

Wed Feb 12	<p>3 – 7pm SBI Board Meeting <i>Churchill</i> Dianne H.B. Welsh Presiding The University of North Carolina Greensboro</p>
Thursday - Feb 13	<p>9 – 10:15am PRE-CONFERENCE WORKSHOPS <i>Partagas 1</i> Export Odyssey: Empowering Students in the Area of Exporting Nicholas Williamson, University of North Carolina Greensboro This pre-conference workshop discusses how to train students to be able to perform all of the export transaction “creation” functions necessary for success in exporting.</p> <hr/> <p>10:45 – 11:45am Enhancing Your SBI Program: How to Take Your SBI to the Next Level <i>Partagas 2</i> Neal Pruchansky, Keene State College Dianne H.B. Welsh, University of North Carolina Greensboro Ron Cook, Rider University Harriet Stephenson, Seattle University Deborah Cours, California State University Northridge This workshop is for SBI veterans or newcomers. It discusses tips, tricks, best practices, and other resources to help your SBI program sustain success.</p> <hr/> <p>12 – 1:30pm OPENING LUNCHEON <i>Cohiba 10 & 11</i> <i>Welcome</i> William C. McDowell, East Carolina University SBI VP of Programs <i>President’s Address</i> Dianne H.B. Welsh, The University of North Carolina Greensboro SBI President <i>Fellow Recognition</i> Matthew Sonfield, Hofstra University <i>Keynote Speaker Introduction</i> William C. McDowell, East Carolina University <i>Keynote Speaker</i> Nic Steele Founding Member and CEO Obsidian USA, LLC</p>

Session 1
1:45 - 3:15pm

**Women in
Business**

Session Chair:
Harriet
Stephenson

Partagas 1

The Impact of Family Support on Turkish Women Entrepreneurs

Dianne H.B. Welsh, The University of North Carolina at Greensboro
Esra Memili, The University of North Carolina at Greensboro
Eugene Kaciak, Brock University and Kozminski University

It is well documented that women entrepreneurs add exponential growth to the economic well-being of countries. We examine the impact of family moral support on Turkish women entrepreneurs' major challenges (i.e. personal problems and recognition of poor managerial skills and knowledge) and advantages (i.e. perceptions of helpfulness of education and work experience). Our findings show that family moral support can have both positive and negative impact on Turkish women entrepreneurs. Implications and future research are discussed.

Women Small Business Entrepreneurs in Albania: A Retrospective Evaluation

Sjoerd Gehrels, Stenden University

This research investigates women small business entrepreneurship in Albania. The purpose is to provide contextual information to potential future (women) entrepreneurs about how to get into business and overcome challenges. The 11 interviewed Albanian women entrepreneurs explain how they survive a difficult patriarchal society. Contemporary developments in Albania are explained and comparison is made to recent entrepreneurship research. The results of the research show seven themes: I) strong relationship between previous experiences and the decision to become self-employed, II) influence of educational and family background on women's motivation and career development, III) gender issues relating to start-up and operating of businesses, IV) major impact of gender on financial related issues, V) differences in creating networks between men and women, VI) perceived negative career influence because of being women, VII) similarities with the contextual characteristics of successful Dutch entrepreneurs as found in recent research (Gehrels, 2012). Overall conclusion: Albania is developing but still has challenging conditions for women small business entrepreneurs. Further research is suggested in other developing countries.

Entrepreneurial Motivation and Gender: Examining the Interaction between Gender and Motivation from a Self-Determination Theory Perspective

James Wilbanks, University of Arkansas at Little Rock
Tatiana Wilbanks, University of Arkansas at Little Rock

The purpose of this paper is to examine the interaction between gender and motivation of entrepreneurs through the theoretical lens of self-determination theory (SDT) which is concerned not only with the quantity of a person's motivation, but also the quality of motivation (Sheldon, 2004). SDT qualitatively divides motivation between "controlled" forms (extrinsic and introjected) which reflect more external control, and "autonomous" forms (identified and intrinsic) which reflect more internal motivation. Previous research has confirmed that more autonomous forms of motivation are significant predictors of firm survival (Wilbanks, Bradshaw, and Dougherty, 2011). We tested the interaction between autonomous motivation and gender empirically with longitudinal data from the Panel Study of Entrepreneurship (PSED-II) on new venture founders (n=1214). Results of binary logistical regression replicated earlier findings that autonomous motivation was a significant predictor of firm survival for both men and women, but moderated binary logistical regression analysis indicated that autonomous motivation was not significantly different for men or women.

Session 1
1:45 - 3:15pm

Small Business

Session Chair:
Kathleen Liang

Partagas 2

ERG for MGT: A Practical Model for the Small Business Manager

David Snow, University of Pikeville

Managers experience difficulty focusing their time on higher-level management activities (strategy, innovation, change, etc.) designed to promote the success of their company because lower-level issues arise requiring their attention. This is especially true for managers of small businesses. These issues are interruptions and are disruptive to managers because it takes them away from their work of creating opportunities for growth of their organization. This research introduces a model to enhance the understanding of an organization's composition and activity for the practicing manager, and focuses on the negative impact of these interruptions.

Transformational Leadership: The Antecedent Role of Emotional Intelligence

Blaine Lawlor, University of West Florida

John Batchelor, University of West Florida

Kristie Abston, University of West Florida

A great deal of empirical research has been completed in the area of transformational leadership, providing evidence that this leadership style has a positive impact on performance and leader effectiveness (eg., Avolio, Walumbwa, & Weber, 2009; Bass, Avolio, Jung, & Berson, 2003; Bycio, Hackett, & Allen, 1995; DeGroot, Kiker, & Cross, 2000; Lowe & Galen Kroeck, 1996). However, some questions remain unanswered. What traits make these transformational leaders great? What are the antecedents of transformational leadership? What other variables may come into play? Since transformational leadership is considered a behavioral theory, where leadership behaviors can be learned (Judge & Bono, 2000; Kark, Shamir, & Chen, 2003), additional investigation to determine the dispositional sources of leadership is warranted (Judge, Bono, Ilies, & Gerhardt, 2002). The purposes of this paper are to explore the antecedent relationship of emotional intelligence (EI) to transformational leadership and the role time plays in this process, since both transformational leadership and emotional intelligence are continually evolving constructs. An overview of the extant literature on transformational leadership and emotional intelligence is presented followed by an exploration of the relationship between these two constructs. Eight propositions are offered along with a conceptual model depicting the proposed linkages.

Military Veterans Marching towards Entrepreneurship: An Exploratory Mixed Methods Study

Sharon Kerrick, University of Louisville

Denise Cumberland, University of Louisville

Bruce Kemelgor, University of Louisville

Megan Church-Nally, Bellarmine University

Military veterans are interested in entrepreneurship; approximately 45% of military veterans returning to civilian life indicate an interest in pursuing entrepreneurial interests for self-employment (Hope & Macklin, 2011). The authors investigate military veterans participating in a one year program that includes structured entrepreneurship training, business mentoring and integration into the local entrepreneurial eco-system via networking. Results of this research shed light by measuring quantitatively their networking and passion via three domains: inventing, founding and developing. Additional qualitative interviews conducted aid to understanding the integration of these military veterans into a primarily civilian based entrepreneurship eco-system.

Thursday - Feb 13

Session 1
1:45 - 3:15pm

Is Your School Next? The Future of E-Learning

Deborah Cours, California State University Northridge
Joy Griffin, California State University Northridge
Whitney Peake, University of North Texas

Workshop

Partagas 3

The credibility of online learning is shifting up as top-tier schools implement million-dollar technology platforms to grow online degree programs. 100% online degrees and hybrid classes are now more popular than ever. What does this mean to our industry? To the SBI program? To your school? Join us as our expert panel discusses the future of e-learning and how it might impact your college or university.

3:15 - 3:30 pm

BREAK

Session 2
3:30 – 5pm

Discussion with the Journal Editors

Gerry Hills, Journal of Small Business Strategy
Michael Harris, Small Business Institute Journal
Shanan Gibson, Small Business Institute Journal
William McDowell, Small Business Institute Journal
Noel Campbell, Journal of Entrepreneurship and Public Policy

Workshop

Partagas 1

Publishing continues to be a primary objective for most faculty. A critical component of the process is the selection of the appropriate publication outlet. This session has been designed as an opportunity to interact with multiple journal editors to learn more about the submission process and how to maximize your potential for publication success.

Session 2
3:30 – 5pm

Approaches to Helping Educators and Students Learn About Entrepreneurship

Kathleen Liang, University of Vermont
Paul Dunn, University of Louisiana

Workshop

Partagas 2

This workshop is designed to create a dynamic discussion about entrepreneurial educators, entrepreneurship education, and effective curricula in teaching entrepreneurship. This 90-minute session will lead participants to actually transfer theories to reality through experiential learning and collaborative learning exercises. Participants will generate supportive and successful practices that will advance knowledge and skills for us to teach entrepreneurship across disciplines and to assess the impacts of learning.

**Session 2
3:30 – 5pm**

Experiential Learning

Session Chair:
Lynn Hoffman

Partagas 3

Student Consulting Projects and Critical Thinking: Monitoring the Use of Judgment Heuristics

Bonnie Canziani, University of North Carolina Greensboro

This paper uses a case study of an undergraduate entrepreneurship class and MBA capstone team to examine linkages between a popular teaching device, the student consulting project, and a core learning goal, critical thinking. Three key critical thinking dimensions: explanation of issues, evidence, and influence of context and assumptions are discussed as well as students' use of judgment heuristics during the consulting project. It is concluded that business students can improve critical thinking by reflecting on heuristic behaviors and by engaging in guided primary and secondary research as a way to inform business assumptions that underpin the business concept development and financial modeling for a business plan.

Teaching Small Business Management Successfully: A Lesson From Fedex

Donald Lester, Middle Tennessee State University

Small Business Management is perhaps the most unique combination of theory and practice among all business courses. Three methodologies are presented in this paper for teaching Small Business Management at the university level. An overriding theme is proposed that will ensure that students benefit from the course, regardless of the course format or who teaches it. The theme is the philosophy of people, service, and profits, the foundation of one of the most successful startups in U.S. history, FedEx, from one of the leading entrepreneurs of the twentieth century, Fred Smith.

Creating an Experiential Program: Center for Commercial Entrepreneurship of Invasive Species

Blake Escudier, University of Fredericton
Blair Lipsett, University of Fredericton

This paper presents a process for developing an academic program for experiential learning. Experiential learning within this proposed program presents a reality based situation for a practicum learning methodology. Commercial Entrepreneurship for Invasive Species is a program designed to incorporate cross curriculum in which business and science students participate on teams developing a product and business plan utilizing raw material sourced from an invasive species. Invasive species may be a plant, insect, animal or other biologic. The program's goal is to incorporate synergy between science and management entrepreneurship resulting in a commercial plan.

Sustainability and the Business Plan

Francis Amatucci, Slippery Rock University of Pennsylvania
Mary McKinney, Duquesne University

This paper discusses the need for inclusion of sustainability, or 'triple bottom line' thinking, to the traditional business planning process. We describe the sustainability revolution of the 21st century that produces numerous challenges and opportunities in terms of innovative products/services and business processes. We present a framework for incorporating sustainability into each section of the business plan. We urge entrepreneurship educators to revise their traditional entrepreneurship training practices for a future that views concerns for people and the planet, as well as economic profit, as an imperative rather than a choice.

5:30 - 7pm
Cohiba 10 & 11
(location subject to change)

COCKTAIL RECEPTION
Drink tickets will be provided

Friday - Feb 14

7:30 – 8:30am BREAKFAST BUFFET

Cohiba 10 & 11

7:30 – 8:30am JOINT EDITORIAL BOARD BREAKFAST

Cohiba 10 & 11
Stage

Journal of Small Business Strategy
Editor Gerry Hills, Bradley University

Small Business Institute® Journal
Editors Michael Harris, William McDowell & Shanan Gibson
East Carolina University

**Session 3
8:45 – 10am**

How to Create and Run an SBI Program at Your University

Ron Cook, Rider University
Leo Simpson, Seattle University

Workshop

Partagas 1

The mission of the Small Business Institute® is to be the premier provider of professional development for those engaged in experiential student team consulting and related entrepreneurship education, research and activities. As a member of the SBI, you are entitled to start and be director of an SBI program at your school. While this may seem like a daunting task, Ron Cook and Leo Simpson break down exactly what to do in order to develop an effective, highly regarded SBI at your school. Whether you are new to the SBI or if you have been a member for years, this session will give you the necessary tools to find great success with SBI at your institution.

**Session 3
8:45 – 10am**

DreamSpark and BizSpark for Entrepreneurs!

Brad Jenson, Microsoft

Workshop

Partagas 2

Come and learn how to leverage DreamSpark in your classroom if you are an educator and how to become a BizSpark partner if you are a Start-up. DreamSpark Premium is an offering of many of Microsoft's major software titles like Windows 8 client, Windows Server 2012, Visual Studio 2012, etc. These titles are fully functional and provide students and faculty developing and delivering courses where they are used with thousands of dollars of software. The DreamSpark Premium license is for STEM courses. Learn how to take advantage of this incredible library of resources for STEM faculty and students. The BizSpark license includes all of Microsoft's titles and \$150 of Azure each month. This is a great way for Incubators, Accelerators, an Start-ups to have hundreds of thousands of dollars of software available during their critical initial years.

Session 3
8:45 – 10am

Accounting

Session Chair:
Troy Voelker

Partagas 3

Student-Managed Venture Capital Funds

William Andrews, Stetson University
John Tichenor, Stetson University

This paper explores the rationale for and performance of student-managed venture capital funds. In particular, it seeks to identify whether the performance of student-managed funds is inferior to professionally-managed funds. The results suggest that professionally-managed funds may perform better than student managed funds, but this difference disappears when comparing investments made 7 or more years ago \a typical holding period for a VC firm. Pedagogical benefits of having a student-managed fund are discussed, and guidelines of implementing a student-managed VC fund are derived.

Incentive-Based Compensation for CEOs in Small and Medium Sized Enterprises: Does Pay for Performance Matter?

Joshua Aaron, East Carolina University
William McDowell, East Carolina University
Michael Harris, East Carolina University
Brandon Cline, Mississippi State University

This study assesses the impact of incentive-based compensation for chief executive officers (CEOs) within small and medium-sized enterprises (SMEs). Specifically, this study compares the influence of incentive-based compensation on performance for SMEs to larger organizations as well as younger to older organizations. The sample included over 24,000 CEO observations from ExecuComp. The results indicate partial support for a greater benefit on performance of using incentive-based pay for SMEs over larger organizations and full support for a greater benefit on performance for younger organizations than older organizations.

Small Business Use of Management Accounting Systems

Jeffrey Shields, University of Southern Maine
Joyce Shelleman, University of Southern Maine

Management accounting systems facilitate decision making for stronger business performance. This research provided the first known empirical evidence on use and outcomes of a broad range of management accounting system elements in small U.S. businesses. Data gathered from a sample of 55 micro-SMEs revealed that small businesses use many elements of management accounting systems and that more frequent use of management accounting systems has significant effects on return on investment. Implications of the results for both practice and future research are discussed.

Financial Literacy within the Family Firm: An Exploratory Examination and Opportunity for Learning

Denise Dickins, East Carolina University
Shanan Gibson, East Carolina University
Michael Harris, East Carolina University
William McDowell, East Carolina University

Results from a sample of owner-managers of small family-owned businesses indicated that while they are reasonably satisfied with their overall performance, they are not particularly well versed in the basics of financial literacy frequently necessary for long-term business success. In fact, when completing a short "test," none of the study's participants responded correctly to all five questions, and nearly ten percent failed to answer one question correctly. In an effort to remedy this situation, this paper provides a review of five major areas – the costs associated with obtaining capital, financial statements, causes of fiscal failure, tax implications of succession, and business valuation, that is both easily accessible and highly informative.

10 -10:15am

BREAK

Session 4
10:15 - 11:45am

Abstracts

Session Chair:
Lloyd Fernald

Partagas 1

The Job Characteristics Model: An Extension to Entrepreneurial Motivation

John Batchelor, University of West Florida
Gerald "Jerry" Burch, Tarleton State University
Blaine Lawler, University of West Florida

Previous findings on job characteristics with samples of those employed by others show that certain job characteristics can lead to desirable outcomes such as high levels of motivation, performance, and satisfaction (Fried & Ferris, 1987). The purpose of the current research is to further explore which outcomes can be explained by the unique job characteristics of self-employment and entrepreneurship.

Survival Rates of New Firms Created in the Recession: A Multi-Year Study

Ron Cook, Rider University
Diane Campbell, Rider University

This study examines the survival patterns of new firms that were created during difficult economic times and how these rates might compare to earlier research, given the macro-climate conditions and a more comprehensive measure of births. We discuss the implications of these findings in light of definitional issues in past studies, our more inclusive sample, and whether the macro-climate impact is different given the 2008 recession.

Governance Insight for Social Entrepreneurs, Nonprofit Advocates, & Other Catalysts Who Work to Change the World through Cultural Dialogue & Exchange

Patrick Walker, Lindenwood University

Sound governance principles are key to any global undertaking that involves community, collaboration, and cultural dialogue. These premises can be tested and will contribute to a body of emerging social entrepreneurship research involving global perspectives of governance and the collaborations required to promote cultural dialogue and exchange.

When can Offshore Outsourcing be Good for Small and Medium Size Enterprises (SMEs)?

Joe Felan, University of Arkansas Little Rock

Many companies have moved away from being vertically integrated to outsourcing more of their process. Previous studies suggest that more investigation is needed related to the "where" (location) and the "when" (timing) of offshore outsourcing (Hätönen and Eriksson, 2009). This study will attempt to shed some light on these questions as they related to SMEs.

Small Business and the Inner City Entrepreneurial Environment

John Buzza, Monmouth University

This paper explores the many sources of data surrounding the relationships of small businesses and their effects on the inner cities; and vice versa. This paper also examines the roles of macroeconomic factor and microeconomic factors in the growth rate of certain cities economic environments. Lastly, the ethnic makeup of the inner cities will be touched upon as well as the inner city history and any other significant recent evolutions of the inner cities business environment.

Friday - Feb 14

Session 4
10:15 - 11:45am

**United States Supreme Court decisions affecting the SME:
What "LAWS" Ahead**

Workshop

Stephanie Bardwell, Christopher Newport University

Partagas 2

This workshop describes the use of LIDM [Legal Insight Decision Making] for the SME in light of key case law decisions. The top 10 cases from the PPACA to Copyright law are briefed; policy and principles are explained and the impact on the SME is described. The author provides expertise in four areas: the classroom, consulting, the community and the courtroom. The workshop will include economic, legal, ethical and strategic perspectives which are useful for all business disciplines, particularly management, marketing, finance, accounting and law.

Session 4
10:15 - 11:45am

Creating an Award Winning Project of the Year (POY)

Workshop

John Jackson, California State University Fullerton

Partagas 3

The purpose of this workshop is to provide training, tools, and resources to faculty who direct student field-based consulting projects. John Jackson currently oversees one of the largest SBI programs with nearly 100 projects completed each year. He will share his experiences and ideas for guiding students to develop an award winning Project of the Year.

12 - 1:30pm

LUNCHEON

Cohiba 10 & 11

Presiding

William C. McDowell, East Carolina University

Mentor/Showcase Winners

John R. Hendon, University of Arkansas at Little Rock

Speaker Introduction

William C. McDowell, East Carolina University

Keynote Speaker

Edward Cadena, Nevada District Director
U.S. Small Business Administration

Session 5
1:45 - 3:15pm

Best Practices

Session Chair:
Stephanie
Bardwell

Partagas 1

Embracing Change: Higher Education Learners in the Virtual Teaming Environment

Andryce Zurick, Kaplan University

After teaching business school online for close to seven years, it is interesting how undergraduate level student learners appear to be apprehensive about the process of virtual teaming projects. This behavior is learned from past unsavory experiences either in the workplace and or from higher education course requirements. The challenge is to motivate and help the learners to create their own rules of the road in how to work together in virtual team projects, and to conduct and realize effective meetings in goals and objectives setting. This involves a dynamic change for some learners and how models can help them embrace it. The idea is to share a model of the rules of the road for teamwork efficiencies and a quality-oriented process to schedule and facilitate meetings in general emphasizing best practices i.e. PAL.

Preparing and Developing Students for Entrepreneurship Opportunities in Franchising

Wilbur Krueger, Missouri Western State University

The focus in higher education has been to provide students with the opportunity to acquire the necessary skills that are required to immediately start a business. However, to prepare new college graduates for running a new business venture, a franchise, or taking over an existing small business presents a formidable challenge for colleges and universities because two major themes in management education come into play: creativity and performance management. These are two processes that are not readily available for students that want to immediately start a business after graduation.

Dollar Enterprise – Where Dreams (or Nightmares) Come True

Kathleen Liang, University of Vermont

Dollar Enterprise is a pioneering curriculum that applies innovative pedagogy by combining theories and experiential learning exercises to motivate 120-140 young entrepreneur-want-to-bes each semester to gain the knowledge, skills, and practical experience simultaneously about entrepreneurial transformation, new venture creation, and community engagement by planning and running small ventures on campus. It creates maximum impacts for learners and community organizations on generating value added, donation, services, and learning by using \$1 seed money per person and a combination of recycle, reuse, renew, and up-cycle concepts. The instructor provides seed money and guidance for each team to brainstorm ideas, design products, conduct training workshops, create positive vibe for team building, assign and balance workload, establish communication strategies, identify resources and opportunities, prepare for business plan and business model, establish networks through competition, understand market and marketing, perform financial analysis, monitor daily operations and product/service quality, and conduct internal assessment/peer reviews. The course and the instructor have received university and national awards. CDAE 166 has become one of the most popular and highly recommended courses on campus across disciplines. The course materials have been shared with K-12 schools and other colleges/universities nationally and internationally.

Session 5
1:45 - 3:15pm

Academic Plagiarism at the Faculty Level: A Case Study and the Legal Versus Ethical Issues

Ethics

Matthew Sonfield, Hofstra University

Session Chair:
 Robert Lussier

Plagiarism by college and university faculty members has become a growing issue and concern in academia. This paper presents a case study of an extreme and clear case of such plagiarism. Yet an analysis of the legal and ethical contexts of such plagiarism, and the specific chronicle of this case, illustrate the complexities and difficulties in dealing with such situations. Implications for researchers, for colleges and universities, and for academic journals are offered.

Partagas 2

Psychological Entitlement and Deservingness as Predictors of Socially Responsible Workplace Decisions

Stephanie Thomason, University of Tampa

Cheri Etling, The University of Tampa

Amy Brownlee, The University of Tampa

Organizations of all sizes can gain a competitive advantage when their employees make ethically sound decisions that benefit organizational stakeholders. Yet identifying employees most likely to make such decisions can be daunting. Building upon agency theory (Jensen & Meckling, 1976; Fama, 1980) and the literature on distributive justice (e.g., Folger & Konovsky, 1989; Colquitt et al., 2001), we propose that job candidates with higher levels of psychological entitlement and deservingness will make less ethical decisions for and about their organizations. Results from a survey of 118 potential job candidates provide some support for our hypotheses. Theoretical and practical implications are discussed.

An Exploratory Investigation of the Impact of Internet Usage at Work Productivity

Michael D. Stackhouse, Saginaw Valley State University

Kaustav Misra, Saginaw Valley State University

Dianne Welsh, University of North Carolina at Greensboro

The introduction of internet usage into the work place has changed the dynamics of work, productivity, and management. There are two types of motivations of internet usage: intrinsic motivation (perceived enjoyment) and extrinsic motivation (perceived usefulness) at the workplace (Teo, Lim and Lai, 1999), but interestingly, each one of them can affect a firm very differently with regard to productivity. This paper studies connections between internet usage by employees at work and how that impacts on firm's productivity based on the industry that it belongs to. Primary data were gathered via a self-reported survey, and the results were analyzed. Results indicate that the level of internet usage is significantly associated with firm productivity. Aside from the results, this paper also leaves suggestions for companies incurring a substantial loss of productivity as a result of not implementing internet governance policies such as Employee Internet Management (EIM) systems to monitor employees of internet usage.

Session 5
1:45 - 3:15pm

Leading an Online Business Plan Training Program

Workshop

Blake Escudier, University of Fredericton

Partagas 3

This workshop will show how a business plan training program may be managed through a virtual environment. The virtual program extends an organization's market reach in providing services. The limits of an organization's market reach are based on scope of marketing activities.

Friday - Feb 14	<p>3:15 - 3:30pm BREAK</p>
	<p>Session 6 3:30 – 5pm</p> <p>Best Practices</p> <p>Session Chair: Stephanie Bardwell</p> <p><i>Partagas 1</i></p> <p>Experiential Entrepreneurship and Assessment in Practice: The Spartan Trader</p> <p>Dianne Welsh, University of North Carolina at Greensboro Bonnie Canziani, University of North Carolina at Greensboro</p> <p>This Best Practice describes the Spartan Trader Retail Store. Experiential Learning takes place not in a simulation on the computer but in a real live store where profit and loss is determined by those students running the store. We assess the students’ individual entrepreneurial propensity with a pre- and post- test. Through running the Spartan Trader store, entrepreneurial propensity should go up, which we argue will lead to a higher success rate, lower failure rate of business start-ups by the students. The Spartan Trader is a student-run retail store on campus that consigns first-hand student, faculty, and staff handmade art and crafts and manages all aspects of the store from product procurement, social media, marketing, pricing, point-of-sale systems, events, and security with limited resources. The purpose of the store is to provide hands-on experiential learning in small business management to our students.</p> <p>P.O.T.L.U.C.K.: Integrating the SBI Model & Social Entrepreneurship Practices to Design a Sustainable University Campus Kitchen</p> <p>Patrick Walker, Lindenwood University</p> <p>The mission of the Small Business Institute® (SBI) is to foster professional development for those engaged in experiential student team consulting and related entrepreneurship education, research and activities. A major part of this experience includes engagement and empowerment for universities and the communities they serve. Highly regarded as the link between 1) education, 2) business, and 3) community, the SBI Model became a catalyst for designing and launching “People Organized Together for Lindenwood University’s Campus Kitchen” (P.O.T.L.U.C.K.), a sustainable university “campus kitchen” to help feed families who are homeless and hungry in the St. Charles, MO. This paper will highlight best practices associated with the intersection of the SBI model, university community impact, and social entrepreneurship.</p> <p>Export Odyssey</p> <p>Nicholas Williamson, University of North Carolina at Greensboro</p> <p>The experientially-based Export Odyssey program, imbedded in the undergraduate course in international marketing, concerns the development of a student’s skills to enable that person to successfully perform all of the export market research and foreign buyer contact functions that are necessary to single-handedly create export transactions, and fruitfully maintain export customer relationships. The character of this skill set has evolved, and the value of the skill set has steadily increased, since around 1980, when developments in a variety of environments (e.g., technological, financial, export logistical) caused the movement of the scale economic size for an exporting firm in the United States from the large sized firm to the small and medium sized firm. Today, with a functional portfolio of Export Odyssey skills, the individual export entrepreneur can outsource export logistical activities to a freight forwarder and generate a competitive global market presence without a physical presence.</p>

Session 6
3:30 – 5pm

Small Business

Session Chair:
Sherrie Taylor

Partagas 2

The Influence of the Entrepreneur’s Education Level on Strategic Decision-Making

Robert Lussier, Springfield College
Matthew Sonfield, Hofstra University

The Entrepreneurship literature includes many studies focusing upon antecedents of entrepreneurial behavior and performance, but a specific focus upon education as an antecedent has been minimal. This study of 184 small businesses specifically tests the relationship between two variables: 1) the owner/manager’s level of formal education and 2) his or her choice of entrepreneurial strategy for the business. To measure strategy, the Sonfield and Lussier (1997) Entrepreneurial Strategy Matrix, a situational model which suggests appropriate entrepreneurial strategies for both new and ongoing ventures, was utilized. As discussed below, certain limited relationships between these two variables were found. The implications of these findings and the opportunities for future research are presented. Because the entrepreneurship literature has long questioned whether entrepreneurs benefit from formal education, this study and its conclusions advance the literature of entrepreneurship.

A Business Success Versus Failure Prediction Model for Small Businesses in Israel

Robert Lussier, Springfield College
Shaika Marom, Bar Ilan University

With the great discrepancy in the literature as to which variables do in fact lead to success or failure of small businesses there is no theory; the Lussier (1995) 15 variable business success versus failure prediction model stands out in its accuracy that has been tested and validated already in three very different parts of the world. This study further contributes by testing the model in Israel with a sample of 205 small businesses - 101 failed and 104 successful. Results support the model’s validity in Israel, reinforcing its global validity and moving toward a theory; while demonstrating similarity of SMEs in Israel to those in other economies.

Lessons Small Businesses Learn from Big Companies About Reputation Management

David Lynn Hoffman, Metropolitan State University Denver
Amm Murphy, Metropolitan State University Denver
Nina Radojevich-Kelley, Metropolitan State University Denver

Technology, communication, and social media have changed the rules for monitoring and maintaining a strong corporate reputation. While reputation management has been a province of bigger companies, small businesses and even nascent ventures can learn from their bigger counterparts. The ability of an individual or group armed with a computer to tarnish a small business’s reputation is astronomical. The benefits of a good reputation include financial, marketing, employee morale, and stakeholder confidence. Similarly a negative reputation can impact profitability and sales. A number of bigger companies such as BP have not effectively managed their reputations while organizations such as the U.S. Census Bureau have. While smaller organizations cannot afford to maintain reputation management employees, they can adopt some strategies such as preparing a series of responses, using customers or employee testimonials, and disclosing reasons for their questionable actions.

Session 6
3:30 – 5pm

**Accounting/
Funding**

Session Chair:
Don Bradley

Partagas 3

SMEs and the Role of Financial Reporting Information Within Trade Credit Decisions: An International Study

Andrew Holt, Metropolitan State University Denver

Trade credit is a critical source of financing for many SMEs and this study investigates the role of financial statements and other information within trade credit decisions involving smaller entities in Finland, the UK, USA and South Africa. The study adds to the literature by examining the information needs of unincorporated entities as a basis for making comparisons with small, unlisted companies. In-depth, semi-structured interviews in each country were used to collect data from owner-managers of SMEs, credit rating agencies and credit insurers. The findings provide insights into similarities and differences between countries and between developed and developing economies. The evidence suggests that there are three main influences on the trade credit decision: formal and report-based information, soft information relating to social capital and contingency factors. The latter dictate the extent to which hard/formal information versus soft/informal information is used.

Back to the Future: Adaptation and Precognition in Venture Capital

Rodney D'Souza, Northern Kentucky University
John Clarkin, Northern Kentucky University
Keith Schneider, bioLOGIC Corp.

In this paper we examined two factors considered vital for success in the venture capital industry: adaptation to changing conditions; and an ability to predict future trends. We conducted semi-structured interviews with eleven venture firms, asking about how they planned to adapt their investment strategies, on the stage and industry of companies in which to invest, and the future of their industry. We compared their views with industry results published year later in the National Venture Capital Association (NVCA) Yearbook, and found that the VC industry is undergoing significant changes that have far-reaching implications on the entrepreneurial landscape.

Dissecting Kickstarter Failures: Lessons Learned from Unfunded Projects

Troy Voelker, University of Houston Clear Lake

Kickstarter is a web-based crowdfunding platform which began operations in 2009. Since that time, small businesses and prospective entrepreneurs have successfully funded 50,000 projects raising in excess of \$688 million in capital. With a successful funding rate around 40% and individual million dollar projects funding, popular and academic media is fixated on the successes of Kickstarter. Little work, by comparison, is done examining the failures in the Kickstarter system. This paper details five technology projects which listed on Kickstarter and failed to raise their funding goals. We discuss the details of each project, the characteristics of the failure, and identify how small business research could inform and potentially salvage these failed projects.

Saturday - Feb 15

7:30 – 8:30am Breakfast Buffet

Cohiba 10 & 11

7:30 – 8:30am PAST PRESIDENT & FELLOWS BREAKFAST

Montecristo 2 Dianne H.B. Welsh, SBI President
The University of North Carolina Greensboro

Matthew Sonfield - Presiding
Hofstra University

8:30 – 10am BUSINESS MEETING

Cohiba 10 & 11 Dianne H.B. Welsh, SBI President
The University of North Carolina Greensboro

John R. Hendon - Presiding
University of Arkansas Little Rock

10 - 10:15am BREAK

**Session 7 Competencies, Not Credits: Breaking the Academic Ground Barrier
10:15 - 11:45am Beyond Innovation in Higher Education**

Workshop Dora Donovan, Northern Arizona University

Partagas 1

The fast-paced world of technology has created a surge of online learning platforms enabling post-secondary, competency-based learning models to flourish, and in the last year has given rise to a new genre in the educational landscape. This transformation has not been without controversy and the road to educational online utopia (dystopia?) has not been without its challenges. The implications for time-honored traditions such as the credit hour and seat-time have drawn the attention of federal agencies as well as faculty governance structures. Yet in a world where economic barriers to education are at an all-time high, a call for new models of service, curriculum and educational approaches are imminent. Parallel in these demands, are the continuous responsibility colleges maintain in the benchmarking accountable costs, value and quality in higher education. How do we really change higher education and drive it from the inside, to control the external forces and challenges?

Session 7
10:15 - 11:45am

Small
Business/Global

Session Chairs:
Whitney Peake

Partagas 2

XYZ Compounding: An Analysis of a Pharmaceutical Company and It's Industry

Don Bradley III, University of Central Arkansas
Zachary Cremer, University of Central Arkansas

XYZ Compounding Pharmacy was founded in 1995 and operates within the highly regulated pharmaceutical industry. Since its creation, the company has experienced rapid growth, from having sales representatives in only two states in 1995 to having sales reps in forty-nine states in 2013. While the company has experienced a great deal of growth in its eighteen-year life, there are a number of opportunities that are currently missing when it comes to improving its profitability.

Survey Results of a Problem-Based Learning Business Planning Coursework: Impact on Student Entrepreneurial Intentions

Joseph Bell, University of Arkansas Little Rock

This study examines how a Problem-Based Learning (PBL), business-planning course affects student entrepreneurial intentions. Data is collected using a survey issued to students and designed to address various aspects of entrepreneurial intentions, in addition to some general related demographic information. Student responses were gathered at the point of concept adoption and again at the completion of the written coursework. This analysis seeks to address two primary aspects of the coursework: the student's attitude toward the success of the new business venture chosen, and the student's attitude toward pursuing or acquiring a new business, before and after the completion of the course (James and Bell, 2013). This analysis is used to identify and understand factors associated with entrepreneurial students' decisions to pursue an entrepreneurial career.

Central City Vibrancy and New Business Venturing

Noel Campbell, University of Central Arkansas
Stephen Gross, University of Central Arkansas

A "virtuous circle" will exist in a region when innovation and entrepreneurship yield additional innovation and entrepreneurship, driving economic growth. Researchers argue that the likelihood of a virtuous circle may depend on the quality of life or vibrancy of a city. Using U.S. data from metropolitan counties, we examine whether typical vibrancy measures are related to new business venturing. We use principal components analysis to organize the vibrancy measures and estimate their impact in a boiler-plate model of business veering. Contrary to expectation, we find that, generally, vibrancy is not related to business venturing. Our results do not disprove the "vibrancy hypothesis" or the "creative class" hypothesis as the triggers for a virtuous circle of economic development. Rather, our results indicate that new business venturing may not a necessary component of those stories, or of the virtuous cycle story.

Session 7
10:15 - 11:45am

Abstracts

Session Chair:
 Leo Simpson

Partagas 3

Teaching Students How to Make a Difference - An Activity to Build Confidence in Media Studies Students in a Social Entrepreneurship Course

Debra Sea, Bemidji State University

Studying social entrepreneurship is a well-made match for Millennial Generation Media Studies students (or any Liberal Arts students) because they enjoy working together, care about social problems, and want to make a difference (Howe and Strauss, 2003). This paper presents an activity designed to build the confidence of these students studying social entrepreneurship, demonstrating that they can make a difference.

A Breakdown of the Informal Retail Economy in Cameroon (West Africa): From Street-Walker to Street-Corner to Store-Owner Retail Entrepreneur

Chris Achua, University of Virginia - College at Wise

It is called the informal economy because those operating in it do so under the radar of government institutions. In the recent past, research has focused on macro issues affecting entrepreneurship in Africa and very little on the growing informal economy. A closer look reveals three sub-categories of informal retail entrepreneurs in developing countries: the Street-Walker, the Street-Corner and Store-Owner entrepreneur.

Implications of Return on Corporate Social Responsibility for SME's

Catherine Levitt, California State University, San Bernardino
 Kwen Kwong, Guang Dong University of Foreign Studies

This paper seeks to present an examination of the validity of methods for determining Return on CSR and the implication that this holds for small and medium sized enterprises.

Gender And Opportunity Identification: Some Evidence from France, Italy and Tunisia

Amine Chelly, EDC Paris
 Françoise Croze-Scardulla, EDC Paris

Recently, we noticed that there is a critical mass of literature centered on Opportunity Identification (OI). Some focused on the process of OI and tried to model it (Ardichvili et al., 2003). These attempts didn't focus on opportunity recognition process used by women entrepreneurs. As part of this paper, we propose, in light of ten in depth case studies with ten women entrepreneurs in three different countries to first describe their OI processes and then emerge some similarities or differences between them.

Learning in Action: A Commercialization Process Model

Wilburn Clouse, Middle Tennessee State University

This paper describes the process of commercializing a new product generated by the electrical engineering department at WKU and how a multi-disciplinary team of scientists and business professors and students designed, developed and commercialized a new product related to underwater applications.

	<p>12 – 1:30pm <i>Cohiba 10 & 11</i></p>	<p><i>Presiding</i> William McDowell, East Carolina University</p> <p><i>Best Practice Winners</i> Stephanie Bardwell, Christopher Newport University</p> <p><i>Best Paper Winners</i> Patrick Walker, Lindenwood University</p> <p><i>Student Project of the Year Winners</i> Shanan Gibson, East Carolina University</p> <p><i>Announcement of 2015 Conference</i> Patrick Walker, Lindenwood University</p>
	<p>1:45 - 3:45pm <i>Churchill</i></p>	<p>2014-15 SBI BOARD MEETING</p> <p><i>Presiding</i> John R. Hendon, University of Arkansas at Little Rock</p>
	<p>5:00 – 7:00pm <i>Cohiba 5</i> <i>(Location subject to change)</i></p>	<p>CONFERENCE SOCIAL</p> <p>“Viva Las Vegas!” Featuring Elvis Presley (Jimmy D)</p>

“Viva Las Vegas!” CONFERENCE SOCIAL

Featuring “Jimmy D” Dunton

Enjoy an evening with Elvis at the 2014 SBI Conference Social Event. This event, open to all attendees and in honor of our new attendees, is a time to sing along to all your favorite Elvis tunes. We will be providing drink tickets and heavy hors d’oeuvres for you to enjoy while listening and interacting with “Jimmy D.”

“Jimmy D” has been performing his tribute to Elvis for several years. He moved to Las Vegas with his wife from Minnesota three years ago to continue his love for the music and the enjoyment of putting on this type of show. (And of course the weather.) Jimmy D is also an ordained minister in the state of Nevada and can perform wedding ceremonies as well as renewals.

