

# The Pedagogy of Entrepreneurship

*A Review of Entrepreneurial Instruction via the  
Mechanism of Introductory Textbooks*

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# Textbooks Reviewed

- *Bringing New Technology to Market* (Allen, K.R. 2003)
- *Launching New Ventures: An Entrepreneurial Approach, 3E* (Allen, K.R. 2003)
- *Entrepreneurship: A Process Perspective, 2E* (Baron, R.A., and S.A. Shane. 2008)
- *Entrepreneurship: Successfully Starting New Ventures, 2E* (Barringer, B.R., and R.D. Ireland. 2008)
- *Entrepreneurship* (Bygrave, W., and A. Zacharakis. 2008)
- *Technology Ventures: From Idea to Enterprise* (Dorf, R.C., and T.H. Byers. 2005)
- *Creating the Enterprise* (Gartner, W.B., and M.G. Bellamy. 2009)
- *Entrepreneurship, 5E* (Hisrich, R.D., and M.P. Peters. 1989)
- *Patterns of Entrepreneurship, 2E* (Kaplan, J.M., and A.C. Warren. 2007)
- *Entrepreneurship: Theory, Process, and Practice, 7E* (Kuratko, D.F., and R.M. Hodgetts. 2007)
- *New Venture Creation: Entrepreneurship for the 21st Century, 6E* (Timmons, J.A. 2004)
- *The Entrepreneurial Venture, 2E* (Sahlman, W.A., H.H. Stevenson, M.J. Roberts, and A. Bhide. 1999)

# Textbook Coding

- **GENERAL INFORMATION**

- Title
- Authors
- Publisher
- Year First Published
- Present edition and year

- **STATED PEDAGOGY**

- Intended audience
- Stated objectives
- Stated approach

- **STRUCTURE**

- Number of pages
- First topic
- Final topic

- **VENTURE ORIENTATION**

- High tech?
- High growth/VC?
- All ventures? Does it define different types of ventures and refer to them throughout the text?
- Are stated orientation and examples consistent?

- **PEDAGOGY**

- Does it follow a process-based approach?
- Does it use cases?
- What is the reason for using cases?
- Is there reference to the entrepreneurship literature?

- **TOPICS**

- **DEFINITION OF ENTREPRENEURSHIP**

- Specifically defined?
- Definition
  - Venture creation?
  - Entrepreneurial action?
  - Other?

- **CHARACTERISTICS OF ENTREPRENEURS**

- **IDEATION**

- Relative space devoted to the topic
- General or specific discussion?
- Opportunity areas specified?
- Creativity methods discussed?
- Science and technology as a source?

- **BUSINESS MODEL**

- **BUSINESS STRATEGY**

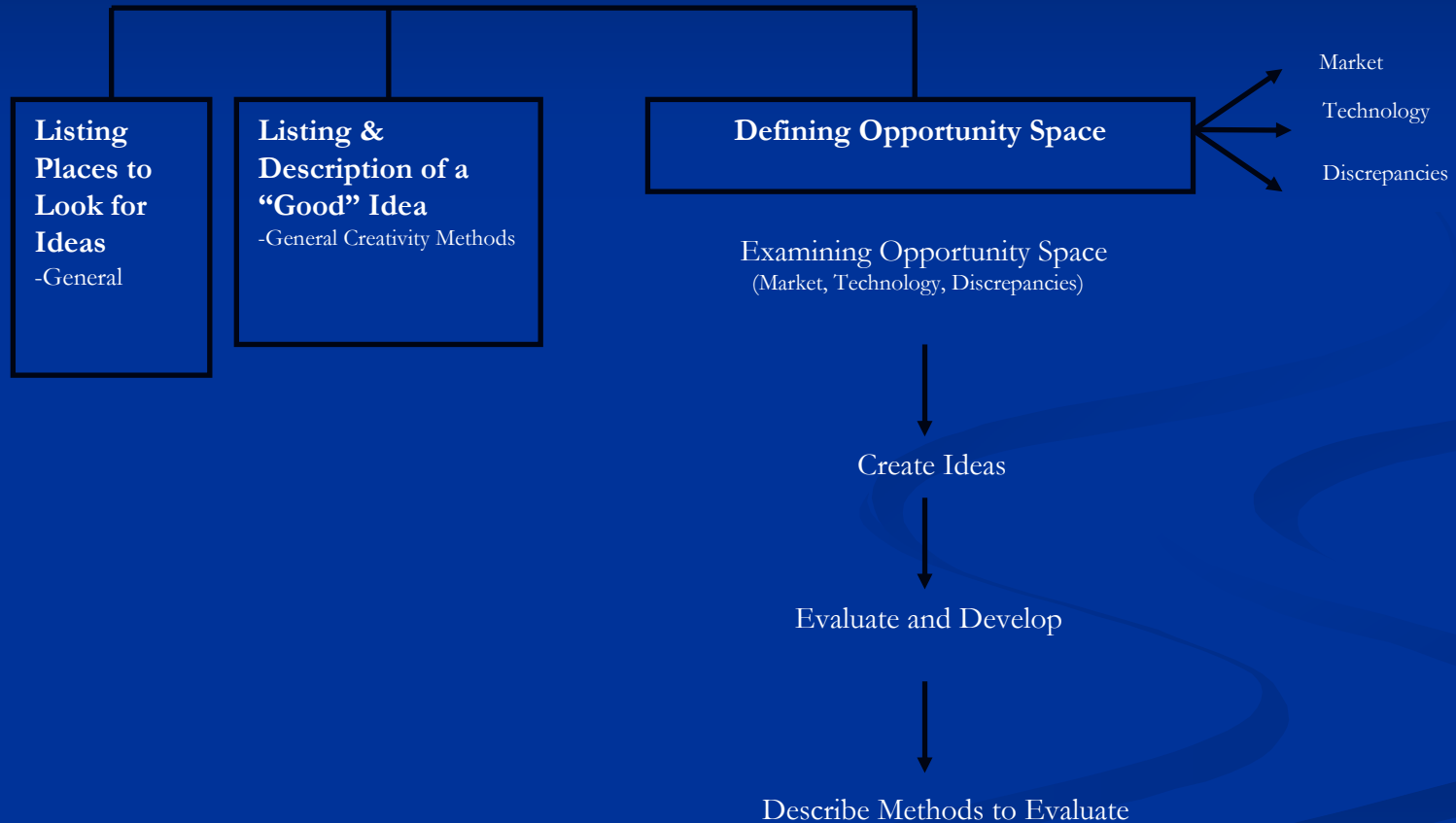
- **FINANCING**

- Is it equity focused?
- Are debt funding sources mentioned?

# Entrepreneurial Topics

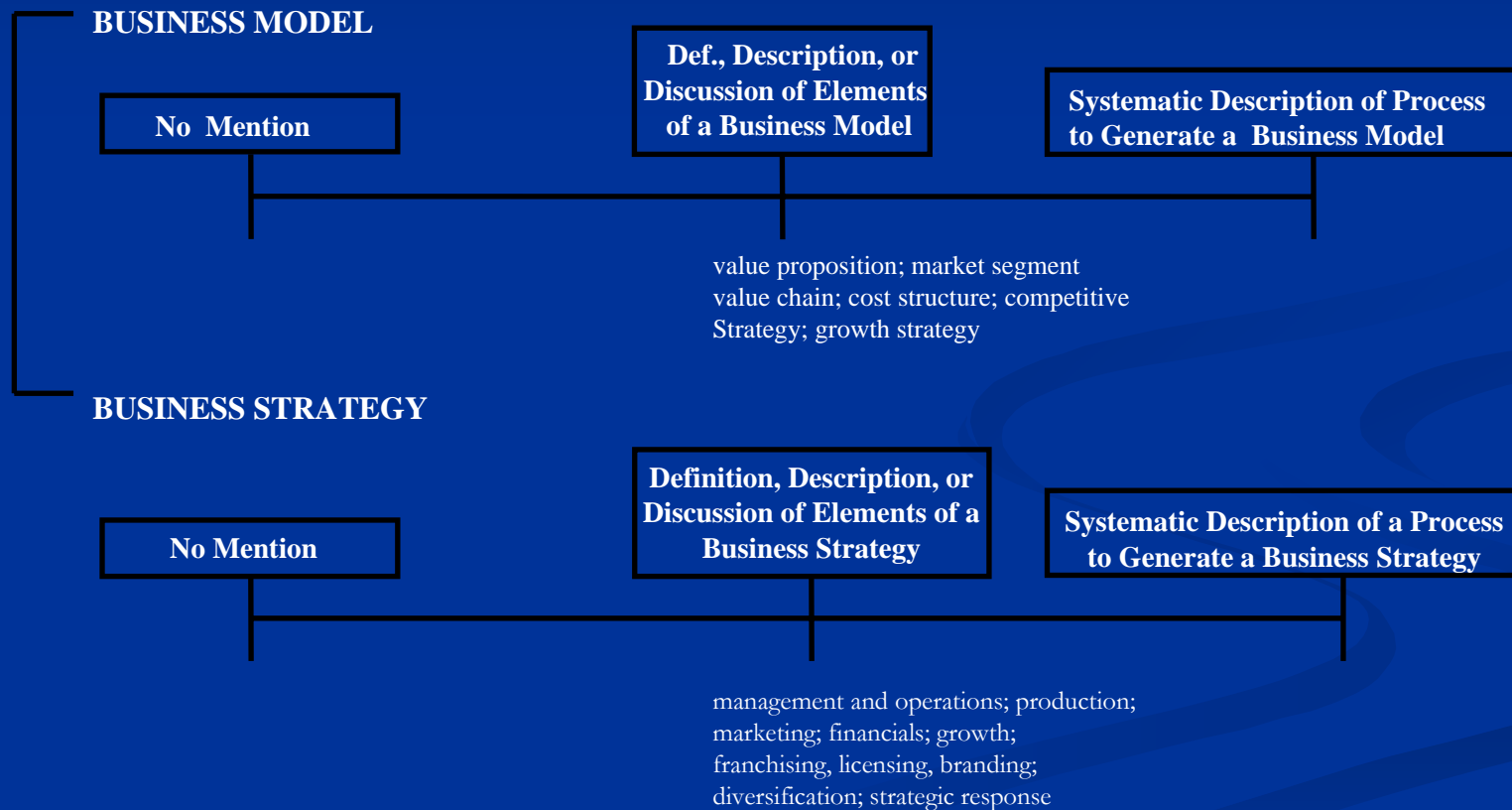
- Venture Orientation
- Pedagogy
- Creativity Methods
- Ideation
- Business Model
- Business Strategy

# Ideation Coding Scale



# Business Model & Business Strategy Coding Scale

- *Value Proposition* → *Business Model* → *Business Strategy*



# The Research Literature

## *Discovery Theory*

- **Precondition:**  
Either supply or demand (i.e., demand exists but supply does not)
- Search is more independent, individual-based, distinct, and serendipitous
- **Relevant training and skills:** creativity processes; networking; alertness; prior experience

## *Creation Theory*

- **Precondition:**  
Neither supply nor demand exists; one or both must be “created”
- Search is more planned, purposeful, cumulative, and team-based
- **Relevant training and skills:** communication; teamwork; ability to recognize; frame; and promote ideas

# Discovery Theory vs. Creation Theory

## ■ Discovery Theory

1. Entrepreneurial Alertness
2. Prior Knowledge and Prior Experience
3. Constrained Search
4. Social Networks

## ■ Creation Theory

1. Emergent and Iterative Search Process
2. Effectuation
3. Experiential Learning
4. Process-based Education

# Shaping the Pedagogy

## ■ Differences in Theory

### ■ *Discovery Theory:*

Instruction should focus on developing creativity and understanding processes by which to realize patterns and link seemingly unrelated associations

### ■ *Creation Theory:*

Instruction should focus on developing skills in communication and understanding how to assess risks and costs of ideas in addition to their connection to existing businesses

## ■ Differences in the Individual

### ■ *Age*

### ■ *Experience*

*Which is more appropriate at the undergraduate level?*

# Implications for Teaching

- **Incorporate More Elements of Creation Theory into Course Structure**
- **Courses Based on Discovery Theory vs. Creation Theory:**
  - *Discovery theory:*
    - Creativity, scanning, shaping ideas, developing business plans
  - *Creation theory:*
    - Emphasize overall process and how ideas transform over time
    - Practice in adapting initial ideas in response to new knowledge and information
    - Utilize scenarios, role plays, and experiences
- **Benefits to Students:**
  - Creates an environment of struggle and learning by doing
  - Promotes self-direction and ability to adapt
  - Shapes students into lifelong learners

# Final Conclusions & Recommendations for Future Research

- **Strengthen textbook instruction on ideation**
  - Specific processes and methods
- **Role of Instructors**
  - Supplemental reading, outlined methods, discussion, and practice
- **Future Research**