Course Literature

Writing scholarly papers in entrepreneurship
At the end of your Ph.D., you should be able to communicate your research through written papers to be published in peer-review journals. Ideally, you also want your papers to be read and, if possible, make an impact and be cited in subsequent articles.

In this session, we will discuss several steps towards that goal. We discuss how to read scientific articles efficiently, and this discussion should provide insights on what you should pay attention to when writing your own articles. We discuss the importance of writing at an early stage, what a finished paper should look like, and the process by which initial ideas develop into a finished paper. Most of the ideas are general and hold in different scientific fields, not only in entrepreneurship.

- How to Read and Review a Scientific Journal Article: Writing Summaries and Critiques, Writing Studio, Duke University
- Larry McEnerney 2013 The problem of the problem, the University of Chicago writing program
- Shepherd, D.A. and Wiklund, J., 2020. Simple rules, templates, and heuristics! An attempt to deconstruct the craft of writing an entrepreneurship paper, Entrepreneurship Theory and Practice, 44(3) 371–390

Further Readings
- Bacq, S., Drover, W. and Kim, P.H., 2021. Writing bold, broad, and rigorous review articles in entrepreneurship. Journal of Business Venturing, 36(6), p.106147.
- Wennberg, K. and Anderson, B.S., 2020. Enhancing the exploration and communication of quantitative entrepreneurship research. Journal of Business Venturing, 35(3), p.105938.
- Doshi, A. R., & Hauser, O. P. (2024). Generative AI enhances individual creativity but reduces the collective diversity of novel content. Science Advances, 10(28), eadn5290
- Nature Methods (2026) Using AI Responsibly in Scientific Publishing (2026), Nature Methods, 23, 271
- Ganguly, A., Johri, A., Ali, A., et al. (2025) Generative Artificial Intelligence for Academic Research: Evidence from Guidance Issued for Researchers by Higher Education Institutions in the United States (2025), AI and Ethics, 5, 3917–3933

- A few years ago, the Academy of Management Journal published a series of notes titled “FROM THE EDITORS: PUBLISHING IN AMJ". While published a few years ago already, they remain a choerent set of insights on how to develop the different parts of a paper. They are relevant for management research in general, including that in the field of entrepreneurship. The complete list of notes are as follows:
- Colquitt and George (2011), Vol. 54, No. 3, pp. 432-435; Bono and McNamara (2011) Vol. 54, No. 4, pp. 657-660; Grant and (2011) Vol. 54, No. 5, pp. 873-879; Sparrowe and Mayer, (2011) Vol. 54, No. 6, pp. 1098-1102; Zhang and Shaw, (2012) Vol. 55, No. 1, pp. 8-12; Geletkanycz and Tepper, (2012) Vol. 55, No. 2, pp. 256-260; Bansal and Corley, (2012) Vol. 55, No. 3, pp. 509-513; George (2012) Vol. 55, No. 5, pp. 1023-1026

Experiments in Entrepreneurship (OG)
This session explores the intersection of experimental economics and entrepreneurship, using behavioral insights to examine the underlying factors that influence entrepreneurial decision-making. With a focus on both lab and field experiments, we investigate core questions about entrepreneurs' risk preferences, how individual traits shape entrepreneurial choices, and how these factors impact overall entrepreneurial outcomes. By leveraging experimental methods, this session provides a structured framework for understanding the cognitive and behavioral patterns that characterize entrepreneurial actions.

Readings

- Amore, M. D., Garofalo, O., & Martin-Sanchez, V. (2021). Failing to learn from failure: How optimism impedes entrepreneurial innovation. Organization Science, 32(4), 940-964.

- Koudstaal, M., Sloof, R., & Van Praag, M. (2016). Risk, uncertainty, and entrepreneurship: Evidence from a lab-in-the-field experiment. Management Science, 62(10), 2897-2915.

- Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. Management Science, 66(2), 564-586.

- Chatterji, A., Delecourt, S., Hasan, S., & Koning, R. (2019). When does advice impact startup performance?. Strategic Management Journal, 40(3), 331-356.

- Koning, R., Hasan, S., & Chatterji, A. (2022). Experimentation and start-up performance: Evidence from A/B testing. Management Science, 68(9), 6434-6453.

- Lee, D., Floyd, E., Hochberg, Y. V., Fehder, D. C., & Bailey-Rihawi, E. (2024). Learning to quit? a multi-year field experiment with innovation driven entrepreneurs. Available at SSRN 4865251.

- Botelho, T. L., & Chang, M. (2023). The evaluation of founder failure and success by hiring firms: A field experiment.Organization Science, 34(1), 484-508.

Organizational Heritage and Entrepreneurs (TR)
Entrepreneurship research is growingly giving more attention to the behaviours and practices installed in the newly started firms. Decisions about such management practicalities may or may not be taken consciously. Regardless of how these decisions are made, there is an underlying assumption that newly established firms are fonts of their parent firms. Entrepreneurs are assumed to draw heavily on their experience when deciding on the organizational practices that will be installed in their start-up. Organizational heritage has implications for our understanding of why specific practices tend to be adopted broadly in a particular context and not so much in others, why the variations in organizational practices are relatively limited, and our knowledge on the operations and performances of startups. The session on organizational heritage will discuss the mechanisms that precipitate organizational heritage, provide an account of the theoretical contributions on the topic, list challenges in studying organizational heritage, and itemize the implications of the organizational heritage hypothesis.

Readings

- Alexy, O., Poetz, K., Puranam, P., & Reitzig, M. (2021). Adaptation or persistence? Emergence and revision of organization designs in new ventures. Organization Science, 32(6), 1439-1472.
- Dencker JC, Gruber M, Shah S (2009) Pre-entry knowledge, learning, and the survival of new firms. Organ. Sci. 20(3):516–537.
- Feldman, M. P., Ozcan, S., & Reichstein, T. (2019). Falling Not Far from the Tree: Entrepreneurs and Organizational Heritage. Organization Science, 30(2), 337-360.

Further Readings

- Agarwal R, Campbell BA, Franco AM, Ganco M (2016) What do I take with me? The mediating effect of spin-out team size and tenure on the founder–firm performance relationship. Acad. Management J. 59(3):1060–1087.
- Chatterji AK (2009) Spawned with a silver spoon. Strategic Management J. 30(2):185–206.
- Ruef M. (2005) Origins of organizations: The entrepreneurial process. Res. Sociol. Work 15:63–100.
- Sørensen, J. B., & Fassiotto, M. A. (2011). Organizations as fonts of entrepreneurship. Organization Science, 22(5), 1322-1331.

Entrepreneurship and Personnel (VR)

Founders and startups get most of the coverage in academic, public, and policy debates. However, for every founder, one or several early employees often take nearly equal risks by joining an early-stage company. At the same time, hiring for startups is a particularly challenging process fraught with constraints and high uncertainty. This lecture will discuss some of the most recent research on the interplay between founders and joiners in new ventures, the selection of personnel for startups, and the career implications of working for a startup firm. Given the emergent nature of some of these questions, this session will also discuss potential research avenues in this area and the empirical challenges often faced when studying these questions, while having an overview of different methods that can tackle some of those issues.

Readings

- Kacperczyk, A., & Campero, S. (2025). Inequality in startup hiring. Research in Organizational Behavior, 100222. https://doi.org/10.1016/j.riob.2025.100222
- Lazar, M., Miron-Spektor, E., Chen, G., Goldfarb, B., Erez, M., Agarwal, R. (2022), ”Forming entrepreneurial teams: Mixing business and friendship to create transactive memory systems for enhanced success”, Academy of Management Journal, 65(4): 1083-1415.
- Roach, M., Sauermann, H. (2024), ”Can technology startups hire talented early employees? Ability, preferences, and employee first job choice”, Management Science, 70(6), 3619-3644 https://doi.org/10.1287/mnsc.2023.4868
- Rocha, V., & Brymer, R. A. (2025). We go way back: Affiliation-based hiring and young firm performance. Strategic Management Journal, 46(3), 723-749.https://doi.org/10.1002/smj.3673
- Sorenson, O., Dahl, M. S., Canales, R., Burton, M.D. (2021), “Do startup employees earn more in the long run?”, Organization Science, 32(3): 587-604. https://doi.org/10.1287/orsc.2020.1371

Further Readings

- Brymer, R. A., Rocha, V. (2024), "Affiliation-based hiring in startups and the origins of organizational diversity", Personnel Psychology, 77(1), 23-52 https://doi.org/10.1111/peps.12612
- Honoré, F., Ganco, M. (2023). "Entrepreneurial teams' acquisition of talent: Evidence from technology manufacturing industries using a two-sided approach", Strategic Management Journal, 44(1) https://doi.org/10.1002/smj.3127
- Howell, T., Bingham, C., Hendricks, B. (2022), "Going alone or together? A configurational analysis of solo founding vs. cofounding", Organization Science,33(6), 2421-2450 https://doi.org/10.1287/orsc.2021.1548
- Rocha, V., Carneiro, A., Varum, C. (2018), "Leaving employment to entrepreneurship: The value of co-worker mobility in pushed and pulled-driven start-ups". Journal of Management Studies, 55(1): 60-85. https://doi.org/10.1111/joms.12318
- Sauermann, H. (2018) "Fire in the belly? Employee motives and innovative performance instart-ups versus established firms." Strategic Entrepreneurship Journal, 12(4): 423-454.https://doi.org/10.1002/sej.1267

Entrepreneurial Finance

Start-ups face "financing constraints" and financial decisions may have a profound influence on the future options and choices. In this session, we first focus theoretical differences between entrepreneurial finance and corporate finance in general. We then dive into different sources of financing (i.e Venture capital and crowdfunding).

The choice of financing and behaviour of investors have an impact on performance and success of start-ups. In this section, we focus on how different investors select their investment portfolios and what are impact of ties with investors on performance of entrepreneurial ventures.

Main Readings

- Amit, Brander, Zott, 1998: "Why do Venture Capital Firms Exist? Theory and Canadian Evidence," Journal of Business Venturing 13, 441-466.
- Song Ma, The Life Cycle of Corporate Venture Capital, The Review of Financial Studies, , hhz042, https://doi.org/10.1093/rfs/hhz042
- Shai Bernstein, Xavier Giroud, Richard R. Townsend, 2016. The Impact of Venture Capital Monitoring, Journal of Finance. 71(4): 1591-1622.
- Shafi, K, Mohammadi, A. and Johan, S. A.2020: Investment Ties Gone Awry. Academy of Management Journal, https://doi.org/10.5465/amj.2017.0103.
- Maxime Bonelli, Data-Driven Investors, The Review of Financial Studies, Volume 39, Issue 7, July 2026, Pages 1909–1969, https://doi.org/10.1093/rfs/hhaf078
- Sandy Yu, How Do Accelerators Impact the Performance of High-Technology Ventures? Management Science 2020 66:2, 530-552 10.1287/mnsc.2018.3256

Further Readings

- KAPLAN, S. N., SENSOY, B. A. and STRÖMBERG, P. (2009), Should Investors Bet on the Jockey or the Horse? Evidence from the Evolution of Firms from Early Business Plans to Public Companies. The Journal of Finance, 64: 75-115. doi:10.1111/j.1540-6261.2008.01429.x
- Sorensen, M. 2007. How smart is smart money? A two-sided matching model of venture capital. The Journal of Finance, 62(6): 2725-2762.
- Gompers, P. A. 1996. Grandstanding in the venture capital industry. Journal of Financial Economics, 42(1): 133-156.

- Cochrane, J. H. 2005. The risk and return of venture capital. Journal of Financial Economics, 75(1): 3-52.
- Arthur Korteweg, Morten Sorensen, Risk and Return Characteristics of Venture Capital-Backed Entrepreneurial Companies, The Review of Financial Studies, Volume 23, Issue 10, October 2010, Pages 3738–3772, https://doi.org/10.1093/rfs/hhq050
- Kaplan, S. N., & Stromberg, P. 2003. Financial contracting theory meets the real world: An empirical analysis of venture capital contracts. Review of Economic Studies, 70(2): 281-315.
- Mohammadi, Ali and Shafi, Kourosh, How Wise Are Crowds? A Comparative Study of Crowds and Institutions in Peer-to-Business Online Lending Markets (August 15, 2016). Swedish House of Finance Research Paper No. 17-10; Available at SSRN: https://ssrn.com/abstract=2752085
- Zhelyazkov, P. I., & Gulati, R. 2016. After the break-up: the relational and reputational consequences of withdrawals from venture capital syndicates. Academy of Management Journal, 59(1): 277-301.
- Xavier Walthoff-Borm, Armin Schwienbacher, Tom Vanacker, 2018, Equity crowdfunding: First resort or last resort?, Journal of Business Venturing,Volume 33, Issue 4, 2018.

High-frequency data and entrepreneurship research (UK)

This session will discuss recent advances in exploiting publicly available, real-time, high-frequency business register data for entrepreneurship research. Relatedly, we will discuss what the availability of such data implies for economic policy and strategic management. The work of Scott Stern's group will be our point of departure and our journey will take us to three main applications: (i) the geography of entrepreneurship, (ii) performance forecasting and (iii) the Covid19 pandemic. In addition, ongoing research based on both Danish and Swiss business register data will be discussed in this session.

Readings

High-frequency data and entrepreneurship research

- Guzman, J and S Stern. 2015. Where is Silicon Valley? Science. 347(6222): 606-609;https://science.sciencemag.org/content/347/6222/606

Application (i): High-frequency data and the geography of entrepreneurship

- Andrews, RJ, C Fazio, Y Liu, J Guzman, and S Stern. 2020. The Startup Cartography Project: Measuring and Mapping Entrepreneurial Ecosystems;https://tinyurl.com/ddzmn8zx.

Application (ii): High-frequency data and performance forecasting

- Kaiser, Uand Kuhn, JM. 2020. The value of publicly available, textual and non-textual information for startup performance prediction, Journal of Business Venturing Insights 14; https://doi.org/10.1016/j.jbvi.2020.e00179.

Application (iii): High-frequency data and the Covid19 pandemic

- Dinlersoz, E, Dunne, T,Haltiwanger, J and Penciakova, V. 2021. Business Formation: A Tale of Two Recessions. AEA Papers and Proceedings, 111: 253-57; https://www.aeaweb.org/articles?id=10.1257/pandp.20211055.

Further readings

High-frequency data and entrepreneurship research

- Bayard, K,Dinlersoz, E, Dunne, T, Haltiwanger, J, Miranda, J and Stevens, J. 2018. Early-Stage Business Formation: An Analysis of Applications for Employer Identification Numbers, NBER working paper; https://www.nber.org/papers/w24364.

- Guzman, J and Stern, S. 2017.Nowcasting and Placecasting Entrepreneurial Quality and Performance; http://www.nber.org/chapters/c13493.

Application (i): High-frequency data and the geography of entrepreneurship

- Guzman, J. 2018. Go West Young Firm: The Benefits of Startup Relocation to Silicon Valley;https://tinyurl.com/fxmp87xx.
- Guzman, J and S Stern. 2020. The State of American Entrepreneurship? New Estimates of the Quantity and Quality of Entrepreneurship for 32 US States, 1988-2014, American Economic Journal: Economic Policy. 12 (4): 212-43;https://tinyurl.com/wd9fzwxr.

Application (ii): High-frequency data and performance forecasting

- Guzman, J and Stern, S. 2019. Passive versus active growth: evidence from founder choices and venture capital investment;http://www.nber.org/papers/w26073.

Application (iii): High-frequency data and the Covid19 pandemic

- Crane, LD, Decker, RA,Flaaen, A, Hamins-Puertolas, A and Kurz, C. 2021. Business Exit During the COVID-19 Pandemic: Non-Traditional Measures in Historical Context, Federal Reserve Bank discussion paper; https://www.federalreserve.gov/econres/feds/files/2020089r1pap.pdf.
- Fazio, C, J Guzman, Y Liu, and S Stern. 2021. How is COVID Changing the Geography of Entrepreneurship? Evidence from the Startup Cartography Project;https://www.nber.org/papers/w28787.
- Zahra, SA. 2021. International entrepreneurship in the postCovid world, Journal of World Business 56(1); https://doi.org/10.1016/j.jwb.2020.101143.

Scaling New Ventures (AB)

Scaling is the stage where most of a new venture's value is created, and also where much of it is lost. Drawing on Penrosean dynamics, in which managerial capacity limits how fast a firm can expand, this lecture examines when startups should scale, what premature scaling costs them, how rapid growth strains their workforce, and how early users shape later market expansion. It also examines how recent studies infer scaling from job postings, employee reviews, and case histories, and closes with open research questions on professionalization, hypergrowth and governance.

Readings

- Bort, J., Wiklund, J., Yu, W. (2025), "Firm growth and the job satisfaction of the startup workforce", Strategic Management Journal, 46(10), 2535-2572. https://doi.org/10.1002/smj.3728
- Lee, S., Kim, J. D. (2024), "When do startups scale? Large-scale evidence from job postings", Strategic Management Journal, 45(9), 1633-1669. https://doi.org/10.1002/smj.3596
- Tidhar, R., Hallen, B. L., Eisenhardt, K. M. (2025), "Measure twice, cut once: Unit profitability, scalability, and the exceptional growth of new firms", Organization Science, 36(1), 88-120. https://doi.org/10.1287/orsc.2021.15970
- Wright, N. L. (2026), "When local learning scales: Entrepreneurs' initial users and market expansion", Organization Science, 37(1), 377-401. https://doi.org/10.1287/orsc.2023.17983

Further Readings

- Coviello, N., Autio, E., Nambisan, S., Patzelt, H., Thomas, L. D. W. (2024), "Organizational scaling, scalability, and scale-up: Definitional harmonization and a research agenda", Journal of Business Venturing, 39(5), 106419. https://doi.org/10.1016/j.jbusvent.2024.106419

- DeSantola, A., Gulati, R. (2017), "Scaling: Organizing and growth in entrepreneurial ventures", Academy of Management Annals, 11(2), 640-668. https://doi.org/10.5465/annals.2015.0125
- DeSantola, A., Gulati, R., Zhelyazkov, P. I. (2023), "External interfaces or internal processes? Market positioning and divergent professionalization paths in young ventures", Organization Science, 34(1), 1-23. https://doi.org/10.1287/orsc.2021.1561
- Giustiziero, G., Kretschmer, T., Somaya, D., Wu, B. (2023), "Hyperspecialization and hyperscaling: A resource-based theory of the digital firm", Strategic Management Journal, 44(6), 1391-1424. https://doi.org/10.1002/smj.3365
- Kim, S., Kim, A. (2022), "Going viral or growing like an oak tree? Towards sustainable local development through entrepreneurship", Academy of Management Journal, 65(5), 1709-1746. https://doi.org/10.5465/amj.2018.0041
- Kotha, S., Shin, S. J., Fisher, G. (2022), "Time to unicorn status: An exploratory examination of new ventures with extreme valuations", Strategic Entrepreneurship Journal, 16(3), 460-490. https://doi.org/10.1002/sej.1439

Corporates-Startups interactions (FdL)

Corporates are crucial for ventures' access to resources and co-specialized complementary assets, which ultimately impact their performance. In this session, we focus on the several aspects that characterized the corporates-startups relationships, and the performance implication both for innovation and commercialization outcomes.

References

- Alvarez-Garrido E, Dushnitsky G. 2016. Are entrepreneurial venture's innovation rates sensitive to investor complementary assets? Comparing biotech ventures backed by corporate and independent VCs. Strategic Management Journal 37(5): 819–834.
- Di Lorenzo F, van de Vrande V. 2019. Tapping into the knowledge of incumbents: The role of corporate venture capital investments and inventor mobility. Strategic Entrepreneurship Journal 13(1): 24–46.
- Kim JY (Rose), Park HD. 2017. Two Faces of Early Corporate Venture Capital Funding: Promoting Innovation and Inhibiting IPOs. Strategy Science 2(3): 161–175.
- Paik Y, Woo H. 2017. The Effects of Corporate Venture Capital, Founder Incumbency, and Their Interaction on Entrepreneurial Firms' R&D Investment Strategies. Organization Science 28(4): 670–689.
- Polidoro F, Yang W. 2021. Corporate Investment Relationships and the Search for Innovations: An Examination of Startups' Search Shift Toward Incumbents. Organization Science. INFORMS 32(4): 909–939.
- Wadhwa A, Kotha S. 2006. Knowledge Creation Through External Venturing: Evidence from the Telecommunications Equipment Manufacturing Industry. Academy of Management Journal 49(4): 819–835.

Further Readings

- Cirillo B, Brusoni S, Valentini G. 2013. The Rejuvenation of Inventors Through Corporate Spinouts. Organization Science 25(6): 1764–1784.
- Di Lorenzo F, Sabel CA. 2023. Corporate Venture Capital and Startup Outcomes: The Roles of Investment Timing and Multiple Corporate Investors. Industry and Innovation. Routledge 31(5): 638–665.
- Gutmann T. 2019. Harmonizing corporate venturing modes: an integrative review and research agenda. Management Review Quarterly 69(2): 121–157.

- Huang P, Madhavan R. 2021. Dumb money or smart money? Meta-analytically unpacking corporate venture capital. Strategic Entrepreneurship Journal 15(3): 403–429.
- Sabel CA, Sasson A. 2023. Different people, different pathways: Human capital redeployment in multi-business firms. Strategic Management Journal 44(13): 3185–3216.
- Balachandran S. 2024. The inside track: Entrepreneurs' corporate experience and startups' access to incumbent partners' resources. Strategic Management Journal 45(6): 1117–1150.

Workshop for paper development (TBD)

This last lecture to take place online about one month after the in-person component, will be run as paper development workshop. During the workshop, each student will make a 20-minute presentation of his/her own paper/proposal and will discuss another student's paper. Faculty members will also provide feedback on the different papers.