



Edited by

Maura McAdam · James A. Cunningham

Entrepreneurial Behaviour

Individual, Contextual
and Microfoundational
Perspectives

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To Brendan and Bernie—always in my heart (MMcA)
To my beautiful wife Sammi and my wonderful boys Aiden and Riley (JC)

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1

Entrepreneurial Behaviour: A Research Outlook

Maura McAdam and James A. Cunningham

1.1 Introduction

As the domain of entrepreneurship has broadened, increasing attention has been paid to the behavioural aspects of different practices in the pursuit of entrepreneurial opportunities. Within the entrepreneurship field, scholars have focused particular attention on effectuation (see Brettel et al. 2012; Fisher 2012; Sarasvathy 2001) entrepreneurial intent (see Autio et al. 2001; Lüthje and Franke 2003; Schlaegel and Koenig 2014). Entrepreneurial behaviour is a subset of entrepreneurial activities concerned with understanding, predicting and influencing individual behaviour in entrepreneurial settings. Accordingly, entrepreneurial behaviour is

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directly concerned with the understanding, prediction and control of human behaviour in enterprises. Policy makers, institutional supporting agencies and practitioners have a growing interest in how entrepreneurial behaviour influences and shapes the creation and viability of new venture. In established enterprises entrepreneurial behaviour is also necessary in supporting the growth and sustainability. For organisations that are not for profit-focused such as public sector organisations or non-governmental organisations, entrepreneurial behaviour provides a capability that enables such entities to survive in challenging resource environments. Moreover, with a growing interest in entrepreneurial education within the entrepreneurial field and the growth of innovative pedagogical how to influence entrepreneurial behaviour in formal and informal settings as part of core and extracurricular activities is of particular interest and relevance to entrepreneurship educators.

Despite the importance of entrepreneurial behaviour as a construct to understand the process of entrepreneurship extant research is fragmented and lacks a coherent framework to understand how entrepreneurial behaviour is enacted in different contexts and which fully depicts the emerging and evolving nature of research. Bird et al. (2012) argue that in order to understand entrepreneurial behaviour, attention needs to focus on human action in venture creation, development, maintenance and growth. Studies of entrepreneurial behaviour thus focus on the observable actions of individuals (sole founders or team members) usually in the start-up or early stages of an organisation. Behaviour is thus an outcome of the motivation, personality, skills, knowledge, experience and abilities of entrepreneurs with these attributes externalised through action.

1.2 The Need for a Contextual Approach

Critical to our understanding of entrepreneurial behaviour are both individual characteristics and micro-foundational issues and situational or contextual factors (Reynolds 1992; Hills and Singh 2004; Senyard et al. 2009). This is largely due to the fact that under the same situational circumstances, not all individuals will behave identically. Thus, individual

and contextual differences constitute an integral part of entrepreneurship research (Johnson 1990; Hisrich et al. 2007; Frese 2009), central to the stimulation of entrepreneurial activity. Indeed, prior research on entrepreneurial venturing, despite its limitations, demonstrates that characteristics of the individual and characteristics of the situation matter, a view consistent with Reynolds (1992). A closely aligned issue to entrepreneurial behaviour is effectuation.

Effectuation, as an espoused logic of thinking which shapes decision making and behaviour, has attracted growing interest within the field of entrepreneurship (Baron 2009; Dew and Sarasvathy 2007; Dew et al. 2009, 2011; Read et al. 2009; Sarasvathy 2001, 2004; Sarasvathy and Dew 2005; Wiltbank et al. 2006, 2009). Sarasvathy and Dew (2005: 390) define effectuation as: 'to the extent we can control the future, we do not need to predict it' and is presented as an inverse to causation and its underpinning logic that 'to the extent we can predict the future we can control it'. At the core of an effectual approach is the idea that action to create value is directed by the transformation of means that are readily available rather than idealised future goals (Harmeling 2011). These means are cultivated from ones' current context and constitute an individual's traits, attributes, tastes, values, preferences, passions, interests, prior knowledge, education, experience, expertise, contacts and the contacts of contacts. The means held are idiosyncratic to a given individual and constantly evolving. Due to its flexible and adaptive emphasis, effectuation is considered intuitive and useful in dynamic and non-linear environments when the immediate future is highly uncertain and precise objectives are unknown (Bridge and O'Neill 2012; Dew et al. 2011; Sarasvathy 2001). In such situations, the strategic principles of prediction and control commonly associated with causation would be unfeasible and inappropriate (Read et al. 2009). Conversely causation is more apt in situations where goals are not ambiguous and there is certainty about how the future might unfold. It can be deemed that the use of effectual logic alone is not conducive to successfully realising value creation (Read et al. 2009) and the onus should be on the individual to adopt an approach most suited to the task at hand and the contextual setting (Bridge and O'Neill 2012).

1.3 Book Structure

This book brings together a collection of chapters from key influencers in the field of entrepreneurship and other related fields that explores, discusses and analyses two key strands of contemporary research in entrepreneurial behaviour: individual and contextual as well as micro-foundational issues. To achieve this, the contributors first focus on the entrepreneur as an individual and offer innovative yet complementary approaches to entrepreneurial behaviour, intentions and self-efficacy. They explore, interrogate and debate how entrepreneurial behaviour can be trained and learned, providing a much-needed theoretical anchor to pedagogical approaches in entrepreneurship. Accordingly, the microfoundations explicating the underlying theoretical foundations of the origins of individual entrepreneurial behaviour and action are unpacked. Building on this, illustrative contextual examples are then provided to demonstrate the manifestation of entrepreneurial behaviours at the contextual level. In structuring the chapter contribution our first theme focuses on emerging themes that provide diverse and challenging perspectives that further our understanding of entrepreneurial behaviour. Our second and third themes explore entrepreneurial behaviour in university and firm contexts. Our final theme examines entrepreneurial behaviour and society. This exploration of entrepreneurial behaviour in non-traditional context further extends our understanding, provides new insights and perspectives.

Chapter 2 commences with an investigation into entrepreneurial intent as an understanding of entrepreneurial intentions is critical to our understanding of entrepreneurial behaviour (Krueger 2017), because without intention there is little reason to expect action (Lee and Wong 2004). Critical to both our understanding of intentions and resultant behaviour is the microfoundations on which these intentions are grounded, with one such microfoundation being normative gendered ascriptions. Chapter 3 takes a critical perspective whilst reviewing the narrative of gender and entrepreneurship and in so doing noting the shift from a gender as a variable approach and associated assumptions of female deficit. Additionally, gender differences in the perception of the entrepreneurial environment and the impact of such on entrepreneurial behaviours will be explored. In recent years, there has been increasing

attention paid to the darker side to entrepreneurship, with illegal and criminal entrepreneurship now considered valid manifestations of entrepreneurial behaviour (Rehn and Taalas 2004). Chapter 4 is concerned with entrepreneurial behaviours that manifest at the 'margins of entrepreneurship' and consequently focuses on 'criminio-entrepreneurial behaviour' which spans two disparate human efficacies, namely, crime and entrepreneurship. Within this chapter, a behavioural matrix is provided in order to address the theoretical paucity in relation to this area within the entrepreneurial behavioural domain. The matrix illustrates the multi-disciplinary theoretical complexity of such entrepreneurial behaviour present within the paradigm and the flexibility of the matrix as an investigative tool. In Chap. 5, entrepreneurship behaviour is redefined in light of effectuation, an emergent theory of entrepreneurship, which is then applied to understand entrepreneurial team formation process. This chapter argues that despite the focus on extant literature on individual entrepreneurial behaviour, the overwhelming majority of new ventures are in fact started by entrepreneurial teams. Team formation is thus conceptualised as independent of the immediate creation of a new venture and as one possible outcome of actions and interactions undertaken by aspiring entrepreneurs.

Chapter 6 explores the role of entrepreneurial education in shaping entrepreneurial behaviour through its focus on start-up competitions which are often provided by Higher Education Institutions (HEIs) as a means of stimulating and supporting nascent entrepreneurial behaviour amongst their students, graduates and staff. Recognising that there has been limited attention to date on what constitutes start-up competition provision in practice, this chapter offers a timely exploration of the features of this provision in a UK context. This chapter raises some fundamental questions about how HEIs provide a supportive environment that enables entrepreneurial behaviour to flourish. Building on this, Chap. 7 explores how entrepreneurial behaviour relates to academic entrepreneurship. In particular, it is argued that external government-funded programmes, in the form of macro-level grand challenges, aimed at generating greater entrepreneurial behaviours among academic scientists remain underexplored in comparison to other key meso- and micro-level determinants and challenges such as scientists' motives/incentives, pro-

fessional role identity, social environment, support structures and their individual attributes and competencies. Although the adoption of entrepreneurial behaviours and activities by large corporations is increasingly receiving attention by scholars, the domain is still somewhat fragmented (Antonicic and Hisrich 2003). Therefore, it is paramount that discussions are encouraged in order to facilitate a more nuanced understanding of the process of corporate entrepreneurship. Accordingly, Chap. 8 considers subsidiary entrepreneurship, which relies on key individuals within organisations prioritising their attention to building linkages for accessing knowledge and entrepreneurial opportunities (Cano-Kollmann et al. 2016; Schotter and Beamish 2011). By taking a micro-foundational approach, this chapter proposes a typology of subsidiary manager's attentional engagement in key boundary spanning strategic activities. In so doing, the chapter indicates the key implications for our understanding of individual entrepreneurial behaviour in the specific context of subsidiary manager horizontal boundary spanning activities both inside and outside the firm. Chapter 9 examines the affective microfoundations of entrepreneurial cognition and its impact on behaviour. Starting with recent research on mental health and entrepreneurship, the chapter critically explores a number of perspectives to facilitate an understanding of the affective drivers shaping entrepreneurial behaviour. Specifically, fear is discussed as an operational example and the importance of attention is emphasised. Within the extant body of literature, little is known as to how transgenerational entrepreneurial families develop entrepreneurial mind-sets in order to create value across generations. Chapter 10 contends that the family ownership group and resultant transgenerational entrepreneurial learning are critical in the development of entrepreneurial behaviour. Accordingly, this chapter aims to explore the role of the family ownership group in entrepreneurial behaviour by examining the entrepreneurial learning process in a transgenerational entrepreneurial family. Despite an increasing interest in artisan entrepreneurship, which involves the marketing of creative assets in which manual techniques take precedence and emphasises the close link between products and a specific place or tradition, there is limited research on how entrepreneurial behaviour manifests within this particular domain of contemporary entrepreneurship. Chapter 11 provides an overview of such behaviour at

three different levels of analysis, namely, macro, meso and micro. Although entrepreneurial phenomena aimed at economic development has received a significant amount of scholarly attention, entrepreneurship as a process to foster social progress has increasingly attracted the attention of academic researchers interested in investigating the manifestation of entrepreneurial behaviour and practices within the context of social rather than for personal or a profit gain. This attention is reflected in Chap. 12 that challenges and argues that social entrepreneurship is a socially constructed concept. Drawing on evidence of social enterprises from the UK, Germany and Cyprus, the chapter provides diverse comparisons that highlight how different geographic, institutional and cultural environments shape and influence entrepreneurial behaviours of social entrepreneurs. Building on this, minority entrepreneurship refers to entrepreneurship that is associated with distinctive individual circumstances and contexts. Accordingly, Chap. 13 explores immigrant, people with disability, youth, gay and unemployed communities in order to ascertain as to how their entrepreneurial behaviour might differ from the practices of mainstream entrepreneurs. Appreciating the differences in how entrepreneurial behaviour manifests in different minority or disadvantaged communities will result in a more nuanced understanding regarding the unique challenges that entrepreneurs from such communities might endure.

1.4 Future Research Directions: Where to Next?

Within the entrepreneurship and related fields there is a need for further theoretical contributions and empirical studies of entrepreneurial behaviours. Advancing research in entrepreneurial behaviour is central to understanding how entrepreneurs create, develop, maintain and grow new organisations. It is also essential that entrepreneurial behaviour research is not just confined to more traditional and well-researched individuals such as nascent entrepreneurs or contexts. The ground-breaking chapter contributions and the diversity of perspectives illustrate the richness and unexplored nature of entrepreneurial behaviour as well as the

Table 1.1 Individual, contextual and micro-foundational themes in entrepreneurial behaviour and research agenda

Theme	Description	Illustrative future research questions for entrepreneurial behaviour
Entrepreneurial behaviour and emerging themes	Advancing the entrepreneurship behaviour domain by enhancing understanding of the connections between entrepreneurial intent, identities and contexts	How does immediate local physical contexts, such as the physical design of an incubator/accelerator/co-working space and the development of network 'bridging' programmes within such spaces influence entrepreneurial intentions and behaviours?
		How does long-held intent differ from 'in the moment' intent (in the context, e.g. of improvised entrepreneurship)?
		How do masculinity and LGBTQ+ articulations of gender shape entrepreneurial behaviours and activities?
		What boundary conditions and environment factors such as industry dynamism shape the team formation process and their subsequent entrepreneurial team behaviour?
		What internal and external factors determine the team's choice to adjust its member composition in relation to effectual and causal logics and the subsequent impact of this on entrepreneurial team behaviour?
		What are the key visual signs and behavioural cues from which one can make inferences from and therefore predict future entrepreneurial and crimino-entrepreneurial behaviours based on a profiling of past behaviours and visual data?
Entrepreneurial behaviour and universities	Advancing the entrepreneurship behaviour domain by exploring the microfoundations of the entrepreneurial intentions of students and academics	On what basis are competition-based entrepreneurship support and education programmes promoted as conducive to the increased quantity and quality of nascent entrepreneurial behaviour?
		Does being judged as having the 'best idea' and successful in attaining a prize award through such a process increase the propensity to continue pursuit of entrepreneurial activity?
		To what extent would the incorporation of agility and fast failures into publicly funded science programmes generate greater entrepreneurial behaviour amongst academic scientists?
		How does context (i.e. geographical and cultural) influence the degree to which entrepreneurial behaviour manifests amongst academic scientists?

Entrepreneurial behaviour and firms	Advancing the entrepreneurship behaviour domain by considering how the microfoundations of entrepreneurial behaviour shape and inform behaviour at the organisational level	<p>In what ways can managers engage in entrepreneurial behaviour whilst balancing the conflicting dilemmas within large international organisations?</p> <p>What entrepreneurial activities outside the normal boundaries of the firm facilitate the legitimisation of the entrepreneurial behaviour of individual middle managers within organisations?</p> <p>What are the different ways in which affective dissonance can impact entrepreneurial behaviour?</p> <p>What is the relationship between negative emotion and anticipated affect and how does this impact of subsequent entrepreneurial behaviour?</p> <p>To what extent are the processes within family firms bi-directional and multi-generational, involving multiple forms of co-participative behaviours from members of the family?</p> <p>How can artisan entrepreneurs maintain their artisan identity and brand image while pursuing commercial interests and profitable opportunities?</p> <p>How do artisan entrepreneurs engage with peer firms and supporting organisations, and what differences emerge in their networking behaviour?</p> <p>How do limitations and competing requirements in the institutional framework affect artisan entrepreneur's behaviour?</p> <p>How does context (i.e. geographical, cultural and institutional) influence the degree to which entrepreneurial behaviour manifests amongst social entrepreneurs?</p> <p>How does gender shape social entrepreneurial behaviours and activities?</p> <p>What is the relationship between the social entrepreneurial mind-set and subsequent entrepreneurial behaviour?</p> <p>What impact does prejudice have on the manifestation of entrepreneurial behaviour?</p> <p>In what way does the articulation of marginalisation shape entrepreneurial behaviours and activities?</p> <p>How do other markers of differences intersect and shape disadvantaged and minority groups' engagement with entrepreneurial behaviour?</p>
Entrepreneurial behaviour and society	Advancing the entrepreneurship behaviour domain by challenging societal expectations associated with normative entrepreneurial behaviour	

significant research opportunities that lay ahead. Therefore, it is anticipated that researchers will benefit from having a comprehensive collection of ground-breaking chapters that address different aspects of entrepreneurial behaviour that can be used as a reference source and a guide to future research in this domain. In considering how to extend research in the area of entrepreneurial behaviour, it is helpful to situate this in the context of the four themes outlined in this book. In so doing, our research agenda for entrepreneurial behaviour (Table 1.1) acknowledges and categorises contributions to theory made by each of the 12 chapters through the identification of illustrative future research questions.

1.5 Concluding Thoughts

Entrepreneurial behaviour can further advance our understanding of individual behaviours within and beyond the entrepreneurship field and context. To further advance entrepreneurial behaviour there is a need for a coherent body of empirical evidence and well rooted theoretical perspectives that can be extended in other less researched entrepreneurial and geographical settings. As entrepreneurial behaviour is concerned with understanding, predicting and influencing individual behaviour in entrepreneurial settings, further studies should take a multi-disciplinary perspective to yield the significant advances that are necessary. It also requires innovative methodological approaches particularly with respect to the predication and content dimensions of entrepreneurial behaviour. Moreover, a fundamental research challenge and question centres on the antecedent factors that shape entrepreneurial behaviour. To address this research question in a robust manner, this requires large-scale cross-country studies that provide the advances in knowledge that can shape organisational approaches to actually enable entrepreneurial behaviour. Furthermore, there is a necessity to develop more applied tools that enables individuals to better understand their own entrepreneurial behaviour. Such advances can potentially be very empowering for individuals irrespective of context.

This innovative and ground-breaking book explores contemporary research in entrepreneurial behaviour from an individual, contextual and micro-foundational perspective. Such an approach is necessary in order to advance theorising within this important area of entrepreneurship. In addition to acknowledging entrepreneurial behaviour at the micro-level, the microfoundations of individual entrepreneurial behaviour and action are also explored. Moreover, illustrative examples are provided which demonstrate the manifestation of entrepreneurial behaviours at the contextual level. This chapter concludes with the provision of a future research agenda including illustrative research questions.

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