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TEMPLATE OF CROSS-LITERATURE REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

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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.

The authors with affiliations	Jacqueline N. Hood, John E. Young; University of New Mexico
Title of the publication	Entrepreneurship's requisite areas of development: a survey of top executives in successful entrepreneurial firms
Journal title*	Journal of Business Venturing
Number of journal*/year of publication/pages	8(2) / March 1993 / pp. 115-135
Database of the scientific article's retrieval*	ScienceDirect
Keywords (or phrases)by which the publication was identified	Article identified via reference
Main keywords/phrases of the publication	Not provided
Core foresight and entrepreneurial competences	Entrepreneurial competencies: mathematics, leadership skills, communication skills (oral and written), management skills, creativity, opportunistic thinking, vision, positive thinking, self-motivation, risk-taking, common sense, values
Convergence among futures studies and entrepreneurship	- e.g. <i>the application of foresight in the enterprise increases entrepreneurial activities</i>
Convergence among futures studies and innovation	- e.g. <i>the application of foresight in the organization increases innovation capabilities</i>
Convergence among futures studies and entrepreneurship and innovation	- e.g. <i>strategic capacity of the organization in a result of convergence among futures studies and entrepreneurship or innovation</i>
Main highlights of the article (in bullets, up to 2500 characters including spaces)	<ul style="list-style-type: none"> - 100 entrepreneurs and top executives from the Inc. magazine's list of the american most successful entrepreneurial firms were interviewed in order to find out which competencies make a successful entrepreneur and whether they may be acquired through learning. - The survey was conducted in order to support development of entrepreneurship education curricula. - On the basis of a broad literature review, a conceptual framework for the study was designed - The framework distinguishes: creative entrepreneurial knowledge and personality traits/ characteristics - The creative knowledge is generated from an individual's thought and imagination and evolves in the course of creation and management of a business entity. It consists of three areas: content (knowledge of



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	<p>the business, creation, management and development), skills and behaviors (including presentation and social skills) and mentality (an outlook or world view that changes in time and is less stable than personality traits acquired in early childhood). The three above mentioned areas are potentially possible to learn.</p> <ul style="list-style-type: none">- The personality characteristics are developed early in life and are quite stable throughout the rest of it and, hence, it is questionable if they (or at least some of them) can be taught. They are, for instance: need for achievement and internal locus of control.- Entrepreneurs and executives answered open-ended questions in order to identify core competencies of a successful entrepreneur. The answers were aggregated and returned to the respondents who were asked to prioritize competencies and tell if and how they may be taught. (The highest rated competencies are listed in the "Core foresight and entrepreneurial competencies" field)- Most of the competencies identified were judged by the respondents as possible to learn (including areas listed under the personality characteristics category)
Other observations or comments	-

*Fill the following fields for the articles exclusively