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## TEMPLATE OF CROSS-LITERATURE REVIEW RESULTS

### *beFORE - Becoming-Oriented Entrepreneurs in universities and companies*

Project funded by European Commission Erasmus + Programme – Key Action 2  
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**for top publications presenting core foresight and entrepreneurial competences excluding domestic publication**  
**Analysis of at least 10 publications**

**We would like to direct your attention that filling the last page in this questionnaire is obligatory**

**Guidelines:** The aim of this template is to identify core foresight and innovation/entrepreneurship competences in relation to knowledge, skills and social competences that a future-oriented manager should possess. The source of data for the analysis are key books in the field and the other printed works on foresight and entrepreneurship (even popular-scientific studies), as well as peer review articles coming from leading journals such as *Technological Forecasting and Social Change*, *Futures*, *Long Range Planning*, to name but a few. Each partner involved in the task (universities) is free to select at least ten articles/books on the subject matter. The partners are also free to add any relevant articles/books. In the first place, we suggest to work on the publications which deal with the convergence among futures studies, entrepreneurship and innovation. In case of difficulty with the identification of core foresight and innovation/entrepreneurship competences in these sources, we suggest to work on the articles/books from three fields of expertise (namely foresight, entrepreneurship and innovation) separately.

<b>The authors with affiliations</b>	Elaine Mosakowski, <i>University of California</i>
<b>Title of the publication</b>	Entrepreneurial Resources, Organizational Choices, and Competitive Outcomes
<b>Journal title*</b>	ORGANIZATION SCIENCE
<b>Number of journal*/year of publication/pages</b>	Vol. 9, No. 6, November-December 1998
<b>Database of the scientific article's retrieval*</b>	EBSCO
<b>Keywords (or phrases) by which the publication was identified</b>	entrepreneurial competences; innovation; foresight
<b>Main keywords/phrases of the publication</b>	Entrepreneurship; Agency Theory; Innovation; Organizational Forms
<b>Core foresight and entrepreneurial competences</b>	<p>1) Entrepreneurial resources are defined as the propensity of an individual to behave creatively, act with foresight, use intuition, and be alert to new opportunities.</p> <p>2) function of entrepreneurs is to reform or revolutionize the pattern of production by exploiting an invention or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way</p> <p>3) the future time perspective in man is related to the cognitive elaboration of needs in plans, intentions, and tasks which have a more or less elaborated temporal structure." This research generally proposes at least two important components of a future orientation: A) how far into the future one conceptualizes one's plans, and the degree of organization of events in the future time span (Wallace 1956). In other words, future orientation reflects an individual's degree of involvement in the future, either in thought or action</p>
<b>Convergence among futures studies and entrepreneurship</b>	<p>1) Foresight is defined as a behavioral propensity. Foresight refers to an individual's tendency to spend significant amounts of time engaged in thought or care for the future.</p> <p>2) Shackle (1972) suggests that entrepreneurs do not solve problems rooted in the past, but instead look to and actually create the future</p>
<b>Convergence among futures studies and innovation</b>	<p><a href="#">Click here to enter the examples in the publication related to CONVERGENCE AMONG FUTURES STUDIES AND INNOVATION</a></p>
<b>Convergence among futures studies and entrepreneurship and innovation</b>	<p>1) below the CEO level, <b>team entrepreneurs</b> are responsible for ratifying innovative decisions, and below this team entrepreneurs are responsible for initiating innovative decisions.</p> <p>2) creativity, foresight, intuition, and alertness possessed by an individual constitute entrepreneurial resources</p> <p>3) A person relying on intuition is more able to deal with information overload and ambiguity in a turbulent and complex environment</p> <p>4) an individual's creativity, foresight, intuition, and alertness derives from the view of uncertainty adopted</p>

	<p>5) This paper's model of entrepreneurship emphasizes the locus of entrepreneurial resources, defined as the behavioral propensities of individuals to be creative, intuitive, alert, and farsighted.</p> <p>6) high levels of autonomy and discretion that allow entrepreneurs to be creative, foresightful, intuitive, and alert</p>
<p><b>Main highlights of the article (in bullets, up to 2500 characters including spaces)</b></p>	<ul style="list-style-type: none"> <li>• the generation of entrepreneurial outcomes must be, to a significant extent, unpredictable. Given this randomness, an individual's propensity to engage in many trials of a particular behavior, e.g., many experiments at starting a business, may have a greater effect on entrepreneurial outcomes than will an individual's aptitude or skill.</li> <li>• Entrepreneurs may not believe that their past experiences accurately reflect their future success (March and Shapira 1987)</li> <li>• creativity refers to an individual's tendency to engage in generating novel variations on existing themes. This definition focuses on an individual's tendency to participate in the creative process, not on the "product" or outcome of the creative process</li> <li>• author defines entrepreneurial resources to be behavioral propensities and not aptitudes, abilities, and skills. However, propensities, aptitudes, abilities, and skills may be closely related</li> <li>• Focusing on behavioral propensities answers Busenitz and Barney's (1996) call to study entrepreneurship as a function of actions, since propensities represent the general likelihood that an individual will engage in a behavior across a wide range of situations.</li> <li>• Problems in which "knowledge is costly" fundamentally differ from problems in which knowledge of the future is impossible</li> <li>• Baumol (1968, p. 67) differentiates between managers and entrepreneurs by suggesting that the former use available information and calculative techniques to solve well-defined problems, whereas the latter respond to ill-defined problems using enterprise and initiative. Thus, I exclude superior knowledge and risk propensities from the current definition of entrepreneurial resources.</li> <li>• Author doesn't assume that knowledge or risk propensities are unimportant to innovation. Certainly, knowledge can be valuable to the entrepreneur, just as other resources</li> <li>• reframing the entrepreneurial problem as decision making under Knightian uncertainty may be a more productive and less-traveled path. For this problem, creativity, intuition, foresight, and alertness will be especially useful.</li> <li>• the effect of entrepreneurial resources on performance is not necessarily positive. Intuition may mislead a decision maker; creativity may produce a bad idea; foresight may lead a decision maker down a blind alley; alertness may distract a decision maker from attention to current operations</li> <li>• This paper's model of entrepreneurship emphasizes the locus of entrepreneurial resources, defined as the behavioral propensities of individuals to be creative, intuitive, alert, and farsighted.</li> </ul>



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	<ul style="list-style-type: none"><li>• We cannot talk about concepts like strategic vision and organizational culture without noting their ties to an organizational member's motivations, values, and even emotions.</li></ul>
<b>Other observations or comments</b>	<a href="#">Click here to enter OTHER OBSERVATIONS OR COMMENTS</a>

\*Fill the following fields for the articles exclusively