

Update: August 17, 2017

**The University of Pennsylvania
The Wharton School
Management Department**

PhD Seminar on Entrepreneurship

**MGMT 937, Q1 - Fall 2017
Tuesday 9:00 PM – 12:00 PM
The Bowman Room**

Raffi Amit

The Marie and Joseph Melone Professor and Professor of Management

Phone: (215) 898-7731

Email: amit@wharton.upenn.edu

[Web Page: https://mgmt.wharton.upenn.edu/profile/amit/](https://mgmt.wharton.upenn.edu/profile/amit/)

Course Overview and Design

The seminar seeks to expose students to theoretical and empirical perspectives on entrepreneurship research. We will focus on the main questions that define the field and attempt to critically examine—using a range of methodologies—how researchers have approached these questions. As we review the literature, we will seek to identify promising research areas, which may be of interest to you in the context of your dissertation research. In addition to addressing the content of the received literature, we will examine the process of crafting research papers and getting them published in top tier journals. Towards the end of the course, we will characterize the key elements of high impact papers and review the development process of such studies.

Students are expected to come fully prepared to discuss and critique the readings that are assigned to each course meeting. Each student will serve as the discussion leader for one or more of the course sessions. Discussion leaders are expected to: critically review several articles, identify new insights in the research that is being reviewed, evaluate its contribution to the literature, position the articles within the received literature on the subject matter, raise discussion questions, and act as the discussion moderator for the class session. Each discussion leader is asked to prepare a short PowerPoint that summarizes each of the assigned papers. It should include: a statement of the main research question(s), the methodology, data set (if any), summary of findings, a commentary with your thoughts on the reading, and proposed discussion questions. Prior to each class, the discussion leader will meet the instructor to help plan the class session. Towards the end of each class, each student will be asked to articulate a research question that emerged from the session and describe the research design used to investigate the issue.

Requirements and Evaluation

One reaction paper is due by October 17, 2017. You will evaluate a paper of your choice, selected from the reading list, or another paper that is of interest to you and has been vetted by the Instructor.

Your course grade will be determined as follows:

Your participation in class discussions	33%
Your effectiveness as a discussion leader	33%
Your reaction paper	34%

Other course features and resources

There will be a dedicated Canvas site for our course. Lecture notes and course materials that are not copyrighted by a third party and periodic announcements will be posted on this Canvas site. The Canvas URL is:

<https://canvas.upenn.edu/courses/1360070>

You will be able to access Study.net through Canvas. All third party copyrighted readings are found on Study.net. You should receive an email with log-in information from Study.net at the beginning of the semester. Please contact customerservice@study.net with any login issues.

The Course at a Glance : MGMT 937 Fall 2017		
Session Number	Date	Topic
1	Tuesday , August 29, 2017	Overview and Classics
2	Tuesday , September 5, 2017	Sources of Entrepreneurship and Why Become An Entrepreneur?
3	Tuesday , September 12, 2017	Entrepreneurship and Firm Dynamics
4	Tuesday , September 19, 2017	Entrepreneurial Firm Design
5	Tuesday , September 26, 2017	Franchising and Corporate Venturing
6	Tuesday , October 3, 2017	Sociology of Entrepreneurship
7	Tuesday , October 10, 2017	Entrepreneurial Finance *Reaction Paper Due on October 17, 2017

Detailed Course Outline

Notes: *Each week I will point you to the specific papers on which our discussion will center in the following class meeting. I will work with the discussion leader throughout the week to prepare the class.*

Minor changes to the reading list can be anticipated throughout the term.

I. Session 1: Tuesday, August 29, 2017 at 9:00 AM

A. Overview and Classics

A. Readings

- a. Amit, R., Glosten, L. & Muller, E. (1993) "Challenges to Theory Development in Entrepreneurship Research," *Journal of Management Studies*, 30(5): 815-834.
- b. Kirzner, I.M. (1997) "Entrepreneurial Discovery and the Competitive Market Process: An Austrian approach," *Journal of Economic Literature*, 35: 60-85.
- c. Knight, F. (1921) *Risk Uncertainty and Profits*: Part II, Chapter 9. Boston: Houghton Mifflin.
- d. Schumpeter, J. (1947) "The Creative Response in Economic History," *Journal of Economic Volume*, 7(2): 149-159.
- e. Schumpeter, J. (1966) *Capitalism, Socialism and Democracy*: Chapters VI – VIII. New York: Harper and Brothers.
- f. Shane, S. & Venkataraman, S. (2000) "The Promise of Entrepreneurship as a Field of Research," *Academy of Management Review*, 25(1): 217-226.

B. Optional readings

- a. Casson, M. (1982) *The Entrepreneur*. 23-38, 364-383. Totowa, NJ: Barnes and Noble Books.

II. Session 2: Tuesday, September 5, 2017 at 9:00 AM

A. The Sources of Entrepreneurship

A. Readings

- a. Anton, J. & Yao, D. (1995) "Start-up, Spin-offs and Internal Projects," *Journal of Law, Economics and Organization*, 11: 362-378.
- b. Bhide, A. (2000) *The Origin and Evolution of New Business*: Chapters 1 and 2. New York: Oxford University Press.
- c. Drucker, P. (1985) *Innovation and Entrepreneurship*: 30-36. New York: Harper and Row.
- d. Gompers, P., Lerner, J., & Scharfstein, D. (2005) "Entrepreneurial Spawning: Public corporation and the genesis of new ventures," *Journal of Finance*, LX(2): 577- 614.

- e. Schumpeter, J. (1934) *The Theory of Economic Development*: 65-74, 128-156. Oxford: Oxford University Press.

B. Why Become an Entrepreneur

A. Readings

- a. Amit, R., MacCrimmon, K.R., Zietsma, C. & Oesch, J. (2001) "Does Money Matter: Wealth attainment as the motive for initiating growth oriented technology ventures," *Journal of Business Venturing*, 16(2): 119-143.
- b. Amit, R., Muller, E. & Cockburn, I. (1995) "Opportunity Costs and Entrepreneurial Activity," *Journal of Business Venturing*, 10(2): 95-106.
- c. Evans, D. & Leighton, L. (1989) "Some Empirical Aspects of Entrepreneurship," *American Economic Review*, 79: 519-535.
- d. Gromb, D. & Scharfstein, D. (2003) "Entrepreneurship in Equilibrium," *Working Paper No. 9001, National Bureau of Economic Research*.
- e. Khilstrom, R. & Laffont, J. (1979) "A General Equilibrium Entrepreneurial Theory of Firm Formation Based on Risk Aversion," *Journal of Political Economy*, 87(4): 719-748.
- f. Vereshchagina, G. & Hopenhayn, H.A. (2009) "Risk Taking by Entrepreneurs," *American Economic Review*, 99 (5): 1808–1830.

III. Session 3: Tuesday, September 12, 2017 at 9:00 AM

A. Entrepreneurship and Firm Dynamics

A. Readings

- a. Aldrich, H. (1990) "Using an Ecological Perspective to Study Organizational Founding Rates," *Entrepreneurship Theory and Practice*, 14(3): 7-24.
- b. Baumol, W. (1990) "Entrepreneurship: Productive, unproductive, and destructive," *Journal of Political Economy*, 98(5): 893-921.
- c. Brander, J., Hendricks, K., Amit, R. & Whistler, D. (1998) "The Engine of Growth Hypothesis: On the relationship between firm size and employment growth," *Working paper, The University of British Columbia*.
- d. Caves, R. (1998) "Industrial Organization and New Findings on the Turnover and Mobility of Firms," *Journal of Economic Literature*, 36: 1947-1982.
- e. Dunne, T., Roberts, M.J., & Samuelson, L. (1988) "Patterns of Firm Exit and the Entry in US Manufacturing Industries," *Rand Journal of Economics*, 19: 495-515.
- f. Jovanovic, B. (1982) "Selection and the Evolution of Industry," *Econometrica*, 50: 649-670.
- g. Siggelkow N. (2002) "Evolution Towards Fit," *Administrative Science Quarterly*, 47: 125-159.
- h. Siggelkow N. (2002) "Misperceiving Interactions Among Complements and Substitutes: Organizational consequences," *Management Science*, 48: 900-916.

- i. Siggelkow N. (2007) "Persuasion with Case Studies," *Academy of Management Journal*, 50: 20-24.

Session 4: Tuesday September 19, 2017 at 9:00 AM

A. Designing the entrepreneurial firm

A. Readings

- a. Amit R. & Zott, C. (2001) "Value Creation in e-business," *Strategic Management Journal*, 22: 493-520.
- b. Amit R. & Zott, C. (2012) "The Business Model," prepared for the *Palgrave Encyclopedia of Strategic Management*. David Teece (Ed).
- c. Zott, C & Amit R & Massa L. (2011) "The Business Model: Recent developments and future research," *Journal of Management*, 37(4) pp. 1019 – 1042.
- d. Zott, C & Amit R. (2009) "The Business Model as the Engine of Network-based Strategies," In P. Kleindorfer and Y. Wind (Eds.) *The Network Challenge: Strategy, Profit, and Risk in an Interlinked World*. Philadelphia: Wharton School Publishing.
- e. Zott, C & Amit R. (2010) "Business Model Design: An activity system perspective," *Long Range Planning*, 43(2-3): 216-226.
- f. Zott, C & Amit R. (2012) "Business Model Innovation: Creating value in times of change," *Sloan Management Review*, Spring, 53(3): 41-49.
- g. Zott, C & Amit R. (2012) "The Business Model," In M. H. Morris and D.F. Kuratko (Eds.), *Encyclopedia of Entrepreneurship Research*, Third Edition, Chichester: John Wiley and Sons.
- h. Zott, C. & Amit, R. (2007) "Business Model Design and the Performance of Entrepreneurial Firms," *Organization Science*, 18(2): 181-199.
- i. Zott, C. & Amit, R. (2008) "The Fit Between Product Market Strategy and Business Model: Implications for firm performance," *Strategic Management Journal*, 29(1): 1-26.

Session 5: Tuesday, September 26, 2017 at 9:00 AM

A. Franchising

A. Readings

- a. Blair, R. & Lafontaine, F. (2005) *The Economics of Franchising*: Chapters 1 & 3. Cambridge: Cambridge University Press.
- b. Gompers, P.A. (2001) "A Note on Franchising," *HBS Note 9-297-108*.
- c. Lafontaine, F. (1992) "Agency theory and franchising: Some empirical results." *Rand Journal of Economics*, 23: 263-83.
- d. Lafontaine, F. (1993) "Contractual arrangements as signaling devices: Evidence from franchising." *Journal of Law, Economics, and Organizations*, 9: 256-89.

B. Corporate Ventures

A. Reading

- a. Dushnitsky, G. & Lenox, M. (2005) "When do firms undertake R&D by investing in new ventures?" *Strategic Management Journal*, 26: 947 – 965.
- b. Dushnitsky, G. & Lenox, M. (2005) "When do incumbents learn from entrepreneurial ventures? Corporate venture capital and investing firm innovation rates." *Research Policy*, 34: 615 -639.
- c. Dushnitsky, G. & Lenox, M. (2006) "When does corporate venture capital investment create firm value?" *Journal of Business Venturing*, 21(6): 753-772.
- d. Dushnitsky, G. & Shapira, Z. (2008) "Innovation Incentives Meet Organizational Reality: Comparing Investment Practices by Corporate and Independent Venture Capitalists." *Working paper* (Abbreviated version appeared in 2008 AoM Proceedings).
- e. Dushnitsky, G. & Shapira, Z.B. (2009) "Entrepreneurial Finance Meets Corporate Reality: Comparing Investment Practices and Performance of Corporate and Independent Venture Capitalists." *Strategic Management Journal*, Forthcoming.
- f. Dushnitsky, G. and Shaver, J.M. (2009) "Limitations to Inter-Organizational Knowledge Acquisition: The Paradox of Corporate Venture Capital." *Strategic Management Journal*, 30(10): 1045-1064.

V. Session 6: Tuesday, October 3, 2017 at 9:00 AM

A. Sociology of Entrepreneurship: Industries and Populations: Ecology and Institutionalism

A. Readings

- a. Aldrich, H. & Fiol, M. (1994) "Fools Rush In? The institutional context of industry creation," *Academy of Management Review*, 19(4): 645-670.
- b. Carroll, Glenn R. & Swaminathan, A. (2000) "Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the American Brewery Industry after Prohibition," *American Journal of Sociology*, 106: 715-762.
- c. Hargadon, A. B. & Douglas, Y. (2001) "When Innovations Meet Institutions: Edison and the design of the electric light," *Administrative Science Quarterly*, 46(3): 476.
- d. Khessina & Carroll (2005) "The Ecology of Entrepreneurship," pp. 167-200 in R. Agrawal, S.A. Alvarez and O. Sorenson (eds.). *Handbook of Entrepreneurship: Disciplinary Perspectives*, New York: Kluwer.
[http://forum.johnson.cornell.edu/faculty/khessina/Chapter12_Handbook%20Of%20Entrepreneurship.pdf].
- e. Fern, MJ, Cardinal, LB, O'Neill, HM. (2012) "The genesis of strategy in new ventures: Escaping the constraints of founder team knowledge," *Strategic Management Journal*, 33: 427-47.

B. Sociology of Entrepreneurship: Social Capital, Founding Teams, and the Role of Firms

A. Readings

- a. Mollick, E. (2012) "People and Process, Suits and Innovators: The role of individuals in firm performance," *Strategic Management Journal*, 33(9): 1001–1015.
- b. Ruef, M., Aldrich, H.E., & Carter, N.M. (2003) "The Structure of Founding Teams: Homophily, strong ties, and isolation among U.S. entrepreneurs," *American Sociological Review*, 68, 195-222.
- c. Sorenson, O. & Stuart, T. E. (2001) "Syndication networks and the Spatial Distribution of Venture Capital Investments," *The American Journal of Sociology*, 106(6): 1546-1588.
- d. Stuart, T. E., Hoang, H. et al. (1999) "Interorganizational Endorsements and the Performance of Entrepreneurial Ventures," *Administrative Science Quarterly*, 44(2): 315-349.
- e. Greenberg, J., & Mollick, E. (2016) "Leaning in or Leaning on? Gender, Homophily, and Activism in Crowdfunding" Forthcoming *Administrative Science Quarterly*.

C. Sociology of Entrepreneurship: Founders and genealogy

A. Readings

- a. Beckman, C. (2006) "The Influence of Founding Team Company Affiliations on Firm Behavior," *Academy of Management Journal*, 49(4): 741-758.
- b. Burton, M. D., Sørensen, J. B. & Beckman, C. M. (2002) "Coming from Good Stock: Career histories and new venture formation," *Research in the Sociology of Organizations*, 19: 229–262.
- c. Klepper, S. (2001) "Employee Startups in High-Tech Industries," *Industrial and Corporate Change*, 10(3): 639-674.
- d. Mollick, E. (2010) "In the Blood: Organizational History and the Heritability of New Venture Performance," *Working paper*.
- e. Phillips, D. J., (2002) "A Genealogical Approach to Life Chances: The parent-progeny transfer among Silicon Valley law firms, 1946-1996," *Administrative Science Quarterly*, 47: 474-506.

D. Optional readings

- a. Hannan, M. and Freeman, J. (1984) "Structural Inertia and Organizational Change." *American Sociological Review*, 49: 149-164.
- b. Henderson, R. & Clark, K. B. (1990) "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms," *Administrative Science Quarterly*, 35(1): 9-30.
- c. Podolny, J. M., (2001) "Networks As the Pipes and Prisms of the Market," *American Journal of Sociology*, 107 (1): 33-60.

- d. Stinchcombe, A. (1965) "Social Structure and Organizations," in **Handbook of Organizations**. J. March, ed., Chicago: Rand McNally.
-

VI. Session 7: Tuesday, October 10, 2017 at 9:00 AM

A. Entrepreneurial Finance

A. Readings

- a. Amit, R., Brander, J. & Antweiler, W. (2002) "Venture Capital Syndication: Improved venture selection versus the value added hypothesis," **Journal of Economics and Management Strategy**, 11(3): 423-452.
- b. Amit, R., Brander, J. & Zott, C. (1997) "Rethinking Venture Capital Financing," **Canadian Investment Review**, X(3): 19-22.
- c. Amit, R., Brander, J. & Zott, C. (1998) "Why Do Venture Capital Firms Exist? Theory and Canadian evidence," **Journal of Business Venturing**, 13(6): 441-466.
- d. Amit, R., Glosten, L., & Muller, E. (1990) "Does Venture Capital Foster the Most Promising Entrepreneurial Firms?" **California Management Review**, 32(3): 102-111.
- e. Amit, R., Glosten, L., & Muller, E. (1990) "Entrepreneurial Ability, Venture Investments, and Risk Sharing," **Management Science**, 36(10): 1232-1245.
- f. Combs, J. G. & Castrogiovanni, G. J. (2009) "Institutional Influences on the Choice of Organizational Form: The case of franchising," **Journal of Management**, Vol. 35(5): 1268-1290.
- g. Gompers, P. (1995) "Optimal Investment, Monitoring, and the Staging of Venture Capital," **Journal of Finance**, 50: 1461-1490.
- h. Gompers, P., Kovner, A., Lerner, J., & Scharfstein D., (2005) "Venture Capital Investment Cycles: The impact of public markets," **NBER working paper #11385**.
- i. Hsu, D., (2004) What Do Entrepreneurs Pay for Venture Capital Affiliation?" **Journal of Finance** Vol 59(4) pp. 1805-1844
- j. Kaplan, S. & Schoar, A. (2004) "Private Equity Performance: Returns, persistence and capital flows," Working Paper. Forthcoming, **Journal of Finance**.
- k. Kaplan, S. & Stromberg, P. (2000) "Financial Contracting Theory Meets the Real World. An empirical analysis of venture capital contracts," **Review of Economic Studies**, 70: 281-315.
- l. Lerner, J., Schoar, A. & Wong W. (2004) "Smart Institutions, Foolish Choices? The limited partner performance puzzle," **Working paper, The Sloan School MIT**.
- m. Silveira, R. & Amit, R., (2006) "Capital Flows and the Venture Financing Cycle," **Working paper, The Wharton School**.