Contents

	t of contributors cnowledgements	ix xi
1	Introduction: at the intersection of entrepreneurship and human resource management Rowena Barrett and Susan Mayson	1
PA]	RT I THEORY AND RESEARCH METHODS	
2	The nascent entrepreneur, business development and the role of human resources Elizabeth Chell	21
3	Entrepreneurship capital: a regional, organizational, team and individual phenomenon David Audretsch and Erik Monsen	47
4	Interpretivist approaches to entrepreneurship Catherine Cassell and Sara Nadin	71
PAl	RT II THE NATURE OF HRM IN SMALLER AND ENTREPRENEURIAL FIRMS	
5	Human resource management as an entrepreneurial tool? Cinzia Dal Zotto and Veronica Gustafsson	89
6	The formality and informality of HRM practices in small firms Rowena Barrett and Susan Mayson	111
7	Human resource management and corporate performance: evidence from UK and US small firms Jonathan Michie and Maura Sheehan	137
8	Human resource strategies of high-growth entrepreneurial firms Robert L. Heneman, Judith W. Tansky and S. Michael Camp	165
9	The relationship between small firm growth and HRM practices Rowena Barrett. Susan Mayson and Niel Warriner	186

vi Contents

10	Formalizing relationships? Time, change and the psychological contract in team entrepreneurial companies Lynn M. Martin, Shaheena Janjuha-Jivraj, Charlotte Carey and Srikanth Sursani Reddy	205
11	Growing pains: managing the employment relationship in medium-sized enterprises Susan Marlow and Amanda Thompson	224
12	Paternalism and people management in a low-tech manufacturing company Jeff Hyman, Fraser Osborne and Sarah Jack	242
13	Barriers to growth in family-owned smaller businesses Richard Harris and Renee Reid	260
14	Human resource management in small and medium-sized enterprises in Jiangsu, China Li Xue Cunningham and Chris Rowley	285
PAF	RT III FUNCTIONAL ASPECTS OF HRM	
15	Small firms' strategic stickiness and the impact of state interventions Robert Blackburn and David Smallbone	305
16	Becoming an employer Hefin David and Gerald Watts	326
17	Organizational attractiveness of small businesses Melissa S. Cardon and Ibraiz Tarique	345
18	The effect of small firms' recruitment practice portfolio composition on recruitment success Ian Williamson and Jeffrey Robinson	361
19	Would using the psychological contract increase entrepreneurial business development potential? Deborah Blackman and Kevin Hindle	382
20	Daily learning, job design and problem-solving in SMEs Grahame Boocock, Kevin Daniels, Jane Glover and Julie Holland	398
21	Encouraging skills acquisition in SMEs David Devins	420

	Contents	V11
22	Training and development: practices, definitions and desires Scott Taylor	434
23	The maturation of entrepreneurial careers David M. Kaplan and Jerome A. Katz	446
24	Intention to quit: evidence from managers and professionals in small and medium-sized enterprises Terry H. Wagar and James D. Grant	464
Inde	index	