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A CONCEPTUAL MODEL OF CORPORATE ENTREPRENEURIAL BEHAVIOR (INTERACTIVE PAPER)

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INTERACTIVE PAPER

A CONCEPTUAL MODEL OF CORPORATE ENTREPRENEURIAL BEHAVIOR

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Principal Topic
In recent time corporate entrepreneurship has received valuable attention as an activity important for firms vitality (Dess et al., 2003). Nevertheless, the essence of corporate entrepreneurial activity has not been sufficiently clarified (Guth & Ginsberg, 1990; Kuratko et al., 2005; Stopford & Baden-Fuller, 1994). Stopford and Baden-Fuller (1994) call to pay attention to such questions as whether and how the attributes of behavior normally associated with individual entrepreneurs can infect the enterprise as a whole.

We engage in the discussion opened by these authors and address the question of how corporate entrepreneurs actually behave, hence contributing to a better understanding of the process of corporate entrepreneurship and its consequences for the firms where it takes place.

Method
First, we complete an extensive literature review focusing on entrepreneurial behaviors of individual employees. Based on this review, we introduce a four-category conceptual model of corporate entrepreneurial behavior. This model represents corporate entrepreneurship as discovery, evaluation, legitimation and exploitation of opportunities.

Second, we gather empirical data using the Delphi approach and asking well-known scholars of corporate entrepreneurship to suggest one or more cases with the focus on the project development and individual behaviors. Gathered cases then analyzed with the use of Nvivo. Initial descriptive categories are derived from the review. Further analysis is done by going back-and-forth between the cases and the framework providing specific and concrete examples of undertaken activities.

Finally, we perform a similar analysis with own business case study to provide additional support for the developed model.

Results and Implications
First, the paper accumulates and synthesizes findings from research on individual and corporate entrepreneurship as well as different streams of literature on organizational behavior.

Second, a list of specific activities is derived from the cases analysis and compared with the list derived from the literature review, serving a better understanding of the nature of corporate entrepreneurship.

Third, our structured analysis reveals equal importance of legitimating activities on top of the three other (identification, evaluation, exploitation). This calls for paying more attention to the political and negotiating role of corporate entrepreneurs, and the position that they take towards the environment.

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