

Contents

1	Introduction.....	1
	Some Methodological Background.....	2
	Some Theoretical Background.....	4
	Theories and Testing	5
	Chapter by Chapter	7
	Chapter 2: Entrepreneurial Experience and Thinking.....	8
	Chapter 3: Entrepreneurship as Small(er) Business.....	8
	Chapter 4: Entrepreneurship as Positivistic Social Science.....	9
	Chapter 5: The General Theory of Entrepreneurial Creativity	9
	Chapter 6: The Core Evidence	10
	Chapter 7: A General Theory and its Explanatory Power.....	11
	Chapter 8: Entrepreneurial Creativity	12
	Chapter 9: Entrepreneurial Dynamics.....	12
	Chapter 10: The Development of Personal Creativity	13
	Chapter 11: A Macro Theory of Entrepreneurial Creativity	13
	Chapter 12: Implications and Conclusions	14

Part I Understanding Entrepreneurial Problems

2	Entrepreneurial Work Experience	17
	In Summary.....	24

Part II Major Entrepreneurial Paradigms

3	Small Business Entrepreneurship: Is a Caterpillar a Butterfly?.....	27
	The Small Business Theory of Entrepreneurship	29
	Management Tools in an Entrepreneurial Context.....	30
	Strategic Planning	31
	Accounting	32
	Market Research	32

Marketing Promotion	34
Human Resource Management	35
Entrepreneurial Returns to Management Education	37
Entrepreneurial Returns to Entrepreneurial Education	39
On the Disadvantages of Current Thinking to the Practice of Entrepreneurship.....	40
A Contingency Approach.....	41
Conclusion	42
4 The Positivistic Social Science of Entrepreneurship.....	43
Propositions, Not Theories.....	44
Entrepreneurial Strategy	46
Industry Choice.....	47
New Venture Organizing	47
Acquiring Financial Resources	48
Entrepreneurial Psychology	49
The Sociology of Entrepreneurship	50
Strengths of Shane's General Theory.....	50
Potential Limitations of Shane's Propositions	51
On the Problems of Using Scientific Knowledge in Education.....	52
Conclusion	53
Part III A General Scientific Theory of Entrepreneurial Creativity	
5 Modernizing Schumpeter: Toward a New General Theory of Entrepreneurship	57
Developing an Entrepreneurship Theory	58
Entrepreneurship and Creativity	60
Schumpeter, Entrepreneurship and Creativity	61
Creativity.....	65
Intellectual Abilities	66
Knowledge	66
Thinking Styles	66
Personality.....	67
Motivation.....	67
Environment.....	67
Innovation	69
Business Development and Performance.....	69
Conclusion	72
6 The Core Evidence	73
Pre-venting.....	74
New Venturing.....	78
New Venture Outcomes.....	82
New Venture Survival	82

Differences in Creativity between Entrepreneurs and Small Business Owners.....	83
Growth and Performance	85
Some Synopses of Studies Related to Financial Performance.....	85
Creativity and Innovation.....	92
Need for Achievement	95
Discussion	96
Conclusion	98
7 A General Theory and Its Explanatory Power	99
The Explanatory Power of the General Theory of Entrepreneurial Creativity	102
Personality.....	102
Motivation	103
Thinking Styles	105
Intelligence.....	106
Knowledge	107
Environment.....	109
Conclusion	110
Part IV Auxiliary Theories	
8 Entrepreneurial Creativity.....	115
The Negative Side of Creativity.....	116
When Creativity Is (not) Needed	116
Entrepreneurship as a Creative Applied Art/Science	117
Entrepreneurially Creative Intelligence	118
What is Common to the Creative Intellect?.....	121
Entrepreneurially Creative Personality	121
What is Common to the Creative Personality?	124
Entrepreneurially Creative Motivation.....	124
What is Common to Creative Motivation?	126
Entrepreneurially Creative Thinking Style	126
What is Common to Creative Thinking Styles?.....	128
Entrepreneurial Knowledge	128
What is Common to Creative Knowledge?.....	131
Developing Measurement Instruments	131
Viewing Entrepreneurial Creativity Holistically.....	132
Confluence	132
Thresholds.....	133
Range of Applicability	133
Contingencies.....	134
The Direction of Causation.....	134
Conclusion	135

9 Entrepreneurial Dynamics	137
The Rationalist Model.....	137
Limits to Strategic Rationality	138
On the Limitations of the Small Business Model of Entrepreneurship.....	140
An Investment Theory of Entrepreneurial Creativity.....	141
Entrepreneurial Vision	142
Entrepreneurial Investments.....	144
Deal-Making under Adversity.....	144
Entrepreneurial Improvisation	145
Investigating the Entrepreneurial Process.....	146
A Provocative Study.....	147
Conclusions.....	148
10 Developing Entrepreneurial Creativity.....	149
Parents and Family.....	149
Primary and Secondary Education.....	152
Post-Secondary Education	153
Career Choices	153
Conclusion	154
11 Towards a Macro Theory of Entrepreneurial Creativity	155
The Entrepreneur in Economic Development.....	155
A Macro-Model of Entrepreneurial Creativity	158
Scientific and Technological Creativity	159
Spill-Over Creativity and Entrepreneurship	160
Entrepreneurial Culture and Economic Development	161
Barriers to and Supports of Creative Entrepreneurship	161
Education	162
Conclusion	163
12 Some Implications and Conclusions.....	165
Three General Theories.....	165
General Principles from the General Theory of Entrepreneurial Creativity	166
Some Points on Methodology	168
Normative Implications of the General Theory of Entrepreneurial Creativity	170
A Hierarchic Model of Moral Entrepreneurial Imperatives.....	172
Possible Implications upon Education	174
Research Implications	176
In Summary.....	178
References	179
Index.....	203