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Introduction to American Journal of Entrepreneurship, Volume 12, Issue 2

Kirk C. Heriot
Columbus State University

It is a bit surprising to realize that we are at the end of the second decade of the twenty-first century. We have learned so much about entrepreneurs and what they do and how they think over the past forty years. However, new ideas and theories continue to emerge as scholars pursue research on a variety of topics in the field of entrepreneurship. Volume 12, Issue 2 of the *American Journal of Entrepreneurship* represents a continuation of the journey we embarked on in 2008 when the journal was first published as *The Southern Journal of Entrepreneurship*.

The current issue includes a variety of scholarly work in entrepreneurship. That is not a surprising development for the *American Journal of Entrepreneurship*. We welcome a broad variety of research on entrepreneurship in the many ways in which it exists. These topics might include, but are not limited to, new venture creation, entrepreneurship, start-ups, intrapreneurship or corporate entrepreneurship, international entrepreneurship, and small business management, to name a few.

Volume 12, Issue 2 of the *American Journal of Entrepreneurship* contains four articles and one book review that capture the eclectic nature of the journal. The first paper, "Addressing Major Challenges Associated with Sustainable Entrepreneurship in Established Companies," by Michael H. Morris and Donald F. Kuratko looks at the challenges faced by established firms as they attempt to pursue corporate entrepreneurship in order to achieve a sustained competitive advantage.

"Entrepreneurial companies are ones able to continuously leverage new opportunities for value creation." They find that implementing such a strategy for entrepreneurship is a significant issue. In order to successfully do so Morris and Kuratko argue that a number of challenges must be addressed. These challenges include conceptualizing entrepreneurship, framing the innovation; developing the

internal architecture; coordinating across managerial levels; nurturing entrepreneurs within, managing expectations regarding outcomes and failure; and imposing ethical standards. The authors address how these complex challenges can be addressed by corporate leaders in an effort to leverage new opportunities for value creation.

The second paper, “Entrepreneurial Orientation and Firm Financial Performance: The Importance of Considering Intra-Organizational Social Capital,” by Joseph Hair, Scott Manley, Ralph Williams, and Robert Forrester, explores the relationship between intra-organization social capital, entrepreneurial orientation, and firm performance. Their study is based upon a broad cross-section of 241 U.S. small businesses. The results of their research “show entrepreneurial orientation and social capital are both important influences on firm performance, and the relationship is more complex than had previously been considered.” The study is particularly exciting because it shows the value of partial least squares structural equation modeling (PLS-SEM) when simultaneously considering the relationships between multiple independent variables and dependent constructs.

The third manuscript is “Influences of Biological Gender and Gender Role on Planned Behavior and Entrepreneurial Intention,” a study by Melissa Griswold and John Palmer. Their research builds on the Griswold et. al. (2016) gender role/entrepreneurial intentions framework by examining whether biological gender influences relationships between gender role, theory of planned behavior (TPB) variables as proposed by Azjen, and entrepreneurial intention. They employ a survey of 282 undergraduate and graduate (MBA) college students majoring in business administration at a small liberal arts university located in the Midwest. Their findings demonstrate that relationships between gender role and TPB variables (i.e., subjective norm, perceived behavioral control, and attitude regarding becoming an entrepreneur) varied significantly by reported biological gender. Furthermore, they found that relationships between gender-role variables (masculinity and femininity) and

entrepreneurial intentions also varied significantly by biological gender. They conclude their study by discussing the implications of their findings.

The fourth manuscript, "Entrepreneurial Competencies: Do Entrepreneurs Use Them More Frequently Than Employees?," by Colleen Robb, S. Jimmy Gandhi, Jason Lortie, and Theodore Bell, evaluates the use of previously published entrepreneurial competencies used by entrepreneurs and their employees. They find partial support that entrepreneurs use some of the competencies significantly more often than employees. Daily innovators also use some competencies more often than intermittent innovators. They also compared these four groups and found significant differences between them. Their study contributes the first test of these competencies comparing entrepreneurs and employees and indicates that only certain competencies are unique to entrepreneurs.

The fifth article is a book review. Eric Kinnamon and Gabriela Carrasco reviewed *Small Town Big Money: Entrepreneurship and Opportunity in Today's Small Town* written by Colby Williams (2018). The publication of a book review is a fairly new feature of the journal. The current issue contains only our second book review. The journal has published teaching cases as have other journals in the field of entrepreneurship. Our editorial board decided that book reviews were a viable contribution to our understanding of entrepreneurship. The applied nature of our field of study benefits from a review of books written by entrepreneurs that might not otherwise be considered in an academic journal. The book is a first-person account of the book's author to start a boutique coffee shop in a small, rural town. As Kinnamon and Carrasco describe it, "This witty origin story is embellished with anecdotes that detail Williams' entrepreneurial tribulations." The book review points out that Williams book has three strengths. It shares information that the average person would not know and also nice tips on small town entrepreneurship, as well as doing so in an "entertaining format."

In conclusion, I would be remiss if I did not thank the Academy of Business Research, Inc. (ABR) and their President, Dr. Randall Valentine, for developing an equity relationship with the journal through

our original owner, the Southern Academy of Entrepreneurship, Inc. We are also pleased that Volume 12, Issue 2 of the *American Journal of Entrepreneurship* continues our relationship with ABR. Our collaboration with ABR represents a wonderful way to serve the community of scholars that are interested in entrepreneurship while also providing ABR's members a new opportunity to participate in this exciting field of study. We hope you will join the Academy of Business Research at one of their annual conferences.