

NEW VENTURE RESOURCES, INTERNATIONAL ENTREPRENEURIAL
CAPABILITY AND PERFORMANCE OF MALAYSIAN HALAL
INTERNATIONAL NEW VENTURES

AZIZALLAH ROUDINI

UNIVERSITI TEKNOLOGI MALAYSIA

NEW VENTURE RESOURCES, INTERNATIONAL ENTREPRENEURIAL
CAPABILITY AND PERFORMANCE OF MALAYSIAN HALAL
INTERNATIONAL NEW VENTURES

AZIZALLAH ROUDINI

A thesis submitted in the fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management
Universiti Teknologi Malaysia

APRIL 2015

DEDICATION

To those who were the most special people in my life, my father Golmohammad and
my sister Maryam Roudini

ACKNOWLEDGEMENT

Every journey has a beginning and an end, and to do PhD research begins full of optimism for what lies ahead. To reach the destination, a researcher does not know that how many bridges must be crossed. Such thoughts are predominant in the minds of PhD researcher candidates. Without doubt, in every PhD investigation, there are many people, sources and situations without whose support; this amazing journey would not be possible. This study in no exception.

First, I would like to express my sincere gratitude to my supervisor Prof. Dr. Mohd, Hassan Mohd. Osman for leading and helping me through the long journey of the PhD research. Thank you for your inspiration and belief in me. As my supervisor, you made me grow as an academic and taught me the fine art of academia. It was a great honor and privilege to work with you.

Next, one of the early important events that shaped this research was the first International Doctoral Colloquium on 20 September 2010 at McGill University in Montreal Canada (Refer to appendix E2). Hence, I would like to thank Professor Hamid Etemad as the father of International Entrepreneurship (IE) and Professor Rod B. McNaughton from McGill and Waterloo Universities in Canada for accepting and confirming my proposal about IE for presentation at the first Doctoral Colloquium about IE (Refer to appendix E1). In addition, I must express my deepest thanks to Professor Brendan Gray from the University of Otago, New Zealand and Professor Olli Kuivalainen from the Lappeenranta University of Finland for accepting my submission to the second Doctoral Colloquium at the University degli Studi DI Pavia, Italy (Refer to appendix D2).

Third, I would like to thank all the managers of organizations such as Industry Development Corporation (HDC), Global Support Centre (GHSC), industry training and services, Certification, SME corp. Malaysia and Malaysia External Trade Development Corporation (MATRADE). Without their cooperation, this study would never have been completed.

Fourth, I acknowledge and express my deep gratitude and appreciation to all the respondents of this study. Without your willingness to share your knowledge, this research would not have been possible. I hope you find value in the findings of this study.

Finally, I would not have been able to do my PhD research without the financial support of my brothers, so thank you for your assistance in support my education. Thank you for giving me the motivation to embark on this journey. I am proud of you and I hope that I have made you proud of me.

ABSTRACT

In globalisation of business, International Entrepreneurial Capability (IEC) has become an essential requirement for internationalisation and competition of firms in global markets. Globalisation has created a new and dynamic world economy and the International New Ventures (INVs) phenomenon. However, there is little knowledge about its significant role in International Performance (IP), while the literature depicts a few investigations in new venture resources and IP from the perspective of IEC. Hence, the general objective of the study is to examine and identify the relationship between new venture resources and IP through IEC. The research questions of this study are in line of determining whether the associations between new venture resources and IP are significant through the IEC. This study adopts a mixed method through sequential explanatory design in order to answer the research questions. The sampling design in quantitative used probability approach which involves simple random sampling, while the qualitative part utilised non-probability by purposeful approach. Samples of 220 respondents from companies of Halal Malaysian INVs have been selected as sample. The data were analysed by Structural Equation Modeling (SEM) with AMOS (ver.16.0) and SPSS software. It can be concluded that, Technological Knowledge (TK) and Managerial Knowledge (MK) as new venture resources directly influencing IP. Managers should be concerned with the quality of procedures using TK and MK by choosing the necessary strategies. Accordingly, Malaysian Halal INVs are predicted to find better opportunities and ways to improve their IPs. In this vein, IP has been affected by International Marketing Capability (IMC), Innovation and Risk-taking Capability (IRC), and new venture resources (TK and MK), while International Networking Capability (INC) has not provided the mediation role in the relationship between new venture resources and IP. In addition, the qualitative results of the study confirm the majority of outcomes in quantitative phase of the study. By considering the results of this research, the researcher believes that managers of INVs should pay more precise attention to the significant role of IEC in the relationship between new venture resources and international performance, because of productive presence in the global markets.

ABSTRAK

Dalam globalisasi perniagaan, Keupayaan Keusahawanan Antarabangsa (IEC) telah menjadi satu keperluan penting bagi pengantarabangsaan dan persaingan firma-firma dalam pasaran global. Globalisasi telah mewujudkan ekonomi dunia baharu dan dinamik serta mencetuskan fenomena Usaha Niaga Baharu Antarabangsa (INVs). Namun begitu, terdapat sedikit pengetahuan tentang kepentingan peranannya dalam Prestasi Antarabangsa (IP) sedangkan hanya sedikit sorotan kajian yang menunjukkan penyelidikan tentang sumber usaha niaga baharu dan IP dari perspektif IEC. Oleh yang demikian, objektif umum kajian ini adalah untuk mengkaji dan mengenal pasti hubungan antara sumber usaha niaga baharu dengan IP menerusi IEC. Persoalan kajian penyelidikan ini selari dengan penentu-penentunya sama ada hubungan antara sumber usaha niaga baharu dengan IP signifikan atau pun tidak menerusi IEC. Kajian ini menggunakan pakai kaedah bercampur melalui reka bentuk penjelas berurutan bagi menjawab persoalan kajian. Reka bentuk persampelan dalam bahagian kuantitatif menggunakan pendekatan kebarangkalian yang melibatkan teknik persampelan rawak mudah manakala bahagian kualitatif menggunakan sampel bukan kebarangkalian dengan pendekatan bertujuan. Sebanyak 220 orang responden daripada syarikat-syarikat INVs Halal Malaysia dipilih sebagai sampel. Data dianalisis menggunakan Pemodelan Persamaan Berstruktur (SEM) dengan AMOS (ver.16.0) dan perisian SPSS. Dapat disimpulkan bahawa, Pengetahuan Teknologi (TK) dan Pengurusan Pengetahuan (MK) sebagai sumber usaha niaga baharu mempengaruhi IP secara langsung. Para pengurus harus menitikberatkan kualiti prosedur penggunaan TK dan MK dengan memilih strategi yang diperlukan. Dengan itu, INVs Halal Malaysia diramalkan akan menemukan peluang dan cara yang lebih baik untuk meningkatkan IP mereka. Dalam perkara ini, IP dipengaruhi oleh Keupayaan Pemasaran Antarabangsa (IMC), Inovasi dan Risiko Pengambilan Keupayaan (IRC), dan sumber usaha niaga baharu (TK dan MK) manakala Keupayaan Rangkaian Antarabangsa (INC) tidak memainkan peranan sebagai pengantara dalam hubungan antara sumber usaha niaga baharu dengan IP. Di samping itu, dapatan kajian kualitatif mengesahkan kebanyakan hasil pada fasa kuantitatif kajian ini. Dengan mengambil kira hasil kajian ini, penyelidik percaya bahawa pengurus INVs perlu memberikan perhatian yang lebih kepada IEC yang berperanan besar dalam hubungan antara sumber usaha niaga baharu dengan prestasi antarabangsa kerana kehadirannya yang produktif dalam pasaran global.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABALES	xvi
	LIST OF FIGURES	xx
	LIST OF ABBREVIATIONS	xxii
	LIST OF APPENDICES	xxiii
1	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Background of the Study	3
	1.2.1 History of Halal and the Globalisation of Halal Products and Services Companies in Malaysia	6
	1.2.2 SMEs Internationalisation and National Goals in Malaysia	7
	1.2.3 Significance of Internationalisation of Firms in Malaysia	7
	1.3 Statement of the Problem	9
	1.4 Purpose of the Study	12
	1.5 Research Objectives	13
	1.5.1 General Objective	13
	1.5.2 Specific Objectives	14
	1.6 Research Questions	15

1.7	Research Hypotheses	16
1.8	Significance of the Study	19
1.8.1	Theoretical Significance	19
1.8.2	Methodological Significance	20
1.8.3	Practical Significance	21
1.9	Scope of the study	21
1.10	Definitions of Key Terms	22
1.11	Outline of the Study	24
1.12	Chapter Summary	25
2	LITERATURE REVIEW	26
2.1	Introduction	26
2.2	The Concepts and Definitions of Entrepreneurship	26
2.3	Concepts of International Entrepreneurship (IE)	30
2.3.1	Definitions of International Entrepreneurship (IE)	30
2.3.2	A Brief Evolution of International Entrepreneurship Research	33
2.3.3	Foundation of International Entrepreneurship (IE)	34
2.4	International new ventures (INVs)	36
2.4.1	Definition of International new ventures	37
2.4.2	International new ventures (INVs), Ages	38
2.5	The Concepts of International Entrepreneurship Capability (IEC)	39
2.5.1	The Concepts of Entrepreneurial Capability	40
2.5.2	The Triad Model of Entrepreneurial Capabilities	40
2.5.3	Review of International Entrepreneurial Capability	44
2.6	The Dimensions of IEC	49
2.6.1	International Learning Capability (ILC)	50
2.6.2	International Experience (IE)	51
2.6.3	Concepts, Definition and Definitions of INC	52
2.6.4	Concepts, Definition and Determination of IMC	55
2.6.5	Concepts and Definitions of IRC	57
2.7	Knowledge and the Internationalisation of Firms	60
2.7.1	Concepts and Definitions of TK	61
2.7.2	The Determinants of TK	62

2.7.3	Relevant Models of TK	63
2.7.3.1	Theoretical Method of Mediation	64
2.7.3.2	Zahra and George Model	65
2.7.4	Concepts, Definitions and Ditermination of MK	66
2.7.5	Zahra <i>et al.</i> Model	68
2.8	Lu <i>et al.</i> Model Capability as Mediator	70
2.9	Concepts and Definitions of IP	71
2.9.1	The Determinants of International Performance (IP)	72
2.9.2	Gerschewski Model	74
2.10	Chapter Summary	75
3	THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT	76
3.1	Introduction	76
3.2	Relevant Theories	76
3.2.1	Resource Based View (RBV) Theory	77
3.2.2	Dynamic Capability Theory (DCT)	79
3.3	Developing Research Hypotheses	80
3.3.1	The Hypothesised Relationship between New Venture Resources and International Performance (IP)	81
3.3.1.1	TK- IP Relationship	81
3.3.1.2	MK -IP Relationship	82
3.3.2	The Hypothesised Relationship between New Venture Resources and IEC	83
3.3.2.1	TK-INC Relationship	83
3.3.2.2	TK-IMC Relationship	84
3.3.2.3	TK-IRC Relationship	85
3.3.2.4	MK-INC Relationship	86
3.3.2.5	MK-IMC Relationship	86
3.3.2.6	MK-IRC Relationship	88
3.3.3	The Hypothesised Relationship between IEC & IP	89
3.3.3.1	INC-IP Relationship	89
3.3.3.2	IMC-IP Relationship	90
3.3.3.3	IRC-IP Relationship	92
3.4	Integrated Model	93

3.4.2	The Mediation Hypothesised of the Relationship New between Venture Resources and International Performance	94
3.5	Conceptual Research Model	97
3.6	Summary	99
4	RESEARCH DESIGN & METHODOLOGY	100
4.1	Introduction	100
4.2	Research Design	100
4.2.1	Research Paradigm	101
4.2.2	Research Strategy	102
4.2.3	Research Method	103
4.3	Mixed-Method	104
4.4	The Process of Research Design	108
4.5	Instrument Development	110
4.5.1	Demographics	110
4.5.2	Technological Knowledge (TK)	112
4.5.3	Managerial Knowledge (MK)	112
4.5.4	International Networking Capability (INC)	113
4.5.5	International Marketing Capability (IMC)	113
4.5.6	Innovation and Risk-Taking Capability (IRC)	113
4.5.7	International Performance (IP)	114
4.6	Content of Questionnaire	114
4.7	Pre-Testing of Instruments	116
4.8	Data Collection	119
4.9	Sampling and Population	119
4.9.1	Sampling Procedure	121
4.9.2	Sample Size and SEM	123
4.10	Variables and Measures	123
4.10.1	Measuring Independent Variables	124
4.10.1.1	Measuring Technological Knowledge (TK)	124
4.10.1.2	Measuring Managerial Knowledge (MK)	124
4.11	Mediated Variables Measurement	126
4.11.1	Measuring International Networking Capability	128
4.11.2	Measuring International Marketing Capability	128

4.11.3 Measuring Innovation and Risk- taking	
Capability (IRC)	129
4.11.4 Dependent Variable Measurement	129
4.12 Data Analysis	132
4.12.1 Reliability and Validity	133
4.12.2 Structural Equation Modeling (SEM)	134
4.12.2.1 Motivation of Using SEM	134
4.12.2.2 Measurement Model	135
4.12.2.3 Structural Model	137
4.12.2.4 Construct Reliability	138
4.12.2.5 Construct Validity	138
4.12.2.6 Definitions and Main Concepts	139
4.13 The Component of Qualitative Phase	141
4.13.1 Qualitative Sampling	141
4.13.2 Data Collection (Qualitative)	142
4.13.3 Materials of Pre-Interview	143
4.13.4 Data Analysis (Qualitative)	143
4.14 Mixing Quantitative and Qualitative Results	144
4.15 Summary	144
5	
ANALYSIS AND PRESENTATION OF FINDINGS	145
5.1 Introduction	145
5.2 Quantitative phase: Data Analysis and Findings	145
5.2.1 Sample Demographics and Data Screening	146
5.2.1.1 Return and Usable Rate	146
5.2.2 Demographics and Characteristics of the Respondents	147
5.2.3 Demographic Summary	156
5.2.4 Examination of Data Entry and Missing Data	157
5.2.5 Assessment of Normality and Outliers	159
5.3 Descriptive Statistics for the Scale	161
5.4 Reliability and Validity Evidences for the Instrument	167
5.5 Multicollinearity Test for Overall Model	168
5.6 Evaluation of the Measurement Model	170
5.6.1 Estimating CFA Model	172
5.6.2 KMO and Bartlett's Test	174

5.6.3 Unidimensionality Analysis	175
5.6.4 Construct Reliability	177
5.6.5 Construct Validity	178
5.7 Evaluation of the Structural Model	180
5.8 Results of Hypothesised Model	182
5.8.1 TK - IP Relationship	183
5.8.2 Relationship Between MK and IP	183
5.8.3 Relationship Between 'TK and INC	183
5.8.4 Relationship Between TK and IMC Capability'	184
5.8.5 Relationship Between TK and IRC	184
5.8.6 Relationship Between MK and INC	184
5.8.7 Relationship Between MK and IMC	185
5.8.8 Relationship Between MK and IRC	185
5.8.9 Relationship Between INC and IP	186
5.8.10 Relationship Between IMC and IP	186
5.8.11 Relationship Between IRC and IP	187
5.8.12 Mediation Models and Analysis of Mediation Effects	187
5.8.12.1 Mediating Effect of INC on the Relationship between TK and IP	188
5.8.12.2 Mediating Effect of IMC on the Relationship between TK and IP	189
5.8.12.3 Mediating Effect of IRC on Relationship between TK and IP	191
5.8.12.4 Mediating Effect of INC on the Relationship between MK and IP	194
5.8.12.5 Mediating Effect of IMC on the Relationship between MK and IP	195
5.8.12.6 Mediating Effect of IRC on the Relationship between MK and IP	197
5.9 Summary of Quantitative Findings	199
5.10 Qualitative phase: Data Analysis and Findings	200
5.10.1 Introduction	201
5.10.2 The Process of Interviewing	202
5.10.3 Findings of the Interviews	204
5.10.4 New Venture Resources	206
5.10.5 International Entrepreneurial Capability (IEC)	209

5.10.5.1 International Networking Capability (INC)	209
5.10.5.2 International Marketing Capability (IMC)	210
5.10.5.3 Innovative and Risk-taking Capability (IRC)	212
5.10.6 The Measurement of International Performance (IP)	213
5.10.7 Challenges for International New Ventures Firms (INVs)	214
5.11 Summary	220
6 SUMMARY, DISCUSSIONS, IMPLICATIONS, AND RECOMMENDATIONS	222
6.1 Introduction	222
6.2 Summary of the Study	222
6.3 Discussion of Key Findings	228
6.3.1 The Role of New Venture Resources on IP	229
6.3.1.1 TK - IP Relationship	229
6.3.1.2 MK -IP Relationship	231
6.3.2 The Role of New Venture Resources on IEC	232
6.3.2.1 TK - INC Relationship	232
6.3.2.2 TK - IMC Relationship	234
6.3.2.3 TK – IRC Relationship	235
6.3.2.4 MK – INC Relationship	237
6.3.2.5 MK-IMC Relationship	238
6.3.2.6 MK and IRC Relationship	239
6.3.3 The Role of IEC on International Performance	240
6.3.3.1 INC - IP	240
6.3.3.2 IMC - IP Relationship	242
6.3.3.3 IRC - IP Relationship	243
6.3.4 The mediation Role of IEC	244
6.3.4.1 The Mediation Role of INC in TK- IP Relationship	246
6.3.4.2 The Mediation Role of IMC in TK- IP Relationship	247
6.3.4.3 The Mediation Role of IRC in TK- IP Relationship	247
6.3.4.4 The Mediation Role of INC in MK- IP Relationship	248

6.3.4.5	The Mediation Role of IMC in MK- IP Relationship	249
6.3.4.6	The Mediation Role of IRC in MK- IP Relationship	249
6.4	Contribution of the Research	250
6.4.1	Theoretical Contributions	251
6.4.1.1	Establishing, Testing and Development of Direct and Indirect Effects of IEC	252
6.4.1.2	Introducing and Presenting IE and IEC Literatures into the Local Business Literature	253
6.4.1.3	Adoption of Mixed Method	254
6.4.1.4	Improvement of the Generalization of the Finding by Choosing Multiple Industries	255
6.4.2	Practical Contributions	256
6.5	Implications	257
6.5.1	Implications for Firms/ managers	258
6.5.2	Implications for Policy Makers	261
6.6	Limitations of the Study	263
6.7	Recommendations for Future Research	264
6.8	Concluding Remarks	265
	REFERENCES	268
	Appendices A-K	309- 341

LIST OF TABLES

TABLE NO.	TITLE	PAGE
2.1	Time Period until Internationalization	39
2.2	Review of International Entrepreneurial Capability	46
2.2	Review of International Entrepreneurial Capability (Continued)	47
2.2	Review of International Entrepreneurial Capability (Continued)	48
2.2	Review of International Entrepreneurial Capability (Continued)	49
2.3	INC Attributes	55
2.4	IMC Attributes	57
2.5	IRC Attributes	59
2.6	TK Attributes	63
2.7	MK Attributes	68
2.8	IP Attributes	73
4.1	The Instrument of Demographics	111
4.2	5-Point Likert Scale	112
4.3	Content of Questionnaire	115
4.4	Reliability of Pilot Study	118
4.6	Summary of Independent Variables Measurement	125
4.7	Testing for Mediation	127
4.8	Summary of Mediated Variables Measurement	129
4.9	Summary of Dependent Variable Measurement (the 22nd Question)	132

4.10	Reliability and Validity Tests	133
4.11	Criteria for Confirmatory Factor Analysis (CFA)	137
4.12	Absolute Fit Indices	139
4.13	Incremental Fit Indices	140
4.14	Parsimony Fit Indices	140
5.1	Usable and Unusable Rate of the Questionnaire	147
5.2	Demographic Variables for Current Positions	148
5.3	Demographic Variables for Gender	148
5.4	Distribution of Demographic Variables: Age	149
5.5	Distribution of Demographic Variables: Nationality (N=220)	149
5.6	Distribution of Demographic Variables: Companies Year's Established	150
5.7	Distribution of Demographic Variables: Expand in Malaysia	151
5.8	Distribution of Demographic Variables: The company's first main international markets	152
5.9	The percent of the company's sales	153
5.10	Distribution of Demographic Variables: Numbers Foreigner languages	153
5.11	Study Abroad Experience (N=220)	154
5.12	Distribution of Demographic Variables: Number of Foreign Countries Travels For business	154
5.13	Distribution of Demographic Variables: Experience Working Abroad	155
5.14	Distribution of Demographic Variables: Experience Working With Foreign Nationals	156
5.15	The Extent of Missing Data	159
5.16	Normality Test Results for Variables	160
5.17	Descriptive Statistics for Technological Knowledge	162
5.18	Descriptive Statistics for Managerial Knowledge (n= 220)	163

5.19	Descriptive Statistics for International Networking Capability	164
5.20	Descriptive Statistics for International Marketing Capability	165
5.21	Descriptive Statistics for IRC (n= 220)	166
5.22	Descriptive Statistics for International Performance	167
5.23	Cronbach's Alpha for Constructs	168
5.24	Tolerances and VIFs of the Constructs	169
5.25	Correlations between Constructs	169
5.26	CFA Results	173
5.27	Factor Loadings and Error Variances of Destination	174
5.28	KMO and Bartlett's Test (Technological Knowledge)	175
5.29	Unidimensionality Analysis	176
5.30	Construct Reliability	177
5.31	Average Variance Extracted (AVE) of Constructs	179
5.32	Correlations of Constructs	179
5.33	The Results of Testing Hypotheses	182
5.34	CFA Indices of the Mediation Role of IMC	190
5.35	Assessing Direct and Indirect Effects in the Model Direct and Indirect Effect	191
5.36	SCDT Test	191
5.37	GOF Indices of the Mediation Role of IRC	193
5.38	Assessing Direct and Indirect Effects in the Model	193
5.39	SCDT Test	193
5.40	GOF Indices of the Mediation Role of IMC	196
5.41	Assessing Direct and Indirect Effects in the Model	196
5.42	SCDT Test	196
5.43	GOF Indices of the Mediation Role of IRC	198
5.44	Direct and Indirect Effect	198

5.45	SCDT Test	199
5.46	The results of analyses the Mediating Effects	199
5.47	Key Interview Details	203
5.48	Interviewed Companies Profile	204
5.49	Summary of the Key Themes of the Interviews TK and MK	218
5.50	Summary of the Key Themes of the Interviews (INC, IMC & IRC)	219
5.51	Summary of the Key Themes of the Interviews (IPM)	220
5.52	Summary of the Key Themes of the Interviews (SCH)	220

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	Outline of the research	25
2.1	International Entrepreneurship Foundations	35
2.2	The Triad Model of Entrepreneurial Capabilities	42
2.3	Method of Mediation	64
2.4	IE Integrated Model (Zahra and George 2002)	65
2.5	Zahra et al. Model. (2000)	69
2.6	Capability as a Mediator Model (Lu et al. 2010)	70
2.7	Gercheweski Model	74
3.2	Conceptual Framework of the Study	98
4.1	Explanatory Design: Follow-up Explanation	107
4.2	The Process of Research Design	109
4.3	Instrument Development	117
4.4	Sampling procedure	122
4.5	Mediator model (Baron & Kenny, 1986, p. 1176).	126
4.6	The Example of Measurement Model	136
4.7	The Example of Structural Model	138
5.1	Overall Measurement Model	171
5.2	Structural Model	181
5.3	Model A: The Mediation Role of INC on the of relationship	188
5.4	Model B: The Mediation Role of IMC in the Relationship of TK-IP	190
5.5	Model C: The Mediation Role of IRC in the	192
5.6	Model D: The Mediation Role of INC in the Relationship of K-P	194

5.7	Model E: The Mediation Role of IMC in the Relationship of MK-IP	195
5.8	Model F: The Mediation Role of IRC in the Relationship of MK-IP	197
5.9	Coding Structural for of Interviews	205
5.10	The Model of Qualitative Research	216

LIST OF ABBREVIATIONS

AMOS	-	Analysis of Moment Structures
AVE	-	Average Variance Extracted
BG	-	Born global
CFA	-	Confirmatory Factor Analysis
DC	-	Dynamic Capability
EFA	-	Exploratory Factor Analysis
GFI	-	Goodness-of-Fit Index
GOF	-	Goodness-of-Fit
IE	-	International Entrepreneurship
IB	-	International Business
ICE	-	International Entrepreneurial Capability
ILC	-	International Learning capability
IMC	-	International marketing capability
INC	-	International networking capability
IRC	-	Innovative and risk taking capability
MK	-	Managerial Knowledge
IP	-	International Performance
KMO	-	Kaiser-Meyer-Olkin
NV	-	New venture
RBV	-	Resource Based View
SPSS	-	Statistical Package for the Social Sciences
TK	-	Technological Knowledge
VIF	-	Variance Inflation Factor

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A1	Survey Questionnaire	309
A2	postal cover letter for survey	314
B1	University Letter	315
B2	Supervisor Letter	315
B3	Certificate of Attendance (HDC)	315
B4	Certificate of Attendance (HDC)	315
C1	International showcase 2012	316
C2	International showcase 2013	316
C3	International showcase 2014	316
C4	Certification of Appreciation Ministry of International Trade	316
D1	Export Performance (2011)	317
D2	The Letter of Confirmation to Participate in Doctoral Colloquium	317
E1	The Letter of Confirmation to Participate in Doctoral Colloquium	318
E2	International Doctoral Colloquium, September 20, 2010	318
E3	International Conference on Research and Innovation	318
F	Outline of interview questions	319
G	Descriptive Analysis of Demographic Variables (D1....D16)	321
H	The Outliers	327

I	Confirmatory of the Measurement Models	328
J	Single Tests of The Main constructs	332
J1	The Mediation Role of INC on the Relationship of TK-IP	335
J2	The Mediation Role of IMC on the Relationship of TK-IP	336
J3	The Mediation Role of IRC on the Relationship of TK-IP	337
J4	The Mediation Role of INC on the Relationship of MK-IP	338
J5	The Mediation Role of IMC on the Relationship of MK-IP	339
J6	The Mediation Role of IRC on the Relationship of MK-IP	340
K	List of Publications	341

CHAPTER 1

INTRODUCTION

1.1 Introduction

Over the past two decades, International Entrepreneurship (IE) has emerged as a distinct academic discipline that concentrates on new ventures. They are international from inception or near after it. In this views, investigation into IE as a new stream has resulted in a combination of entrepreneurship and international Business (IB) literature (Keupp, 2009; McDougall and Oviatt, 2000). The ability of firms to become internationalised has become an essential ingredient for success in international markets, because it enables firms to survive and grow under new business situations. In this line of thought, IE theories have moved from just research in the field of entrepreneurship to internationalisation amongst the newest and smallest firms (Oviatt & McDougall, 1994, McDougall & Oviatt, 2000, Smith (2014).

In addition, the literature on internationalisation has received sizable attention over the last few decades. All around the world, internationalisation has been viewed as one of the most significant strategies of growth for entrepreneurial firms (Beamish and Lupton, 2009; Lu and Beamish, 2001; Oviatt and McDougall, 1999; Peng, 2001a; Ruzzier *et al.*, 2006; Yamakawa *et al.*, 2008). The process of globalisation and internationalisation has made it possible for new situations and for economic growth by increasing international trade among countries around the globe, and Malaysia is no exception. On the other hand, SMEs' are known as the backbone of every economy; they are small but large in numbers. Malaysian SMEs

are now at par with the major international businesses because of Malaysian Halal logo (Said et al., 2014). Based on 2009 prices, Malaysia's Halal food market is worth RM36.63 billion or 6.3% of nominal GDP. In Malaysia, SMEs' contribute 32.5% of GDP and employ 59% of the workforce (Malaysia Department of Statistics, 2011). In addition, Malaysia Halal is now becoming a strong economic force locally and globally (Said et al., 2014). Reasons behind the rapid growth are many, but mainly a result of: (1) the rapid spread of the Islamic faith worldwide, (2) the increasing spending power of the Islamic people and (3) the rapidly growing sector of the Muslim tourist industry in the West. Despite the important role of Small and Medium Enterprises (SMEs) in IB the area of internationalisation among Malaysian SMEs has seen only, a small number of empirical investigations (Chelliah et al., 2010). In fact, there is a scarcity of investigations in Malaysian Halal INVs as especial cases of SMEs internationalization.

Although traditionally the study of internationalisation focused on large, well-established firms, globalization; has ushered in a phenomenon known as "International New Ventures" (INVs) which has changed the face of new and dynamic world economies (McDougall and Oviatt 2000; Keupp and Gassmann 2009). However, in international business world, still very little is known about the INVs, and the serious challenges faced by established companies in the international marketplace (Zahra, 2005b). By considering the literature gaps in chapter 2, the problems and challenges of INVs can be connected to their resources such as TK & MK and capabilities such as International entrepreneurial capabilities (IEC) that affect their International performance (IP).

Resources act as a fundamental ingredient for entrepreneurial growth ventures and their survival (Hoegl *et al.*, 2008). They are fastened tightly in knowledge (Grant, 1996), so that the speed of internationalisation of new ventures can be influenced by their resources (Oviatt and McDougall, 2005). Technological Knowledge (TK) and Managerial Knowledge (MK) as resources have especially emphasized IE investigation. These types of knowledge are claimed to be inherent in INVs actions and yield to form an origin of competitive advantage (Yli-Renko *et al.*, 2002; Autio *et al.*, 2000; McDougall *et al.*, 1994).

Based on the studies done on the capability configuration in start-ups, the previous work experiences of founders as Managerial Knowledge (MK) is emphasized and dynamic decision making is affected by the team's prior experience that involves entrance into new marketplaces (Helfat and Lieberman, 2002; Helfat and Peteraf, 2003; Mosakowski, 1998). Thus, study into the effects of TK and MK on IEC and International Performance (IP) is one of the first investigations in products and services companies.

This study, therefore, examines and identifies the significant roles of new venture resources and IEC on International Performance (IP) of Malaysian INVs. It also supplies the theoretical, methodological and practical contributions to understanding the relationship between new venture resources and international performance through IEC. Furthermore, the results of the research provide managers/ owners of INVs with guidance on how to lever new venture resources by using the related IEC. The investigation also gives instructions on how to assess and measure international performance of the INVs.

This chapter has been divided into the following sections: background of the study, research problem, objectives, research questions, significance of the study, and operational definitions of the investigation. The chapter; concludes with a synopsis of the organization of the investigation.

1.2 Background of the Study

The process of globalisation has reduced the barriers of trade by the advancement in transportation, technology and communications. This situation has shifted global value chains and has driven the world to new arrangements which lack boundaries and has resulted in a global village (Knight and Cavusgil, 2004; Ohmae, 1990). Globalisation has made it possible to increase and expand the number of firms involved in international activities. Consequently, the interest of the investigation has been increased by the internationalisation of young and small companies (Autio *et al.*, 2000; McDougall and Oviatt, 1994; Zahra, 2005b). On the

other hand, the literature of INVs e.g., Oviatt and McDougall (1994), and born global e.g., Knight and Cavusgil (2004) has shown an increasing trend among SMEs to go international (Xie and Suh, 2014).

Moreover, the literature on internationalisation has received sizable attention over the last few decades. All around the world, it has become one of the most significant strategies of growth for entrepreneurial firms (Beamish and Lupton, 2009; Yamakawa *et al.*, 2008; Ruzzier *et al.*, 2006; Lu and Beamish, 2001; Peng, 2001a; Oviatt and McDougall, 1999) . Moreover, there is a continuous adjustment process involved in globalisation (Ling, 2002). This situation has made it possible to grow the national economy of many countries around the globe, and Malaysia is no exception.

Traditionally, large Multinational Enterprises (MNEs) have been the focus of internationalization (Coviello and McAuley, 1999; Oviatt and McDougall, 1994). For more than two decades, there has been an expansion in behavior studies of the internationalizations of small and medium-sized enterprises (Jones, 1999; Knight, 2001). This investigation on IE as a new stream, is the result of the combination of entrepreneurship and International Business (IB) literature (Keupp, 2009; McDougall and Oviatt, 2000). Investigation areas were from the 1990s.

After 1990's entrepreneurship and IB became a closed area of study. As a result, they could easily have intersected with each other (McDougall and Oviatt, 2000). While scholars in entrepreneurship have focused their studies on management and SME's creation, IB investigators concentrated their works on the international activities of multinational corporations. Thus, classical entrepreneurship and IB are the origin of research in the field of IE (Keupp and Gassmann, 2009; Dimitratos and Jones, 2005; Zahra and George, 2002). Scientific fields such as international new ventures, entrepreneurship theories, international businesses, and SME internationalizations have had an effect on IE research (Kraus, 2011).

Based on the literature reviewed, these kinds of studies have increased rapidly in developed countries (Aspelund *et al.*, 2007; Liesch *et al.*, 2007; Chetty and Campbell-Hunt, 2004; Knight *et al.*, 2004; Crick and Jones, 2000). In this line,

Gabrielsson, Kirpalani *et al.* (2008), Cabrol and Nlemvo (2009), Hughes, Martin *et al.* (2010) Wood, and Khavul *et al.* (2011) are recent studies in this area. To date, IE investigations such as McDougall and Oviatt, (2000), Oviatt and McDougall, (1994) has mainly concentrated on new ventures formed in developed economies with little or no attention paid to the INVs in developing countries like Malaysia as a fast developing country in South-East Asia.

Over the years, Malaysia's performance in world trade has developed especially in exports, and international business has generally been important for the country's economic growth (Ahmed *et al.*, 2006). According to the Seventh Malaysian plan (1996-2000), macroeconomic goals have been sustained with a high level of growth and strengthening in international competitiveness (Mansur *et al.*, 2011). Studies by Anderson, Erikson and Lundmark (2006), Ahmed, Julian *et al.* (2006), Abdul-Aziz, Ngau *et al.* (2011), Che Senik, Scott-Ladd *et al.* (2011), Wahab (2011) and Che Senik *et al.* (2011); Senik *et al.* (2010) have also confirmed these trends in Malaysian products and services companies.

In addition, Malaysia aspires to change its status from a developing country to a fully developed one by 2020. This would be done by increasing global business. This has resulted in dramatic economic transformation in the economy. Therefore, Malaysia's rapid economic growth in the context of macroeconomic endurance has attracted much international consideration (Mansur *et al.*, 2011).

To create opportunities, strategic plans are formulated in firms via knowledge of foreign markets. This knowledge accelerates the process of internationalisation for new ventures (Dib *et al.*, 2010; Wincent, 2005; Korhonen *et al.*, 1996; Liesch and Knight, 1999). Therefore, there is not enough evidence on the role of knowledge as resources such as TK and MK that affect the international performance of new ventures in Malaysian firms. The following sections reveal the background scope of the study related to above-mentioned points.

1.2.1 History of Halal and the Globalisation of Halal Product and Services Companies in Malaysia

The philosophy of Halal is an essential way of life. It is a unique concept in Islam and it is not limited to the food industry (Shafie and Othman, 2006; Syed Marzuki, 2011). In addition, Islamic rules and manners mirror its values and ideas and govern every individual Muslims (Al-Harran and Low, 2008). The concept ascribes the manner in which services and goods are produced and this is certified by the laws of Islam (Bohari *et al.*, 2013).

To fulfill the values of Islam, Halal certification has become a new benchmark to ensure that hygiene, quality, and safety conform to Islamic laws. Offering certification in Malaysia began in 1971. The idea of Halal is not purely about a set of laws. In fact, it should be comprehended as an aspect of broader social phenomena (Dolan, 2010). Since the 1980s, Malaysian Muslims have considered requirements important and make sure they fully comply with these laws (Fealy and Hooker, 2006).

Global trade and the creation of pluralistic communities have resulted in the migration of people and this has converted the environment into Halal communities. In other words, globalisation has made possible the community's formation through the ideas in circulation. This situation has led to the argument that the Halal concepts are being globalized. For more than twenty years, through the process of globalization, the concept of Halal has become more and more important. The social concept of Halal is agreeable with the push of globalisation (Dolan, 2010).

In Malaysia, various aspects of the Halal industry are still being handled by different agencies such as the Halal Industry Development Corporation (HDC), Global Halal Support Centre (GHSC), Halal industry training and services, Halal Certification, SMEcorp Malaysia, Malaysia External Trade Development Corporation (MATRADE) and Jabatan Kemajuan Islam Malaysia (JAKIM). The Halal Development Corporation (HDC) is one of the main institutions in the Halal industry and is fully government owned. It is connected to the Ministry of Finance.

Included in the HDC's functions are Halal industry development, effective use of the brand and the issuance of certification for products and services.

1.2.2 SMEs Internationalisation and National Goals in Malaysia

SMEs represent the majority of businesses in many countries around the globe. Ninety nine percent (99%) of Malaysian business enterprises are made up by SMES (Hashim, 2007). In other words, the internationalisation of Halal SMEs can be viewed as one of the most significant areas of economic development. In fact, Halal products and services have been significant and profitable areas of international business. According to the third Industrial Master plan, the promotion of the country as a global Halal business hub is considered one of Malaysia's economic growth engines (Abdul, 2013).

The seventh Malaysian plan (1996-2000) witnessed a sustained and high level of macroeconomic growth, high price levels and a strengthening in international competitiveness (Mansur *et al.*, 2011). In addition, the 10th Malaysia plan will cover the years of 2011-2016 and the government of Malaysia intends to focus on providing support and incentives to firms that enter into international markets thereby increasing exports (Che Senik *et al.*, 2011). Small and medium enterprises (SMEs) have also played a crucial role in the Malaysian economic development (Zulkifli-Muhammad *et al.*, 2009).

1.2.3 Significance of Internationalisation of Firms in Malaysia

All around the world, internationalisation has become one of the most significant strategies of growth for entrepreneurial firms (Beamish and Lupton, 2009; Lu and Beamish, 2001; Oviatt and McDougall, 1999; Peng, 2001a; Ruzzier *et al.*, 2006; Yamakawa *et al.*, 2008). This process and situation makes it possible for economic growth by increasing international trade between many countries around the globe, and Malaysia is not an exception. The internationalisations of Malaysian

companies has attracted significant attention especially from product and service companies in recent years. The Malaysian government also concentrates on providing support and incentives for companies that enter global market (Che Senik *et al.*, 2011).

Over the years, Malaysia's performance in world trade has improved especially in exports, and international trade has generally been important for the economic growth of the country (Ahmed *et al.*, 2006). Some studies such as Anderson, Erikson and Lundmark (2006), Ahmed, Julian *et al.* (2006), Abdul-Aziz, Ngau *et al.* (2011), Che Senik, Scott-Ladd *et al.* (2011), Wahab (2011) and Che Senik *et al.* (2011); SenikIsa *et al.* (2010) have pointed out these trends in Malaysian's products and services companies. According to Chelliah, Sulaiman, and Yusoff (2010), there is a meaningful connection between internationalisation and performance among Malaysian SMEs. Furthermore, Malaysia aspires to change from a developing country into one with a fully developed economy by 2020 by increasing international trade. Therefore, Malaysia's economy with its rapid development in the context of macroeconomic endurance has been attracting international consideration (Mansur *et al.*, 2011).

Since Malaysia has been successful in increasing the economic growth and internationalization of product and service companies, responding to the needs of vision master plan 2020 has led to increased attention in the relationship between resources and international performance with emphasis on international entrepreneurial capabilities of the Malaysian INVs. As such, this research endeavors to inject significant perceptions into new resources, capabilities and performance such as technological knowledge and managerial knowledge, international entrepreneurial capability (IEC) and international performance (IP) and identify how these new resources (TK & MK) could raise the IEC to international performance standards.

On the other hand, to support firms in their bid to become international, it will be necessary to know what knowledge resources are needed. It would be essential to know what kinds of capabilities would be needed for conducting business in international markets. It would be necessary to know the relationship

between resources, capabilities and international performance in these kinds of firms as INVs.

Therefore, the study has provided instruction to the managers of International new ventures (INVs), firms, vision and strategies to policymakers and introduced the significant roles of international entrepreneurship capability (IEC) in relationship between new venture resources and international performance.

1.3 Statement of the Problem

In the environment of new global business, internationalisation has become a primary driving force for competition (Hitt *et al.*, 2001; MASCHERPA, 2012). Traditionally the study of internationalisation focused on large, well-established firms, but with globalizations, new and dynamic world economies changed and this resulted in the “International New Ventures” (INVs) phenomenon (Keupp and Gassmann, 2009a; McDougall and Oviatt, 2000a). In this case, we still know very little about INVs and the serious challenges that are faced in global markets (Zahra, 2005). In addition, global markets provides both opportunities and challenges for firms that are active in international business (Xie and Suh, 2014). In this line, the internationalisation of Malaysian SMEs must deal with various challenges such as lack of market knowledge, technology knowledge, innovation, business competition and government policies that hold back their prospects in global markets (Hashim, 2012). In this vein, the Malaysian Halal INVs, as a part of SMEs internationalisation (Zahra, 2005) are not exempt from the above mentioned challenges. For instance, the reports of Halal Development Corporation (HDC), Department of Statistic, JAKIM, Custom Department and MATRADE (Jawatankuasa Penyusunan Statistik Produk Halal) 2011 show that most Halal local companies lack the ability to be competitive in global markets (Refer to Appendix D1).

In addition, earlier investigations about internationalisation of firms are principally restricted to the companies that operate in western countries or in developed markets (Zhang *et al.*, 2009). For instance, most investigation of

international entrepreneurship has been centered on relatively young industries with high- technology situated in developed countries (Autio et al., 2000; Bloodgood et al., 1996; Busenitz et al., 2000; Zahra et al., 2000). Similarly, international entrepreneurship investigations have mainly concentrated new ventures which have a foundation in developed economies, while not much attention has been paid to new ventures in emerging economies (McDougall and Oviatt, 2000b; Oviatt and McDougall, 1994; Yamakawa *et al.*, 2008) such as Malaysia.

On the other hand, resources act as a fundamental ingredient for entrepreneurial growth ventures and their survival (Hoegl et al., 2008). They are fastened tightly to knowledge (Grant, 1996), so the speed of internationalizations of new ventures can be influenced by resources (Oviatt and McDougall, 2005). Technological Knowledge (TK) and Managerial Knowledge (MK) as new ventures resources play an important role in the creation of new knowledge. Their lack has resulted in low quality new ventures which are slow to grow and compete (Provance, 2010). It is crucial to comprehend how to use knowledge as resources (i.e. TK and MK) and transfer these resources from the individual to the organization's performance. Therefore, researches on the impact of TK and MK on International Entrepreneurial Capability (IEC) and International Performance (IP) as gaps are considered in this investigation.

Moreover, prior studies have focused solely on International Entrepreneurship (IE) outcomes without identifying antecedents of the construct, so future investigations must attempt to recognize the main antecedents of International Entrepreneurial Capabilities (IEC) (Zhang et al., 2009). In this line, earlier investigations have directly tested the effects of capabilities and resources on the performance of firms (Lu et al., 2010). However, the indirect effective roles of capability as mediator in the relationships between resources and performance have been ignored. Moreover, Keupp and Gassmann (2009b) after reviewing 175 articles in sixteen journals on international entrepreneurship published over fourteen years confirmed that a large number of the researches have directly mentioned antecedents and outcomes, but indirect relationships between them have been neglected. For these reasons, investigations on the relationship between INVs resources and international performance via international entrepreneurship capability are still

lacking. Therefore, this study has the potential to fill these gaps by determining the causal relationships between new venture resources (i.e. TK and MK), International entrepreneurial capability (i.e. INC, IMC and IRC) and international performance.

Addressing the issues and challenges of going global related to marketing, Abdul-Talib and Abd-Razak (2013) argued that marketing of products has its own challenges. The role of International Entrepreneurial Capability (IEC) such as International Marketing Capability (IMC) for reducing and overcoming challenges faced by INVs in international markets is very significant. According to Halim and Ahmad (2014), there is potential in Halal industry for development, but it has not been entirely explored. In this case, the large number of world Muslim communities support this development based on an increasing Moslem population (1.8 billion in 2011). The current value of the market is expected to reach USD \$ 2.3 trillion (Halim and Ahmad, 2014). Thus, it is important to recognise the opportunities related to international performance among the Malaysian Halal INVs.

This study also is a suitable response to the lack of research about those issues, specially, international entrepreneurship capability and their roles in Malaysian INVs' international performance. Based on studies done on the background of INVs literature, there is a lack in the empirical investigations on superior international performance (Cavusgil and Knight, 2009; Knight and Cavusgil, 2004). Most studies used different independent variables to illustrate the performance of international entrepreneurship such as environmental characteristics, organizational factors, and the strategy of the firms (Tanvisuth, 2008). However, the role of new venture resources (i.e. technological knowledge and managerial knowledge) as independent variables on international performance of INVs has been neglected.

Consequently, by considering the literature, the researcher believed that knowledge as new venture resources with two dimensions such as technological and managerial knowledge can be adequate to transform the International Entrepreneurship Capability (IEC) to International Performance (IP) through this study. It also makes possible a suitable response to the lack of experimental investigations in the context of Malaysian Halal international new ventures (INVs).

Moreover, International Entrepreneurship (IE), its capabilities, international performance and a comprehensive understanding of Malaysian Halal INVs can be of interest to managers, academics and policy-makers.

1.4 Purpose of the Study

The purpose of this study was to examine and determine how new venture resources and international entrepreneurial capability enhance international performance of INVs. In this vein, the researcher was interested in further examining International Entrepreneurship Capability (IEC) in the Malaysian INVs. Moreover, the study would seek to determine the best model in Malaysian INVs to participate in finding and introducing major factors, which are influenced in International Performance (IP). Thus, the main purpose of this study was to present strategies for overcoming and eliminating the barriers encountered by Malaysian INVs in global markets.

However, the researcher recognized that there is lack of study, which introduced academic models, and theories of INVs. Hence, the general idea was to determine the antecedents of IP, while the investigator realised the important causal relationships from new venture resources to IP. Based on the existing body of knowledge concerning today's organizational resources, capabilities and performance, this investigation addresses high level research questions about the effects of new ventures resources on IEC and IP. This would be accomplished by offering and validating a theoretical model, which illustrates the connection between effective application of international entrepreneurial capability, international performance, and new ventures resources (i.e. TK and MK). These are important factors, which influence the effectiveness of international entrepreneurial capability and international performance.

The theoretical foundation of the study was formed from several conceptual frameworks that were developed through this research, particularly, the measurement method of International Entrepreneurial Capability (IEC) that was

published by Zhang (2009). He presented and developed the application of a new measure of IEC. Hence, one of the main aims of the study was to examine the direct and indirect influence of IEC in the relationships between new venture resources (TK and MK) and International Performance of INVs.

Furthermore, the results of the research would provide managers/ owners of INVs guidance on how to lever new venture resources by using the related international entrepreneurial capability. The investigation would also provide instructions on how to assess and measure the international performance of the INVs. In summary, results of the study could be recommended to all managers of International new ventures (INVs), especially Malaysian INVs companies.

1.5 Research Objectives

1.5.1 General Objective

The general objective of this study was to fill the gaps in the literature. Hence, the current research in a developing country like Malaysia attempts to explicitly focus on the new venture resources, international entrepreneurial capability and international performance of Malaysian international new venture (INVs) firms. In this vein, the researcher intends to determine the key factors from new venture resources, which influence improving the international performance of Malaysian INVs. In fact, the major aim of this research is to identify causal relationships from new venture resources to international performance.

As an exploratory research, the aim of this study is to measure different relationships among the six main constructs, which are technological knowledge, managerial knowledge, International Networking Capability (INC), International Marketing Capability (IMC), Innovation and Risk-taking Capability and international performance (IP). The consequences of this research will permit a better understanding of the association between new venture resources, international

entrepreneurial capability (IEC) and international performance. Moreover, another main goal of this investigation may be to help INVs companies in coming out with strategies in recognition, using and promoting IEC for overcoming the challenges in future international business, especially in Halal Malaysian INVs and probably in other nations as well.

To understand the causes of high international performance and maximize the implications that arise in INVs, it is anticipated that the findings and results of this study would help Malaysian companies in international markets. Therefore, companies will be able to retain their international performance by considering technological and managerial knowledge through international entrepreneurship capabilities and thus these firms will contribute to the country's economic development and progress.

1.5.2 Specific Objectives

This investigation would objectively look into the issues stated in the problem statement. In this study, the relationship between new venture resources and international performance through international entrepreneurial capability is being investigated; therefore, the specific objectives of the research will address the following objectives:

1. To examine the relationship between new venture resources (Technological Knowledge and Managerial Knowledge) and international performance experienced by Malaysian new venture firms.
2. To examine the relationship between new venture resources and international entrepreneurial capability (INC, IMC, and IRC) experienced by Malaysian new venture firms.

3. To identify the significant dimensions of international entrepreneurship capabilities, which have the strongest relationship with international performance, experienced by Malaysian new, venture firms.
4. To analyze the indirect relationships between new venture resources (Technological Knowledge, Managerial Knowledge) and international performance through the international entrepreneurial capability (IEC) experienced by Malaysian new venture firms.
5. To determine how new venture resources (technological knowledge and managerial knowledge) and international entrepreneurial capability ((INC, IMC, IRC) have an impact on international performances.

The fifth research objective guides the second phase of this study via the explanatory nature of the study as the qualitative section.

1.6 Research Questions

The research questions of this study are designed to determine the associations between new venture resources and international performance are significant through the international entrepreneurial capability. In this regard, five specific research questions are as follows:

1. Do new venture resources (Technological Knowledge and Managerial Knowledge) have an effect on international performance in the Malaysian new venture firms?
2. Do new venture resources (Technological Knowledge and Managerial Knowledge) have an effect on international entrepreneurial capability (INC, IMC, IRC) in the Malaysian new venture firms?

3. Do the dimensions of international entrepreneurship capability (INC, IMC and IRC), contribute to the development of international performance, and if so, which factors have the greatest impact on international performance development?
4. To what extent is the impact of new venture resources (Technological Knowledge and Managerial Knowledge) on the development of international performance affected by the dimensions of international entrepreneurial capability (INC, IMC and IRC)?
5. How do new venture resources (Technological Knowledge and Managerial Knowledge) and international entrepreneurial capability (INC, IMC & IRC) impact the development of international performance?

1.7 Research Hypotheses

According to Sekaran (2006a), the direction of data analysis and the prediction of results are provided by the hypotheses of the study. The objective of this research is to investigate whether new venture resources and international entrepreneurship capability would have a relationship with international performance. Moreover, it is significant to investigate whether a high level of international performance will also correlate with indirect relationship between new venture resources and international performance.

In this research, the independent or exogenous variables are Technological Knowledge (TK) and Managerial Knowledge (MK). International Networking Capability (INC), International Marketing Capability (IMC), Innovation, and Risk-taking Capability (IRC) are endogenous variables. The Dependent variable is the international performance of INVs. The hypotheses and sub-hypotheses of this research are stated below:

H1: New venture resources (Technological Knowledge & Managerial Knowledge) are positively associated with international performance.

H1a: Technological knowledge has a direct and positive effect on international performance.

H1b: Managerial knowledge has a direct and positive effect on international performance.

H2. New venture resources (Technological Knowledge and Managerial Knowledge) are positively associated with international entrepreneurial capability (INC, IMC, IRC).

H2a: Technological knowledge has a direct and positive effect on International Networking Capability (INC).

H2b: Technological knowledge has a direct and positive effect on International Marketing Capability (IMC).

H2c: Technological knowledge has a direct and positive effect on Innovation and Risk-taking Capability (IRC).

H2d: Managerial knowledge has a direct and positive effect on International Networking Capability (INC).

H2e: Managerial knowledge has a direct and positive effect on International Marketing Capability (IMC).

H2f: Managerial knowledge has a direct and positive effect on Innovation and Risk-taking Capability (IRC).

H3: International entrepreneurship capability (INC, IMC, IRC) is positively associated with international performance.

H3a: International Networking Capability (INC) has a positive effect on international performance.

H3b: International Marketing Capability (IMC) has a positive effect on international performance.

H3c: Innovation and Risk-taking (IRC) capability has a positive effect on international performance.

H4. The impact of new venture resources (Technological Knowledge, Managerial Knowledge) on international performance is significantly mediated by the international entrepreneurship capability (INC, IMC, IRC).

H4a: International Networking Capability (INC) mediates the relationship between technological knowledge and international performance.

H4b: International Marketing Capability (IMC) mediates the relationship between technological knowledge and international performance.

H4c: Innovation and Risk-taking (IRC) capability mediates the relationship between technological knowledge and international performance.

H4d: International Networking Capability (INC) mediates the relationship between managerial knowledge and international performance.

H4e: International Marketing Capability (IMC) mediates the relationship between Managerial knowledge and international performance.

H4f: Innovation and Risk-taking capability (IRC) mediates the relationship between managerial knowledge and international performance.

1.8 Significance of the Study

The activities of governments, leaders of industry and policy makers around the world have renewed interest in entrepreneurial thinking and this has been supplemented and legitimized into the international entrepreneurship field (Fernández and Nieto, 2006; Fletcher, 2004; Sadrieh, 2009; Thomas and Mueller, 2000).

As mentioned earlier, the research has utilised capability as mediation roles (intermediate variables) in the connection of resources and performances, while previous investigations have tested the direct effects of resources and capabilities on performance (Lu *et al.*, 2010). This is the first investigation on international entrepreneurship (IE) that concentrates on testing the mediating effect of International Entrepreneurship Capability (IEC) on the relationship between new venture resources and international performance in Malaysian INVs. This study supplies the theoretical, methodological as well as practical contributions to understanding the relationship between new venture resources and international performances through International Entrepreneurship Capabilities.

1.8.1 Theoretical Significance

This is the first study that focuses on examining the mediating effects of international entrepreneurial capability on the relationship between new venture resources and international performance in Malaysian Halal INVs.

The research yields considerable improvements to the literature of International Entrepreneurship (IE) with the development of the understanding of International Entrepreneurial Capability (IEC) and its direct / indirect effect on International Performance (IP). IEC also enables firms to have sustainable advantages and competitiveness in global markets by the transformation of resources. Based on previous studies and Resource Based View (RBV) theories, international entrepreneurial capability has been viewed in this study as a firm-

specific asset or firm-level ability, which is a key determinant of a firm's international performance. This ability includes exploiting the opportunities of business across borders by providing and leveraging the resources, by having a combination of innovation, proactive and risk-seeking activities to discover, enact, and evaluate.

Based on the scope of this study, the lack of investigations can be satisfied in this area especially; in Malaysia. Although the investigation into international entrepreneurship and new ventures is not a new phenomenon in this country, there is a scarcity of research on international entrepreneurial capability and in the relationship between new venture resources and international business performances in Malaysian Halal INVs. Therefore, it is essential that international entrepreneurship capability be introduced and presented in the local literatures, as there is no adequate literature on review.

1.8.2 Methodological Significance

Concerning the methodological issues, a combination of two methods is seldom utilised in international entrepreneurship research (Coviello and Jones, 2004; Hurmerinta-Peltomäki and Nummela, 2006). To respond to this shortage, this study has employed a combination of both research methods as quantitative and qualitative. This research uses multiple sources as the mixed method. In fact, reinforcing a study is acquired by using a combination of various types of data collation, and it is widely approved (Tashakkori and Teddlie, 2003). Qualitative data can help explain, clarify, and provide meaning to quantitative data. Similarly, quantitative data can limit the influence of confusing variables and increase the generalisability of results (Bryman, 2008; Matthes, 2012). Therefore, this study on international entrepreneurship utilises a multi-method research design said to be appropriate, remarkable and entirely infrequent. The combination of various types of data collation makes it possible for the efficient evaluation of international performance in the context of INVs.

1.8.3 Practical Significance

The researcher believes that investigation into International Entrepreneurship Capability (IEC) has a consequential role in understanding international entrepreneurship (IE) and interpreting the international performances of the INVs. Based on the outcomes of many investigations in international entrepreneurship, there are significant means to increase performance of firms and economies (Tanvisuth, 2007). In addition, governments, business people and scholars have acknowledged international entrepreneurship since 1990s. In this investigation, practical significance can be shown at the macro and micro levels.

At the macro level, the proposal from a practical standpoint can be used by policymakers such as government planners and top managers, whose plans play a significant role in making entrepreneurial companies international (Czinkota, 2002; Ellis, 2000). In addition, the results of this investigation may provide some directions for the Malaysian government on how to assist Malaysian INVs to increase their competitiveness through international entrepreneurship capability in international markets.

At the micro level, this research offers managers of firms, which are active in international business, a comprehensive picture of knowledge as a significant resource, available to international entrepreneurship and its capabilities and supply valuable perceptions into how they can deal with today's dynamic global markets. This investigation provides global managers necessary tools to enhance their performance in international markets.

1.9 Scope of the study

According to Halal Development Corporation (HDC), Malaysia has fast growing internationalised product and service companies. To identify potential participants, multiple sources of governmental organizations such as the Industry Development Corporation (HDC), Global Support Centre (GHSC), industry training

and services, Certification, SMEcorp Malaysia, Malaysia External Trade Development Corporation (MATRADE) and Jabatan Kemajuan Islam Malaysia (JAKIM) have been utilised. Companies are classified and categorized to sub-categories such as food and beverages, pharmaceuticals and cosmetics and personal care (Abdul-Talib and Abd-Razak, 2013).

This study, therefore, used the above categories as the population of the study. In consideration of the theme of this research, this investigation covers only a few selected companies, notably small and young international product and service companies. Furthermore, the research utilises different respondents belonging to companies in different parts of Malaysia such as Penang, Selangor, Johor Bahru, Pahang, Kajang, Kuching Sarawak. The respondents of this investigation were from different positions within their companies such as Owners / CEO, Marketing / Export Managers. The proper sampling process is represented in this population and is discussed systematically and in-depth in the fourth chapter. This is a cross sectional investigation whereby data would be taken from one point in time.

1.10 Definitions of Key Terms

For the purpose of this study, the research has utilised the various conceptual and operational terms that are linked to the research objectives and provide an overview of several terms frequently used throughout this investigation. The definitions are as follows:

International new ventures (INVs), : International new ventures (INVs), are defined as “a business organization that, from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs to multiple countries” (Oviatt and McDougall, 1994).

International Entrepreneurship (IE): According to Oviatt and McDougall (2005), “IE is the discovery, enactment, evaluation and exploitation of opportunities, across national borders, to create future goods and services”.

International Entrepreneurship Capability (IEC): International Entrepreneurship capability (IEC) refers to firm-level ability which exploits the opportunities of business across borders by providing and leveraging resources, a combination of innovations, proactive and risk-seeking activities to discover, enact, and evaluate (Zhang *et al.*, 2009).

International Networking Capability (INC): International networking capability refers to the relation to counterparts in foreign networks, and the firms establish and develop their positions in international markets (Mainela and Puhakka, 2011).

International Marketing Capabilities (IMC): According to Song *et al.* (2008), it comprises the rivalry of knowledge of client and ability in section to make groups of things a target market in pricing and advertising in merging market action.

Innovative and Risk-taking Capability (IRC): Innovation ability includes direct attention to the company's capacity that embraces different and modern innovative thoughts, productions or procedures formulated to serve the international marketplace. Risk-seeking ability refers to company's capability to tackle consequential and hazardous resource obligations in an international marketplace (Lumpkin and Dess, 1996).

Managerial Knowledge (MK): Managerial Knowledge covers every aspect of the firm management such as decision-making, strategic planning to financial, human and information-resource management. In addition, it involves marketing and operational management ((Fu, 2012). It plays a significant role in competitive advantage and determines the productive efficiency of a firm (Teece and Pisano, 1994).

Technological Knowledge (TK): It is the idea set "regarding scientific and technical advances on an applied high-technology product" (Spencer, 2003) page: 219. According to Antonelli & Colombelli (2013) technological knowledge has localized in the accumulated competence of the firms.

International Performance (IP): Generally, International Performance (IP) can be observed in the literature of exports and International new ventures (INVs), and have been employed as performance measures (Katsikeas *et al.*, 2000; Sousa *et al.*, 2008). This investigation, measured the three dimensions of financial, operational performance and organizational effectiveness. These dimensions are used from the studies of Gerschewski (2011), Crick (2009); Knight and Cavusgil (2004) and Hult *et al.*, (2008).

1.11 Outline of the Study

This section of the study introduces the research outline. It is divided into six chapters: introduction; literature review; theoretical framework and hypothesis development, research design and methodology, data analysis, findings and discussion, conclusion and recommendations.

The introductory section presents the study in terms of its origins and objectives. It also describes a brief background on the topic, problem statement, objectives of the research, research questions, significance of the study, operational definitions, limitations and delimitations and outline of the study.

Literature review presents brief descriptions and definitions of international entrepreneurship, capabilities and its dimensions with some of the major phenomenon and terms utilised in this research. In fact, the relationships between the constructs and the hypotheses have been organized in the literature review and have been identified to offer support to the operation of this investigation. Based on the literature review in chapter two, chapter three has been built and displays the theoretical implications, models and theories connected to the framework of this research.

Chapter four of this study is research design and methodology. It describes the research method and designs that are used to investigate the research propositions and hypotheses. Data analysis and findings are described in chapter

five. Chapter six the final chapter provides discussion, conclusions and recommendations for future investigations. Figure 1.1 shows a graphical presentation of the research outline.

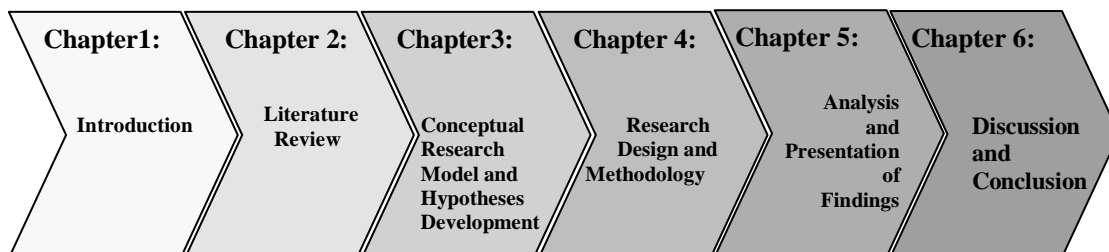


Figure 1.1 Outline of the research

1.12 Chapter Summary

The first section of this research provides background, outlines the objectives, research questions and the proposed highlighted contribution. The literature review in chapter two, has supplied the foundation of this study. Based on the Resource-Based View (RBV) of the firm, a conceptual framework has been developed in chapter three. In addition, theoretical development and hypotheses have been specified. Discussions of the research methodology, the type of study designs and adequate measures for testing the research questions have been presented in chapter four. Moreover, statistical techniques to test the hypotheses and answer the research questions of the study have been presented in chapter four. In chapter five, the data analysis and findings have been depicted. Finally, discussion, conclusions and recommendations have been suggested in chapter six.

REFERENCES

- Aaby, N. E., and Slater, S. F. (1993). Management influences on export performance: a review of the empirical literature 1978-1988. *International Marketing Review*. 6(4)
- Abdul-Aziz, A. R., and Wong, S. S. (2010). Exploring the internationalisation of Malaysian contractors: The international entrepreneurship dimension. *Construction Management and Economics*. 28(1), 51-61.
- Abdul-Talib, A.-N., and Abd-Razak, I.-S. (2013). Cultivating Export Market Oriented Behavior in the Marketing: Addressing the Issues and Challenges in Going Global. *Journal of Islamic Marketing*. 4(2), 5-5.
- Abdul- Aziz, A. R., Ngau, D. P., Lim, Y. M., and Nuruddin, A. R. (2011). Internationalisation of Malaysian quantity surveying firms: exploring the best fit models. *Construction Management and Economics*. 29(1), 49-58.
- Abdul, I. R. T. a. M. (2013). The Role OF Religious Orientation in the Business Performance of Women Owned Firms: A Preliminary Study in Malaysia Food Industry. *The Macrotheme Review, A multidisciplinary journal of global macro trends*. 2(3), 40-45.
- Aboelmaged, M. G. (2012). Linking operations performance to knowledge management capability: the mediating role of innovation performance.
- Achrol, R. (1996). Changes in the theory of interorganizational relations in marketing: toward a network paradigm. *Journal of the Academy of Marketing Science*. 25(1), 56.
- Ahmed, Z. U., Julian, C. C., and Majar, A. J. (2006). Export incentives and international entrepreneurship in Malaysian firms. *The International Journal of Entrepreneurship and Innovation*. 7(1), 49-57.
- Ahuja, G. (2000). Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative science quarterly*, 425-455.
- Ahuja, G., Lampert, C. M., and Tandon, V. (2008). Moving Beyond Schumpeter: Management Research on the Determinants of Technological Innovation. *The Academy of Management Annals*. 2(1), 1-98.
- Ahuja, G., and Morris Lampert, C. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*. 22(6- 7), 521-543.

- AlHarran,S, and Low, P. (2008).Marketing of products:the way forward.The Journal,44-46.
- Al- Aali, A., and Teece, D. J. (2013). International Entrepreneurship and the Theory of the (Long- Lived) International Firm: A Capabilities Perspective. *Entrepreneurship Theory and Practice*.
- Aldrich, H., and Zimmer, C. (1986). Entrepreneurship through social networks. *The art and science of entrepreneurship*. 22, 3-23.
- Alvarez, S., and Barney, J. (2001). How entrepreneurial firms can benefit from alliances with large partners. *The Academy of Management Executive* (1993-2005). 15(1), 139-148.
- Amit, R., and Schoemaker, P. (1993). Strategic assets and organizational rent. *Strategic management journal*. 14(1), 33-46
- Andersen, P. H., and Anne, M. (2004). 23. Ensuring Validity in Qualitative International Business Research. *Handbook of qualitative research methods for international business*, 464.
- Anderson, J. C., and Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*. 103(3), 411-423.
- Andersson, S., Eriksson, M., and Lundmark, L. (2006). Internationalisation in Malaysian furniture firms: gradual or rapid internationalisation? *International Journal of Globalisation and Small Business*. 1(3), 220-243.
- Andersson, S., Gabrielsson, J., and Wictor, I. (2004). International activities in small firms: Examining factors influencing the internationalisation and export growth of small firms. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*. 21(1), 22-34.
- Andersson S, W. I. (2003). Innovative internationalisation in new firms: born globals—the Swedish case. *J Int Entrepr* 1(3):249–276.
- Antonelli, C., and Colombelli, A. (2013). Knowledge cumulability and complementarity in the knowledge generation function.
- Araújo, A. C., and Teixeira, A. A. (2013). Determinants of International Technology Transfer: an Empirical Analysis of the Enterprise Europe Network.
- Arbuckle,J.(2005).Amos6.0user's guide. Marketing Department, SPSS Incorporated.
- Arenius. (2002). Creation of firm-level social capital, its exploitation and the process of early internationalization.Helsinki University of Technology, Helsinki Finland.
- Arenius, P. (2005). The psychic distance postulate revised: from market selection to speed of market penetration. *Journal of International Entrepreneurship*. 3(2), 115-131.

- Arvanitis, S., and Woerter, M. (2009). Firms' transfer strategies with universities and the relationship with firms' innovation performance. *Industrial and corporate change*. 18(6), 1067-1106.
- Aspelund, A., Madsen, T. K., and Moen, O. (2007). A review of the foundation, international marketing strategies, and performance of international new ventures. *European Journal of Marketing*. 41(11-12), 1423-1448.
- Aspelund, A., and Moen, Ø. (2005). Small international firms: Typology, performance and implications. *MIR: Management International Review*. 45(3), 37-57.
- Autio, E., George, G., and Alexy, O. (2011). International Entrepreneurship and Capability Development—Qualitative Evidence and Future Research Directions. *Entrepreneurship Theory and Practice*. 35(1), 11-37.
- Autio, E., Sapienza, H. J., and Almeida, J. G. (2000). Effects of age at entry, knowledge intensity, and imitability on international growth. *The Academy of Management Journal*. 43(5), 909-924.
- Axelsson, B., and Johanson, J. (1992). Foreign market entry—the textbook vs. the network view. *Industrial networks: A new view of reality*, 218–234.
- Babbie, E. R. (2008). *The basics of social research*. Wadsworth Publishing Company.
- Bagozzi, R. P., and Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*. 16(1), 74-94.
- Bagozzi, R. P., Yi, Y., and Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative science quarterly*, 421-458.
- Baird, I. S., and Thomas, H. (1985). Toward a contingency model of strategic risk taking. *Academy of management review*, 230-243.
- Baker, T., Gedajlovic, E., and Lubatkin, M. (2005). A framework for comparing entrepreneurship processes across nations. *Journal of International Business Studies*. 36(5), 492-504.
- Baldauf, A., Cravens, D. W., and Wagner, U. (2000). Examining determinants of export performance in small open economies. *Journal of World Business*. 35(1), 61-79.
- Barbour, R. S. (1999). The case for combining qualitative and quantitative approaches in health services research. *Journal of health services research & policy*. 4(1), 39.
- Barkema, H. G., and Vermeulen, F. (1998). International expansion through start up or acquisition: A learning perspective. *The Academy of Management Journal*. 41(1), 7-26.
- Barney, J. (1991a). Firm resources and sustained competitive advantage. *Journal of Management*. 17(1), 99-120.

- Barney, J. (1991b). Special theory forum the resource-based model of the firm: origins, implications, and prospects. *Journal of Management*. 17(1), 97.
- Baron, R. M., and Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*. 51(6), 1173.
- Bateman, T. S., and Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of organizational behavior*. 14(2), 103-118.
- Baum, J. A. C., Calabrese, T., and Silverman, B. S. (2000). Don't go it alone: Alliance network composition and startups' performance in Canadian biotechnology. *Strategic management journal*. 21(3), 267-294.
- Bayus, B. L., Erickson, G., and Jacobson, R. (2003). The financial rewards of new product introductions in the personal computer industry. *Management Science*. 49(2), 197-210.
- Beamish, P. W., and Lupton, N. C. (2009). Managing joint ventures. *The Academy of Management Perspectives (formerly The Academy of Management Executive)(AMP)*. 23(2), 75-94.
- Beckman, C. M., and Haunschild, P. R. (2002). Network learning: The effects of partners' heterogeneity of experience on corporate acquisitions. *Administrative science quarterly*. 47(1), 92-124.
- Bell, J. (1995). The internationalisation of small computer software firms: A further challenge to “stage” theories. *European Journal of Marketing*. 29(8), 60-75.
- Bernard, H. R., and Bernard, H. R. (2012). *Social research methods: Qualitative and quantitative approaches*. Sage.
- Bernstein, A. (2011). Nature vs. nurture: Who is interested in entrepreneurship education? A study of business and technology undergraduates based on Social Cognitive Career Theory. 3433540. The George Washington University, United States -- District of Columbia.
- Bertels, T., and Savage, C. (1999). A research agenda for the knowledge era: the tough questions. *Knowledge and Process Management*. 6(4), 205-212.
- Bhatnagar, J. (2006). Measuring organizational learning capability in Indian managers and establishing firm performance linkage: An empirical analysis. *Learning Organization, The*. 13(5), 416-433.
- Bhide, A. (2000). *The origin and evolution of new businesses*. Oxford University Press, USA.
- Biggadike, R. (1979). The risky business of diversification. *Harvard Business Review*.
- Bingham, C. B. (2009). Oscillating improvisation: how entrepreneurial firms create success in foreign market entries over time. *Strategic Entrepreneurship Journal*. 3(4), 321-345.

- Bingham, C. B., Eisenhardt, K. M., and Furr, N. R. (2007). What makes a process a capability? Heuristics, strategy, and effective capture of opportunities. *Strategic Entrepreneurship Journal*. 1(1 2), 27-47.
- Birkinshaw, J., and Hagström, P. (2000). *The flexible firm: capability management in network organizations*. Oxford University Press, USA.
- Birley, S. (1985). The role of networks in the entrepreneurial process. *Journal of Business Venturing*. 1(1), 107-117.
- Blesa, A., and Ripollés, M. (2008). The influence of marketing capabilities on economic international performance. *International Marketing Review*. 25(6), 651-673.
- Bloodgood, J. M., Sapienza, H. J., and Almeida, J. G. (1996). The Internationalisation of New High-Potential US Ventures: Antecedents and Outcomes. *Entrepreneurship: Theory and Practice*. 20(4).
- Bloom, N., and Van Reenen, J. (2006). Measuring and explaining management practices across firms and countries: National Bureau of Economic Researcho. Document Number)
- Blunch, N. (2012). *Introduction to Structural Equation Modeling Using IBM SPSS Statistics and AMOS*. Sage.
- Bohari, A. M., Hin, C. W., and Fuad, N. (2013). The competitiveness of food industry in Malaysia: A SWOT-ICT analysis.
- Bolton, R. N., Lemon, K. N., and Verhoef, P. C. (2004). The theoretical underpinnings of customer asset management: a framework and propositions for future research. *Journal of the Academy of Marketing Science*. 32(3), 271-292.
- Brettel, M., Engelen, A., and Heinemann, F. (2009). New entrepreneurial ventures in a globalized world: The role of market orientation. *Journal of International Entrepreneurship*. 7(2), 88-110.
- Brewer, J., and Hunter, A. (2006). *Foundations of multimethod research: Synthesizing styles*. Sage Publications, Inc.
- Brockman, B. K., Jones, M. A., and Becherer, R. C. (2012). Customer Orientation and Performance in Small Firms: Examining the Moderating Influence of Risk-Taking, Innovativeness, and Opportunity Focus. *Journal of Small Business Management*. 50(3), 429-446.
- Brouthers, L. E., and Xu, K. (2002). Product stereotypes, strategy and performance satisfaction: The case of Chinese exporters. *Journal of International Business Studies*. 33(4), 657-677.
- Brown. (1998). *Organizational culture*. Financial Times-Pitman, London.
- Brox, J. A., and Fader, C. (2002). The set of just-in-time management strategies: an assessment of their impact on plant-level productivity and input-factor

- substitutability using variable cost function estimates. *International journal of production research*. 40(12), 2705-2720.
- Bruyat, C., and Julien, P. (2001). Defining the field of research in entrepreneurship. *Journal of Business Venturing*. 16(2), 165-180.
- Bryman, A. (2008). Why do researchers integrate/combine/mesh/blend/mix/merge/fuse quantitative and qualitative research *Advances in mixed methods research: Theories and applications*, 87-100
- Bryman, A. (2012). *Social research methods*. OUP Oxford.
- Bryman, A., and Bell, E. (2007). *Business research methods*. Oxford University Press, USA.
- Bryman, A., and Cramer, D. (2011). *Quantitative data analysis with IBM SPSS 17, 18 & 19: A guide for social scientists*. Routledge.
- Bryson, A., Forth, J., and Kirby, S. (2005). high- involvement management practices, trade union representation and workplace performance in Britain. *Scottish Journal of Political Economy*. 52(3), 451-491.
- Buckley, P. J., and Casson, M. (1976). *The future of the multinational enterprise*. (Vol. 1): Macmillan London.
- Burt, R. S. (1995). *Structural holes: The social structure of competition*. Harvard Univ Pr.
- Busenitz, L. W., Gomez, C., and Spencer, J. W. (2000). Country institutional profiles: Unlocking entrepreneurial phenomena. *The Academy of Management Journal*. 43(5), 994-1003.
- Byers, T., Keeley, R., Leone, A., Parker, G., and Autio, E. (2000). The Impact of a Research University in Silicon Valley. *The Journal of Private Equity*. 4(1), 7-15.
- Bygrave, W. (2004). *Founders, Family, Friends, and Fools*. Business Week Online.
- Byrne, B. M. (2001). *Structural equation modeling with AMOS, EQS, and LISREL: Comparative approaches to testing for the factorial validity of a measuring instrument*. *International Journal of Testing*. 1(1), 55-86.
- Byrne, B. M. (2009). *Structural equation modeling with AMOS: Basic concepts, applications, and programming*. CRC Press.
- Cabrol, M., and Nlemvo, F. (2009). The internationalisation of French new ventures: The case of the Rhone-Alps region. *European Management Journal*. 27(4), 255-267.
- Cadogan, J. W., Diamantopoulos, A., and Siguaw, J. A. (2002). Export market-oriented activities: their antecedents and performance consequences. *Journal of International Business Studies*, 615-626.
- Campbell, D. T., and Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological bulletin*. 56(2), 81.

- Capon, N., Farley, J. U., and Hoenig, S. (1990). Determinants of financial performance: a meta-analysis. *Management Science*, 1143-1159.
- Cavana, R. Y., Delahaye, B. L., and Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. Wiley and Sons.
- Cavusgil, S., and Zou, S. (1994). Marketing strategy-performance relationship: an investigation of the empirical link in export market ventures. *the Journal of Marketing*. 58(1), 1-21.
- Cavusgil, S. T., and Knight, G. (2009). Born global firms: A new international enterprise. *Business Expert Pr.*
- Che Senik, Z., Scott-Ladd, B., Entekin, L., and Adham, K. A. (2011). Networking and internationalisation of SMEs in emerging economies. *Journal of International Entrepreneurship*, 1-23.
- Chelliah, S., Sulaiman, M., and Yusoff, Y. M. (2010). Internationalisation and performance: Small and medium enterprises (SMEs) in Malaysia. *International Journal of Business and Management*. 5(6), P27.
- Chen, H. L., and Huang, Y. (2004). The establishment of global marketing strategic alliances by small and medium enterprises. *Small Business Economics*. 22(5), 365-377.
- Chen, S.-C., and Li, S.-H. (2010). Consumer adoption of e-service: Integrating technology readiness with the theory of planned behavior. *Afr. J. Bus. Manage.* 4(16), 3556-3563.
- Chen, T. (2003). Network Resources for Internationalization: The Case of Taiwan's Electronics Firms*. *Journal of Management Studies*. 40(5), 1107-1130.
- Chen, Y., Wang, Y., Nevo, S., Jin, J., Wang, L., and Chow, W. S. (2013). IT capability and organizational performance: the roles of business process agility and environmental factors. *European Journal of Information Systems*.
- Cheng, H.-L., and Yu, C.-M. J. (2008). Institutional pressures and initiation of internationalization: Evidence from Taiwanese small-and medium-sized enterprises. *International Business Review*. 17(3), 331-348.
- Chetty, S., and Campbell-Hunt, C. (2003). Explosive international growth and problems of success amongst small to medium-sized firms. *International Small Business Journal*. 21(1), 5-27.
- Chetty, S., and Campbell-Hunt, C. (2004). A strategic approach to internationalization: a traditional versus a "born-global" approach. *Journal of International Marketing*. 12(1), 57-81
- Christensen. (2000). Fitting the tool to the task. *Harvard Bus Rev.* 78:75.
- Clercq, D. D., Sapienza, H. J., and Crijns, H. (2005). The internationalisation of small and medium-sized firms. *Small Business Economics*. 24(4), 409-419.

- Cohen, W., and Levinthal, D. (1990). Absorptive capacity: a new perspective on learning and innovation. *Administrative science quarterly*. 35(1).
- Coleman, J. S. (1988). Social capital in the creation of human capital. *American Journal of Sociology*, 95-120.
- Collis, J., and Hussey, R. (2009). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave Macmillan.
- Conner, K. (1991). A historical comparison of resource-based theory and five schools of thought within industrial organization economics: do we have a new theory of the firm? *Journal of Management*. 17(1), 121.
- Cooper, D. S., P. (2006). *Business research methods*. New York, NY. McGraw-Hill Irwin.
- Coover, M., and Craiger, P. (2000). An expert system for integrating multiple fit indices for structural equation models. *New Review of applied expert Systems and emerging technologies*. 6, 39-56.
- Corbett, A. C., Neck, H. M., and DeTienne, D. R. (2007). How Corporate Entrepreneurs Learn from Fledgling Innovation Initiatives: Cognition and the Development of a Termination Script. *Entrepreneurship Theory and Practice*. 31(6), 829-852.
- Coviello, N., and Cox, M. (2006). The resource dynamics of international new venture networks. *Journal of International Entrepreneurship*. 4(2), 113-132.
- Coviello, N., and Jones, M. (2004). Methodological issues in international entrepreneurship research* 1. *Journal of Business Venturing*. 19(4), 485-508.
- Coviello, N. E. (2006). The network dynamics of international new ventures. *Journal of International Business Studies*. 37(5), 713-731.
- Coviello, N. E., and McAuley, A. (1999). Internationalisation and the smaller firm: a review of contemporary empirical research. *MIR: Management International Review*, 223-256.
- Coviello, N. E., and Munro, H. J. (1995). Growing the entrepreneurial firm: networking for international market development. *European Journal of Marketing*. 29(7), 49-61.
- Covin, J. G., and Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal* 10(1), 75-87.
- Cox, N. E. C. M. P. (2006). The resource dynamics of international new venture networks. *J Int Entrepr* (2006) 4:113–132.
- Cresswell, J. W. (1994). *Research design qualitative and quantitative approaches*. Sage Publications.

- Creswell, J. W. (2007). *Qualitative inquiry & research design: Choosing among five approaches*. Sage Publications, Inc.
- Creswell, J. W. (2008). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications, Incorporated.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications, Inc.
- Creswell, J. W., and Clark, V. L. P. (2007). *Designing and conducting mixed methods research*. Sage Publications, Inc.
- Creswell, J. W., Plano Clark, V. L., Gutmann, M. L., and Hanson, W. E. (2003). Advanced mixed methods research designs. *Handbook of mixed methods in social and behavioral research*, 209-240.
- Crick, D. (2009). The internationalisation of born global and international new venture SMEs. *International Marketing Review*. 26(4/5), 453-476.
- Crick, D., and Jones, M. V. (2000). Small high-technology firms and international high-technology markets. *Journal of International Marketing*. 8(2), 63-85.
- Crick, D., and Spence, M. (2005). The internationalisation of 'high performing' UK high-tech SMEs: a study of planned and unplanned strategies. *International Business Review*. 14(2), 167-185.
- Cronbach, L. J., and Shavelson, R. J. (2004). My current thoughts on coefficient alpha and successor procedures. *Educational and Psychological Measurement*. 64(3), 391-418.
- Curran, J., Jarvis, R., Blackburn, R., and Black, S. (1993). Networks and small firms: constructs, methodological strategies and some findings. *International Small Business Journal*. 11(2), 13.
- Czinkota, M. (2002). *National Export Promotion: A statement of issues, changes and opportunities*. *Emerging Issues in International Business Research*, Elgar Publishing.
- D'Angelo, A., and Warner, K. (2010). Using the resource-based view to advance international entrepreneurship: an empirical review on how far we have come since Peng's 2001 predictions.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of management journal*. 34(3), 555-590.
- Dana, L. (2006). *Handbook of research on international entrepreneurship*. Edward Elgar Pub.
- Danis, W. M., and Shipilov, A. (2012). Knowledge acquisition strategies of small and medium sized enterprises during institutional transition: Evidence from Hungary and Ukraine. *Thunderbird International Business Review*. 54(3), 327-345.

- Day, G. (1994). The capabilities of market-driven organizations. *the Journal of Marketing*. 58(4), 37-52.
- De Carolis, D. M., Litzky, B. E., and Eddleston, K. A. (2009). Why networks enhance the progress of new venture creation: The influence of social capital and cognition. *Entrepreneurship Theory and Practice*. 33(2), 527-545.
- De Clercq, D., Hessels, J., and van Stel, A. (2008). Knowledge spillovers and new ventures' export orientation. *Small Business Economics*. 31(3), 283-303.
- DeBresson, C., and Amesse, F. (1991). Networks of innovators: a review and introduction to the issue. *Research policy*. 20(5), 363-379.
- DeCarolis. (1999). The impact of stocks and flows of organizational knowledge on firm performance, *Strategic Management, Journal* 20(10): 953–968.
- Denzin, N. K., and Lincoln, Y. S. (1994). Introduction: Entering the field of qualitative research. *Handbook of qualitative research*. 2, 1-17.
- Denzin, N. K., and Lincoln, Y. S. (2011). *The Sage handbook of qualitative research*. Sage Publications, Inc.
- Desouza, K.C. (2005). *New frontiers of knowledge management*. Palgrave Macmillan.
- Dess, G. G., and Robinson Jr, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately held firm and conglomerate business unit. *Strategic management journal*. 5(3), 265-273.
- Dhanaraj, C., and Beamish, P. (2003). A Resource Based Approach to the Study of Export Performance. *Journal of Small Business Management*. 41(3), 242-261.
- Di Gregorio, D., Musteen, M., and Thomas, D. E. (2008). International new ventures: the cross-border nexus of individuals and opportunities. *Journal of World Business*. 43(2), 186-196.
- Dáz-Dáz, N. L., Aguiar-Dáz, I., and De Saá-Pérez, P. (2008). The effect of technological knowledge assets on performance: The innovative choice in Spanish firms. *Research policy*. 37(9), 1515-1529.
- Dib, L. A., da Rocha, A., and da Silva, J. F. (2010). The internationalisation process of Brazilian software firms and the born global phenomenon: Examining firm, network, and entrepreneur variables. *Journal of International Entrepreneurship*. 8(3), 233-253.
- DiBella, A., Nevis, E., and Gould, J. (1996). Understanding organizational learning capability. *Journal of Management Studies*. 33(3), 361-379.
- Dierickx, I., and Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management science*. 35(12), 1504-1511.
- Dillman, D. A. (2000). *Mail and internet surveys*. Wiley New York.

- Dimitratos, P., and Jones, M. V. (2005). Future directions for international entrepreneurship research. *International Business Review*. 14(2), 119-128.
- Dolan, S. (2010). Globalizing Halal: Tracing the formation of a social concept.
- Dubini, P., and Aldrich, H. (1991). Personal and extended networks are central to the entrepreneurial process. *Journal of Business Venturing*. 6(5), 305-313.
- Dunning, J. H. (1995). Reappraising the eclectic paradigm in an age of alliance capitalism. *Journal of International Business Studies*, 461-491.
- Dyer, J., and Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*. 23(4), 660-679.
- Echols, A., and Tsai, W. (2005). Niche and performance: The moderating role of network embeddedness. *Strategic Management Journal*. 26(3), 219-238.
- Eisenhardt, K., and Martin, J. (2000). Dynamic capabilities: what are they? *Strategic management journal*. 21(10-11), 1105-1121.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of management review*, 532-550.
- Eisenhardt, K. M., and Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *The Academy of Management Journal ARCHIVE*. 50(1), 25-32.
- Eisenhardt, K. M., and Martin, J. A. (2003). *Dynamic capabilities: what are they?* : Blackwell, Malden, MA.
- Ellis, P. (2000). Social Ties and Foreign Market Entry. *Journal of International Business Studies*. 31(3).
- Eriksson, K., Johanson, J., Majkgard, A., and Sharma, D. D. (1997). Experiential knowledge and cost in the internationalisation process. *Journal of International Business Studies*, 337-360.
- Eriksson, K., Majkgård, A., and Sharma, D. D. (2000). Path dependence and knowledge development in the internationalisation process. *MIR: Management International Review*, 307-328.
- Etemad, H. (2003a). Internationalisation of SMEs: Toward a new paradigm. *Small Business Economics*,. *Small Business Economics*, 20(1): 1-4.
- Etemad, H. (2003b). Managing relations: the essence of international entrepreneurship. In H. Etemad & R. Wright (Eds.), *Globalisation and Entrepreneurship: Policy and Strategy Perspectives* (pp. 223-242).
- Etemad, H., and Lee, Y. (2003). The knowledge network of International Entrepreneurship: Theory and evidence. *Small Business Economics*. 20(1), 5-23.

- Fan, T., and Phan, P. (2007). International new ventures: revisiting the influences behind the 'born-global' firm. *Journal of International Business Studies*. 38(7), 1113-1131.
- Fealy, G., and Hooker, V. M. (2006). *Voices of Islam in Southeast Asia: A contemporary sourcebook*. Institute of Southeast Asian Studies Singapore.
- Fernández, Z., and Nieto, M. J. (2006). Impact of ownership on the international involvement of SMEs. *Journal of International Business Studies*. 37(3), 340-351.
- Fernhaber, S. A., and Li, D. (2012). International exposure through network relationships: Implications for new venture internationalization. *Journal of Business Venturing*.
- Fernhaber, S. A., and McDougall, P. P. (2005). New ventures growth in international markets: the role of strategic adaptation and networking capabilities. *International Entrepreneurship*, 111-135.
- Fiet, J. O. (1996). The informational basis of entrepreneurial discovery. *Small Business Economics*. 8(6), 419-430.
- Fiol, C. M. (1994). Consensus, diversity, and learning in organizations. *Organization science*. 5(3), 403-420.
- Fletcher, D. (2004). International entrepreneurship and the small business. *Entrepreneurship and Regional Development*. 16(4), 289-305.
- Fletcher, M., and Harris, S. (2012). Knowledge acquisition for the internationalisation of the smaller firm: Content and sources. *International Business Review*. 21(4), 631-647.
- Fornell, C. (1983). Issues in the application of covariance structure analysis: A comment. *The Journal of Consumer Research*. 9(4), 443-448.
- Fornell, C., and Larcker, D. (1987). A second generation of multivariate analysis: Classification of methods and implications for marketing research. *Review of marketing*. 51, 407-450.
- Fornell, C., and Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
- Forsgren, M. (2002). The concept of learning in the Uppsala internationalisation process model: a critical review. *International Business Review*. 11(3), 257-277.
- Fowler, A. E. (1988). Determinants or rate of language growth in children with DS. *The psychobiology of Down syndrome*. Cambridge, MA: MIT Press. p, 217-245.
- Frankort, H. T. W., Hagedoorn, J., and Letterie, W. (2012). R&D partnership portfolios and the inflow of technological knowledge. *Industrial and corporate change*. 21(2), 507-537.
- Freeman, C., and Soete, L. (1997). *The economics of industrial innovation*. Routledge.

- Freeman, S., and Cavusgil, S. T. (2007). Toward a typology of commitment states among managers of born-global firms: a study of accelerated internationalization. *Journal of International Marketing*. 15(4), 1-40.
- Fu, X. (2012). Foreign Direct Investment and managerial knowledge spillovers through the diffusion of management practices. *Journal of Management Studies*.
- Fu, X., Eisingerich, A., and Hoyes, R. (2007). Clusters of Management Practices, Structural Embeddedness and Firm Productivity.
- Gabrielsson, M., Kirpalani, V., Dimitratos, P., Solberg, C. A., and Zucchella, A. (2008). Born globals: Propositions to help advance the theory. *International Business Review*. 17(4), 385-401.
- Gao, S., Xu, K., and Yang, J. (2008). Managerial ties, absorptive capacity, and innovation. *Asia Pacific Journal of Management*. 25(3), 395-412.
- García-Morales, V., Llorens-Montes, F., and Verdú-Jover, A. (2006). Antecedents and consequences of organizational innovation and organizational learning in entrepreneurship. *Industrial Management & Data Systems*. 106(1), 21-42.
- Gartner, W. (1988). Who is an entrepreneur? Is the wrong question. *American Journal of Small Business*. 12(4), 11-32.
- Structural equation modeling to test for construct validity. *Journal of Business Logistics*. 20, 33-58.
- Gassmann, O., and Garver, M. S., and Mentzer, J. T. (1999). Logistics research methods: employing structural equation modeling. *Journal of Business Logistics*. 20, 33-58.
- Keupp, M. M. (2007). The competitive advantage of early and rapidly internationalising SMEs in the biotechnology industry: A knowledge-based view. *Journal of World Business*. 42(3), 350-366.
- Gebreyesus, M., and Mohnen, P. (2011). Innovation performance and embeddedness in networks.
- Gedeon, S. (2010). What is Entrepreneurship? *Entrepreneurial Practice Review*. 1(3).
- Gefen, D., and Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information Systems*. 16(1), 109.
- Gefen, D., Straub, D. W., and Boudreau, M.-C. (2000). Structural equation modeling and regression: Guidelines for research practice.
- George, D., and Mallery, P. (2006). *SPSS for Windows step by step: a simple guide and reference* 6th ed.
- George, G. (2005). Learning to be capable: patenting and licensing at the Wisconsin Alumni Research Foundation 1925–2002. *Industrial and Corporate Change*. 14(1), 119.

- Gerbing, D. W., and Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of marketing research*, 186-192.
- Geringer, J. M., and Hebert, L. (1991). Measuring performance of international joint ventures. *Journal of International Business Studies*, 249-263.
- Gerschewski, S. (2011). *Born Global Firms: An Integrated Analysis of the Determinants and Measurement of International Performance*.
- Giamartino, G., McDougall, P., and Bird, B. (1993). International Entrepreneurship: The State of the Field. *Entrepreneurship: Theory and Practice*. 18(1).
- Gilbert, B. A., McDougall, P. P., and Audretsch, D. B. (2006). New venture growth: A review and extension. *Journal of Management*. 32(6), 926.
- Glaser, B. G., and Strauss, A. L. (2009). *The discovery of grounded theory: Strategies for qualitative research*. Transaction Books.
- Godambe, V. (1982). Estimation in survey sampling: robustness and optimality. *Journal of the American Statistical Association*. 77(378), 393-403.
- Granovetter, M. (1985). Economic action and social structure: A theory of embeddedness. *American Journal of Sociology*. 91(3), 481-510.
- Granovetter, M. (1992). Problems of explanation in economic sociology. *Networks and organizations: Structure, form, and action*, 25-56.
- Grant, R. (1996a). Prospering in dynamically-competitive environments: Organizational capability as knowledge integration. *Organization science*. 7(4), 375-387.
- Grant, R. M. (1996b). Toward a knowledge-based theory of the firm. *Strategic management journal*. 17, 109-122.
- Grant, R. M., Review, C. M., and Berkeley, U. o. C. a. (1991). *The resource-based theory of competitive advantage: implications for strategy formulation*. California Management Review, University of California.
- Greene, J. C., Caracelli, V. J., and Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. *Educational evaluation and policy analysis*. 11(3), 255.
- Griffith, D. A., Yalcinkaya, G., and Calantone, R. J. (2010). Do marketing capabilities consistently mediate effects of firm intangible capital on performance across institutional environments? *Journal of World Business*. 45(3), 217-227.
- Gronum, S., Verreyne, M. L., and Kastle, T. (2012). The Role of Networks in Small and Medium- Sized Enterprise Innovation and Firm Performance. *Journal of Small Business Management*. 50(2), 257-282.

- Guba, E. G., and Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*. 2, 163-194.
- Guest, G., Bunce, A., and Johnson, L. (2006). How many interviews are enough? *Field methods*. 18(1), 59.
- Gujarati, D. N., and Porter, D. C. (1999). *Essentials of econometrics*.
- Gulati, R. (1998). Alliances and networks. *Strategic management journal*. 19(4), 293-317.
- Gulati, R. (1999). Network location and learning: The influence of network resources and firm capabilities on alliance formation. *Strategic management journal*. 20(5), 397-420.
- Gulati, R. (2007). *Managing network resources: Alliances, affiliations and other relational assets*. Oxford University Press, USA.
- Gupta, U. (1989). Small firms aren't waiting to grow up to go global. *The Wall Street Journal*. 2.
- Gupta, V., MacMillan, I. C., and Surie, G. (2004). Entrepreneurial leadership: developing and measuring a cross-cultural construct. *Journal of Business Venturing*. 19(2), 241-260.
- Guth, W. D., and Ginsburg, A. (2002). Guest editors' introduction. *Entrepreneurship: critical perspectives on business and management*. 3, 231.
- Haber, S., and Reichel, A. (2007). The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance. *Journal of Business Venturing*. 22(1), 119-145.
- Hagedoorn, J., and Duysters, G. (2002). External sources of innovative capabilities: the preferences for strategic alliances or mergers and acquisitions. *Journal of management studies*. 39(2), 167-188.
- Hair, J., Black, W., Babin, B., Anderson, R., and Tatham, R. (2006). *Structural equation modeling: An introduction*. JF Hair, et al., *Multivariate Data Analysis*, 6th ed. New Jersey: Pearson Education, Inc.
- Hair, J. F. (2009). *Multivariate data analysis*.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., and Tatham, R. L. (2010). *Multivariate data analysis*. (Vol. 7): Prentice Hall Upper Saddle River, NJ.
- Hair, J. F., Ringle, C. M., and Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *The Journal of Marketing Theory and Practice*. 19(2), 139-152.
- Hall, B. H., Jaffe, A. B., and Trajtenberg, M. (2000). Market value and patent citations: A first look: national bureau of economic researcho. Document Number)

- Halim, M. A. A., and Ahmad, A. A. (2014). Enforcement of Consumer Protection Laws on Products: Malaysian Experience. *Asian Social Science*. 10(3), p9.
- Hamel, G.(1994). The concept of core competence. *Competence-based competition*,11-33.
- Han, M. (2006). Developing social capital to achieve superior internationalization: A conceptual model. *Journal of International Entrepreneurship*. 4(2), 99-112.
- Hancock, G. R., and Mueller, R. O. (2006). *Structural equation modeling: A second course*. (Vol. 1): Information Age Pub Incorporated.
- Hargadon, A., and Sutton, R. I. (1997). Technology brokering and innovation in a product development firm. *Administrative science quarterly*, 716-749.
- Harris, S., and Wheeler, C. (2005). Entrepreneurs' relationships for internationalization: functions, origins and strategies. *International Business Review*. 14(2), 187-207.
- Hashim, M. K. (2007). *SMEs in Malaysia: a brief handbook*. ed: Kuala Lumpur, August Publishing Sdn Bhd.
- Haunschild, P. R., and Sullivan, B. N. (2002). Learning from Complexity: Effects of Prior Accidents and Incidents on Airlines' Learning. *Administrative science quarterly*. 47(4), 609-646.
- Haynes, G. W., and Ou, C. (2002). *A profile of owners and investors of privately held businesses in the United States, 1989-1998*. City.
- Helfat, C. E., and Lieberman, M. B. (2002). The birth of capabilities: market entry and the importance of pre history. *Industrial and Corporate Change*. 11(4), 725.
- Helfat, C. E., and Peteraf, M. A. (2003). The dynamic resource based view: capability lifecycles. *Strategic management journal*. 24(10), 997-1010.
- Herbig, P., Golden, J., and Dunphy, S. (1994). The relationship of structure to entrepreneurial and innovative success. *Marketing Intelligence & Planning*. 12(9), 37-48.
- Hershberger, S. L. (2003). The growth of structural equation modeling: 1994-2001. *Structural Equation Modeling*. 10(1), 35-46.
- Hessels, J. (2008). *International Entrepreneurship: Value Creation Across National Borders*. Scales Research Reports.
- Highman, A. (1955). The Audited Self-Administered Questionnaire. *The Journal of Marketing*. 20(2), 155-159.
- Hin, C. W., Bohari, A. M., Isa, F. M., and Maddin, A. M. Assessing The Model of Wheelen and Hunger (2008) Model of Internal Environmental Scanning And Its Applications to the Small Medium Enterprise (SME) in Malaysia.
- Hisrich, R. (1986). *Entrepreneurship, entrepreneur, and venture capital*. Lexington, MA: Lexington Books.

- Hisrich, R. (1990). Entrepreneurship/intrapreneurship. *American Psychologist*. 45(2), 209-222.
- Hisrich, R., Honig-Haftel, S., McDougall, P., and Oviatt, B. (1996). International entrepreneurship: Past, present, and future. *Entrepreneurship Theory and Practice*. 20(4), 5.
- Hisrich, R. D. (2012). *International Entrepreneurship: Starting, Developing, and Managing a Global Venture: Starting, Developing, and Managing a Global Venture*. Sage.
- Hitt, M. A., Ireland, R. D., Camp, S. M., and Sexton, D. L. (2001). Strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*. 22(6-7), 479-491.
- Hoang, H., and Antoncic, B. (2003). Network-based research in entrepreneurship: A critical review. *Journal of Business Venturing*. 18(2), 165-187.
- Hoe, S. L. (2008). Issues and procedures in adopting structural equation modeling technique. *Journal of applied quantitative methods*. 3(1), 76-83.
- Hoegl, M., Gibbert, M., and Mazursky, D. (2008). Financial constraints in innovation projects: When is less more? *Research Policy*. 37(8), 1382-1391.
- Hoelter, J. W. (1983). The analysis of covariance structures goodness-of-fit indices. *Sociological Methods & Research*. 11(3), 325-344.
- Hohenthal, J. (2006). Integrating qualitative and quantitative methods in research on international entrepreneurship. *Journal of International Entrepreneurship*. 4(4), 175-190.
- Houghton, D. P. (2008). Positivism vs Postmodernism: Does Epistemology Make a Difference? *International Politics*. 45(2), 115-128.
- Hsu, C., and Pereira, A. (2008). Internationalisation and performance: The moderating effects of organizational learning. *Omega*. 36(2), 188-205.
- Hughes, M., Martin, S. L., Morgan, R. E., and Robson, M. J. (2010). Realizing Product-Market Advantage in High-Technology International New Ventures: The Mediating Role of Ambidextrous Innovation. *Journal of International Marketing*. 18(4), 1-21.
- Hult, G., Ketchen, D., Griffith, D., Chabowski, B., Hamman, M., Dykes, B., et al. (2008). An assessment of the measurement of performance in international business research. *Journal of International Business Studies*. 39(6), 1064-1080.
- Hurmerinta-Peltomaki, L., and Nummela, N. (2004). 8. First the Sugar, Then the Eggs... Or the Other Way Round? Mixing Methods in International Business Research. *Handbook of qualitative research methods for international business*, 162.

- Hurmerinta-Peltomäki, L., and Nummela, N. (2006). Mixed methods in international business research: A value-added perspective. *MIR: Management International Review*. 46(4), 439-459.
- Huselid, M. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*. 38(3), 635-672.
- Hymer, S. H. (1976). The international operations of national firms: A study of direct foreign investment.
- Igbaria, M., Guimaraes, T., and Davis, G. B. (1995). Testing the determinants of microcomputer usage via a structural equation model. *Journal of Management Information Systems*. 11(4), 87-114.
- Inkpen, A. C., and Tsang, E. W. K. (2005). Social capital, networks, and knowledge transfer. *The Academy of Management Review*. 30(1), 146-165.
- Ireland, R. D., Hitt, M. A., and Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*. 29(6), 963.
- Ivankova, N. V., Creswell, J. W., and Stick, S. L. (2006). Using mixed-methods sequential explanatory design: from theory to practice. *Field methods*. 18(1), 3.
- Jain, N. (2010). Resources, strategies, location determinants, and host country location choice by emerging market firms. 3470223. Florida International University, United States -- Florida.
- Jantunen, A., Nummela, N., Puumalainen, K., and Saarenketo, S. (2008). Strategic orientations of born globals--Do they really matter? *Journal of World Business*. 43(2), 158-170.
- Jantunen, A., Puumalainen, K., Saarenketo, S., and Kyläheiko, K. (2005). Entrepreneurial orientation, dynamic capabilities and international performance. *Journal of International Entrepreneurship*. 3(3), 223-243.
- Jiang, G. (2013). The determinants and performance of international new ventures: Three studies. Ph.D. Temple University, Ann Arbor.
- Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative science quarterly*. 24(4), 602-611.
- Johanson, J., and Mattson, L. (1994). Internationalisation in industrial systems-a network approach. *Cooperative forms of transnational corporation activity*, 201.
- Johanson, J., and Vahlne, J. (1977). The internationalisation process of the firm-a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*. 8(1), 23-32.
- Johanson, J., and Vahlne, J. (2003). Business relationship learning and commitment in the internationalisation process. *Journal of International Entrepreneurship*. 1(1), 83-101.

- Johanson, J., and Vahlne, J. E. (1993). The mechanism of internationalisation. *International Marketing Review*. 7(4).
- Johanson, J., and Vahlne, J. E. (2006). Commitment and opportunity development in the internationalisation process: A note on the Uppsala internationalisation process model. *Management International Review*. 46(2), 165-178.
- Johanson, J., and Vahlne, J. E. (2009). The Uppsala internationalisation process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*. 40(9), 1411-1431.
- Jones, M. V. (1999). The internationalisation of small high-technology firms. *Journal of International Marketing*, 15-41.
- Jones, M. V., Coviello, N., and Tang, Y. K. (2011). International Entrepreneurship research (1989–2009): A domain ontology and thematic analysis. *Journal of Business Venturing*. 26(6), 632-659.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*. 39(1), 31-36.
- Kaplan, D. (2009). *Structural equation modeling: Foundations and extensions*. (Vol. 10): SAGE Publications, Incorporated.
- Karra, N., Phillips, N., and Tracey, P. (2008). Building the Born Global Firm:: Developing Entrepreneurial Capabilities for International New Venture Success. *Long Range Planning*. 41(4), 440-458.
- Katsikeas, C. S., Leonidou, L. C., and Morgan, N. A. (2000). Firm-level export performance assessment: review, evaluation, and development. *Journal of the Academy of Marketing Science*. 28(4), 493.
- Katz, J. A., Safranski, S. R., and Khan, O. (2003). Virtual instant global entrepreneurship. *Journal of International Entrepreneurship*. 1(1), 43-57.
- Kaynak, H., and Pagán, J. É. A. (2003). Just-in-time purchasing and technical efficiency in the US manufacturing sector. *International journal of production research*. 41(1), 1-14.
- Kedia, B. L., and Mukherji, A. (1999). Global managers: developing a mindset for global competitiveness. *Journal of World Business*. 34(3), 230-251.
- Keh, H. T., Nguyen, T. T. M., and Ng, H. P. (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*. 22(4), 592-611.
- Kenny, B. (2009). *A Network Perspective on International Business: Evidence from SMEs in the Telecommunications Sector in Ireland*. University Of Limerick.
- Ketchen, J., David, J., Hult, G. T. M., and Slater, S. F. (2007). Toward greater understanding of market orientation and the resource based view. *Strategic management journal*. 28(9), 961-964.

- Ketokivi, M. A., and Schroeder, R. G. (2004). Perceptual measures of performance: fact or fiction? *Journal of Operations Management*. 22(3), 247-264.
- Keupp, M., and Gassmann, O. (2009). The past and the future of international entrepreneurship: A review and suggestions for developing the field. *Journal of Management*. 35(3), 600.
- Kim, N., Im, S., and Slater, S. F. (2013). Impact of Knowledge Type and Strategic Orientation on New Product Creativity and Advantage in High- Technology Firms. *Journal of Product Innovation Management*. 30(1), 136-153.
- Kirzner, I. (1979). *Perception, opportunity, and profit: Studies in the theory of entrepreneurship*. University of Chicago Press Chicago, IL.
- Kirzner, I. M. (1997). Entrepreneurial discovery and the competitive market process: An Austrian approach. *Journal of economic Literature*. 35(1), 60-85.
- Kiss, A. N., and Danis, W. M. (2008). Country institutional context, social networks, and new venture internationalisation speed. *European Management Journal*. 26(6), 388-399.
- Kitchell, S. (1995). Corporate culture, environmental adaptation, and innovation adoption: a qualitative/quantitative approach. *Journal of the Academy of Marketing Science*. 23(3), 195-205.
- Kline, R. B. (2010). *Principles and practice of structural equation modeling*. The Guilford Press.
- Knight, G., and Cavusgil, S. (1996). The born global firm: A challenge to traditional internationalisation theory. *Advances in international marketing*. 8(1), 11-26.
- Knight, G., and Cavusgil, S. (2004). Innovation, Organizational Capabilities, and the Born-Global Firm. *Journal of International Business Studies*. 35(2), 124-142.
- Knight, G., Madsen, T. K., and Servais, P. (2004). An inquiry into born-global firms in Europe and the USA. *International Marketing Review*. 21(6), 645-665.
- Knight, G. A. (2001). Entrepreneurship and strategy in the international SME. *Journal of International Management*. 7(3), 155-171.
- Knight, G. A., and Kim, D. (2008). International business competence and the contemporary firm. *Journal of International Business Studies*. 40(2), 255-273.
- Knight, G. A., and University, M. S. (2000). *Emerging paradigm for international marketing: The born global firm*. UMI Dissertation Services.
- Kocak, A., and Abimbola, T. (2009). The effects of entrepreneurial marketing on born global performance. *International Marketing Review*. 26(4/5), 439-452.
- Kogut, B., and Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization science*, 383-397.

- Kogut, B., and Zander, U. (1993). Knowledge of the firm and the evolutionary theory of the multinational corporation. *Journal of International Business Studies*, 625-645.
- Kohn, T. O. (1988). *International Entrepreneurship: Foreign Direct Investment by Small US-based Manufacturing Firms: a Thesis*. Harvard University.
- Koka, B. R., and Prescott, J. E. (2002). Strategic alliances as social capital: A multidimensional view. *Strategic Management Journal*. 23(9), 795-816.
- Korhonen, H., Luostarinen, R., and Welch, L. (1996). Internationalisation of SMEs: Inward-outward patterns and government policy. *MIR: Management International Review*, 315-329.
- Kozlenkova, I. V., Samaha, S. A., and Palmatier, R. W. (2013). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, 1-21.
- Krasnikov, A., and Jayachandran, S. (2008). The relative impact of marketing, research-and-development, and operations capabilities on firm performance. *Journal of Marketing*. 72(4), 1-11.
- Kraus, S. (2011). State-of-the-art current research in international entrepreneurship: A citation analysis. *African Journal of Business Management*. 5(3), 1020-1038.
- Kuivalainen, O., Puumalainen, K., Sintonen, S., and Kyläheiko, K. (2010). Organisational capabilities and internationalisation of the small and medium-sized information and communications technology firms. *Journal of International Entrepreneurship*. 8(2), 135-155.
- Kuivalainen, O., Sundqvist, S., and Servais, P. (2007). Firms' degree of born-globalness, international entrepreneurial orientation and export performance. *Journal of World Business*. 42(3), 253-267.
- Kundu, S. K., and Katz, J. A. (2003). Born-international SMEs: BI-level impacts of resources and intentions. *Small Business Economics*. 20(1), 25-47.
- Kuzel, A. J. (1992). *Sampling in qualitative inquiry*.
- Kyriakopoulos, K., and Moorman, C. (2004). Tradeoffs in marketing exploitation and exploration strategies: The overlooked role of market orientation. *International Journal of Research in Marketing*. 21(3), 219-240.
- Ladzani, W. M., and Van Vuuren, J. J. (2002). Entrepreneurship training for emerging SMEs in South Africa. *Journal of Small Business Management*. 40(2), 154-161.
- Landstrom, H. (1999). The roots of entrepreneurship research. *New England Journal of Entrepreneurship*. 2(2), 9-20.
- Langowitz, N., and Minniti, M. (2007). The entrepreneurial propensity of women. *Entrepreneurship Theory and Practice*. 31(3), 341-364.

- Larson, A. (1992). Network dyads in entrepreneurial settings: A study of the governance of exchange relationships. *Administrative science quarterly*, 76-104.
- Lazer, D., and Friedman, A. (2007). The network structure of exploration and exploitation. *Administrative science quarterly*. 52(4), 667.
- Lechner, C., and Dowling, M. (2003). Firm networks: external relationships as sources for the growth and competitiveness of entrepreneurial firms. *Entrepreneurship & Regional Development*. 15(1), 1-26.
- Lee, S.-Y. (2007). *Structural equation modeling: A Bayesian approach*. (Vol. 711): Wiley. com.
- Leedy, P. D., and Ormrod, J. E. (2005). *Practical research*. Prentice Hall Upper Saddle River, NJ.
- Leonidou, L., Katsikeas, C., and Samiee, S. (2002). Marketing strategy determinants of export performance: a meta-analysis. *Journal of Business Research*. 55(1), 51-67.
- Lewis, P., Saunders, M. N., and Thornhill, A. (2009). *Research methods for business students*. Pearson.
- Li, H., and Zhang, Y. (2007). The role of managers' political networking and functional experience in new venture performance: Evidence from China's transition economy. *Strategic management journal*. 28(8), 791-804.
- Li, T., and Calantone, R. J. (1998). The impact of market knowledge competence on new product advantage: conceptualization and empirical examination. *The Journal of Marketing*, 13-29.
- Li, X. (2009). *Entrepreneurial Competencies as an Entrepreneurial Distinctive: An Examination of the Competency Approach in Defining Entrepreneurs*.
- Liesch, P., Steen, M., Middleton, S., and Weerawardena, J. (2007). *BORN TO BE GLOBAL*.
- Liesch, P. W., and Knight, G. A. (1999). Information internalization and hurdle rates in small and medium enterprise internationalization. *Journal of International Business Studies*, 383-394.
- Ling, S. L. M. (2002). Taking on the world: Globalisation strategies in Malaysia. *Academy of Management Executive*. 16(3), 155-156.
- Lischeron, C. a. (1991). Defining entrepreneurship. *Journal of Small Business Management*. 29(1), 45-61.
- Lohr, S. L. (2010). *Sampling: design and analysis*. Thomson Brooks/Cole.
- Lu, J., and Beamish, P. (2001). The internationalisation and performance of SMEs. *Strategic management journal*. 22(6 7), 565-586.

- Lu, Y., Zhou, L. X., Bruton, G., and Li, W. W. (2010). Capabilities as a mediator linking resources and the international performance of entrepreneurial firms in an emerging economy. *Journal of International Business Studies*. 41(3), 419-436.
- Lucas, R. E. (1988). On the mechanics of economic development. *Journal of monetary economics*. 22(1), 3-42.
- Lumpkin, G., and Dess, G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*. 21(1), 135-172.
- Luostarinen, R., and Gabrielsson, M. (2006). Globalisation and marketing strategies of born globals in SMOPECs. *Thunderbird International Business Review*. 48(6), 773-801.
- MacKinnon, D. P., Fairchild, A. J., and Fritz, M. S. (2007). Mediation analysis. *Annual review of psychology*. 58, 593.
- Madsen, T., and Servais, P. (1997). The internationalisation of born globals: an evolutionary process? *International Business Review*. 6(6), 561-583.
- Madsen, T. K., Rasmussen, E., and Servais, P. (1999). Differences and similarities between born globals and other types of exporters. University of Southern Denmark. Odense University. School of Business and Economics.
- Mainela, T., and Puhakka, V. (2011). Role of networks in emergence of international new ventures. *International Journal of Entrepreneurial Venturing*. 3(1), 5-25.
- Makadok, R. (2001). Toward a synthesis of the resource based and dynamic capability views of rent creation. *Strategic management journal*. 22(5), 387-401.
- Malaysia Department of Statistics. (2011). Profile of Small and Medium Enterprise. Retrieved June 3, 2013 from, http://www.statistics.gov.my/portal/index.hp?option=com_content&id=1721&Itemid=111&lang=en.
- Mamis, R. A. (1989). *Global start-up. Inc.*, August. 38, 47.
- Manolova, T. S., and Manev, I. M. (2004). Internationalisation and the performance of the small firm: a review of the empirical literature between 1996 and 2001. 2001), *Emerging Paradigms in International Entrepreneurship*, Edward Elgar, Cheltenham, 37-63.
- Mansur, K., Mamalakis, M., and Idris, S. (2011). Savings, Investment & FDI Contribution To Malaysian Economic Growth In The Globalisation Era. *International Business & Economics Research Journal (IBER)*. 2(8).
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*. 2(1), 71-87.
- Marie. (1997). *L Afrique des individus.*, Paris, Editions Karthala.

- Marinova, D., and Phillimore, J. (2003). Models of innovation. *The international handbook on innovation*, 44-53.
- Martín-de Castro, G., Delgado-Verde, M., Navas-López, J. E., and Cruz-González, J. (2012). The moderating role of innovation culture in the relationship between knowledge assets and product innovation. *Technological Forecasting and Social Change*.
- Maruyama, G. M. (1997). *Basics of structural equation modeling*. Sage Publications, Incorporated.
- MASCHERPA, S. (2012). *Born global companies as Market-Driven organisations: an empirical analysis*. Italy.
- Matthes, H. (2012). *Antecedents of Global Mindset: A Comparison Among German, U.S., and Dual Citizen Leaders*. D.B.A. Lawrence Technological University, Ann Arbor.
- McAuley, A. (1999). Entrepreneurial instant exporters in the Scottish arts and crafts sector. *Journal of International Marketing*, 67-82.
- McDougall, P. (1989). International versus domestic entrepreneurship: New venture strategic behavior and industry structure. *Journal of Business Venturing*. 4(6), 387-400.
- McDougall, P., and Oviatt, B. (2000). International entrepreneurship: The intersection of two research paths. *Academy of Management Journal*. 43(5), 902-906.
- McDougall, P., and Oviatt, B. (2003). Some fundamental issues in international entrepreneurship. *Entrepreneurship Theory & Practice*, 27.
- McDougall, P., Oviatt, B., and Shrader, R. (2003). A comparison of international and domestic new ventures. *Journal of International Entrepreneurship*. 1(1), 59-82.
- McDougall, P. P. (1989). International versus domestic entrepreneurship: New venture strategic behavior and industry structure. *Journal of Business Venturing*. 4(6), 387-400.
- McDougall, P. P., and Oviatt, B. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*. 25(1), 45-64.
- McDougall, P. P., and Oviatt, B. M. (1996). New venture internationalization, strategic change, and performance: A follow-up study. *Journal of Business Venturing*. 11(1), 23-40.
- McDougall, P. P., Shane, S. A., and Oviatt, B. M. (1994). Explaining the formation of international new ventures: The limits of theories from international business research.
- McFadzean, E., O'Loughlin, A., and Shaw, E. (2005). Corporate entrepreneurship and innovation part 1: the missing link. *European Journal of Innovation Management*. 8(3), 350-372.

- McGrath, R., Macmillan, I., and Venkataraman, S. (1995). Defining and developing competence: A strategic process paradigm. *Strategic management journal*. 16(4), 251-275.
- McGrath, R. G., and MacMillan, I. C. (1992). More like each other than anyone else? A cross-cultural study of entrepreneurial perceptions* 1. *Journal of Business Venturing*. 7(5), 419-429.
- McKinsey, Company, and Council, A. (1993). *Emerging Exporters: Australia's High Value-added Manufacturing Exporters: Final Report of the Study*. Australian Manufacturing Council.
- McQuitty, S. (2004). Statistical power and structural equation models in business research. *Journal of Business Research*. 57(2), 175-183.
- Menard, S. (1995). *Applied logistic regression analysis: Sage university series on quantitative applications in the social sciences*.
- Mertler, C. A., and Vannatta, R. A. (2002). *Advanced and multivariate statistical methods*. Pyrczak Los Angeles.
- Meyers, L. S., Gamst, G., and Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. SAGE Publications, Incorporated.
- Miles, M. B., and Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. Sage.
- Miller, A., and Camp, B. (1985). Exploring determinants of success in corporate ventures. *Journal of Business Venturing*. 1(1), 87-105.
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management science*. 29(7), 770-791.
- Miller, V. D., Poole, M. S., Seibold, D. R., and Myers, K. K. (2011). Advancing Research in Organizational Communication Through Quantitative Methodology. *Management Communication Quarterly*. 25(1), 4.
- Mills, J., Platts, K., Bourne, M., and Richards, H. (2002). *Strategy and performance: competing through competences. (Vol. 3): Cambridge University Press*.
- Miner, A. S., Bassoff, P., and Moorman, C. (2001). Organizational improvisation and learning: A field study. *Administrative Science Quarterly*, 304-337.
- Miner, A. S., Ji-Yub, K., Holzinger, I. W., and Haunschild, P. (1999). Fruits of failure: Organizational failure and population-level learning. *Advances in strategic management*. 16, 187-220.
- Minniti, M., and Bygrave, W. (2001). A dynamic model of entrepreneurial learning. *Entrepreneurship theory and practice*. 25(3), 5-16.
- Moen, Ø. (2002). The born globals: a new generation of small European exporters. *International Marketing Review*. 19(2), 156-175.

- Moen, Ø., and Servais, P. (2002). Born global or gradual global? Examining the export behavior of small and medium-sized enterprises. *Journal of International Marketing*, 49-72.
- Möller, K., and Svahn, S. (2003). Managing strategic nets. *Marketing Theory*. 3(2), 209.
- Mone, M. A., McKinley, W., and Barker, V. L. (1998). More on organizational decline and innovation: Are small entrepreneurial firms a special case? A response to Cahill. 23(3), 388-389.
- Moorman, C. (1995). Organizational market information processes: cultural antecedents and new product outcomes. *Journal of Marketing Research*. 32(3), 318-335.
- Morgan-Thomas, A., and Jones, M. V. (2009). Post-entry Internationalisation Dynamics. *International Small Business Journal*. 27(1), 71.
- Morgan, N., Vorhies, D., and Mason, C. (2009). Market orientation, marketing capabilities, and firm performance. *Strategic management journal*. 30(8), 909-920.
- Morgan, N. A., Slotegraaf, R. J., and Vorhies, D. W. (2009). Linking marketing capabilities with profit growth. *International Journal of Research in Marketing*. 26(4), 284-293.
- Morrow, J. (1988). International entrepreneurship: A new growth opportunity. *New Management*. 3(5), 59-61.
- Morse, J. M. (2005). Evolving trends in qualitative research: advances in mixed-method design. *Qualitative health research*. 15(5), 583.
- Mort, G. S., and Weerawardena, J. (2006). Networking capability and international entrepreneurship - How networks function in Australian born global firms. *International Marketing Review*. 23(5), 549-572.
- Mosakowski, E. (1998). Entrepreneurial resources, organizational choices, and competitive outcomes. *Organization Science*, 625-643.
- Mudambi, R., and Zahra, S. A. (2007). The survival of international new ventures. *Journal of International Business Studies*. 38(2), 333-352.
- Murphy, P. J., Liao, J., and Welsch, H. P. (2006). A conceptual history of entrepreneurial thought. *Journal of Management History*. 12(1), 12-35.
- Myers, R. H. (1990). *Classical and modern regression with applications*. (Vol. 2): Duxbury Press Belmont, CA.
- Nelson, R., and Winter, S. (1980). Firm and industry response to changed market conditions: an evolutionary approach. *Economic Inquiry*. 18(2), 179-202.
- Nelson, R., and Winter, S. (1982). *An evolutionary theory of economic change*. Belknap Press.

- Neter, J., Wasserman, W., and Kutner, M. H. (1996). *Applied linear statistical models*. (Vol. 4): Irwin Chicago.
- Neuman, W. L. (2005). *Social research methods: Quantitative and qualitative approaches*. Allyn and Bacon.
- Newbert. (2007). Empirical research on the resourcebased view of the firm. *Strategic Management Journal*. 28(2): 121–146.
- Nohria, N. (1994). *Networks and organizations: structure, form and action*.
- Nohria, N., and Garcia Pont, C. (1991). Global strategic linkages and industry structure. *Strategic management journal*. 12(S1), 105-124.
- Nooteboom, B. (1999). 4 The dynamic efficiency of networks. *Interfirm networks: organization and industrial competitiveness*, 91.
- Nordhaug, O. (1998). Competence specificities in organizations: a classificatory framework. *International Studies of Management & Organization*. 28(1), 8-29.
- Nunnally, J. (1978). *Psychometric methods*. McGraw-Hill, New York, NY.
- Nunnally, J. C. (2010). *Psychometric Theory 3E*. Tata McGraw-Hill Education.
- O'Brien, R. M. (2007). A caution regarding rules of thumb for variance inflation factors. *Quality & quantity*. 41(5), 673-690.
- Ohmae, K. (1990). *The Borderless World*. New York: HarperCollins.
- Orsato, R. J. (2006). Competitive Environmental Strategies. *California Management Review*. 48(2), 127-144.
- Osman, M., Hassan, M., Roudini, A., and Heidarzadagan, A. (2013). Technological Knowledge, Innovation and Risk-taking Capability and International New Venture's Performance. *Jurnal Teknologi*. 64(3).
- Ostgaard, T. A., and Birley, S. (1994). Personal networks and firm competitive strategy--A strategic or coincidental match? *Journal of Business Venturing*. 9(4), 281-305.
- Oviatt, B., and McDougall, P. (1995). Global start-ups: Entrepreneurs on a worldwide stage. *Academy of Management Executive*. 9(2), 30-43.
- Oviatt, B., and McDougall, P. (1997). Challenges for internationalisation process theory: The case of international new ventures. *MIR: Management International Review*, 85-99.
- Oviatt, B., and McDougall, P. (1999). A framework for understanding accelerated international entrepreneurship. *Research in global strategic management*. 7(1), 23-40.
- Oviatt, B., and McDougall, P. (2004). Toward a theory of international new ventures. *Journal of International Business Studies*. 36(1), 29-41.

- Oviatt, B., and McDougall, P. (2005). Defining international entrepreneurship and modeling the speed of internationalization. *Entrepreneurship Theory and Practice*. 29(5), 537-554.
- Paasche, T., pettersen, A., and Solem, O. (1993). Network theory - a critical review. *The Development and the Strategies of SMEs in 1990s*. Mikkeli: 13.
- Parasuraman, A., Grewal, D., and Krishnan, R. (2006). *Marketing research*. Cengage Learning.
- Patton, M. Q. (2005). *Qualitative research*. Wiley Online Library.
- Peng, M. (2001). The resource-based view and international business. *Journal of Management*. 27(6), 803.
- Peng, M., and Luo, Y. (2000). Managerial ties and firm performance in a transition economy: The nature of a micro-macro link. *Academy of Management Journal*. 43(3), 486-501.
- Penrose, E., and Pitelis, C. (2009). *The Theory of the Growth of the Firm*. Oxford University Press, USA.
- Peteraf, M. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic management journal*. 14(3), 179-191.
- Peteraf, M., and Barney, J. (2003). Unraveling the resource based tangle. *Managerial and Decision Economics*. 24(4), 309-323.
- Petersen, B., Pedersen, T., and Sharma, D. D. (2003). The role of knowledge in firms' internationalisation process: wherefrom and whereto. *Learning in the internationalisation process of firms*, 36-55.
- Peterson, R. B. (2004). 2. Empirical Research in International Management: A Critique and Future Agenda. *Handbook of qualitative research methods for international business*, 25.
- Piekkari, R., Welch, C., and Paavilainen, E. (2009). The Case Study as Disciplinary Convention Evidence From International Business Journals. *Organizational research methods*. 12(3), 567-589.
- Pilkey, O., and Pilkey-Jarvis, L. (2007). Mathematical Models Just Don't Add Up: The Chronicle of Higher Education, Section B, May 25, 2007, p. B12. Pilkey, OH, and Cooper, JAG, 585-587.
- Politis, D. (2005). The process of entrepreneurial learning: A conceptual framework. *Entrepreneurship theory and practice*. 29(4), 399-424.
- Porter, M. E. (1998). *Competitive strategy: Techniques for analyzing industries and competitors*. Free Pr.
- Powell, T. C. (2001). Competitive advantage: Logical and philosophical considerations. *Strategic management journal*. 22(9), 875-888.

- Powell, W. W. (1991). Neither market nor hierarchy: Network forms of organization. *Markets, Hierarchies and Networks. The Coordination of Social Life*, 265–276.
- Powell, W. W., Koput, K. W., and Smith-Doerr, L. (1996). Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *Administrative science quarterly*, 116-145.
- Prahalad, C., and Ramaswamy, V. (2000). Co-opting consumer competence. *Harvard Business Review*. 78(1), 79-93.
- Prashantham, S. (2005). Toward a knowledge-based conceptualization of internationalization. *Journal of International Entrepreneurship*. 3(1), 37-52.
- Prashantham, S. (2008). New venture internationalisation as strategic renewal. *European Management Journal*. 26(6), 378-387.
- Prashantham, S., and Birkinshaw, J. (2008). Dancing with gorillas: How small companies can partner effectively with MNCs. *California Management Review*. 51(1), 6-23.
- Prashantham, S., and Dhanaraj, C. (2010). The dynamic influence of social capital on the international growth of new ventures. *Journal of Management Studies*. 47(6), 967-994.
- Prashantham, S., and Floyd, S. W. (2012). Routine microprocesses and capability learning in international new ventures. *Journal of International Business Studies*. 43(6), 544-562.
- Prashantham, S., and McNaughton, R. B. (2006). Facilitation of links between multinational subsidiaries and SMEs: The Scottish Technology and Collaboration (STAC) initiative. *International Business Review*. 15(5), 447-462.
- Prashantham, S., and Young, S. (2011). Post-entry speed of international new ventures. *Entrepreneurship Theory and Practice*. 35(2), 275-292.
- Provance, M. (2010). Tying it together: Three essays on the roles of knowledge, entrepreneurial action, and institutions in the formation of new ventures. 3404696. The George Washington University, United States -- District of Columbia.
- Punch, K. F. (2005). *Introduction to social research: Quantitative and qualitative approaches*. Sage.
- Ramaswami, S. N., Srivastava, R. K., and Bhargava, M. (2009). Market-based capabilities and financial performance of firms: insights into marketing's contribution to firm value. *Journal of the Academy of Marketing Science*. 37(2), 97-116.
- Reinartz, W., Thomas, J. S., and Kumar, V. (2005). Balancing acquisition and retention resources to maximize customer profitability. *Journal of Marketing*, 63-79.

- Remenyi, D., and Williams, B. (1998). *Doing research in business and management: an introduction to process and method*. Sage Publications Ltd.
- Reuber, A. R., and Fischer, E. (1997). The influence of the management team's international experience on the internationalisation behaviors of SMEs. *Journal of International Business Studies*, 807-825.
- Reynolds, P. D., and Curtin, R. T. (2008). *Business Creation in the United States*. (Vol. 4): Now Pub.
- Rialp, A., Rialp, J., and Knight, G. A. (2005). The phenomenon of early internationalizing firms: what do we know after a decade (1993-2003) of scientific inquiry? *International Business Review*. 14(2), 147-166.
- Richard, P. J., Devinney, T. M., Yip, G. S., and Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*. 35(3), 718.
- Ripollés, M., and Blesa, A. (2012). International new ventures as “small multinationals”: The importance of marketing capabilities. *Journal of World Business*. 47(2), 277-287.
- Robins, J., and Wiersema, M. F. (1995). A resource based approach to the multibusiness firm: Empirical analysis of portfolio interrelationships and corporate financial performance. *Strategic management journal*. 16(4), 277-299.
- Ruokonen, M., and Saarenketo, S. (2009). The strategic orientations of rapidly internationalizing software companies. *European Business Review*. 21(1), 17-41.
- Ruzzier, M., Hisrich, R. D., and Antoncic, B. (2006). SME internationalisation research: past, present, and future. *Journal of Small Business and Enterprise Development*. 13(4), 476-497.
- S., M. (2012). *Born global companies as Market-Driven organisations: an empirical analysis*. Italy.
- Saarenketo S, P. K., Kuivalainen O, Kyläheiko K (2004). On dynamic knowledge-related learning processes in internationalizing high-tech SME's. *Int J Prod Econ* 89:363–379.
- Sadrieh, F. (2009). Two decades of international entrepreneurship research: what have we learned-where do we go from here? *INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP*. 13, 23.
- Sale, J. E., Lohfeld, L. H., and Brazil, K. (2002). Revisiting the quantitative-qualitative debate: Implications for mixed-methods research. *Quality and quantity*. 36(1), 43-53.
- Samiee, S., and Chabowski, B. R. (2012). Knowledge structure in international marketing: a multi-method bibliometric analysis. *Journal of the Academy of Marketing Science*, 1-23.

- Sanchez, R. (2001). Managing knowledge into competence: The five learning cycles of the competent organization. *Knowledge management and organizational competence*, 3-37.
- Santoro, M. D., and Bierly, P. (2006). Facilitators of knowledge transfer in university-industry collaborations: A knowledge-based perspective. *Engineering Management, IEEE Transactions on*. 53(4), 495-507.
- Sapienza, H. J., Autio, E., George, G., and Zahra, S. A. (2006). A capabilities perspective on the effects of early internationalisation on firm survival and growth. *The Academy of Management Review ARCHIVE*. 31(4), 914-933.
- Saunders, M. N., Saunders, M., Lewis, P., and Thornhill, A. (2011). *Research Methods For Business Students, 5/e*. Pearson Education India.
- Scandura, T. A., and Williams, E. A. (2000). Research methodology in management: Current practices, trends, and implications for future research. *The Academy of Management Journal*. 43(6), 1248-1264.
- Schiuma, G. (2009). The managerial foundations of knowledge assets dynamics. *Knowledge Management Research & Practice*. 7(4), 290-299.
- Schiuma, G. (2012). Managing knowledge for business performance improvement. *Journal of Knowledge Management*. 16(4), 515-522.
- Schiuma, G., Lerro, A., and Sanitate, D. (2008). The intellectual capital dimensions of Ducati's turnaround: exploring knowledge assets grounding a change management program. *International Journal of Innovation Management*. 12(02), 161-193.
- Schoemaker, P., and Amit, R. (1997). *The competitive dynamics of capabilities: developing strategic assets for multiple futures*. Wharton on Dynamic Competitive Strategy. New York: John Wiley & Sons, Inc.
- Schoonhoven, C. B. (2002). Evolution of the special issue on knowledge, knowing, and organizations. *Organization Science*. 13(3), 223.
- Schumacker, R. E., and Lomax, R. G. (2004). *A beginner's guide to structural equation modeling. (Vol. 1)*: Lawrence Erlbaum.
- Schumpeter, J. (1978). *Can capitalism survive? : Harper & Row*.
- Schumpeter, J., and Backhaus, U. (2003). *The theory of economic development. Joseph Alois Schumpeter*, 61-116.
- Schwens, C., and Kabst, R. (2009). How early opposed to late internationalizers learn: experience of others and paradigms of interpretation. *International Business Review*. 18(5), 509-522.
- Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach*.
- Sekaran,U.(2006). *Research methods for business: A skill building approach*.Wiley. com.

- Sembhi, R. (2010). *Capabilities Enabling Product Orientation and Service Orientation: A Study of Canadian Software Firms*. University of Waterloo.
- Senik, Z., Isa, R., Scott-Ladd, B., and Entrekın, L. (2010). Influential Factors for SME Internationalization: Evidence from Malaysia. *International Journal of Economics and Management*. 4(2), 285-304.
- Seo, J. H., Perry, V. G., Tomczyk, D., and Solomon, G. T. (2012). Who benefits most? The effects of managerial assistance on high-versus low-performing small businesses. *Journal of Business Research*.
- Servais, P., Madsen, T. K., and Rasmussen, E. S. (2006). Small manufacturing firms' involvement in international e-business activities. *Advances in international marketing*. 17, 297-317.
- Shafie, S., and Othman, M. N. (2006). Certification: an international marketing issues and challenges 28–30.
- Shane, S. (2000). Prior knowledge and the discovery of entrepreneurial opportunities. *Organization science*, 448-469.
- Shane, S., and Eckhardt, J. (2005). The individual-opportunity nexus. *Handbook of entrepreneurship research*, 161-191.
- Shane, S., Kolvereid, L., & Westhead, P. (1991). An exploratory examination of the reasons leading to firm formation across country and gender (Part 1). *Journal of Business Venturing*, 6: 431-446.
- Shane, S., and Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *The Academy of Management Review*. 25(1), 217-226.
- Shane, S., and Venkataraman, S. (2007). The promise of entrepreneurship as a field of research. *Entrepreneurship*, 171-184.
- Sharma. (1993). Introduction: industrial network in Cavusgil. *Advances in International Marketing*, Greenwich. 5
- Sharma, A. (2013). *Managerial Demographics: Measurement and Implications for the Innovation Performance of Manufacturing Firms*. University of Ottawa.
- Sharma, D. D., and Blomstermo, A. (2003). The internationalisation process of born globals: a network view. *International Business Review*. 12(6), 739-753.
- Sherwood, A. L., and Covin, J. G. (2008). Knowledge Acquisition in University–Industry Alliances: An Empirical Investigation from a Learning Theory Perspective*. *Journal of Product Innovation Management*. 25(2), 162-179.
- Shoham, A. (1998). Export performance: a conceptualization and empirical assessment. *Journal of International Marketing*. 6(3), 59-81.
- Shrader, R. C., Oviatt, B. M., and McDougall, P. P. (2000). How new ventures exploit trade-offs among international risk factors: Lessons for the accelerated

- internationalization of the 21st century. *The Academy of Management Journal*. 43(6), 1227-1247.
- Shukla. (1995). "The learning edge: building capabilities for corporate performance. In: Akhilesh KB, Prasad L, Singh P (eds) *Evolving performing organizational through people*." New Age International, New Delhi.
- Siegel, D. S., and Renko, M. (2012). The role of market and technological knowledge in recognizing entrepreneurial opportunities. *Management Decision*. 50(5), 797-816.
- Sinkovics, R. R., and Ghauri, P. N. (2008). Enhancing the trustworthiness of qualitative research in international business. *Management International Review*. 48(6), 689-714.
- Siu, W. S., Fang, W., and Lin, T. (2004). Strategic marketing practices and the performance of Chinese small and medium-sized enterprises (SMEs) in Taiwan. *Entrepreneurship & Regional Development*. 16(2), 161-178.
- Sivo, S. A., Fan, X., Witte, E. L., and Willse, J. T. (2006). The search for "optimal" cutoff properties: Fit index criteria in structural equation modeling. *The Journal of Experimental Education*. 74(3), 267-288.
- Smith, K. G., Collins, C. J., and Clark, K. D. (2005). Existing knowledge, knowledge creation capability, and the rate of new product introduction in high-technology firms. *The Academy of Management Journal*, 346-357.
- Smith, A. (2014). Inside the 'Black Box' of the Born Global Network.
- Soda, G., Usai, A., and Zaheer, A. (2004). Network memory: The influence of past and current networks on performance. *The Academy of Management Journal*, 893-906.
- Song, J. H., and Kolb, J. A. (2012). Learning Organizational Culture and Firm Performance: The Mediating Effects of Knowledge Creation in Korean Firms. *Journal of Leadership & Organizational Studies*.
- Song, M., Nason, R., and Di Benedetto, C. (2008). Distinctive marketing and information technology capabilities and strategic types: A cross-national investigation. *Journal of International Marketing*. 16(1), 4-38.
- Sousa, C. M., and Alserhan, B. A. (2002). An investigation into the antecedents of the export performance literature. paper presented at the 28th EIBA Conference, Atene. 8-10.
- Sousa, C. M. P., Martínez López, F. J., and Coelho, F. (2008). The Determinants of Export Performance: A Review of the Research in the Literature between 1998 and 2005. *International Journal of Management Reviews*. 10(4), 343-374.
- Spence, M. (2003). International strategy formation in small Canadian high-technology companies—a case study approach. *Journal of International Entrepreneurship*. 1(3), 277-296.

- Spencer, J. W. (2003). Firms' knowledge sharing strategies in the global innovation system: empirical evidence from the flat panel display industry. *Strategic management journal*. 24(3), 217-233.
- Spender, J. C., and Grant, R. M. (1996). Knowledge and the firm: overview. *Strategic Management Journal*. 17, 5-9.
- Starr, J. A., and MacMillan, I. C. (1990). Resource cooptation via social contracting: Resource acquisition strategies for new ventures. *Strategic Management Journal*. 11(4), 79-92.
- Steensma, H., Marino, L., Weaver, K., and Dickson, P. (2000). The influence of national culture on the formation of technology alliances by entrepreneurial firms. *Academy of Management Journal*. 43(5), 951-973.
- Stevenson, H., and Jarillo, J. (2007). A paradigm of entrepreneurship: Entrepreneurial management. *Entrepreneurship*, 155-170.
- Stevenson, L. (1990). Some methodological problems associated with researching women entrepreneurs. *Journal of Business Ethics*. 9(4), 439-446.
- Struwig, M., Struwig, F., and Stead, G. (2001). *Planning, Reporting & Designing Research*. Pearson South Africa.
- Stuart, T. E. (1998). Network positions and propensities to collaborate: An investigation of strategic alliance formation in a high-technology industry. *Administrative science quarterly*. 43(3), 668-698.
- Styles, C. (1998). Export performance measures in Australia and the United Kingdom. *Journal of International Marketing*, 12-36.
- Styles, C., and Seymour, R. (2006). Opportunities for marketing researchers in international entrepreneurship. *International Marketing Review* 23(2), 126-145.
- Subramaniam, M., and Youndt, M. A. (2005). The Influence of Intellectual Capital on the Types of Innovative Capabilities. *Academy of Management Journal*. 48(3), 450-463.
- Svensson, G., and Wood, G. (2011). A conceptual framework of corporate and business ethics across organizations: Structures, processes and performance. *Learning Organization, The*. 18(1), 21-35.
- Syed Marzuki, S. (2011). Understanding the expectations of restaurant managers toward certification in Malaysia. Unpublished doctoral dissertation, University of Canterbury, Christchurch, New Zealand.
- Tabachnick, B. G., and Fidell, L. S. (2007). *Using Multivariate Statistics*: Pearson Education Inc. Boston, MA.
- Tahir, I. R., and Abdul, M. (2013). The role of religious orientation in the business performance of woman firms ;: A preliminary study in Malasia food industry

- Tang, Y. K. (2011). Influence of networking on the internationalisation of SMEs: Evidence from internationalised Chinese firms. *International Small Business Journal*.
- Tanvisuth, A. (2007). International entrepreneurship activities among Thai SMEs. 3273672. University of Colorado at Boulder, United States -- Colorado.
- Tanvisuth, A. (2008). International entrepreneurship activities among Thai SMEs. University of Colorado at Boulder.
- Tashakkori, A. (1998). *Mixed methodology*.
- Tashakkori, A. (2006). *Mixed methodology: Combining qualitative and quantitative approaches*. (Vol. 46): Sage.
- Tashakkori, A., and Teddlie, C. (2003). *Handbook of mixed methods in social & behavioral research*. Sage Publications, Inc.
- Teddlie, C., and Tashakkori, A. (2003). Major issues and controversies in the use of mixed methods in the social and behavioral sciences. *Handbook of mixed methods in social & behavioral research*, 3-50.
- Teddlie, C., and Yu, F. (2007). Mixed methods sampling a typology with examples. *Journal of mixed methods research*. 1(1), 77-100.
- Teece, D., and Pisano, G. (1994). The dynamic capabilities of firms: an introduction. *Industrial and corporate change*. 3(3), 537-556.
- Teece, D., Pisano, G., and Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*. 18(7), 509-533.
- Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic management journal*. 28(13), 1319-1350.
- Thirkell, P. C., and Dau, R. (1998). Export performance: success determinants for New Zealand manufacturing exporters. *European Journal of Marketing*. 32(9/10), 813-829.
- Thomas, A. S., and Mueller, S. L. (2000). A case for comparative entrepreneurship: Assessing the relevance of culture. *Journal of International Business Studies*, 287-301.
- Timmons, J. (1990). *New venture creation: Entrepreneurship in the 1990s*. Irwin Professional Publishing.
- Timmons, J. A., and Spinelli, S. (1994). *New venture creation: Entrepreneurship for the 21st century*. (Vol. 4): Irwin Burr Ridge, Illinois.
- Tomarken, A. J., and Waller, N. G. (2005). Structural equation modeling: Strengths, limitations, and misconceptions. *Annu. Rev. Clin. Psychol.* 1, 31-65.

- Tremblay, P. F., and Gardner, R. C. (1996). On the growth of structural equation modeling in psychological journals. *Structural Equation Modeling: A Multidisciplinary Journal*. 3(2), 93-104.
- Tsang, E. W. K. (2002). Acquiring knowledge by foreign partners from international joint ventures in a transition economy: learning by doing and learning myopia. *Strategic management journal*. 23(9), 835-854.
- Tsoukas, H. (1996). The firm as a distributed knowledge system: a constructionist approach. *Strategic Management Journal*. 17, 11-25.
- Ullman, J. B., and Bentler, P. M. (2001). Structural equation modeling. *Handbook of Psychology, Second Edition*.
- Urbach, N., and Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *Journal of Information Technology Theory and Application*. 11(2), 5-40.
- Van Maanen, J., and Schein, E. H. (1979). Toward a theory of organizational socialization. *Research in organizational behavior*. 1(1), 209-264.
- Venkatraman, N., and Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of management review*, 801-814.
- Venkatraman, N., and Ramanujam, V. (1987). Measurement of business economic performance: An examination of method convergence. *Journal of Management*. 13(1), 109.
- Verheul, I., Uhlaner, L., and Thurik, R. (2005). Business accomplishments, gender and entrepreneurial self-image. *Journal of Business Venturing*. 20(4), 483-518.
- Verona, G. (1999). A resource-based view of product development. *Academy of Management review*, 132-142.
- Vickery, S. K., Jayaram, J., Droge, C., and Calantone, R. (2003). The effects of an integrative supply chain strategy on customer service and financial performance: an analysis of direct versus indirect relationships. *Journal of operations management*. 21(5), 523-539.
- Vissak, T. (2008). *International Entrepreneurship. Theoretical Foundations and Practices* by Antonella Zucchella and Paolo Scabini -- Palgrave Macmillan, September 2007, 256 pages. ISBN-10: 0-230-51547-9, ISBN-13: 978-0-230-51547-5. List Price: £55.00, \$89.95. Hardcover. *Journal of East-West Business*. 14(3), 345 - 354.
- Voisey, C. J. (2010). When a Japanese subsidiary is not a Japanese subsidiary: Internationalisation as changing organizational identity and capabilities. *International Journal of Cross Cultural Management*. 10(2), 211.
- Vorhies, D. W., Harker, M., and Rao, C. (1999). The capabilities and performance advantages of market-driven firms. *European Journal of Marketing*. 33(11/12), 1171-1202.

- Vorhies, D. W., and Morgan, N. A. (2005). Benchmarking marketing capabilities for sustainable competitive advantage. *Journal of Marketing*, 80-94.
- Vorhies, D. W., Orr, L. M., and Bush, V. D. (2011). Improving customer-focused marketing capabilities and firm financial performance via marketing exploration and exploitation. *Journal of the Academy of Marketing Science*. 39(5), 736-756.
- Voudouris, I., Dimitratos, P., and Salavou, H. (2011). Entrepreneurial learning in the international new high-technology venture. *International Small Business Journal*.
- Wahab, S. A. (2011). Measuring the Effects of Relationship Quality and Mutual Trust on Degree of Inter-Firm Technology Transfer in International Joint Venture.
- Warner, R. M. (2008). *Applied statistics: From bivariate through multivariate techniques*. Sage Publications, Incorporated.
- Watson, J. (2007). Modeling the relationship between networking and firm performance. *Journal of Business Venturing*. 22(6), 852-874.
- Weerawardena, J., Mort, G. S., Liesch, P. W., and Knight, G. (2007). Conceptualizing accelerated internationalisation in the born global firm: A dynamic capabilities perspective. *Journal of World Business*. 42(3), 294-306.
- Weick, K. (1995). *Sensemaking in organizations*. Sage Publications, Inc.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic management journal*. 5(2), 171-180.
- West, G. P. (2011). Connecting levels of analysis in entrepreneurship research: A focus on information processing, asymmetric knowledge and networks. *New movements in entrepreneurship*, C.Steyaert, D.Hjorth, eds., EdwardElgar, 2003.
- West III, G. P., and Noel, T. W. (2009). The impact of knowledge resources on new venture performance. *Journal of Small Business Management*. 47(1), 1-22.
- Westhead, P., Wright, M., and Ucbasaran, D. (2004). Internationalisation of private firms: environmental turbulence and organizational strategies and resources. *Entrepreneurship & Regional Development*. 16(6), 501-522.
- Wheeler, C., Ibeh, K., and Dimitratos, P. (2008). UK export performance research. *International Small Business Journal*. 26(2), 207.
- Whittington, R., Pettigrew, A., Peck, S., Fenton, E., and Conyon, M. (1999). Change and complementarities in the new competitive landscape: a European panel study, 1992–1996. *Organization Science*. 10(5), 583-600.
- Wielemaker, M., and Gedajlovic, E. (2011). Governance and capabilities: Asia's entrepreneurial performance and stock of venture forms. *Asia Pacific Journal of Management*, 1-29.
- Wiklund, J., Davidsson, P., Audretsch, D. B., and Karlsson, C. (2011). The Future of Entrepreneurship Research. *Entrepreneurship Theory and Practice*. 35(1),1-9.

- Wiklund, J., Patzelt, H., and Shepherd, D. (2009). Building an integrative model of small business growth. *Small Business Economics*. 32(4), 351-374.
- Wiklund, J., and Shepherd, D. (2003). Knowledge based resources, entrepreneurial orientation, and the performance of small and medium sized businesses. *Strategic management journal*. 24(13), 1307-1314.
- Wincent, J. (2005). Does size matter?: A study of firm behavior and outcomes in strategic SME networks. *Journal of Small Business and Enterprise Development*. 12(3), 437-453.
- Winter, S. (2000). The satisficing principle in capability learning. *Strategic management journal*. 21(10-11), 981-996.
- Wirtz, R. (2008). Wanted: Entrepreneurs. *Region* (10453369). 22(2), 13-50.
- Woiceshyn, J., and Daellenbach, U.(2005). Integrative capability and technology adoption: evidence from oil firms. *Industrial and Corporate Change*. 14(2), 307.
- Wood, E., Khavul, S., Perez- Nordtvedt, L., Prakhya, S., Velarde Dabrowski, R., and Zheng, C. (2011). Strategic Commitment and Timing of Internationalisation from Emerging Markets: Evidence from China, India, Mexico, and South Africa. *Journal of Small Business Management*. 49(2), 252-282.
- Woodcock, C. P., Beamish, P. W., and Makino, S. (1994). Ownership-based entry mode strategies and international performance. *Journal of International Business Studies*, 253-273.
- Woolley, J.L.(2011). Studying the Emergence of New Organizations: Entrepreneurship Research Design. *Entrepreneurship Research Journal*. 1(1), 5.
- Wortman, M. (1987). Entrepreneurship: An integrating typology and evaluation of the empirical research in the field. *Journal of Management*. 13(2), 259.
- Wright, R., and Ricks, D. (1994). Trends in international business research: Twenty-five years later. *Journal of International Business Studies*. 25(4), 687-701.
- Wu, L.-Y. (2007). Entrepreneurial resources, dynamic capabilities and start-up performance of Taiwan's high-tech firms. *Journal of Business Research*. 60(5), 549-555.
- Xie, Y. H., and Suh, T. (2014). Perceived resource deficiency and internationalisation of small-and medium-sized firms. *Journal of International Entrepreneurship*, 1-23.
- Yamakawa, Y., Peng, M. W., and Deeds, D. L. (2008). What drives new ventures to internationalize from emerging to developed economies? *Entrepreneurship Theory and Practice*. 32(1), 59-82.
- Yang, J.(2012). Innovation capability and corporate growth: An empirical investigation in China. *Journal of Engineering and Technology Management*. 29(1), 34-46.

- Yauch, C.A., and Steudel, H. J. (2003). Complementary use of qualitative and quantitative cultural assessment methods. *Organizational Research Methods*. 6(4), 465.
- Yeniyurt, S., Tamer Cavusgil, S., and Hult, G. T. M. (2005). A global market advantage framework: the role of global market knowledge competencies. *International Business Review*. 14(1), 1-19.
- Yin Robert, K. (1994). *Case study research: Design and methods*. Sage publications, Inc., thousand Oaks, USA.
- Yiu, D. W., Lau, C. M., and Bruton, G. D. (2007). International venturing by emerging economy firms: the effects of firm capabilities, home country networks, and corporate entrepreneurship. *Journal of International Business Studies*. 38(4), 519-540.
- Yli-Renko, H., Autio, E., and Tontti, V. (2002). Social capital, knowledge, and the international growth of technology-based new firms. *International Business Review*. 11(3), 279-304.
- Yli Renko, H., Autio, E., and Sapienza, H. J. (2001). Social capital, knowledge acquisition, and knowledge exploitation in young technology based firms. *Strategic management journal*. 22(6 7), 587-613.
- Yu, J., Gilbert, B.A., and Oviatt, B. M. (2011). Effects of alliances, time, and network cohesion on the initiation of foreign sales by new ventures. *Strategic management journal*.
- Zack, M. H. (1999). Developing a knowledge strategy. *California Management Review*. 41(3), 125-145.
- Zack, M. H. (2002). *Developing a knowledge strategy: Epilogue. The Strategic Management of Intellectual Capital and Organizational Knowledge: A Collection of Readings*. Oxford University Press, New York.
- Zaheer, A., and Bell, G. G. (2005). Benefiting from network position: firm capabilities, structural holes, and performance. *Strategic management journal*. 26(9), 809.
- Zaheer, S. (1995). Overcoming the liability of foreignness. *Academy of Management Journal*. 38(2), 341-363.
- Zahra Jeffrey, G., and Shaker, A. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*. 10(1), 43-58.
- Zahra, S. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study* 1. *Journal of Business Venturing*. 6(4), 259-285.
- Zahra, S. (1993). A Conceptual Model of Entrepreneurship as Firm Behavior: A Critique and Extension. *Entrepreneurship: Theory and Practice*. 17(4).
- Zahra, S., and George, G. (2002). International entrepreneurship: The current status of the field and future research agenda. *Strategic entrepreneurship: Creating a new mindset*, 255-288.

- Zahra, S., Ireland, R., and Hitt, M. (2000). International expansion by new venture firms: International diversity, mode of market entry, technological learning, and performance. *Academy of Management Journal*. 43(5), 925-950.
- Zahra, S., Jennings, D., and Kuratko, D. (1999). The Antecedents and Consequences of Firm-Level Entrepreneurship: The State of the Field. *Entrepreneurship: Theory and Practice*. 24(2).
- Zahra, S. A. (2004). A theory of international new ventures: a decade of research. *Journal of International Business Studies*. 36(1), 20-28.
- Zahra, S. A., and Garvis, D. M. (2000). International corporate entrepreneurship and firm performance: The moderating effect of international environmental hostility. *Journal of Business Venturing*. 15(5-6), 469-492.
- Zahra, S. A., George, G., and Garvis, D. (1999). Networks and entrepreneurship in Southeast Asia: the role of social capital and membership commitment. *Business Networks in Asia: Promises, Doubts and Perspectives* Ed. F Richter (Quorum Books, London) pp, 39-60.
- Zahra, S. A., and Hayton, J. C. (2008). The effect of international venturing on firm performance: The moderating influence of absorptive capacity. *Journal of Business Venturing*. 23(2), 195-220.
- Zahra, S. A., Matherne, B. P., and Carleton, J. M. (2003). Technological resource leveraging and the internationalisation of new ventures. *Journal of International Entrepreneurship*. 1(2), 163-186.
- Zannierah Syed Marzuki, S., Hall, C. M., and Ballantine, P. W. (2012). Restaurant Manager and Certification in Malaysia. *Journal of Foodservice Business Research*. 15(2), 195-214.
- Zhang, M., Tansuhaj, P., and McCullough, J. (2009). International entrepreneurial capability: The measurement and a comparison between born global firms and traditional exporters in China. *Journal of IE*. 7(4), 292-322.
- Zhao, L., and Aram, J. (1995). Networking and growth of young technology-intensive ventures in China. *Journal of Business Venturing*. 10, 349-349.
- Zhou, L., Wu, A., and Barnes, B. R. (2012). The Effects of Early Internationalisation on Performance Outcomes in Young International Ventures: The Mediating Role of Marketing Capabilities. *Journal of International Marketing*, 1-56.
- Zhou, L., Wu, W., and Luo, X. (2007). Internationalisation and the performance of born-global SMEs: the mediating role of social networks. *Journal of International Business Studies*. 38(4), 673-690.
- Zhou, L. X., Barnes, B. R., and Lu, Y. A. (2010). Entrepreneurial proclivity, capability upgrading and performance advantage of newness among INVS. *Journal of International Business Studies*. 41(5), 882-905.

- Zou, S., and Stan, S. (1998). The determinants of export performance: a review of the empirical literature between 1987 and 1997. *International Marketing Review*. 15(5), 333-356.
- Zou, S., Taylor, C. R., and Osland, G. E. (1998). The EXPERF scale: a cross-national generalized export performance measure. *Journal of International Marketing*, 37-58.
- Zucchella, A., Palamara, G., and Denicolai, S. (2007). The drivers of the early internationalisation of the firm. *Journal of World Business*. 42(3), 268-280.
- Zucchella, A. a. S., P. (2007). *International Entrepreneurship. Theoretical Foundations and Empirical Analysis*,. 1st edn (Palgrave, 2007).
- Zulkifli-Muhammad, M., Char, A. K., bin Yaso, M. R., and Hassan, Z. (2009). SMEs competing in the global business environment: A case of Malaysia. *International Business Research*. 3(1), P66