimension, of work 209
empirical findings, methodological choices 128–9
empirical part, research process 125
empirical research programmes 35–6
empiricism 11
employee numbers, profitability, established SMEs 320
empowerment 159
engineers
  cultures 228–30
  entrepreneurial and innovative tendencies 227–8
  see also Dutch engineers; French engineers; German engineers
English language, in future research 114
Enlightenment 3, 11
enterprise evolution, as an implementation of a project 174–90
enterprises, see small enterprises; small and medium-sized enterprises; start-ups
enterprising individuals, see entrepreneurs
entrepreneure 102
entrepreneurial behaviour research
  French engineers
    methodological approach 235
    questionnaire 254–5
    results 235–8
entrepreneurial creativity 193
entrepreneurial culture
  chaordic systems thinking 205–11, 216
  Finnish rural areas study 292–310
    chapter overview 22–4
    culture and cultural dimensions 292–5
    educational implications 309–10
    methodology and data 296–8
    results 298–307
    theoretical implications 308–9
  German and Dutch engineers 241–9
  internationalisation process of firms 193
entrepreneurial engineers, models 238–41
entrepreneurial experience, firm performance 87–8
entrepreneurial improvement 215
entrepreneurial novelty 214–15
entrepreneurial organizational cultures 280–89
entrepreneurial process 57–60
  evolutionary theory 60–62
  advantage of 62–4
entrepreneurial spin-offs 258, 259
entrepreneurs
  assumptions, Finland 306–7
  as chaordic thinkers 204
  contingency approach 83–4
  Finland 292–310
  holonic capacity 209
  identifying characteristics 9
  locus of control 89
  nexus between entrepreneurial opportunity and 58
Index

personality 88
spin-off process 257
entrepreneurship
  added value of CST for understanding 215–19
  forms of 193, 218–19
  scientific thinking about 193
  social dimensions 285
entrepreneurship research
  cases and constructs in 150–52
  changes in the scientific field 8
  chaordic systems thinking 193–219
  entrepreneurial organizational cultures 279–89
European entrepreneurial engineers 249–50
European roots 1–8
Finnish rural entrepreneur’s culture 292–310
French, German and Dutch engineers 227–50
growth of Portuguese SMEs 331–44
high-tech start-ups 174–90
methodologies, see methodologies
motives and assumptions 8–10
multi-paradigm perspective 150–70
new firm performance 80–95
new paradigm of multi-polar competition 102–14
performance UK SMEs 313–25
research-intensive environments 55–75
strategic spin-off project 256–74
targets and theories 10
venture start-ups 35–51
Entrepreneurship Theory and Practice 151
environment orientations, professional culture 230
environmental factors, population ecology perspective 81–2
environmental forces, evolutionary paradigm 154
episodic nature, entrepreneurship 58
episteme 135
epistemological breaks 132
epistemological perspective, of science 131–2
epistemology 135–6
entrepreneurial process 57–8, 73–4
states, chaordic systems 196–8
supply and demand theory 11
established firms
  opportunity exploitation 65
  see also older firms
established SMEs
  profitability 320–22
  survival of 322–4
ethnographic study, culture transformation 285–9
ethnography 141, 159
Europe
  future entrepreneurship research 113–14
  reality of spin-off phenomenon in 259–60
  roots of entrepreneurship research 1–8
  see also Finland; France; Germany;
  Netherlands; New Europe;
  Portugal; Spain; United Kingdom
European Case Clearing House 151
European multinationals, foreign investment 103
event history analysis 50
‘evil others’ culture 300
evolutionary approach
  ChocExpress case study 163
  entrepreneurial process 60–62
  advantage of 62–4
  firm-level analysis 83
  strategic management 154–5
expectations, entrepreneurship research
  4–7, 11
experience, see entrepreneurial experience; professional experience
expertise, firm performance 87, 88
export orientation, SME start-ups 319–20, 322
exterior aspects, of holons 207–8
external advice, use of, Portuguese SMEs 334–5, 337, 341, 342
externalization, strategic spin-off 258–9
‘externally stimulated’ starts 43
failure, strategic planning process 153
family festivals, Finland 299
Far-From-Equilibrium state 195, 197, 198, 212, 215, 216
Fatal Chaos state 197, 198, 199
feedback loops, creativity 213
femininity, see masculinity/femininity
FENIX organization, culture
    transformation 21–2, 285–9
Feyerabend, P. 133–4
financing, high-tech start-up studies 188
Finland, entrepreneurs, rural areas
    292–310
firms
    demise of, as microeconomic players 104–5
    evolution of new, research-intensive environments 55–75
    opportunity exploitation 65
    resource-based collaboration 105–9
    see also ChocExpress Ltd; company behaviour; corporate culture;
    new firm formation; new firm performance; small and medium-sized enterprises;
    start-ups
fitness development, sustainable work systems 212
Fitness Landscape 198
flexibility
    company behaviour 229
    corporate culture 229
focus
    of entrepreneurship research 2, 3, 10
    SME start-ups 317
focus strategy, growth of Portuguese SMEs 335, 337, 341, 342, 344
foreign direct investment, multi-domestic model 103
founder competencies, and firm performance 88
fractal dimension, of growth 199, 200
France, devolution 104
French engineers
    education system
        cultural dimensions 232–3
        links between professional career and 233–4
    entrepreneurial behaviour research
        methodological approach 235
        results 235–8
    European perspective 18–19, 248–9
models of entrepreneur engineers 238–41
national culture 247–8
social status, historical evolution 231–2
French firms, strategic spin-offs 260
functionalist paradigm 157–8, 169
Gamma 181–2, 185, 186–7
Gartner, Bill 35
GEM, see Global Entrepreneurship Monitor
gender
    in business 156
    entrepreneurial culture, Finland 307–9
    see also women
généraliste engineering schools, France 248
geographical distribution
    innovative industries 56
    methodological choices 145
German companies, bureaucracy 229
German engineers
    European perspective 18–19, 248–9
    specificities of 241–3
    German Historical School 11, 127
    Germany
        business-related practices 245
        devolution 104
    Global Entrepreneurship Monitor (GEM) 35, 41
    Grandes Ecoles 231–2, 233, 235, 241
    grocery shops, Finland 301
    handicrafts, Finland 302, 305
heterogeneity
    longitudinal data 66
    research-intensive environments
        study 68
    start-up studies 46–8
    hierarchical approach, methodological choices 136–7
high-tech start-ups
    as chaordic systems
        discontinuous growth 196–202
        path finding 204
        seen as holons 205, 206
    systemic approach to understanding 174–90
analysis and conclusions 188–90
chapter overview 17
data collection and analysis 180
data reliability 180–81
description of the evolution 178–80
difficulties in creation of enterprises analysed 181–2
text
entrepreneurship definitions 174
evolution of start-ups 175–8
implications 190
results
Alpha 182–6
Beta 186
Gamma 186–7
general observations 187–8
hindsight bias 67
hints, in research process 123
historical approaches 141
historical writing 11
Hock, Dee 194–5
Hofstede’s dimensions, national culture 228, 292–3
holographic decision-making 218
holonic capacity 206–7, 209
holonic development 208
holons 205–7
exterior and interior aspects 207–8
potential 208–9
hopeless culture, Finnish farmers 299, 309
horizontal integration 106, 108, 109
human capital
firm growth and performance 87
growth of start-ups 320
profitability of established firms 322
self-efficacy 91
human resource strategies 62
human-sized companies, French engineers 237
hypotheses testing, evolutionary theory 64
ideal samples, procedure for obtaining 40–42
I.M. group, spin-off study 262–3
identified stakes 263, 264
organizational learning
acquisition of new research skills 268–9
development of new internal relations 268–9
development of new skills 270–71
entrepreneurship development 270–71
formalization of the process 265–7
integration of the process 268
opening of group to foreign firms 269–70
valuation of spin-off process 271–2
sample and methodology 263–5
implementation problems, systemic approach 175
‘implementation of a project’ an enterprise as 174–90
improvising organizations 204
In Search of Excellence 283
incremental change 198, 199
indeterminacy, chaordic enterprises 203
individual initiative 284
individual motivation 89
individual process, organizational learning 261
individual roles, chaordic enterprises 210–11
individualism/collectivism 293
Finland 307
Portugal 315, 331
UK 315
individualistic views, of entrepreneurship 2, 9
inductive methods, need for 126
industrial leadership, French engineers 231
industrial production, established SMEs 323
industry factor, firm performance 82
industry structure, firm performance 84, 87
inertia, of firms 82
informants, to identify on-going processes 39
information availability, entrepreneurial process 61
innovation management 279
and national culture 246–8
need for, methodological questions
innovation culture, German and Dutch engineers 241–9
innovative function, manager’
entrepreneur engineer 239–40
‘inside-out’ view, of firm’s resources 85
integration, resource-based 106–9
intellectual dimension, of work 209
intentional behaviour 61, 91
intentional holarchy 207, 208
interdependence, entrepreneurship research 113
interior aspects
of holons 207–8
research using CST 217
internal control, firm performance 89
internal start-ups, sampling 43–6
‘internally stimulated’ starts 43
internationalisation
key elements contributing to 193–4
research approaches 102–3
uni-polar paradigm 104–5
interpretative paradigm 158–9, 168
Choc Express study 166
interpretative study 122–6, 145
intrapreneurial culture, CST 205–11, 216
intrapreneurial improvement 215
intrapreneurial novelty 214–15
intrapreneurs
as chaordic thinkers 204
destruction of organizational structure 213
holonic capacity 209
intrapreneurship 193
added value of CST for understanding 215–19
entrepreneurship transformed into 285–9
meaning of work 283–5
target of entrepreneurship 3
investment purpose
established SMEs 324
SME start-ups 320
isolated resources, resource-based view 86
journal articles, methodological choices
128–9, 138–44
Journal of Entrepreneurship Theory and Practice 121

Journal of International Entrepreneurship 193
Journal of Organizational Change Management 195
Journal of Small Business and Enterprise Development 151
justification condition 136
knowledge, risk-taking 89
knowledge-intensive economy, entrepreneurial process 55–75
Kuhn, T.S. 132–3
latent growth modelling (LGM) 50–51
leadership
organizational culture 283
spatial metaphors 295
see also emergent leadership;
industrial leadership
leapfrogging, chaordic enterprises 199–200, 203–4, 209, 213
learners, in organizational learning 261
learning
entrepreneurial process 62
see also organizational learning
life cycle, chaordic enterprise 196
linear development, chaordic enterprises 199–200
local communities, cultures 282
local distinctions, New Europe 104
logico-deductive sciences, training, French engineers 233
Logic of Scientific Discovery, The 131–2
long-run competitive advantage, resources 85
long-term strategy 155
longitudinal studies
data analysis 50–51
entrepreneurial process 66–7
high-tech start-ups 178–90
rarity of 22
LOUISE 69
McClelland’s achievement motivational theory 89
macroeconomic level, changes at 103–4
mail surveys 48
male entrepreneurs, Finland 308
management
Case method in...
training, French engineers 234

see also strategic management

‘manager’ entrepreneur engineers 239–40, 249

managerial function, French engineers 231, 234, 236

managers

contingency approach 83–4

Dutch 243–4

German 245

locus of control 89

March into Socialism, The 2

market forces, resource-based integration 108

market orientation

differences in corporate and professional culture 247

Dutch engineers 244–5

German engineers 241–3

market pull

Dutch engineers 244–5

German engineers 243

marketing, professional culture 230

masculinity/femininity 293

Finland 307

Germany 247

Netherlands 247

Portugal 315

United Kingdom 315

maximum criterion, sample eligibility 42

meaning of work, intrapreneurship 283–5

measurement errors, panel data 67

memory, retrospective studies 38

merchant activity 167

metaphors

chaordic systems thinking 214

and culture 294–5

methodological choices 122–6

empirical findings 128–30

hierarchical approach 136–7

methodologies 121–46

changes 10–12

chapter overview 16

need for specific 121–2

start-up studies 12–13, 35–51

data analysis 49–51

heterogeneity and representativeness 46–8

longitudinal analyses, problems 51

response rates and attrition 48–9

sampling and data collection 38–46

study of current state

conducting 138–9

results 139–41

conclusions 141–4

final conclusions and evaluation 144–6

implications 146

micro-level phenomenon, dominance in research 141–4

microeconomic level, changes at 104–5

Miner’s scales 89

minimum criterion, sample eligibility 41–2

Mises, Ludwig von 11, 126

mobile data communications, entrepreneurial process research 70–72

mobility, company behaviour 229

mode of exploitation 45–6

modern era, entrepreneurship research 2, 4–7, 9, 11

modern transition, entrepreneurship research 2, 4–7, 8

motivation

entrepreneurship 89, 91, 294

intrapreneurship 284, 285

motives, entrepreneurship research 8–10

multi-domestic model, foreign direct investment 103

multi-paradigm analysis, case study 16–17, 161–7

multi-polar competition 102–14

chapter overview 15

demise of nation-state as primary macroeconomic player 103–4

implications for entrepreneurship research 109–14

new paradigm 105–9

mutual interdependence 105–9

narratives 150, 151, 209

nascent entrepreneurs 41

nascent intrapreneurs 41

nation-state, demise of, as primary macroeconomic player 103–4
national culture 228–9
entrepreneurial activity 331
French engineers 240–41
Hofstede’s index scores, Portugal and UK 315
and innovation
Netherlands and Germany 246–8
research questionnaire 255
national powers
diminution of 103
fragmentation or devolution 104
neoclassical assumptions, resource-based
view 86
Netherlands
national culture and innovation 246–8
see also Dutch engineers
networking, demise of stand-alone firms 105
networks, see collective networks; resource-based networks
New Europe
business environment 102
local, regional and cultural distinctions 104
new firm formation, spin-off process 260
new firm performance 80–95
behavioural/psychological perspective 88–92
chapter overview 14–15
composite research model 92–4
conclusion 94–5
framework for explaining 94
importance of understanding 80
measurement of 80–81
population ecology perspective 81–4
resource-based perspective 84–8
new firms, opportunity exploitation 65
New Scientific Spirit, The 132
Noblesse d’Etat, academic meritocracy 233
non-dualism 11
non-linear development, chaordic enterprises 200–202
non-linear systems, feedback loops 213
non-response 49, 67
non-technical professions, entrepreneur engineers 239–40
observation period, longitudinal studies 67
older firms
growth of Portuguese SMEs 243, 333, 343
opportunity exploitation 65
see also established firms
on-going processes
identifying an eligible sample 39–42
need to study 38–9
sampling internal 43–6
ontology 135, 136
opinion polls, statistical inference 46
opportunities, entrepreneurship research 113–14
opportunity exploitation 35, 58–9, 62, 63, 65
opportunity identification, firm performance 88
optimizations, strategic management 154, 155
organization theory
entrepreneurship research 35
strategic models based on 84
organizational behaviour
paradigmatic frameworks
Burrell and Morgan 157–61
Whittington 152–7
organizational capabilities 86
organizational change
German engineering 242
management 279
spin-off process 256–7
case study 265–72
organizational culture
concept of 280–81
ideas and financial performance 281–3
meaningful work 284–5
transformation, FENIX organization 285–9
organizational exit 83
organizational learning
chaordic systems thinking 209
definition and analysis 260–61
process 262
spin-off study
acquisition of new research skills 268–9
development of new internal relations 268–9
development of new skills 270–71

Index
entrepreneurship development 270–71  
formalization of the process 265–7  
integration of the process 268  
opening up of group to foreign firms 269–70  
valuation of spin-off process 271–2
organizational mind  
as container of holonic capacity 206–7, 208–9  
development of emergents 203–4  
simulation by dialogue 217  
organizational strategies, values 283  
organizational survival  
chaordic enterprises 209  
established SMEs 322–4  
SME start-ups 322  
threshold of performance 83  
organizing process, entrepreneurship 59  
oorienteering, chaordic systems 204  
‘outside-in’ view, on market structure 84  
over sampling, team start-ups 42  
overdraft facilities, established SMEs 324  
owner age  
established SMEs 320  
growth of Portuguese SMEs 334, 336, 340, 342  
owner/founder goals, firm performance 89  
owner/managers, in firm-level analyses 83
panel data 66–7  
Panel Study of Entrepreneurial Dynamics (PSED) 35, 36, 40, 41  
paradigma 130  
paradigm discussion  
dynamic debate of a scientific inquiry leading to 130–35  
entrepreneurship research 126–30  
structural view delineating 135–8  
paradigmatic cognitive value, truth as 136  
paradigmatic frameworks  
Burrell and Morgan 157–61  
ChocExpress case study 161–70  
Whittington 152–7  

‘Paradigms and conventions: uncertainty, decision-making and entrepreneurship’ 127  
path finding, chaordic systems 204  
pattern generation, complexity 213  
perceived behavioural control 91  
perceived self-efficacy 91  
performance  
new firms 80–95  
UK SMEs 313–25  
personal confidence, lack of, among Finns 293  
personality 88–9, 90  
pet care, Finland 301, 305  
philosophical bases  
paradigms as mediator between methods and 134–5, 135–8  
to entrepreneurship research 126–8  
physical dimension, of work 209  
planned behaviour, theory of 90–91  
Popper, K.R. 131–2  
post-modern transition, entrepreneurship research 2, 3, 4–7, 8–9, 9, 11  
power  
locus of, future research 113  
multi-polar distribution 105  
power distance 293  
Finland 307  
Germany 247  
innovation 247  
Netherlands 247  
Portugal 315, 331, 343  
UK 315  
pragmatism 123–5, 127, 146  
praxeology 11  
pre-stratification 47–8  
predictive limitations, population ecology perspective 82–3  
post-stratification, firm performance 87
private nursing, Finland 301
private services, Finland 299
process, organizational learning 261, 262
spin-off case study 265–7
processual approach 155–6, 168
ChocExpress study 164
start-ups 175–6, 178
product differentiation
established SMEs 320, 323
SME start-ups 317–19
product and factor markets, integration of 103
professional career, and education system, France 233–4
professional culture 230
French engineers 241, 248
German engineers 245
professional experience, entrepreneurial behaviour, French engineers 237
professional identity, French engineers 232
profitability
cultural strength 283
resource-based view 85
SMEs
established firms 320–22
start-ups 319
project characteristics, start-ups 179
project spin-off 258, 259
proximal explanation, of behaviour 90
PSED, see Panel Study of
entrepreneurial process
psychology
in entrepreneurial research 9
see also behavioural/psychological perspective

qualitative methods 11, 129, 140, 141, 143
qualities, entrepreneurship 3
quasi-inductive 131–2

radical humanist paradigm 159–60, 168
ChocExpress study 164–5
radical structuralist paradigm 160–61, 168
ChocExpress study 166–7
random sampling 42
limitations of 47–8
Rational Materialism 132

reality
interpretive study 123
scientific inquiry 134, 136
REEE, see Roundtable on
Entrepreneurship Education for Engineers
regional distinctions, New Europe 104
regional trade agreements 103
registrations, to identify on-going processes 39–40
regular training, growth of Portuguese SMEs 334, 336, 340, 342
relevance, theoretical 48
replication, theory testing 48
representative samples, identifying 39–42
representativeness 45, 46–8
research design
possibilities 36
problems, panel data 67
research and development
professional culture 230
spin-off process study 20
research questions 169
research-intensive environments study 55–75
contribution to entrepreneurial research 56–7
defining what to study 64–6
definition of entrepreneurship 55
design of the projects 67–73
entrepreneurial process 57–60
evolutionary theory 60–62
advantage of 62–4
implications
for entrepreneurial research 73–4
for practitioners 75
longitudinal studies 66–7
overview 13–14
research questions 55–6
resource availability
firm performance 82
variation in entrepreneurial process 61
resource co-ordinator function,
‘manager’ entrepreneur engineer 239–40
resource-based networks 105–9
future entrepreneurship research 113
resource-based perspective 84–8
causal logic, explaining performance 93
changes in ontology 86
criticism 85–6
empirical findings 85
entrepreneurship studies 87–8
resources, strategy choice 84
response rates 48–9
response-ability, of holons 206
restructuring driven spin-offs 257–8, 259
retention, entrepreneurial process 62, 63
retrospective studies 38–9
problems 64, 66–7
revolutionary development, of paradigms 132–3
Reynolds, Paul 35
risk-taking propensity 89
Roundtable on Entrepreneurship Education for Engineers (REEE) 249–50
ruling class, reproduction, Grandes Ecoles 233
rural areas (Finland), entrepreneurial culture 292–310
rural tourism and catering, Finland
demanding but profitable business 300
evil others 300
sampling 38–46
sampling bias 42–3, 45
satisficing 155
scanning competition, growth of
Portuguese SMEs 335, 337–8, 341, 344
scarce resources, evolutionary theory 62
schools, entrepreneurial behaviour,
French engineers 235–6
scientific base, entrepreneurship research 8
scientific descriptions, entrepreneurship 3
scientific inquiry, dynamic debate,
leading to paradigm discussion 130–35
scientific thinking, about entrepreneurship 193
screening, firms, internal start-up studies 44–5
screening samples 40–41
search processes, ideas for new internal
ventures 45
selection, entrepreneurial process 61–2, 63
selection bias 38–9, 64
self-achievement, attitudes towards 89
self-efficacy 91
self-organization 217
‘Sensitive Dependence on Initial Conditions’ 198
service differentiation, SME start-ups 317–19
service sector, entrepreneurial cultures, Finland 299, 304
shark’s role, emergent leadership 211
single criterion, sample eligibility 42
single loop learning 262
situational characteristics, risk-taking 89
small enterprises
focus of entrepreneurship 3
future entrepreneurship research 113
opportunity exploitation 65
small and medium-sized enterprises (SMEs)
firm performance study, UK 313–25
chapter overview 24–5
definitions of variables 329–30
discussion 324–5
established firms
profitability of 320–22
survival of 322–4
methodology 315–16
objectives 315
start-ups
growth of 317–20
survival of 322
influences on growth study, Portugal 331–44
chapter overview 24–5
choice of variables 333–8
conclusions 343–4
list of variables 347–9
methodology 338–9
results 339–43
resource-based networks 106
SMEs, see small and medium-sized enterprises
snapshot representativeness, sampling bias 43
snowball sampling 40
social dimensions, entrepreneurship 285
social function, Grandes Ecoles 233
social holarchy 207, 208
social movements, successful companies 283
social policy, gendered division of labour, Finland 308
social science research, theoretical representativeness 46–7
social sciences, philosophy of 131
social status, French engineers 231–2
Spain, devolution 104
spatial metaphors, leadership 295
specialisation, entrepreneurial behaviour, French engineers 236
specialised engineering schools, France 248
spin-off process 256–7
case study, telecom sector 262–5
organizational learning and change 19–20, 265–72
classical and strategic 258–9
conclusion 272–4
definition and typology 257–8
questioning and interviewing 278
reality of phenomenon in Europe 259–60
table of cases 277
spiritual dimension, of work 209
spontaneous and mutual alignment, sustainable work systems 211–12
stage-based models, enterprise development 176
stakes, spin-off process study 263, 264
stand-alone companies, demise of 104–5
standard analyses 135–6
start-ups
SMEs
growth of 317–20
survival of 322
see also high-tech start-ups; venture start-up studies
statistical inference theory 43, 46, 48
statistical methods 128–9, 140, 141–3, 146
statistical representativeness 46
statistical testing 49
Statistics Sweden 69
Stearns, Timothy 35
story telling, see narratives
strategic adaptation perspective 83–4
causal logic, explaining performance 93
strategic choices
industry structure 84
start-up case studies 187, 188
strategic intention 267
strategic management
entrepreneurship research 174–5
paradigmatic frameworks
Burrell and Morgan 157–61
Whittington 152–7
strategic positioning, start-ups 179
case studies 183, 184, 185
strategic spin-off 258–9, 260
strategy
and corporate culture 229
entrepreneurial 177
mediator between psychology and performance 91–2
‘strategy as pattern’ 155
STRATOS project 314
Structure of Scientific Revolution, The 132–3
structural view
delineating the paradigm discussion 135–8, 146
to entity of concepts 125
subjectivity 41
success
in strategic management 153
studies investigating 94
success culture, Finnish farmers 298, 309
successful companies, social movements 283
surviving, exploitation of an opportunity 59
surplus value 167
survey research, start-up studies 48–9
survey techniques, organizational studies 153
survival, see organizational survival
survival bias 64, 66
sustainable work systems, CST 211–12
Sweden, strategic spin-offs 260
Swedish projects
entrepreneurship, research-intensive environments 55–75
method issues in start-up studies
trait theories 88–9, 90
trans-industry integration 106, 107–9, 111, 112
transitions, entrepreneurship research 2–8
transport, Finland 303, 305
tripartite definition, epistemology 135–6
truth, cases as a contributory part of 151
truth condition, epistemology 136
two-step procedure, obtaining ideal samples 40–42
typology, resource-based networks 106
uncertainty
acceptance, opportunity exploitation 58
chaordic enterprises 204
decision making under 218
uncertainty avoidance 293
Finland 307
Germany 247
innovation 247
Netherlands 247
Portugal 315, 331
risk-taking 331
UK 315
under-sampling 45
uni-polar paradigm, internationalisation 104–5
United Kingdom
devolution 104
firm performance, SMEs 313–25
United States, contribution to entrepreneurship research 3
unpredictability, chaordic enterprises 204
unternehmung 102
value chain models, of firms 106
artisan model 107
linear depiction of three unrelated value chains 110
non-linear depiction of three unrelated value chains 110
values, organizational strategies 283
variation, entrepreneurial process 59–60, 61, 63
Venkataraman, Sankaran 35
venture start-up studies 35–51
chapter overview 12–13
data analysis 49–51
Index

heterogeneity and representativeness 46–8
longitudinal analyses, problems 51
response rates and attrition 48–9
sampling and data collection 38–46
theory, use of 37–8
verification 123
vertical integration 106, 108, 109
vocational education
entrepreneurial culture, Finland 309–10
Finland 292
volitional dimension, of work 209

Whittington, paradigmatic frameworks
classical approach 152–4
evolutionary approach 154–5
processual approach 155–6
systemic approach 156–7
see also ChocExpress case study

women
business owners’ motivation 89
entrepreneurship, Finland 308
role in family businesses 156
women entrepreneurship research,
methodological choices 129
work
five dimensions of 209
intrapreneurship and meaning of 283–5
work systems, sustainable 211–12
working communities, cultures 281
young firms, growth of Portuguese
SMEs 333, 342
young owners
growth of Portuguese SMEs 336,
342, 343
profitability, established UK SMEs 320