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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.

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<b>Title of the publication</b>	Education For Entrepreneurship And Innovation: “Management Capabilities For Sustainable Growth And Success”
<b>Journal title*</b>	World Journal of Entrepreneurship, Management and Sustainable Development
<b>Number of journal*/year of publication/pages</b>	Vol. 6, Nos. 1/2, 2010
<b>Database of the scientific article’s retrieval*</b>	<a href="http://dx.doi.org/10.1108/20425961201000001">http://dx.doi.org/10.1108/20425961201000001</a>
<b>Keywords (or phrases) by which the publication was identified</b>	
<b>Main keywords/phrases of the publication</b>	Entrepreneurship education, Innovation management, Business plan writing, Management capabilities, Continuous learning
<b>Core foresight and entrepreneurial competences</b>	<ol style="list-style-type: none"> <li>1) ability to learn from mistakes</li> <li>2) social skills – understanding customer's point of view</li> <li>3) team person: e.g. to share knowledge etc</li> <li>4) inquisitive i.e. take up challenges of keeping and acquiring knowledge</li> <li>5) management capacity / leadership qualities: making of decisions towards new business models, organisational behaviour and/or joint projects with other companies,</li> <li>6) comprehension of the importance of developing measurement systems to control innovation initiatives and strategic direction</li> </ol>
<b>Convergence among futures studies and entrepreneurship</b>	
<b>Convergence among futures studies and innovation</b>	
<b>Convergence among futures studies and entrepreneurship and innovation</b>	innovative successful business ventures keep developing, learning, and share knowledge. They take the customer and the market into consideration. Their motivation is not solely financially driven.
<b>^</b>	The paper discusses what competences an entrepreneur needs to change a start-up into a successful business venture. The objective of the article is to identify the drivers for success of companies that are innovative. The findings from a study, where over 200 companies were questioned, the authors connect to the education of entrepreneurs. They argue that it is not enough to teach potential founders of companies i.e. entrepreneurs, the theory on business



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	and start-ups. The article pledges for a more practical education with e.g. virtual start-up competitions, computer simulations etc [5] as well as in class discussions on the stages of entrepreneurship [15f]. The goal is to prepare for changes and developments a venture will go through. The authors found that successful innovation entails learning and diversification and that “Entrepreneurial and Innovation education is also about education on the value of knowledge, knowledge sharing and dealing with all kinds of challenges of keeping and acquiring knowledge.” [15]
<b>Other observations or comments</b>	A pure entrepreneurial view with a convergence towards innovation

\*Fill the following fields for the articles exclusively