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## From the Editor, Spring/Fall 2015

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# New England Journal of Entrepreneurship

Dear Readers,

I am pleased to announce the 2015 regular issue in which you are presented with five research articles and one invited editorial note.

The first article, “Adjustment Strategies and Business Success in Minority-Owned Family Firms,” is authored by Lee, Fitzgerald, Bartkus, and Lee. In this study, the authors examine the extent to which minority business owners differ from nonminority business owners in the use of adjustment strategies as well as the relationship between the use of adjustment strategies and perceived business success. Based on a sample of four ethnic groups (African American, Mexican American, Korean American and white business owners), the authors found significant variations in the use of adjustment strategies across ethnic groups and identified specific adjustment strategies associated with perceived business success. The study reveals potential cultural differences in the use of adjustment strategies. The authors also discuss implications for small family business owners and business consultants.

The second article, “A Gender Integrative Conceptualization of Entrepreneurship,” authored by Muntean and Özkazanç-Pan, critiques existing approaches to the study of women’s entrepreneurship. The authors suggest that understanding the “gender gap” in entrepreneurship requires focus on institutional and structural barriers women entrepreneurs face. To develop an alternative understanding of these issues, the authors deploy a feminist framework and propose a conceptualization of entrepreneurship that examines gender bias and directs attention to the individual, institutional, and structural barriers in the entrepreneurial process. Based on this gender integrative conceptualization of entrepreneurship, the authors propose ways to promote gender equality in entrepreneurial activities.

The third article, “Examining the Age—Performance Relationship for Entrepreneurs: Does the Innovativeness of a Venture Make a Difference?” is authored by Prasad, Ehrhardt, Liu, and Tiwari. In this article, the authors conduct an empirical investigation of the relationship between an entrepreneur’s age and the performance of his or her venture. Based on a large sample of 1,182 nascent entrepreneurs, the authors adopt a contingency approach to explicating the moderating role of a venture’s level of innovativeness. The findings reveal a negative relationship between entrepreneur age and performance for those developing “innovative” ventures and contribute to a refined understanding of how founder and venture characteristics, such as age and innovativeness, are associated with the success of new ventures.

The fourth article, “Out of the Building, into the Fire: An analysis of Cognitive Biases During Entrepreneurial Interviews” by Chen, Simon, Kim, and Poploskie identifies entrepreneurs’ misunderstanding of the product–market fit as the major source of failure for new ventures. In an effort to explore factors that may lead to misunderstanding of the product–market fit, the authors present a conceptual model that visualizes how information search characteristics of entrepreneurial interviews are associated with various cognitive biases, which, in turn, result in entrepreneurs’ inaccurate judgments of the product–market fit. The authors also provide recommendations to overcome these biases.

The fifth article, “An Entrepreneurial Context for the Theory of the Firm: Exploring Assumptions and Consequences,” is an invited paper by Osorio, Donnelly, and Özkazanç-Pan. Here the authors conduct a case study of an artist and artisan cluster in Western Massachusetts to explore how socioeconomic processes shape the socioeconomic environment of communities while serving entrepreneurial individuals. Based on findings of the case study, the authors found that, unlike entrepreneurs with a rationalistic perspective, entrepreneurs with a socioeconomic understanding tend to focus on orchestrating all stakeholders’ interests rather than on managing their ventures as an economic unit. The authors propose a theory of entrepreneurship as a geographically bound relational process resulting from everyday actions of entrepreneurial individuals in their pursuit of personal goals. Implications for theory and practices are also discussed.

The last article in this issue is an invited editorial note. In “Construction of Entrepreneurial Orientation: Dispute, Demand, and Dare,” Gupta challenges the conventional view of entrepreneurial orientation construct and calls for a more holistic conception of entrepreneurial orientation. He also suggests a geometric view of entrepreneurial orientation as a way to push forward the frontier of EO research. (Dr. Gupta is currently coediting the special issue of *NEJE* on “Entrepreneurial Orientation” with Dr. Dev K. Dutta.)

In addition, I would like to introduce you to *NEJE*'s new editorial team:

Dr. Vishal K. Gupta, University of Mississippi, Associate Editor

Dr. Crystal X. Jiang, Bryant University, Associate Editor

Dr. Arturo E. Osorio, Rutgers University, Associate Editor

Dr. Banu Özkazanç-Pan, University of Massachusetts Boston, Associate Editor

Dr. Joshua Shuart, Sacred Heart University, Associate Editor

On behalf of the editorial team, I am pleased to share with you several exciting updates about *NEJE*. We developed a new online journal portal that accepts online submissions, inaugurated the *NEJE-EAM Best Paper Award* (2015 Recipient: Sandhya Balasubramanian, UMass Lowell) at the 2015 Annual Meetings of the Eastern Academy of Management Annual Meetings (Entrepreneurship track), and became an official sponsor of the Entrepreneurship Division at the Annual Meetings of Academy of Management. *NEJE* currently has three special issues underway. More information about these special issues can be found [here](#).

I would like to thank my predecessor, Dr. Joshua Shuart, for his leadership in managing *NEJE*, for mentoring me as the new Editor-in-Chief, and for his continued support as Associate Editor. I would also like to thank John Chalykoff, Dean of the Welch College of Business at Sacred Heart University, whose strong support enables *NEJE* to continue to grow as a reputable academic journal in the field of entrepreneurship. Last but not least, I would like to thank our readers, anonymous reviewers, contributors, and authors, whose diligent work, commitment and support have made 2015 another successful year for *NEJE*!

Best regards,

Grace Guo, Ph.D.

Editor-in-Chief

*New England Journal of Entrepreneurship*