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“Entrepreneurship”

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I. INTRODUCTION

Entrepreneurship at its best it is participatory, is not something that can be merely studied – for it brings about change. Entrepreneurship can happen on the part of the individual-and take place within the bounds of an organization, or be entirely external to any organization. The only requirement is that the entrepreneurs begin by identifying a real opportunity, and then move the venture forward to make new products, or offer new services to the market. Thus the following references attempt to capture the fresh thinking that must take place in order to create anew (Entrepreneurial Activity), highlight the team and business tools used by others to make the ideas work and be known (Entrepreneurship Tools), and ways in which Entrepreneurship is monitored (Entrepreneurship Measurement). References to other successful entrepreneurs and their ventures can spur new innovation.

II. CASE STUDIES

- **“Embracing Risk as an Entrepreneur: The Story of Self-Made Millionaire Ali Brown,”** Entrepreneurship Program, Simmons College School of Management, Teresa Nelson, PhD, Director. www.simmons.edu/entrepreneurship
- **“Heatherjean MacNeil and Proxy Apparel: Empowering Women Through Fashion”** Entrepreneurship Program, Simmons College School of Management, Teresa Nelson, PhD, Director. www.simmons.edu/entrepreneurship
- **“Three Guineas Fund”**
<http://caseplace.org/d.asp?d=935>
“Three guineas Fund,” Stanford Technology Ventures Program, Authors: Lagenfeld, Stephanie; Ramfelt, Lena; Kosnik, Thomas J., 2006

In 1997, Cate Muther, of Three Guineas Fund and Jim Robbins, of Business Cluster Development, both very successful entrepreneurs, established the Women's Technology Cluster (WTC) in response to the National Foundation of Women Business Owners' determination that only 1% of nearly 8 million women-owned businesses in the United States received venture capital financing. This case describes selecting firms that VCs will find credible, identifying VCs to partner with, building support relationships, and develop performance metrics for the WTC. It also covers the development of mission, business plans, portfolio companies, staff, budgets, office space, fundraising and media relations.

- **“Alison Barnard”**
<http://www/ecch.com/educators/search/results?s=AF60B153EC0C100E6316DA166E07D013>
“Alison Barnard,” Babson College, Authors: Bygrave, W., & Hedberg, C., 2006. Reference no. 147-C06A-U, 16 pages.

Alison Barnard, 27, knows shopping, retail, and fashion. As an MBA, working part time in retail, she devises a business plan for a premium denim and tops boutique based on her view that "women are not brand-loyal, they are fit-loyal." In-Jean-ius, her six-month-old corner shop in

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Boston's lovely North End, has been exceeding her revenue estimates since day one—largely because Alison has skill and passion to help her upscale clients find just the “right” pair of jeans. As it has from the very beginning, running this hit venture consumes nearly every waking hour. Still, the creative, high-energy founder is far less concerned with burning out than with having her retail store duties usurp her ability to plan and manage for growth. While her plan is to roll out In-Jean-ius stores in major cities like New York, Chicago, LA, that will be critically dependent upon her ability to attract and develop management talent with a similarly keen eye for fit. Her latest hire with management potential has just decided to quit, leaving Alison to wonder, “If it's such a challenge to replicate myself at this one location, how am I supposed to scale?”

- **“Andrea Jung and the Turnaround of Avon Products”**

<http://www.ecch.com/educators/search/results?s=AF60B153EC0C100E6316DA166E07D013>

“Andrea Jung and the Turnaround of Avon Products,”. IBS Center for Management Research, Authors: [Dutta](#), S.; [Regani](#), S., 2005. Length 16 pages, Reference no. 805-054-1

Avon was one of the prominent direct sales companies in the beauty products industry. This case discusses the revival of Avon under Andrea Jung. When she became the chief executive officer (CEO) of Avon in 1999, the company was in a bad condition. Jung then took a head-on approach to reviving the company's businesses. This case details Jung's game plan for turning around Avon and explores the various steps she took towards this end, including: (1) changing the company's product strategy; (2) reviving its sales representatives; (3) exploring new channels of sales; (4) aggressive global expansion; (5) cost-cutting initiatives; and (6) an image makeover. By 2004, Avon's performance was a vast improvement from the 1990s and Jung was widely credited with the company's turnaround. The teaching objectives of the case are: (1) to follow the career of a successful woman CEO; (2) to study the strategy adopted by a woman CEO in turning around a large, global beauty products company; (3) to understand the challenges faced by women business leaders in their rise to the top; (4) to appreciate the importance of mentoring for women and the role other successful women can play in helping them shape their careers; and (5) to understand the importance of a leader being able to relate to the business he or she runs, in the context of a woman's turnaround of a beauty products company. The case is meant for MBA / PGDBM students and is designed to be part of the leadership and entrepreneurship curriculum.

Topics:

[Andrea Jung](#); [Avon Products Inc](#); [Karen Vass](#); [James Preston](#); [Avon ladies](#); ["beComing"](#); [Direct selling](#); [Avon Beauty Centre](#); [JC Penney](#); [e-Tailing](#); [Supply chain](#); [Salma Hayek](#); [Woman CEO \(chief executive officer\)](#); [Leadership](#); [Entrepreneurship](#)

Settings:

USA, Beauty products, Large, 1993-2004

Related:

Andrea Jung and the Turnaround of Avon Products **Teaching Note** Reference no. 805-054-8

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- **“Marimekko”**

<http://ecch.info/educators/search/results?s=B3ED8AD9E59F5B3A47686D6483C2A039>

“Marimekko,” Aalto University School of Economics (formerly HSE) . Authors: Cho, D., Ruokonen, H., & Simon, G., 2001. Reference no. 301-113-1. Related: Marimekko Teaching Note Reference no. 301-113-8

The case covers the history of Marimekko, a Finnish textile and clothing design house, starting in 1951 when Armi Ratia, a Finnish textile designer, founded the company. Amer Corporation, an international conglomerate known for brands such as Wilson and Atomic took over the company in February 1985 and the Amer period lasted until the autumn of 1991 when Kirsti Paakkanen acquired Marimekko. She then implemented strategy and organisational changes. The case ends in December 1995 when Kirsti Paakkanen is evaluating the new strategic options for Marimekko in an increasingly competitive environment: The European Union membership in the beginning of 1994 has brought new competitors to the Nordic markets, while at the same time the recession in Finland has eroded the purchasing power of Marimekko's traditional target market: women over 30 years old. The information in the case is meant to illustrate the role of leadership and management in a company that is operating in an increasingly competitive environment. Thus, additional information in the form of extra reading might be needed for analysing the industry.

Topics:

[Leadership](#); [Strategy](#); [Entrepreneurship](#); [Design industry](#); [Textile industry](#)

Settings:

[Finland](#), [Clothing](#), [Medium](#), [1995](#)

Related: Marimekko Teaching Note Reference no. 301-113-8

- **“Oprah Winfrey: The Story of an Entrepreneur.”**

“Oprah Winfrey: The Story of an Entrepreneur,” IBS Center for Management Research Authors: Mukund, A.; Neela Radhika, A., 2003. Length: 15 pages, Reference no. 803-019-1

This case examines the entrepreneurial skills of Oprah Winfrey, Chairman of the Harpo Group of companies and the world's most successful television talk show host. Oprah's childhood, her interests, and her entry into the media world are explored in detail. The case discusses how Oprah, 'with her skill of soothing souls', became one of the richest women and most influential personalities in the US and many other parts of the world. The case also talks of the Harpo Group's entry into various businesses and comments on Oprah's role in each of them. Oprah's philanthropic ventures are also explored. After reading the case, students should be able to: (1) understand the various aspects of Oprah Winfrey's leadership qualities; (2) examine Oprah's entrepreneurial abilities and management style; (3) examine the factors underlying the success of the Harpo Group's various ventures; (4) study the importance of personal and interpersonal skills for building a business empire; and (5) explore the 'balancing' of business and philanthropy

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(that is the essence of all Harpo ventures) as dimensions of leadership. The case is targeted at MBA/PGDBA students and is intended to be part of the entrepreneurship curriculum. The teaching note does not contain an analysis of the case.

Topics:

Oprah Winfrey; The Oprah Winfrey Show; Entrepreneurship; Talk show hosts; Harpo Productions; TV Hall of Fame; O Magazine; Oprah's Angel network; The Oprah Bill

Settings:

USA, Media and entertainment, Large, 1980s to 2002

- **“Veronica Jaramillo at a Crossroads,” (A)**

<http://www.ecch.com/educators/casemethod/resources/freecases/babsonfreecases#>

“Veronica Jaramillo at a Crossroads,” Babson College Authors: Gentile, Mary; Sinn, F.; Errazuriz, S., (2010) (Part A is reference no. 470-C10A, and Part B is reference no. 470-C10B)

This is the first of a two-case series '470-C10A' and '470-C10B'. Veronica Jaramillo has been a vegetable producer in the Huasco River Valley in the north of Chile since 1993. She founded her company because she wanted to raise her children in a green environment rather than a grey and dusty city. By June 2009 the business had a good relationship with its customers, mainly supermarkets. She could rely on her workers, and the production level was steady. But ironically this stability made Veronica uncomfortable because she had always been motivated by challenge. Her current challenge was to create value for her family, her workers and her community. (Available in Spanish.)

- **“Veronica Jaramillo at a Crossroads” (B)**

<http://www.ecch.com/educators/casemethod/resources/freecases/babsonfreecases#>

“Veronica Jaramillo at a Crossroads,” (B), Babson College Authors: Gentile, Mary; Sinn, F.; Errazuriz, S., (2010) (Part A is reference no. 470-C10A, and Part B is reference no. 470-C10B)

This is the second of a two-case series '470-C10A' and '470-C10B'. Veronica Jaramillo has been a vegetable producer in the Huasco River Valley in the north of Chile since 1993. She founded her company because she wanted to raise her children in a green environment rather than a grey and dusty city. By June 2009 the business had a good relationship with its customers, mainly supermarkets. She could rely on her workers, and the production level was steady. But ironically this stability made Veronica uncomfortable because she had always been motivated by challenge. Her current challenge was to create value for her family, her workers and her community. This case is part of the Babson College free case collection (visit www.ecch.com/babsonfreecases for more information on the collection). This case can be downloaded by educators as a clean pdf by viewing the on-line inspection copy. Access is unlimited and you may print as many copies as you wish for use with your students. Standard pricing applies for any copies ordered from each.

Topics:

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Growth and the emergent process of finding and assessing opportunities; Women’s entrepreneurship; Workers' motivation; Monetary versus non-monetary compensation; Convergence of economic versus social goals in business; The role of technical / professional skills in entrepreneurship; The issue of remoteness and the role of the network; Funding alternatives and risk aversion

⇒ **ADDITIONAL CASES**

FOUND AT THE FOLLOWING SITES, MANY ARE AVAILABLE AT NO COST

- [CasePlace](#)
Aspen Institute's Business and Society Program offers a listing of cases and teaching materials that help educators to integrate social impact management; includes Harvard Business Review and other business school cases.
- [Darden Graduate School of Business](#)
Search University of Virginia’s Darden's cases and other materials.
- [ECCH](#) (see below)
- [Harvard Business School Publishing](#)
Cases, teaching materials, books and HBR reprints are indexed here. Cases must be purchased.
- [Kellogg School of Management](#)
Cases developed by faculty and taught in the classroom.
- [Richard Ivey School of Business Case and Publications Service](#)
The Ivey School located at the University of Western Ontario Canada has a large collection of cases.
- [Stanford Graduate School of Business](#)
Center for Entrepreneurial Studies – cases

II. COURSES & SYLLABI

- **“Entrepreneurship and Innovation”**
Entrepreneurship and Innovation, Instructor: Prof. W. Stitt, Worcester Polytechnic Institute, wstitt@wpi.edu

Entrepreneurship involves many activities, including identifying and exploiting opportunities, creating and launching new ventures, introducing new products and new services to new markets. It is based on implementing innovations within existing organizations and creating new opportunities. This course is intended to introduce students to entrepreneurial thinking and

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methods of executing their ideas. Topics include recognizing and evaluating opportunities, forming new venture teams, preparing business and technology commercialization plans, obtaining resources, identifying execution action scenarios, and developing exit strategies.

- **“Entrepreneurship: Formation of New Ventures”**
 - a. <http://www.beyondgreypinstripes.org/content/entrepreneurship-formation-new-ventures>
 - b. “Entrepreneurship: Formation of New Ventures”, Stanford Graduate School of Business, Instructors: Mark Leslie, Robert Chess, Andrew Rachleff, Peter Reiss, 2011

This course addresses the formation, management, and growth of new businesses. The course deals with issues related to a new venture from the point of view of the entrepreneur/manager. Students learn largely through case discussions and frequent role-plays of difficult situations that entrepreneurs may encounter.

Relevant course content includes corporate social responsibility, ethics, environmental management, and social impact management. One session uses the case Hotmail Corporation to highlight corporate social responsibility and ethical concerns related to conflicts between entrepreneurs and venture capital investors regarding various aspects of financing, such as the vesting schedule, employee reserve pool, liquidation preference, and anti-dilution. An additional session is focused on board composition and governance issues (reading: “Unbalanced Boards”), while a third session addresses how to ethically and humanely conduct layoffs when downsizing is needed (case: Zaplet). In another session, the case Amyris Biotechnologies deals with issues of founder succession and scaling production in the context of the biofuels industry. An additional session addresses corporate social responsibility and social impact management through discussion of appropriate actions when the clinical trial of a potentially life-saving drug fails (case: Connectics and Relaxin). Additional sessions address the conflict of interest management may have with respect to the value of employee-owned shares when deciding whether to IPO or be acquired, or when negotiating the terms of an acquisition (case: Grand Junction) and the ethical concerns Netflix and Merrill Lynch might have related to the issuance of directed shares in the Netflix IPO. Student comment: “We spent one full class session discussing the ethical dilemmas associated with one entrepreneurial venture, and we read a case on the subject ahead of time. Topics discussed in this and other sessions include corporate governance, corporate image, regulation, work-life balance, and gender equity programs. The class also discusses gender issues related to first-time entrepreneurs and their interactions with clients, suppliers, and financiers.”

III. TEXTS

- **The Art of Innovation: Lessons in Creativity from IDEO, America’s Leading Design Firm**
The Art of Innovation: Lessons in Creativity from IDEO, America’s Leading Design Firm, Authors: Tom Kelley with Jonathan Littman, Doubleday Publisher USA, 2001, ISBN: 978-0-385-49984-2

IDEO, the award-winning design and development firm that brought the world the Apple mouse, and hundreds of other cutting-edge products and services, reveals its secrets for fostering a

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culture and process of continuous innovation.

There isn't a business in America that doesn't want to be more creative in its thinking, products, and processes. At many companies, being first with a concept and first to market are critical just to survive. In *The Art of Innovation*, Tom Kelley, general manager of the Silicon Valley based design firm IDEO, takes readers behind the scenes of this wildly imaginative and energized company to reveal the strategies and secrets it uses to turn out hit after hit.

IDEO doesn't buy into the myth of the lone genius working away in isolation, waiting for great ideas to strike. Kelley believes everyone can be creative, and the goal at his firm is to tap into that wellspring of creativity in order to make innovation a way of life. How does it do that? IDEO fosters an atmosphere conducive to freely expressing ideas, breaking the rules, and freeing people to design their own work environments. IDEO's focus on teamwork generates countless breakthroughs, fueled by the constant give-and-take among people ready to share ideas and reap the benefits of the group process. IDEO has created an intense, quick-turnaround, brainstorm-and-build process dubbed "the Deep Dive." The process is captured here on a YouTube video <http://www.youtube.com/watch?v=M66ZU2PClM>.

Kelley illustrates some of IDEO's own successes and failures, as well as efforts at other leading companies. The book reveals how teams research and immerse themselves in every possible aspect of a new product or service, examining it from the perspective of clients, consumers, and other critical audiences. Kelley takes the reader through the IDEO problem-solving method:

- Observing the behavior or "anthropology" of the people who will be using a product/service
- Brainstorming with high-energy sessions focused on tangible results
- Quickly prototyping ideas and designs at every step of the way
- Cross-pollinating to find solutions from other fields
- Taking risks, and “failing” your way to success
- Building a "Greenhouse" for innovation

- **Entrepreneurship, 2nd Edition**

- a. <http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP001747.html>
- b. William D. Bygrave, Andrew Zacharakis, Wiley and Sons USA, October 2010, Print ISBN-10: 0470450371, Print ISBN-13: 978-0470450376.

Combines concepts and cases while presenting the latest theories of entrepreneurship. The concepts cover what "would-be entrepreneurs" need to know to start and grow their businesses. Additionally, the cases illustrate how real entrepreneurs have gone out and succeeded. The authors cover all stages of the entrepreneurial process from searching for an opportunity to shaping it into a commercially attractive product or service, launching the new venture, building it into a viable business, and eventually harvesting it. Any student, "would-be entrepreneur" or not, will benefit from the lessons in this text.

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- **New Venture Creation: Entrepreneurship for the 21st Century**

- a. <http://www.mhprofessional.com/product.php?isbn=0078029104>
- b. “New Venture Creation: Entrepreneurship for the 21st Century”, Authors: Stephen Spinelli, Rob Adams, Jeffrey A. Timmons, McGraw-Hill Publisher USA, 2011, ISBN 0078029104 / 9780078029103.

New Venture Creation: Entrepreneurship for the 21st Century is about the process of getting a new venture started, growing the venture, successfully harvesting it, and starting again. The book presents the substantial body of knowledge about the entrepreneurial process in a pragmatic way – through text, case studies, and hands-on exercises – to help readers compress their learning curves, reduce their ultimate risk and pain, and allow them to gain more from their subsequent entrepreneurial experiences.

- **The Portable MBA in Entrepreneurship, 4th Edition**

- a. <http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470481315.html>
- b. “The Portable MBA in Entrepreneurship,” Authors: Bygrave, William D. & Zacharakis, Andrew, John Wiley and Sons Publisher USA, 2010, ISBN: 978-0-470-48131-8. Search for the book on the publisher’s website to find downloads available for related exercises. From defining entrepreneurship, or stating the most important attributes of successful entrepreneurs (Dream, Decisiveness, Doers, Determination, Dedication...) this book offers a complete look at the entrepreneurial process. The Portable MBA series tracks the core curriculum of leading business schools; the Portable MBA in Entrepreneurship uses real-life examples and tools to deliver simple, practical advice on starting a successful business. If you're planning to start your own business, you'd best start with the facts. This reliable, United States based resource shows you how to identify good business opportunities, create a business plan, do financial projections, find financing, and manage taxes. Other topics include marketing, selling, legal issues, intellectual property, franchising, starting a social enterprise, and selling your business. Includes customizable, downloadable forms for launching your own business. Comes with Portable MBA Online, a web site that gives readers access to forms, study guides, videos, presentations, and other resources

- **The Ten Faces of Innovation: IDEO’S Strategies for Beating The Devil’s Advocate & Driving Creativity Throughout Your Organization**

The Ten Faces of Innovation: IDEO’S Strategies for Beating The Devil’s Advocate & Driving Creativity Throughout Your Organization, Authors: Tom Kelley with Jonathan Littman, Doubleday Books USA, 2005, ISBN 0-385-51207-4

Author Tom Kelley walks readers through the process his IDEO company uses to stimulate creative thought and foster creative thinking throughout the organization. Using these simple steps and processes, they allow a space for creativity and entrepreneurial thought to be developed. They allow the creative process to be fully developed before judging; in this way they hold off the potential negative effects of those who might stifle creativity.

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- **Half the Sky: Turning Oppression into Opportunity for Women Worldwide**
Kristof, Nicholas & WuDunn, Sheryl, Vintage Books, 2010, ISBN-13: 978-0307387097
<http://www.halftheskymovement.org/>

While writing for the *New York Times* (NYT), Nicholas Kristof and his wife, Sheryl WuDunn, a former NYT reporter, tell a compelling story of the oppression women face around the world. They write, “When women gain control over spending, less family money is devoted to instant gratification and more for educating and starting small businesses.” The most difficult topics are highlighted and discussed as seen through the eyes of a single woman. Publisher’s Weekly writes that the authors “make a brilliantly argued case for investing in the health and autonomy of women worldwide. More girls have been killed in the last fifty years, precisely because they were girls, than men were killed in all the wars of the twentieth century, they write, detailing the rampant gendercide in the developing world, particularly in India and Pakistan. Far from merely making moral appeals, the authors posit that it is impossible for countries to climb out of poverty if only a fraction of women (9% in Pakistan, for example) participate in the labor force. China's meteoric rise was due to women's economic empowerment: 80% of the factory workers in the Guangdong province are female; six of the 10 richest self-made women in the world are Chinese. The authors reveal local women to be the most effective change agents. The book appendix highlights organizations aligned with their mission. The website Half The Sky Movement (<http://www.halftheskymovement.org/>) highlights issues, events, upcoming offerings of games and educational materials, media mentions, celebrities and advocates when taken together and acted upon using concrete steps, provide the impetus for a powerful force for change worldwide.

- **Harvard Business Essentials: The Entrepreneur’s Toolkit : Tools and Techniques to Launch and Grow Your New Business**
Harvard Business School Press, 2005, ISBN-13 978-1-59139-436-5.
<http://hbr.org/product/harvard-business-essentials-entrepreneur-s-toolkit/an/4368-PBK-ENG?Ntt=harvard%2520business%2520essentials%2520entrepreneurship>

This book is organized to give an overview to aspiring business owners. The topics are an overview given to help entrepreneurs understand the need for self-awareness, evaluating a business opportunity, offers examples of structures used to write a business plan, and offers steps for finding financing and going public – based on the USA system.

- **The New Business Road Test; What Entrepreneurs and Executives Should Do Before Writing a Business Plan;**
Third Edition. Author: Mullins, John, Pearson Education Limited/Financial times Prentice Hall, 2003.
http://www.pearsoned.co.uk/bookshop/detail.asp?WT.oss=mullins%20john&WT.oss_r=1&item=10000000362705

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Starting your own business is a daunting task. No matter how talented you are, no matter how much capital you have, no matter how good your business plan is, if you're pursuing a fundamentally flawed opportunity you're heading for failure. So before spending time and money on a new enterprise it's vital to know if your idea is actually going to work in practice. The New Business Road Test shows you how to avoid the obvious mistakes that everyone else makes. The new edition of this best-selling book features a new author-run companion website for readers to access extra information.

- **Six Thinking Hats, Author: De Bono, Edward**

Back Bay Books, ISBN-13: 978-0316178310

http://faithwordsbooks.com/books_9780316178310.htm

http://www.amazon.com/Six-Thinking-Hats-Edward-Bono/dp/0316178314/ref=sr_1_1?ie=UTF8&qid=1338083799&sr=8-1

Though the book is a bit dated, the message should not be lost- it is important to entrepreneurial thinking. The author, Edward de Bono cautions us by saying, "*The main difficulty of thinking is confusion. We try to do too much at once. Emotions, information, logic, hope, and creativity all crowd in on us. It is like juggling with too many balls.*" De Bono's proposed use of "six thinking hats" can be used as part of a brainstorming session, such as those advocated by

Tom Kelley of IDEO. De Bono encourages the reader to view thoughts selectively, wearing at various times, different "hats" :

- 1) WHITE hat: one that is neutral; the wearer examines facts and numbers,
- 2) RED HAT: the wearer considers what emotions are/will be present and need to be considered,
- 3) BLACK hat: with this viewpoint, one takes "the devil's advocate" position and examines all possible things that can go wrong, along with their possible consequences
- 4) YELLOW hat: when wearing the yellow hat, one takes the sunny viewpoint – only thoughts related to the best of all possible outcomes, with all best positive attributes are considered,
- 5) GREEN hat: this is the place where the most creative new ideas are considered for acceptance,
- 6) BLUE hat: this hat, which has a cool color is the most ordered, organized of the hats.

De Bono encourages entrepreneurs and others to take a systematic approach to thought – to wear all hats. In this way, all angles can be considered and new ideas can be examined thoroughly.

IV. BEST PRACTICES

- **The Essentials: Your Mentor and Guide to Doing Business Effectively**

Harvard Business Review

The Harvard Business Essentials series is designed to provide comprehensive advice.

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- **The UN Global Compact**

<http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>

The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- [The Universal Declaration of Human Rights](#)
- [The International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#)
- [The Rio Declaration on Environment and Development](#)
- [The United Nations Convention Against Corruption](#)

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption:

- **Harvard Business Review**

www.HBSPress.org

The Harvard Business Essentials series offers best business practices in an easy-to-understand series that guides the learner by offering comprehensive advice, personal coaching, background information, and guidance on the many major business topics. While only three books are listed here, many more are available in the series:

- a. *Entrepreneurs Toolkit: Tools and Techniques to Launch and Grow Your New Business*, Harvard Business School Press, Subject Advisor Alfred E. Osborne, Jr. is Senior Associate Dean of UCLA Anderson, 2005, ISBN-13: 978-1-59139-436-5.
- b. *Managers Toolkit: The 13 Skills Managers Need to Succeed*, Harvard Business School Press, 2004, ISBN-13: 978-1-59139-289-7.
- c. *Finance for Managers*, Harvard Business School Press, Series Advisor Samuel L. Hayes at Harvard Business School, 2002, ISBN-13: 978-1-57851-876-0.

V. SEARCH ENGINES

While these were listed before as sources for cases, it is also worthwhile to note that faculty can be found on these sites; many will share their syllabi.

- **ECCH**

Begin here to find over 35,000 cases from almost all of the best case collections in the world; most Babson College cases are in this collection. The [ecch](#) organization was created in 1973 as the Case Clearing House of Great Britain and Ireland- the result of a coordinated initiative by 22 institutions of higher education whose aim was to establish a facility for exchanging case materials among teachers of business administration. The organisation obtained formal charity status in 1974. In 1991 we became the European Case Clearing House to reflect the growth in case writing and teaching throughout Europe. In 1992 they opened their US office at Babson College to serve the North American market. In 2005, the organisation was rebranded as [ecch](#), to support the global reach of our operations. Some cases are available at no cost to the user; they can be downloaded by educators as a clean pdf by viewing the on-

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line inspection copy; their access is unlimited and you may print as many copies as you wish for use with your students. On this site, free cases are available from ecch, Babson College, Stanford University, IMD, E-Force and MIT.

- **CasePlace**
Aspen Institute's Business and Society Program lists cases and teaching materials that help educators to integrate social impact management. These listings include Harvard Business Review and other business school cases.
- **Darden Graduate School of Business**
The University of Virginia's Business School has Darden's cases and other materials available.
- **Harvard Business School Publishing**
Cases, teaching materials, books and HBR reprints are indexed here. Cases must be purchased.
- **Kellogg School of Management**
Cases from Northwestern University's Kellogg School; developed by faculty and taught in the classroom.
- **Richard Ivey School of Business Case and Publications Service**
The Ivey School located at the University of Western Ontario, has a large collection of cases.
- **Stanford Graduate School of Business**
Center for Entrepreneurial Studies – cases

VI. PROFESSIONAL ACADEMIC ASSOCIATIONS & SUBDIVISIONS

- **American Association of University Women**
<http://www.aauw.org/>
American Association of University Women (AAUW) is a nationwide network of more than 100,000 members and donors, 1,000 branches, and 600 college/university institution partners. For 130 years, AAUW members have examined and taken positions on the fundamental issues of the day — educational, social, economic, and political. Our commitment to our mission is reflected in all aspects of our work. AAUW's Mission is to advance equity for women and girls through advocacy, education, philanthropy, and research.

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VII. OTHER RESOURCES AT COLLEGES AND UNIVERSITIES OR OTHER ORGANIZATIONS

- **The Forte Foundation**
 - a. <http://www.fortefoundation.org>
 - b. The Forte Foundation is a consortium of major corporations and top business schools that has become a powerful change agent in educating and directing talented women toward leadership roles in business. Their mission is to provide an increasing number of women with the tools and resources to achieve a successful career in business.

- **National Association of Women Business Owners**
 - a. <http://www.nawbo.org/>
 - b. The National Association of Women Business Owners (NAWBO) propels women entrepreneurs into economic, social and political spheres of power worldwide by:
 - Strengthening the wealth creating capacity of our members and promoting economic development within the entrepreneurial community
 - Creating innovative and effective change in the business culture
 - Building strategic alliances, coalitions and affiliations
 - Transforming public policy and influencing opinion makers

For Spanish: http://www.nawbo.org/pdfs/spanish_missionstmt.pdf

- **United States Government-Sponsored Mentor Organizations**

You might be surprised, but the government offers a great deal of free resources and services to support small business owners, both online and in-person. The following are some organizations you can reach out to:

 - **SCORE**: Provides free and confidential counseling, mentoring and advice to small business owners nationwide via its network of more than 12,400 retired business executives, leaders and volunteers. SCORE is sponsored by SBA and has volunteers share their expertise through in-person and online counseling.
 - **Small Business Development Centers**: Provides free and confidential counseling to entrepreneurs in the pre-venture, startup stage and beyond. While the organization is similar to SCORE, in that organization provides counseling throughout the USA and territories, the SBDC Advisors are more typically not yet retired – some even run their own business as a second job.
 - **Women’s Business Centers**: Provides business training, counseling and other resources to help women start and grow successful businesses.
 - **Minority Business Development Centers**: Part of the U.S. Department of Commerce, the Minority Business Development Agency was created specifically to foster the establishment and growth of minority-owned businesses in America, with more than 40 centers nationwide.
 - Center for Women & Enterprise <http://cweonline.org/>

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- **The United States Small Business Administration – Women’s Business Resources**
 - a. <http://www.sba.gov/content/womens-business-resources>
 - b. The United States SBA and the Office of Women's Business Ownership collaborate with many organizations to make the best possible resources available to women entrepreneurs. Even if you are not based in the United States, there are resources available here to help women entrepreneurs. Whether you are a woman interested in starting a business, or improving an existing business there are many references and guides to help. Because there is information on varied topics such as decision-making, leadership, to writing a business plan, marketing and finance, it is a good starting point. Google Translate is available.

- **AllWorld Network**
<http://www.allworldlive.com/>
AllWorld's mission is to find and advance ALL the growth entrepreneurs of the emerging world by 2015. Anne Habiby co-founded AllWorld Network (AllWorldLive.com) in 2007 to change the way the world does business.
This is an organization dedicated to identifying entrepreneurs throughout the world, much the same as Inc. Magazine does – so that they can be honored for their achievements. They work under the mission as spoken by one of the videotaped speakers, Hisham El Farouki *“If one can incentivize and support entrepreneurs, it is the fastest way for an economy to go from developing to developed”*
The difference is that for the AllWorld Network teams to enter some countries around the world to set up their teams and identify entrepreneurs, they must receive permission from national governments.

- **Babson College**
<http://www.babson.edu/Pages/default.aspx>
Babson invented the methodology for entrepreneurship education nearly half a century ago; today, Entrepreneurial Thought and Action® is still at the center of the Babson experience. In our collaborative community, through a blend of innovative, integrated curricular and co-curricular programs, our students experience the world as it is. Gaining both functional business and foundational liberal arts knowledge, they are shaped into leaders who will reshape the world. With an emphasis on Social, Environmental, Economic Responsibility, and Sustainability (SEERS) embedded into the experience, our students understand that economic and social value creation are not mutually exclusive, but instead integral to each other. The fundamental business skills and entrepreneurial mindset they cultivate at Babson equips them to make a difference here on campus and around the world.
Faculty published papers, featuring well-respected leaders in the field as Candida Brush are found here: <http://digitalknowledge.babson.edu/eshppw/>

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- **EFMD**

<http://www.efmd.org/>

EFMD is an international networking organization, based in Brussels, Belgium. There are more than 700 member organizations from academia, business, public service and consultancy in 82 countries. With them, EFMD provides a forum for information, research, networking and debate on innovation and best practice in management development. EFMD's mission is to act as a catalyst to promote and enhance excellence in management development in Europe and worldwide.

- **Globally Responsible Leadership Initiative**

<http://www.grli.org/index.php/home>

EFMD signed in 2004 a partnership agreement with the United Nations Global Compact and launched the Global Responsibility Invitation which in turn led to the creation of the Globally Responsible Leadership Initiative. The GRLI's mission is to "develop a next generation of responsible leaders" through collective and individual actions. Their focus is to reframe the Purpose of Management Education and to envision and work towards developing models for the Corporation for the Future. They have publications and resources to this end. Many articles on Corporate Social Responsibility are available for download on their site at:<http://www.grli.org/index.php/resources/publications>

- **INSEAD**

http://about.insead.edu/who_we_are/index.cfm

As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and to transform organisations. A global perspective and cultural diversity are reflected in all aspects of our research and teaching.

In addition to INSEAD's programmes on our three campuses in Europe (France), Asia (Singapore) and Abu Dhabi, INSEAD participates in academic partnerships with the Wharton School of the University of Pennsylvania (Philadelphia & San Francisco); the Kellogg School of Management at Northwestern University near Chicago, and Johns Hopkins University/SAIS in Washington DC. In Asia, INSEAD partners with Tsinghua University in Beijing and the Lee Kuan Yew School of Public Policy at the National University of Singapore. INSEAD is a founding partner in the multidisciplinary Sorbonne University created in 2012, and also partners with Fundação Dom Cabral in Brazil.

- **International Labour Organization – Women’s Entrepreneurship Development (WED)**

<http://www.ilo.org/empent/areas/womens-entrepreneurship-development-wed/lang--en/index.htm>

The ILO’s Women’s Entrepreneurship Development programme (ILO-WED) is part of the Small Enterprise Development Programme (SEED). ILO-WED works on enhancing economic opportunities for women by carrying out affirmative actions in support of women starting, formalizing and growing their enterprises, and by mainstreaming gender equality issues into the

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ILO's work in enterprise development. This approach to WED is highlighted in the ILO WED Strategy that was adopted by the Governing Body in March, 2008.

Research Publications within ILO: 179 documents were discovered when a search using the terms “Women + Entrepreneurship” was performed. They note progress on programs throughout Asia and frequently reference material in Asian languages.

http://labordoc.ilo.org/search?ln=en&as=1&m1=o&p1=gender+woman+women&f1=subject&op1=a&action_search=Search&m2=o&p2=entrepreneur+entrepreneurship&f2=subject&op2=a&m3=a&p3=&f3=&year=&year1=&year2=&location=&rm=yt&rg=50&sc=1&of=hb

- **National Association of Women Business Owners**

<http://www.nawbo.org/>

The National Association of Women Business Owners (NAWBO) propels women entrepreneurs into economic, social and political spheres of power worldwide by: a.) Strengthening the wealth creating capacity of our members and promoting economic development within the entrepreneurial community, b) Creating innovative and effective change in the business culture, c) Building strategic alliances, coalitions and affiliations, d) Transforming public policy and influencing opinion makers

For Spanish: http://www.nawbo.org/pdfs/spanish_missionstmt.pdf

- **Sebrae**

<http://thebrazilbusiness.com/article/introduction-to-sebrae>

Sebrae came into being in Brazil in 1972 as result of a pioneer initiative of many institutions that encourage entrepreneurship. The Brazilian Service of Support for Micro and Small Enterprises encourage Brazil's entrepreneurship and development throughout the country SEBRAE - Serviço Brasileiro de Apoio às Micro e Pequenas Empresas - (Brazilian service of assistance to micro and small enterprises), is an institution supporting the development of small and micro companies in Brazil . It was managed by the government until 1990, after which time the institution became private, with the intention to promote a better competition between companies.

Working through empowerment programs, improving market access, and supporting partnerships, Sebrae facilitates market entry for small companies and makes it easier for them to obtain credit; Sebrae reduces bureaucracy and tax burdens through partnerships with the government and financial institutions.

VIII. DATA SOURCES

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IX. RELATED RESEARCH

- **Avolio, B.; Radović-Marković; M. (in press). “Women and Entrepreneurship: Female Durability, Persistence and Intuition at Work,” Surrey, UK: Gower Publishing.**

<http://www.ashgate.com/isbn/9781409466185>

This book focuses on what is happening in newly developing economies and in particular on rural entrepreneurship, virtual entrepreneurship, and on project-based and home-based firms. The authors’ findings reveal that increased participation of women in business leadership has brought about completely new ways of business communication; new business strategies and company development models; and is imposing a new behavioural style on businesses.

What is particularly encouraging is the evidence that particularly female kinds of durability, persistence and intuition are producing business advantage. This means that the authors can clearly identify success factors and propose guidelines for the benefit of female entrepreneurs, female-led businesses, and business in general.

This book will serve the needs of an academic audience of researchers in the growing field of studies into entrepreneurship; as well as those teaching or studying business or women’s studies topics. It will of course appeal to practicing business leaders and particularly to women owning and running businesses, or aspiring to do so.

- **Avolio, B. 2012. “Why Women Enter into Entrepreneurship? An Emerging Conceptual Framework Based on the Peruvian Case,” Institute of Economic Sciences, 3-4, 43-63.**

<http://www.ien.bg.ac.rs/index.php/en/journal-jwe>

The study identifies the various reasons why women become entrepreneurs, considering their life cycle and the factors that have encouraged them, using the qualitative paradigm based on case studies of twenty-four women entrepreneurs in Peru. The research identified six profiles according to the different routes by which women choose entrepreneurship: Young Women with Employment Options, Growing Women with External Constraints, Consolidated Women with a Trunked Career, Natural Young Women, Growing Women, and Consolidated Professional Women. The findings proposed that women entrepreneurs are not a homogeneous group, considering a sole dimension to understand why women become entrepreneurs is an inadequate simplification.

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- **Avolio, B. E., Guevara, D., Marquina, P., et al., 2012, “La mujer peruana evolución y perspectivas para su desarrollo futuro”, [The Peruvian Women: Evolution and Perspectives for their future development]. Lima, Perú: Planeta.**
http://www.centrum.pucp.edu.pe/es/contenido.php?834/investigacion_publicacion/mujer_peruana_evolucion_perspectivas_para_su_desarrollo_futuro.html&idp=448

In this book, the authors, analyzed the socio-economic context for Peruvian women, including the progress and regression of female society in different regions of the country. The book analyzes the demographical dynamic, educational evolution, health, and involvement in economic and political activity, the situation of female entrepreneurs, and examines the expectative and limitations women perceive for their development.

- **Avolio, B. 2011. “A methodological problem associated with researching women entrepreneurs,” Institute of Economic Sciences, 1-2, 9-25**
http://www.ien.bg.ac.rs/images/stories/Izdavastvo/Casopis%20JWE/2011/11_jwe_1-2.pdf

This article highlights one of the most significant methodological problems of researching women entrepreneurs and understanding the female entrepreneurial experience, which is related to the definition of what is a women entrepreneur. The article outlines the state of research on women entrepreneurs, presents the diverse definitions used in research, conceptualizes the different aspects related to the definition of a woman entrepreneur, and proposes future directions for developing research on women as entrepreneurs.

- **Avolio, B.; Mesones, A.; Roca, E. 2011. “Factors limiting the growth of micro and small enterprises in Peru (MSE),” *Strategia*, 22, 70-80.**
<http://www.k-dreams.cl/revistas/strategia/edicion-22-junio-2011/FlipK.html>

This study used a qualitative approach to identify factors-administrative, operational, strategic, external and personal-that have contributed to or limited the growth and consolidation of micro and small enterprises (MSE) in Peru. The research was conducted in Lima, about 11 case studies of MSE, from the experience of the entrepreneurs themselves. The study draws on the theoretical framework of Ansoff (1965), used and adapted by Okpara and Wynn (2007). Okpara and Wynn (2007) propose a classification of the types of decisions required to start and maintain a successful business, and analyze the common problems faced by entrepreneurs in small businesses, ranking them: operational, strategic, administrative and external, involving access to technology, low demand, corruption and infrastructure. The study adds a fifth category: personal factors. The factors were validated and identified new ones in the case of Peru.

- **Avolio, B. 2008. An exploratory study Women Entrepreneurs profile in Peru. Lima: CENTRUM Católica del Perú.**
<http://tesis.pucp.edu.pe/repositorio/handle/123456789/1601>

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The research identifies the profile of women entrepreneurs in Peru through qualitative exploration of their demographic characteristics, their educational background, work and family, their management skills, the nature of their businesses, factors that have encouraged becoming entrepreneurs; and obstacles to the development of their businesses.

The study used the qualitative paradigm based on case studies of twenty-four women entrepreneurs in Peru. The results show that women entrepreneurs do not appear to constitute a homogeneous group with unique characteristics, but they can be grouped based on their common experiences according to the phases of their life cycle that opt for business and according to the factors that have encouraged to become entrepreneurs.

The research identified six profiles that express the different routes by which women become entrepreneurs. The study concludes that the terms of achievement and autonomy factors appear to be more common than to stimulate economic circumstances entrepreneurship of women in Peru. The originality of the paper lies in the analysis of women entrepreneurs in Peru, a country with the world's largest entrepreneurial activity, and adds further evidence on the characteristics of women entrepreneurs in a different context.

- **Brush, Candida G.; de Bruin, Anne & Welter, Friederike. 2009. “A Gender-Aware Framework for Women's Entrepreneurship,” *International Journal of Gender and Entrepreneurship*, vol. 1. no. 1: 8-24.**
<http://dx.doi.org/10.1108/17566260910942318>

Purpose – The purpose of this paper is to offer a new gender-aware framework to provide a springboard for furthering a holistic understanding of women's entrepreneurship.

Design/methodology/approach – The paper builds on an existing framework articulating the “3Ms” (markets, money and management) required for entrepreneurs to launch and grow ventures. Drawing on institutional theory, it is argued that this “3M” framework needs further development and “motherhood” and “meso/macro environment” are added to extend and mediate the “3Ms” and construct a “5M” framework to enable the study of women's entrepreneurship in its own right.

Findings – It was found that “Motherhood” is a metaphor representing the household and family context of female entrepreneurs, which might have a larger impact on women than men. The meso/macro environment captures considerations beyond the market, such as expectations of society and cultural norms (macro), and intermediate structures and institutions (meso).

Practical implications – For the women entrepreneur, this analysis has implications for understanding the sources of the challenges they face by providing insights on the importance of the interplay of both individual and societal factors that impact on their enterprise. For policy makers, it turns the spotlight on the need for an integrated approach for fostering female entrepreneurs that is not blind to overarching institutionalized social structures and gender asymmetries.

Originality/value – The framework helps lay a foundation for coherent research on

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women's entrepreneurship. It is unique in making explicit the social embeddedness of women entrepreneurs and considers the multiple levels of influence on their entrepreneurial actions.

- **Brush, Candida; Edelman, Linda F. & Manolova, Tatiana S., 2008. “The Effect of Initial Location Choice on Resource Assembly and First Sale in Nascent Firms,” *Journal of Small Business Management*.**

<http://dx.doi.org/10.1111/j.1540-627X.2008.00238.x>

The formation of a new venture includes initial choices that affect the process of start-up. Primary among these decisions is the choice of location whether to start from home or from an away location. This paper examines the impact of initial firm location choices and aspirations of the entrepreneur on the resource assembly process and the likelihood of first sale. Results show that home-based businesses assemble different types of resources from their away-based counterparts. Higher aspirations were associated with greater accumulation of organizational resources. The combined influence of location and aspirations showed that home-based firms with high aspirations were less likely to achieve first sale. A post hoc analysis examined these affects within a subgroup of service firms and confirmed the previous results. This study suggests that in the initial stages of the new venture, there are processes and routines that home-based businesses engage in that lead them to achieve first sales in a timelier manner than those businesses that are located away from home. Furthermore, high aspirations are associated with greater scale of organizational resources but not necessarily with achievement of sales. Implications are discussed.

Disciplines

Business Administration, Management, and Operations | Entrepreneurial and Small Business Operations | Strategic Management Policy

- **Brush, Candida G.; Edelman, Linda F. & Manolova, Tatiana S., 2008. “Separated by a Common Language: Entrepreneurship Research across the Atlantic. *Entrepreneurship Theory and Practice*” vol. 32 no. 2: 249-266.**

<http://dx.doi.org/10.1111/j.1540-6520.2007.00225.x>

While recent inventories and assessments of the entrepreneurship field examine the focus, purpose, and methods, one area receiving less attention is the outcome or dependent variable. The outcome variable is of critical importance in scholarship, as it is a leading indicator of the cumulative nature of the scholarship in our field. This paper reviews 389 articles published over the past 3 years in four top entrepreneurship journals; two published in the United States and two published in Europe. It classifies the scholarship by theoretical underpinnings, independent variables, dependent variables, and then looks at the variation in these by origin of the journal. Results indicate that entrepreneurship researchers are using a wide variety of dependent variables, that the most popular unit of analysis is the firm, and that performance, broadly defined, is the most popular dependent variable. Implications for future research are discussed.

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- **Costin, Yvonne, 2012. “In Pursuit of Growth- An Insight into the Experience of Female Entrepreneurs”, *International Journal of Gender and Entrepreneurship*, Vol. 4 Issue: 2.**
<http://www.emeraldinsight.com/journals.htm?issn=1756-6266&volume=4&issue=2&articleid=17026433&show=abstract>

Purpose - Although the climate for entrepreneurship in Ireland is positive with female entrepreneurs making significant economic contributions, a significant weakness of female-owned businesses remaining small is continuously reported (Fitzsimons & O’ Gorman, 2006; Report of the Small Business Forum, 2006). Achieving growth is central to how a business is run and should be viewed from a business-owner perspective rather than a scholarly perspective, whereby the concept of growth is portrayed so frequently in a fragmented manner. Moreover, academic research on entrepreneurial firm growth has centred on growth from a non-gender specific perspective. Research (Arenius & Kovalainen, 2006; Fleck, 2008) suggests female entrepreneurs are distinctly different from males and due to discursive practices in research, current theories of entrepreneurial growth are not applicable to them. Female entrepreneurs are a complicated and varied population with multiple characteristics and motivations, and may not follow normal expected behaviour in terms of growth (Still & Timms 2000; Sarri & Trihopoulou, 2005). Thus, it is imperative to examine female growth trajectories as a subset of entrepreneurial growth. This study investigates the process of growth (i.e. defining growth, growth intention, objectives, planning, and strategy) and the measurement) of growth in female-owned businesses from a meaningful, practical and relevant manner.

Design/methodology/approach - A quantitative research method has been adopted i.e. an online survey, to investigate all critical issues pertaining to growth amongst female entrepreneurs operating a business for more than 5 years.

Findings - Based on the findings of the study, results indicate the process of growth in female-owned businesses differs from that which is frequently reported. Differences exist between characteristics of female entrepreneurs which in turn impacts not only how they run their business but more importantly how they pursue growth. Furthermore, research demonstrates significant differences in female-owned businesses with regard to all facets that encompass growth- definition, intention, objectives, planning, strategies employed and the measurement of growth applied.

Practical implications - This study seeks to fill the gap of limited information pertaining to the profile of growth-orientated female entrepreneurs from a practical rather than scholarly approach. The findings and suggestions for further research will serve to progress research still in its infancy not only in Ireland but on an international scale, thus being of critical importance to academia, government support agencies, practitioners, policy makers and female entrepreneurs alike in developing relevant and practical supports to assist in promoting growth-orientated businesses.

Originality/value - This study seeks to fill the gap of limited information pertaining to the profile of growth-orientated female entrepreneurs from a practical approach. The findings and suggestions for further research will serve to progress research still in its infancy not only in Ireland but also on an international scale, thus being of critical importance to

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academia, government support agencies, practitioners, policy makers and female entrepreneurs alike in developing relevant and practical supports to assist in promoting growth-orientated businesses.

- **Harrison, Pegram, 2010, “Behind the veil: women-only entrepreneurship training in Pakistan,” *International Journal of Gender and Entrepreneurship*, 2 (2). pp. 150-172.**
<http://www.emeraldinsight.com/journals.htm?articleid=1864813&show=abstract>

This paper was designed to understand the gender-related challenges of women entrepreneurs in Pakistan, to explore the capacity-building needs of these women, and to assess the impact of capacity-building programs on the establishment and performance of the women's enterprises. For women entrepreneurs living in an Islamic society, this analysis has implications for understanding the importance and effectiveness of entrepreneurial training especially in a women-only setting. For policy makers, it turns the spotlight on the need for creating an environment conducive to female entrepreneurship consistent with socio-cultural structures and gender asymmetries.

Pending Publication

- **Avolio, B., Accostupa, R., Bermúdez, R., Chávez, R., & Montes, R. (2013).**
“Factores socioculturales en el emprendimiento de la mujer microempresaria y su aplicación en la creación de una herramienta crediticia: Lima Metropolitana y el Callao. [Social and Cultural factors affecting entrepreneurship of female microbusiness-owners and its application in the creation of a credit tool: Metropolitan Lima and Callao]. In progress

The main purpose of this research is to use a quantitative focus to create a credit tool that measures entrepreneurship in female microbusiness-owners in Metropolitan Lima and Callao. This tool can be used, in the future, by different micro-financing entities within their process of credit assessment. It is necessary to consider that most of the variables that should be taken into account are not included yet in these entities. Currently, micro-financing entities use models as statistic scoring and or expert model, which seeks to predict payment capacity, based on the quality of the internal portfolio and their situation in the financial system. This tool will analyze the life conditions of female entrepreneurs and linked them with entrepreneurship in women. The premise is that the members of a society must adopt different cultural values, which have an influence on the creation of new business; thus, different cultural, political, social, technological, and economic factors have a central role in entrepreneurship. Furthermore, the develop tool includes another socio-cultural factor, self-efficacy, as the perception of the entrepreneur is important to the success of the business. The inclusion of both perspectives in the credit tool makes it a

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complement for the analysis of the credit profile of female entrepreneurs in Metropolitan Lima and Callao.

- **Avolio, B., Gonzales, S., Quispe, S., & Watanabe, J. (2013). “La mujer empresaria en la región Puno,” [Female business owners in Puno]. In progress.**

In this research, the authors analyze the evolution and development of women in Puno. Puno is a region of Peru, a developing country in South America. Puno is characterized as being mainly rural and a mining region with low levels of development. Also, the present study focuses on their perceptions of the opportunities and limitations of development in their Region.

- **Di Laura, G. (2013). “El rol del capital social en la formación y consolidación empresarial de la mujer en el Perú,” [The role of social capital in the business formation and consolidation of Peruvian women]. Submitted for publication**

It analyzes and describes the role of social capital in the formation and consolidation processes of enterprises established by women. The importance of the study of social capital lies on an observation of the entrepreneur context in Peru, where despite the fact that there is a socioeconomical disadvantage that hinders an equal development for men and women; the female rate of entrepreneurs is to pair the male.

From the empirical research it was found that female business owners use social capital as a source to obtain human and economic resources that benefit their business. Furthermore, it can be established that women use their relationship links (family, friends, and institutional ones) to obtain economic resources, knowledge on business management, and to expand their customer base. These benefits obtained aid in the development of their business.

X. OTHER RESOURCES

- **The Economist | Intelligence Unit**
 - a. http://www.eiu.com/site_info.asp?info_name=eiu_Cisco_Innovation_Transforming_the_way_business
 - b. The Economist Intelligence Unit developed an Innovation Index and scored countries based upon past performance in 2002-2006, then made predictions for 2007-2011. While the metrics were likely altered by extreme world events due to economic, political, social and natural causes, the underlying research still holds historical meaning for the entrepreneurial spirit of the times as captured in 2007.
- **TED TALKS**
 - a. <http://www.ted.com/tedx>
 - b. The Technology, Entrepreneurship and Design talks are brief and cover a variety of topics – all to stimulate entrepreneurial thinking. They are available in over 70 countries.

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TEDx was created in the spirit of TED's mission, "ideas worth spreading." The program is designed to give communities, organizations and individuals the opportunity to stimulate dialogue at the local level. At these events, a combination of live presenters and videos sparks deep conversation and connections. TEDx events are fully planned and coordinated independently, on a community-by-community basis.

Content and design of each TEDx event is unique and developed independently, but all events have several features in common.

- **TED's celebrated format:** A suite of short, carefully prepared talks, demonstrations and performances (live, or just TEDTalks videos from TED.com) on a wide range of subjects to foster learning, inspiration and wonder -- and to provoke conversations that matter
- **TEDTalks videos:** A minimum of two pre-recorded talks from the acclaimed TEDTalks video series (these talks are available free on TED.com)
- **Bias-free programming:** Lack of any commercial, religious or political agenda

- **YOUTUBE**

- a. <http://www.youtube.com>
- b. As a resource for those with an internet connection is not to be under-estimated. Googling “entrepreneurship + women” returns many stories of women making a difference through their business. http://www.youtube.com/watch?v=bfZG-h_fDXo

Some examples of Social Entrepreneurship can easily be found, such as this story of The Beauty Academy of Kabul. <http://www.youtube.com/watch?v=MieZY1jOvks> Moving story of Terry Grauel, a hair stylist in New York worked with women’s groups to help create a cosmetology school in Kabul.

- **CGO Insights, the Center for Gender in Organizations (CGO)**

The following articles appear in **CGO Insights, the Center for Gender in Organizations (CGO)**, Simmons College, Boston, MA, www.simmons.edu/som/cgo:

- Holvino, Evangelina, “Working Across Differences: Diversity Practices for Organizational Change,” CGO Insights, April 2003.
- Maxfield, Sylvia, “The Entrepreneurship Gender Gap in Global Perspective: Implications for Effective Policymaking to Support Female Entrepreneurship,” CGO Insights, October 2005.
- Nelson, Teresa, Maxfield, Sylvia & Kolb, Deborah, “Strategizing for Success: Women Entrepreneurs Accessing Venture Capital,” CGO Insights, July 2009.
- Proudford, Karen, “Asking the Question: Uncovering the Assumptions that Undermine Conversations Across Race,” CGO Insights, December 2002.
- Shapiro, Mary; Inods, Cynthia & Blake-Beard, “Optioning In Versus “Opting Out”: Women Using Flexible Work Arrangements for Career Success,” January 2007.

- **Office of Women's Business Ownership**

<http://www.sba.gov/content/office-womens-business-ownership>

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- **BMDA—Baltic Management Development Association**

<http://www.bmda.net/BMDA/>

The Baltic Management Development Association (BMDA) founded in 2002 to create a regional management development network, initiated by Universities, Business schools, individual professors and business professionals from the Baltic countries. By establishing a virtual bridge between East and West Management schools, BMDA provides a unique opportunity for its members to share the experience of transformation, rapid growth and managing organisations for stabilisation, of the new EU Member states, including Baltic Countries. BMDA currently unites more than 60 members from 22 countries – Austria, Belgium, Croatia, Denmark, Estonia, Finland, France, Georgia, Germany, Italy, Latvia, Lithuania, Netherlands, Norway, Poland, Russia, Slovenia, Sweden, United Kingdom, Ukraine, Republic of Kazakhstan, USA. Research papers are available on the site.

- **Business Council for Peace**

<http://bpeace.org/>

Bpeace is a non-profit network of business professionals. They volunteer skills to entrepreneurs in conflict-affected countries to help them create significant employment for all, and expand the economic power of women.

- **The Confederation of Women Entrepreneurs (COWE)**

<http://co-we.com/>

Since 2004, the Confederation of Women Entrepreneurs, a non-government agency (NGO/social organization) in India engaged in uplifting women socially and economically, through entrepreneurship. They hope to achieve that mission by creating a resource base of technical knowhow, management, marketing skills, finance, infrastructure and equipment to promote entrepreneurship, and working towards their goal of liberating women by making them financially independent and vibrant.

They have been working towards providing opportunities for women in Industry, Trade, Retail, Franchising and Service sectors. Traditional professions are also encouraged and hand holding support is given wherever required. The expertise and experience of seniors in the field is sought and passed on to the members. From initial 20 members, the organization has grown to over 500. COWE has achieved recognition with Government, Bankers and Industrial Associations.

- **Emerald Insight**

<http://www.emeraldinsight.com/>

They encourage global scholarship through partnerships and research awards with CLADEA (Latin America), IAABD (Africa), CEEMAN (Central and Eastern Europe), BMDA (Baltic region), AACSB (Americas) and the Global Foundation for Management Education (GFME).

- **Inc Magazine | The Inc 5000**

<http://www.inc.com/ss/2010-inc-5000-top-10-woman-run-companies#8>

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This site finds the top entrepreneurs throughout the United States – and publishes the top 10 Women Entrepreneurs, telling their story in a compelling way, so that others may understand their success and use it as inspiration for their own entrepreneurial ventures.

- **Friendship – Bangladesh**

<http://friendship-bd.org/>

This is an example of social entrepreneurship. Friendship is a value-based organisation founded in Bangladesh in 1998 by Runa Khan and Yves Marre. Friendship identifies and reaches the poorest of the poor and the most marginalised communities. Mention of it is made here on INSEAD <http://knowledge.insead.edu/INSEAD-knowledge-from-poverty-to-entrepreneurship-111025.cfm>.

- **The New York Times Newspaper**

<http://www.nytimes.com/>

The New York Times (NYT) is the newspaper that Sheryl WuDunn and her husband Nicholas Kristof wrote for as they wrote the book Half the Sky. As a columnist, Kristof frequently writes to untangle issues of poverty, government policies and cultural influences. He also writes stories of hope, change and empowerment – with an eye towards making changes for the status of women in society through programs and entrepreneurship.

Through his work, the following 250 photos were submitted of women as entrepreneurs from around the world. <http://www.nytimes.com/interactive/2009/08/26/magazine/20090826-a-womens-world-reader-photos.html> . By selecting individual photos, the countries, programs and individual entrepreneurs can be identified; their organizations can be explored.

http://topics.nytimes.com/top/news/world/series/the_female_factor/index.html?8qa

The New York Times also provides commentary under the International Herald Tribune section of the paper called The Female Factor; there is social commentary relevant to women and the status of their business in the world.

XI. CORPORATE OUTREACH

- **AACSB International**

<http://www.aacsb.edu/>

AACSB International—The Association to Advance Collegiate Schools of Business is a global, nonprofit membership organization of educational institutions, businesses, and other entities devoted to the advancement of management education. Established in 1916, AACSB International provides its members with a variety of products and services to assist them with the continuous improvement of their business programs and schools.

These products and services include:

- Internationally recognized accreditation for undergraduate, master’s, and doctoral programs in business and accounting (Note: membership does not imply accreditation.)
- Conferences, seminars, symposiums, and webinars that provide global professional development opportunities for business school administrators and faculty

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- Publications that provide insight into the business education industry
- Access to extensive global data and corresponding reports related to business schools
DataDirect allows AACSB members to quantify just about anything that relates to business schools
- Networking through groups and events held both online and in live environments
- Sponsorships, exhibiting, and business development opportunities

- **AMBA**
<http://www.mbaworld.com/>
The Association of MBAs is the international impartial authority on postgraduate business education. Our accreditation service is the global standard for all MBA, DBA and MBM programmes. We accredit MBA provision at 190 schools in over 70 countries.

- **CEEMAN**
<http://www.ceeman.org/>
CEEMAN is an international management development association established in 1993 with the aim of accelerating the growth in quality of management development in central and eastern Europe. It is a global network of management development institutions interested in quality of education and innovations in this field, as well as in the broad area of subjects related to change. CEEMAN has expanded to include 200 institutional and individual members from 50 countries in Europe, North America, Latin America and Asia.

- **CLADEA**
<https://www.cladea2011.com/en/>
The Latin American Council of Schools of Management is a premier global network of business schools. This worldwide organization provides a forum for international cooperation and reciprocity between the world’s leading academic institutions.
CLADEA’s membership includes over 140 leading business schools in Latin America, North America, Europe, and Oceania dedicated to offering high quality professional education and fostering scholarly research into public and private sector management.

- **The Diana Project**
<http://www.dianaproject.org/>
The *Diana Project* was established in 1999 to raise awareness and expectations of women business owners regarding the growth of their firms. The growth of women's businesses is central to wealth creation, innovation and economic development in all countries. The creation of the research consortium involving the five project partners coincided with efforts of other groups around the world to support and advance the growth and development of women-owned businesses. A core belief of *Diana* is that rigorous research provides a powerful base for influencing systems. Information and knowledge that come from solid data can have irrefutable effects on changing attitudes, opinions and practices.

Diana's research investigates the apparent disconnect between opportunities and resources in

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equity funding for high growth women-owned businesses. The research team received early funding from the Entrepreneurship and Small Business Research Institute (ESBRI/Sweden), the Kauffman Center for Entrepreneurial Leadership, the U.S. Small Business Administration and the National Women's Business Council.

The founding members of the Diana Project are Dr. Candida G. Brush (Babson College), Dr. Nancy M. Carter (Catalyst), Dr. Elizabeth J. Gatewood (Wake Forest University), Dr. Patricia G. Greene (Babson College), and Dr. Myra M. Hart (Harvard Business School, retired).

At <http://www.dianaproject.org/publications/publicationsfordow/> papers for download are offered at no cost.

Research Outcomes

Download: [research_outcomes_june_10_2009.doc](#)

Gatekeepers of Venture Growth

The Role And Participation of Women in the Venture Capital Industry

Download: [gatekeepers_of_venture_growth.pdf](#)

The Myths Dispelled

THE DIANA PROJECT | WOMEN BUSINESS OWNERS AND EQUITY CAPITAL:
THE MYTHS DISPELLED

Download: [myths_dispelled.pdf](#)

- **Goldmann-Sachs**

Goldmann Sachs | 10,000Woman

<http://www.goldmansachs.com/citizenship/10000women/index.html>

10,000 Women is a five-year initiative to provide a business and management education to underserved female entrepreneurs in developing and emerging markets. The program is designed to drive greater shared economic growth, leading to stronger healthcare, education and greater prosperity in the communities where it operates.

- **Goldmann-Sachs | 10,000 Small Businesses**

<http://www.goldmansachs.com/citizenship/10000-small-businesses/index.html>

Goldman Sachs *10,000 Small Businesses* is an initiative undertaken to help small businesses in the U.S.A. and U.K. It is designed to help create jobs and economic opportunity by providing business owners with greater access to business education, financial capital, and business support services.

- **The Kauffman Foundation's Kauffman Center for Entrepreneurial Leadership**

<http://www.kauffman.org/>

The Kauffman Foundation's research initiatives are contributing to a more robust and nuanced understanding of entrepreneurship. Years of work in this area have taught us a great deal about entrepreneurship as an important driver of growth and innovation in our society. But our work in this field also has taught us much about what we have left to learn and explore. At the

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Kauffman Foundation, we continue to seek out what we know, commit to finding the answers to what we don't, and then apply that knowledge to how we operate as a foundation. In addition to research that answers specific questions, we are making long-term investments to bring bright, young scholars into the study of entrepreneurship.

Signing up for the Kaufmann's Thought Book gives you access to pdf's available for download – they highlight the impact of entrepreneurs.

- **Opportunity International**

<http://www.opportunity.org/womens-opportunity-network/>

The Women's Opportunity Network (WON) is a network of women supporters and staff who invest in the lives of women around the world. WON is committed to helping Opportunity International <http://www.opportunity.org>, an organization which reduces poverty by providing microfinance loans, savings, insurance and training to more than 2 million people working their way out of poverty in the developing world. Read more: <http://www.foxbusiness.com/personal-finance/2010/12/19/microfinance-womens-way/#ixzz1wVbh2Kqq>

- **SAFoRB—South Asia Forum on Responsible Business**

<http://saforb.org/images/contents.pdf>

South Asia Forum on Responsible Business (SAFoRB), established in 2007 in Dhaka had a vision to enable NGOs in South Asia to effectively engage with businesses to address common CSR issues, the civil society forum. The Forum has representation from 15 CSOS from all eight SAARC countries along with external observers from Novib (Oxfam Netherlands), MVO Platform (Netherlands) and Red Puentes (Latin America).

SAFoRB recognizes that all stakeholders of a business enterprise have a human identity first. The negative effects - Social, Economic and Environmental - of the operations of a business are largely due to the violations of the human rights of its stakeholders. Thus, SAFoRB believes that respect for human rights of all the stakeholders should be core to Responsible Business Practice. In our view, a responsible enterprise is one which minimises the negative impact and maximises the positive impact of its operations to protect human rights of stakeholders within its sphere of influence and on the environment

To achieve this, SAFoRB members believe a Responsible Business must integrate the following elements, hereafter referred as 'Basic Principles', in its core business strategy:

- Compliance with the laws of the country of origin, the country in which it operates, with international conventions and treaties to which those countries are signatories and to basic precepts of good corporate citizenship and behaviour
- Accountability to all its stakeholders across its sphere of influence
- Business operations to assist in the achievement of the Millennium Development Goals
- Institutionalisation and internalisation of responsible management practices.

- **Online Research, Writing and Collaboration Tools**

The following four sites are popular online reference tools designed to help those who do

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research to locate, collate and cite reference material. Reference citations can easily be shared with other collaborators around the world.

a. Mendeley

<http://www.mendeley.com/features/>

b. EndNote

<http://endnote.com/>

c. RefWorks

<http://refworks.com/>

d. Zotero

<http://www.zotero.org/>

XII. PEER NETWORKING SITES

Used for information sharing. Business people connect with each other online and in person, at no-cost, or for a fee, to share their knowledge and experiences, working together to explore ideas that will allow them to bring better results for their business.

- **Entrepreneurs’ Organization**

The Entrepreneurs' Organization (EO) is a [global business network](#) of 8,000+ business owners in 121 chapters and 40 countries, which was founded in 1987 by a group of young entrepreneurs. EO enables small and large business owners to learn from each other, leading to greater business success and an enriched personal life.

This year, EO is celebrating its 25th Anniversary with events around the world, which will highlight the growth of our entrepreneur network and its role in the lives of members everywhere. They offer resources in the form of events, leadership-development programs, an [online entrepreneur forum](#), and [business owner education](#) opportunities, among other resources designed for business growth.

- **Facebook**

<https://www.facebook.com/login.php>

There is a Facebook for business page now and many entrepreneurs are using it to run a business page on the world’s largest social network. The best explanation for how to do this is here at hubspot.com <http://blog.hubspot.com/blog/tabid/6307/bid/5492/How-to-Create-a-Facebook-Business-Page-in-5-Simple-Steps-With-Video.aspx>

- **GEM—Global Entrepreneurship Monitor**

<http://www.gemconsortium.org/>

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The Global Entrepreneurship Monitor (GEM) project is an annual assessment of the entrepreneurial activity, aspirations and attitudes of individuals across a wide range of countries. Initiated in 1999 as a partnership between London Business School and Babson College, the first study covered 10 countries; since then more than 85 ‘National Teams’ from every corner of the globe have participated in the project, which continues to grow annually. GEM is the largest ongoing study of entrepreneurial dynamics in the world.

GEM explores the role of entrepreneurship in national economic growth, unveiling detailed national features and characteristics associated with entrepreneurial activity. The data collected is ‘harmonized’ by a central team of experts, guaranteeing its quality and facilitating cross-national comparisons.

The program has three main objectives:

- To measure differences in the level of entrepreneurial activity between countries
- To uncover factors leading to appropriate levels of entrepreneurship
- To suggest policies that may enhance the national level of entrepreneurial activity.

GEM is unique because, unlike other entrepreneurship data sets that measure newer and smaller firms, GEM studies, at the grassroots level, the behaviour of individuals with respect to starting and managing a business. This approach provides a more detailed picture of entrepreneurial activity than is found in official national registry data sets. Global, national, and special topic reports are available.

- **Leaders In Entrepreneurship**

<http://leadersin.com/entrepreneurship>

This site offers information and a forum at no cost to members and visitors alike, on Leaders in Thought and Entrepreneurship throughout the world. Video interviews with world leaders in entrepreneurship, as voted by members, are on the site.

- **LinkedIn**

<http://www.linkedin.com/>

As of March 31, 2012, LinkedIn operates the world’s largest professional network on the Internet with 161 million members in over 200 countries and territories.

Sixty-one percent of LinkedIn members are located outside of the United States, as of March 31, 2012.

LinkedIn members did nearly 4.2 billion professionally-oriented searches on the platform in 2011 and are on pace to surpass 5.3 billion in 2012.

Headquartered in Mountain View, Calif., LinkedIn also has U.S. offices in Chicago, Los Angeles, New York, Omaha and San Francisco. International LinkedIn offices are located in Amsterdam, Bangalore, Delhi, Dublin, Hong Kong, London, Madrid, Melbourne, Milan, Mumbai, Munich, Paris, Perth, São Paulo, Singapore, Stockholm, Sydney, Tokyo and Toronto.

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- **Twitter**

<https://twitter.com/>

Twitter, offers a free real-time information network that connects you to the latest stories, ideas, opinions and news. You can find the people/accounts you find most compelling and follow the conversations. At the heart of Twitter are small bursts of information called Tweets. Twitter connects businesses to customers in real time—and entrepreneurial businesses use Twitter to quickly share information with people interested in their products and services, gather real-time market intelligence and feedback, and build relationships with customers, partners and influencers. From brand lift to CRM to direct sales, Twitter offers businesses an easy way to reach an engaged audience. The Twitter website has videos to learn more (see [Twitter 101 for Businesses](#)).

- **The United States Association for Small Business and Entrepreneurship**

<https://usasbe.org/knowledge/syllabus/>

The United States Association for Small Business and Entrepreneurship (USASBE) is the largest independent, professional, academic organization in the world dedicated to advancing the discipline of entrepreneurship. With over 1000 members from universities and colleges, for-profit businesses, nonprofit organizations, and the public sector, USASBE is a diverse mix of professionals that share a common commitment to fostering entrepreneurial attitudes and behaviors.

USASBE is built around four pillars that guide the ongoing development of our organization. The pillars include:

- entrepreneurship education
- entrepreneurship research
- entrepreneurship outreach and
- public policy

By fostering advances in each of these areas, they support the development of entrepreneurship educators who in turn will create the next generation of entrepreneurs.

- **WIKIPEDIA**

WIKIVERSITY –

http://en.wikiversity.org/wiki/Open_Web_Sources-

Contains Open Web Sources-Links to Open Web Resources For Teaching Innovation & Entrepreneurship from:

--TALCIE

<http://www.talcie.org/home>

Teaching and Learning for Creativity Innovation and Entrepreneurship

--The Stanford Technology Ventures Program (STVP)

<http://stvp.stanford.edu/>

the Stanford Technology Ventures Program (STVP) is the entrepreneurship center at Stanford

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University's School of Engineering. Hosted by the department of Management Science and Engineering, STVP is dedicated to accelerating high-technology entrepreneurship education and creating scholarly research on technology-based firms that, in turn, provides new insights for students, scholars, and business leaders.

--MIT Sloan Teaching Innovation Resources

MIT Sloan Teaching Innovation Resources (MSTIR) is a collection of teaching materials, including case studies, industry notes, and management simulations, that MIT Sloan provides as a free teaching resource open and available to the world. Similar to the course syllabi and materials found on [MIT's OpenCourseWare](#) site, these materials carry a creative commons license allowing them to be downloaded, copied, and distributed.

The various materials posted on this site have been developed by MIT Sloan faculty and students. Although the collection covers a wide array of companies and organizations, industries, and geographies, it focuses on areas in which MIT Sloan's innovative research and teaching are on the cutting edge, including global entrepreneurship, leadership, managing innovation, strategic management, the business of sustainability, system dynamics, and the world economy.

- **Women Presidents' Organization**

<http://www.womenpresidentsorg.com/>

Women Presidents' Organization, Inc. (“WPO”) is a non-profit 501(c) (6) organization formed to improve business conditions for women entrepreneurs, and to promote the acceptance and advancement of women entrepreneurs in all industries

The WPO is the premier membership organization for women presidents & CEOs (and managing directors) of privately held, multi-million dollar companies. Through global, confidential and collaborative peer-learning groups, the WPO accelerates business growth, enhances competitiveness, and promotes economic security. It is the ultimate destination for successful women entrepreneurs.

⇒ Consider covering

Media: traditional and social media

International

Governmental

Non-Government Organization

Celebrities and Advocates - Inspirational Stories of Success

Leaders in the Field