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BEPART

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How to promote entrepreneurship through education system?

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K I N G S T O N
UNIVERSITY



RESEARCH ON ENTREPRENEURSHIP EDUCATION IS INCREASING

- Need for and opportunities of entrepreneurship education great (Henry *et al.* 2003)
 - Entrepreneurship increasingly considered as a viable platform for economic growth and prosperity (Thurik and Wennekers 2004)
 - A shift towards ‘portfolio careers’ calling for entrepreneurial skills, creativity and flexibility (Collins *et al.* 2004, Galloway *et al.* 2005)
- Increasing interest among universities (Vesper and Gartner 1997, Klofsten 2000, Solomon *et al.* 2002, Katz 2003, Henry *et al.* 2003, Kuratko 2005)
 - Promotion of entrepreneurship and entrepreneurial ventures
- Challenge for entrepreneurship studies within universities
 - Creation of reflective practitioners (Jack and Anderson 1999)
- Crucial question: can entrepreneurship be successfully taught, and if yes, then how? (Henry *et al.* 2005b)



ENTREPRENEURSHIP EDUCATION & TRAINING IN UNIVERSITIES

- Questions to be discussed:
 - How are we doing it now?
 - What could we do better, or rather differently ?
My doubts about the current performance
 - What are our challenges?
"I have a dream..."
 - Making the difference



AIMS OF ENTERPRISE EDUCATION AND ENTREPRENEURSHIP TRAINING IN EUROPE

(Hytti and Kuopusjärvi 2004)

1. Starting up or managing a small business

- To develop the skills, attitudes and motivation of persons in starting up a business or to develop the skills of small business owners and/or personnel

2. Understanding about business and entrepreneurship

- to help especially young people to learn about business and entrepreneurship in order to familiarise them to work for SMEs or other organisations but also to create the basis for the potential entrepreneurial career at a later stage.

3. Help people to become more enterprising

- To build enterprising skills of all persons in order to enable them to take initiative and responsibility of their own lives both in work and other spheres of life.



DIFFERENCES IN THE APPROACHES ACROSS EUROPE

- Continental Europe
 - Focus on starting and managing a business
 - The role of Chambers
- UK, Ireland
 - Entrepreneurship, intrapreneurship, enterprising skills
 - The role of 3rd sectors, school – industry co-operation
- Scandinavia
 - A mix of Continental and Anglo-Saxon model
 - A strong public sector emphasis

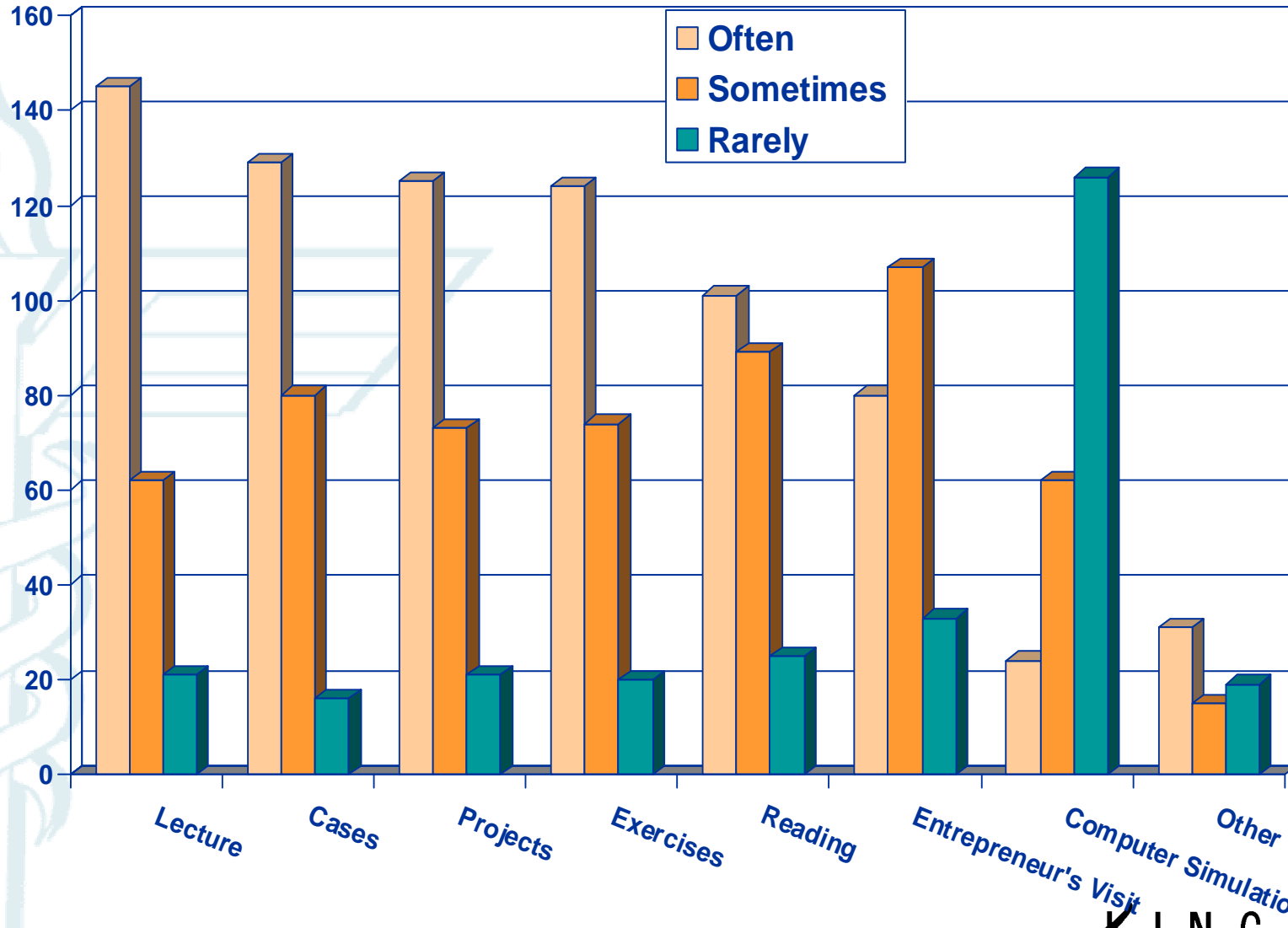


EUROPEAN ENTREPRENEURSHIP EDUCATION

- Entrepreneurship education in Europe has been growing dramatically over the past five years and is expected to continue growing
 - However, entrepreneurship remains primarily elective
 - Entrepreneurship still tends to be offered in stand alone courses, rather than being integrated across the curriculum
 - A greater critical mass of entrepreneurship faculty, research and course material is needed
- Networks between faculty teaching entrepreneurs across Europe are limited
 - Most survey respondents work at academic institutions in their home country
 - Less than 20% spend time teaching outside of the country
 - While innovative teaching approaches are being tested throughout Europe, there has been little sharing of these practices across borders
- There is a strong interest for further training in the teaching of entrepreneurship



A VARIETY OF TEACHING METHODS ARE BEING UTILIZED





DIFFERENT METHODS AVAILABLE FOR THE PROGRAMMES

- Setting up a business
 - Young Enterprise Initiatives
- Business simulation
- Workshops
- Games and competitions
 - Writing a Business plan competitions
- Counselling/mentoring
- Study visits
- Practical training
- Traditional teaching methods



SOME FINDINGS

- Diverse approaches to implementing enterprise education in policies and into educational curricula
- A lack of a coherent approach
- Principle focus of enterprise education is training on '*how to*' create new businesses
- Uncoordinated effort; private and public interest groups launch many initiatives
- A need for increased training of teachers
- Enterprise education only has been introduced in national curricula to varying degrees



CLEAR NEED FOR TRAINING AND SHARING OF PRACTICES

- Teachers are proactively seeking more innovative, practical and hands-on methods for teaching entrepreneurship
 - Methods & exercises
 - Innovative approaches
 - Action learning
- Many teachers have experimented with a range of approaches to make the teaching of entrepreneurship as close to reality as possible
- Sharing the lessons learned and best practices from these approaches would be valuable
- Too heavy a focus on the start-up phase may be overshadowing the more important trends in entrepreneurship in Europe:
 - Culture, attitudes, skills
 - Growth phases of entrepreneurial firms
 - Difference between SMEs (i.e. ignoring high growth companies?)
 - Intrapreneurship within companies

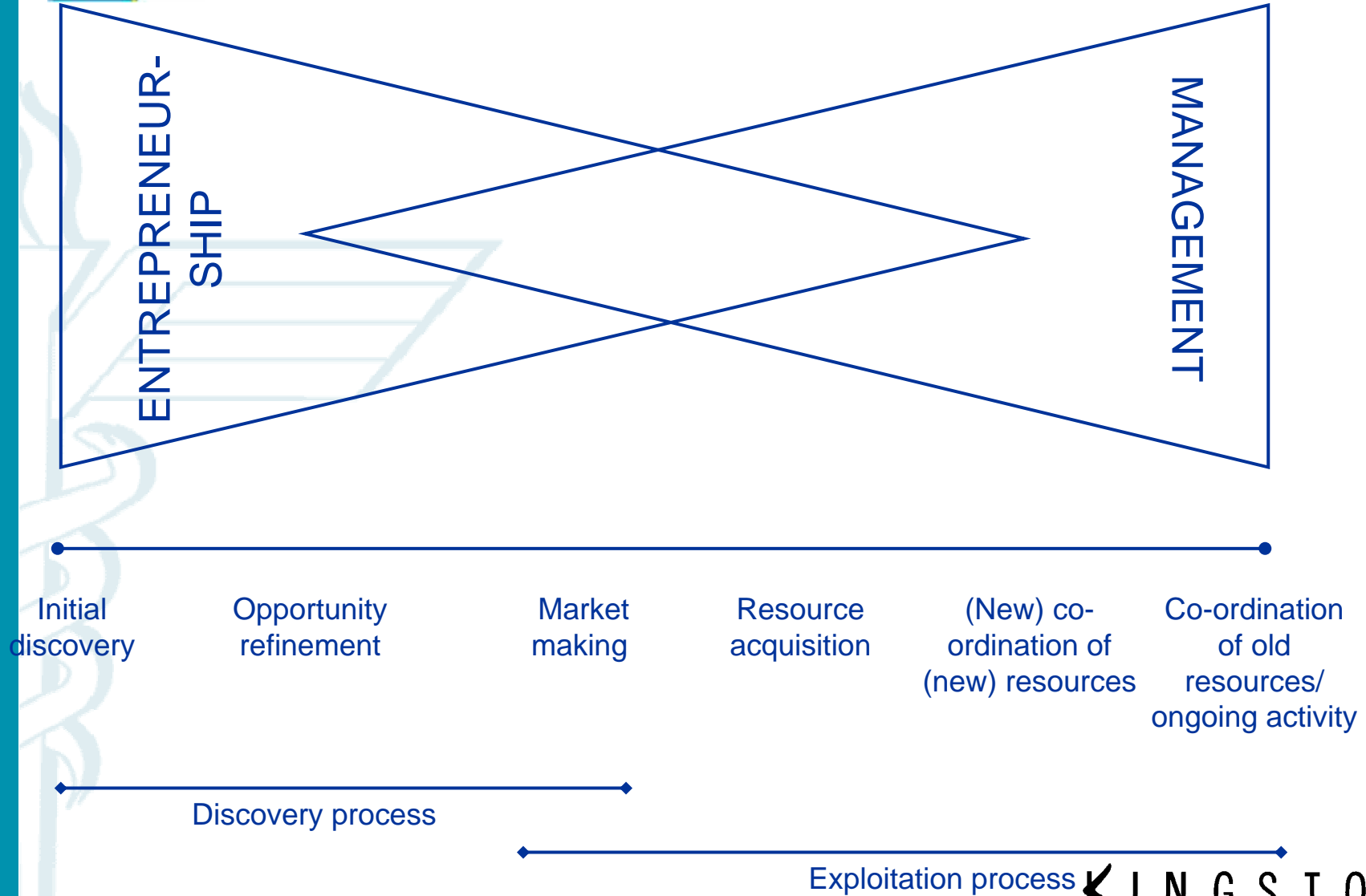


DIFFERENT APPROACHES FOR DIFFERENT PURPOSES?

- We know that "one size does not fit all" but do we really take that into consideration when teaching entrepreneurship?
 - The approach for supporting the managing and running the existing company somewhat more straight forward compared to training programmes offered in schools and universities for awareness raising purposes
 - 'Art' and 'Science' of Entrepreneurship (Jack and Anderson 1999)
 - It is not a matter of either... or, but rather of degree: how much emphasis on management vv. entrepreneurship (see Davidsson 2001, the following figure)
 - E.g. supporting growth of the company needs skills to grow and acquire resources needed (exploitation process); capability to recognize the growth opportunity (discovery process); willingness to grow (attitude) (see Toivonen – Stenholm – Heinonen 2005)



DOMAINS OF ENTREPRENEURSHIP AND MANAGEMENT



Source: Davidsson 2001



CLOSER OVERALL LOOK AT ENTREPRENEURSHIP PROGRAMMES

- Elements of a "typical" (?) entrepreneurship programme
 - Theoretical approach (basic knowledge)
 - "Test-application" (apply the knowledge gained, e.g. writing a business plan)
 - Practical approach on site (making the things happen)
 - Process intensively followed and supported by teachers, mentors, tutors, trainers etc.
 - Complemented by networks (within the group + with business life)
- Key question:
 - What kind of *methods* (approaches) are suitable in what kind of situations (*objectives and issues to be learnt*) for certain type of students (*target groups*)?



WE DO NOT KNOW ENOUGH: WHAT WORKS AND WHY?

- Some methods likely to serve certain needs to be more effective in certain situations than others.
 - Can we ever identify "matching pairs" of methods and objectives in order to be able to identify best practices
 - Or is it rather related to different learning styles?
- Different learning styles (methods) may be more effective during different stages of the opportunity recognition and exploitation process (Corbett 2005)
 - Each may have a role within the process of starting a new venture
 - What kind of role?
 - At what stage?



FURTHER INFORMATION:

Enterprise Education and Entrepreneurship Training -portal

- www.entredu.com
 - Tools for designing an enterprise education / training programme & examples of existing programmes at different school levels
- www.entreva.net
 - Tools for designing an evaluation of the programme & examples of potential evaluation methods, measures
- www.entlearn.net
 - Focus on entrepreneurial learning (project under way)



Entlearn.net website offers you current information about the on-going ENTLEARN project, which the most efficient ways of entrepreneurial learning.



The **entreva.net** website provides information on how to measure and evaluate entrepreneurship and enterprise education in the form of practical webtool.



Entredu.com analyses different features, cultures and programmes of enterprise education and training in Europe in a form of database.



Leonardo da Vinci

Welcome to the Enterprise Education & Entrepreneurship Training - portal! This portal contains access to different sites and databases on enterprise and entrepreneurship education.

- To know more about entrepreneurial learning, visit www.entlearn.net
- To know more about evaluating enterprise education and entrepreneurship training programmes, visit www.entreva.net
- To know more about enterprise education and entrepreneurship training programmes in Europe, visit www.entredu.com

On this portal site you can also read News concerning interesting events & news in the field of enterprise education & entrepreneurship training.

news

Leonardo da Vinci - Results and Products Database
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The Concept of Entrepreneurial Learning needs to be more clearly defined
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The value of learning: Evaluation and impact of education and training
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entredu.com

- » enterprise education literature
- » enterprise education policies
- » enterprise education programmes

Mission statement

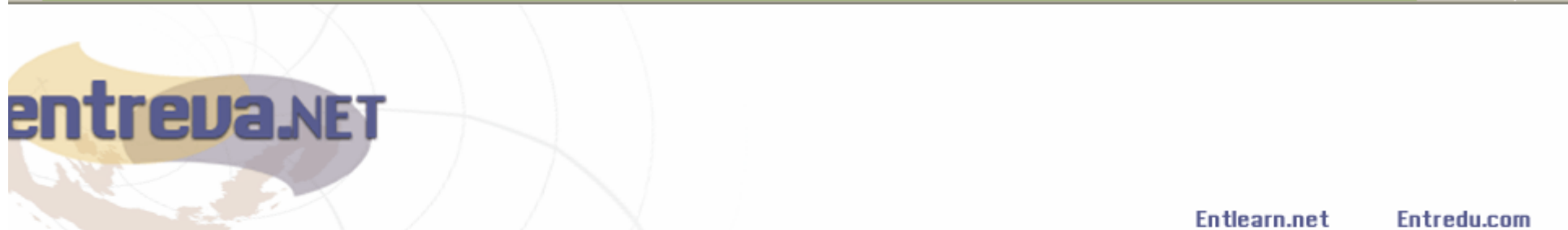
Entredu.com is a forum for analysis of the different features and cultures of enterprise education and training in Europe. Entredu.com contains a classification of the theories and practices in a state-of-art matrix and provides a frame-of-reference for new development in the field of enterprise education and training.

Entredu.com on www-tietokanta, johon on koottu tietoa erilaisista eurooppalaisista yrittäjyyskasvatuksen ja -koulutuksen kulttuureista. Entredu.com luokittelee vallitsevat teoriat ja käytänteet siten, että käyttäjä voi vertailla niitä toisiinsa. Tietokannan tarkoituksena on tarjota mahdollisuus yrittäjyyskasvatuksen ja -koulutuksen kehittämiseksi.

Entredu.com ist eine Plattform, die mit dem Ziel eingerichtet wurde, die unterschiedlichen Ausprägungen und länderspezifischen Kulturen bei der Verankerung von Entrepreneurship in Aus- und Weiterbildung in Europa zu analysieren. Die Entredu.com - Datenbank gibt einen Überblick über den neuesten Stand in Theorie und Praxis und soll als Bezugsrahmen für die Entwicklung neuer Entrepreneurship-Bildungsangebote dienen.

Entredu.com er et forum for analyse av forskjellige former og kulturer for foretaksutdanning og etablereropplæring i Europa. Entredu.com inneholder en klassifisering av det nyeste innen teori og praksis i en matrise. Den gir referanserammer til utviklingen innen feltet foretaksutdanning og etablereropplæring. Read more information about Entredu.com

» [In English](#) » [Suomeksi](#) » [Auf Deutsch](#) » [På norsk](#)



ENTREVA.NET - Evaluation of enterprise education and entrepreneurship training

The ENTREVA.NET website and web tool aim at answering the following questions:

- How to measure effects of entrepreneurship and enterprise education?
- How to assess and evaluate training programmes?
- What kind of tools and methods to apply in evaluation of training?

The [web tool](#) will guide you through the different steps of evaluation process. Use the [check list](#) to quickly browse through the contents of the web tool. You can also search for [literature references](#) concerning enterprise education and training as well as evaluation reports in the field.

Follow-up *the News* for current events and interesting news in the field of enterprise education and training. You can also search for [links](#) to interesting sites!



ENTLEARN.net

- Homepage
- Main page
- ENTLEARN project
- Project Results
- Partners
- Contact

[entredu.com](#) [enteva.net](#) [literature search](#) [programme search](#) [links](#)

ENTLEARN.NET

Deepening the Knowledge on Entrepreneurial Learning

The aim of the ENTLEARN project is to create an understanding of the preferred and most efficient ways of entrepreneurial learning and how the existing programmes are able to meet these needs.

The project aims at providing researchers, teachers and educators, planners of training and education authorities information on

- ❑ how entrepreneurs learn most efficiently and how to take this into account in training programmes, and
- ❑ what kind of structure, contents, methods and environments to use in entrepreneurship programmes.

Yes, I would like to receive more information about the ENTLEARN project and website.

info

For more information on the project, please contact the [project partner](#) in your own country or the project co-ordinator at info@entlearn.net.

news

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WE (UNIVERSITIES) PROMISE

- We deliver entrepreneurial education that provides sufficient technological/business capabilities for **establishing a business and making it successful**
- Our education develops/enhances **the entrepreneurial mindset** that is widely relevant and useful in entrepreneurial and any other activities



SOME DOUBTS WHETHER...

- our own workplace is supporting the educators in achieving their own entrepreneurial mindset?
 - universities are generally not nearly entrepreneurial enough (brilliant exceptions to this rule do exist)
 - perhaps we have more to do in-house than we think?
- the educators have a thorough personal empirical experience of entrepreneurship?
 - maybe this is improving in universities?
 - is our strong quest for traditional academic achievements subduing the practical participative elements?
 - is our incentive/control system motivating/suppressing these activities?



SOME DOUBTS WHETHER...

- we prove to have enough solid and relevant research knowledge?
 - cultural differences are greater than we think
 - "Entrepreneurship is travelling through place and time" (Hytti, 2006)
 - too much is cross-sectional, not enough is longitudinal (strategic)
 - are educators able to make sense of it all?
 - we do not have enough serious international joint long-term research programs to create critical mass
 - many industrial leaders claim that we are simply too far from practice to be relevant
- we really are "***Out There***" ?
- we really can work well with "***practitioners***"?



ENTREPRENEURIAL SOCIETY OF THE FUTURE

- The divide between waged employment and entrepreneurship is blurring
- Different forms of entrepreneurial behaviour are emerging in the sectors not seen before
 - Public services
 - Project work in any organisation
 - Freelancers (arts, culture, journalism...)
 - ...
- The shift to and from entrepreneurship may be considered 'normal'
 - Currently waged work is still the norm
- Entrepreneurship as an engine for growth
- => it is not only about start-ups but the whole society is changing, and we need to get prepared

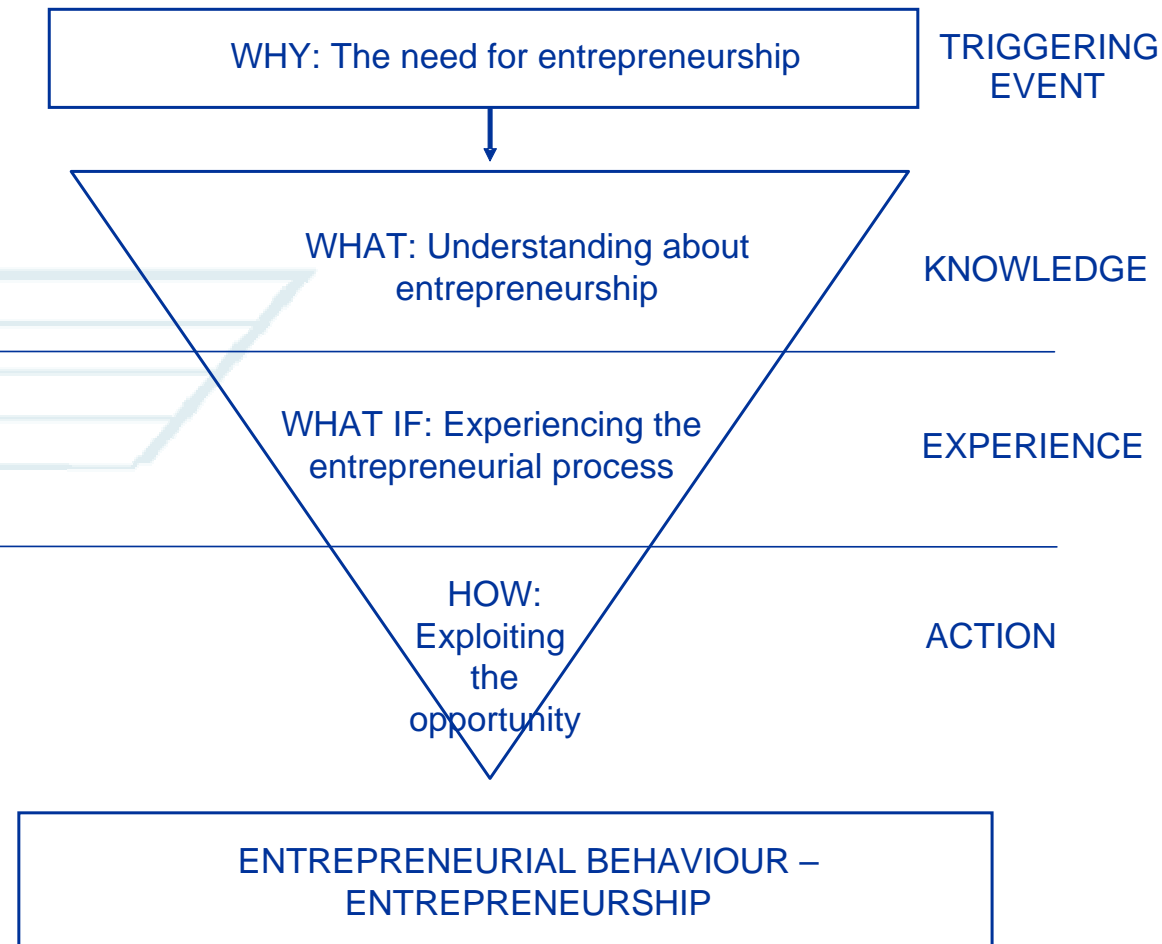


MY DREAM – TO TEACH THE STUDENTS (AND OURSELVES) TO LIVE WITH UNCERTAINTY

- Academic (or almost any) teaching is set up so that the phenomenon/domain of knowledge is carefully **isolated** = we study the matter as a closed system where we have control over all critical variables = learn how to control, how to succeed
- We try to **remove uncertainty** and increase awareness through introducing (research-based) certainties
- We base our teaching on solid research that rarely says anything about “the next” case
- Entrepreneurship has entered our strategic jargon but it is doubtful that it **really** has an impact on mainstream education in business schools etc.?



ENTREPRENEURIAL-DIRECTED APPROACH TO TRAINING ENTREPRENEURSHIP



Elaborated from Heinonen and Poikkijoki 2006



CHALLENGES TO BE FACED

- How to increase the ability to learn from **failures?**
 - "Fail Forward" (Gartner 2005)
- How to improve the ability to tolerate uncertainty and ambiguity?
- How to maintain a balance between mindset-base and knowledge-base?
 - Shift from start-ups to holistic entrepreneurial behaviour
- How to develop oneself as an educator within this (uncertain) learning environment?
- How to create real **interaction and networking** (forum for E)?
 - in-house (inside/between educational institutions)
 - house-students
 - house-entrepreneurs
 - student-house-entrepreneurs
 - faculty (bus) – faculty (sci) – faculty (tech)
 - entrepreneur-house-entrepreneur
- What about mixing undergraduate / graduate teaching and teaching entrepreneurs – opportunities for social learning?



THE KEY ISSUES IN THE FUTURE

- We need more **entrepreneurial and open** universities and perhaps “everyone alone in one’s own university” is not a sufficient solution
- It may be too difficult to make efficient use of research as it is today: **international joint research** should be encouraged
- We are not yet using other available information effectively for teaching (games, cases, business plans etc): why is teaching still predominantly one teacher – single group? A **virtual international learning platform** could be valuable.
- Entrepreneurial education is expected to grow strongly: should we worry about **quality**?
- We need much more international interaction (educators, researchers, curriculum, students, entrepreneurs)
- Let us **monitor** our results together!



in order to
make a difference
you have to be
different



*”At the crossroads
of East and West:
New Opportunities for
Entrepreneurship and
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