

BIBLIOGRAPHY

Acs, Z. J., R. Moreck, J. M. Shaver & B. Yeung. 1997. "The Internationalization of Small And Medium-Sized Enterprises: A Policy Perspective". *Small Business Economics*. Vol. 9; p. 7-20.

Adria, M. & S.D. Chowdhury. 2004. "Centralization as a Design Consideration For the Management of Call Centers". *Information & Management*. Vol. 41: p. 497-507.

Ahuja, G. & R. Katila. 2001. "Technological Acquisitions and The Innovation Performance Of Acquiring Firms: A Longitudinal Study". *Strategic Management Journal*. Vol. 22. (2): p. 197-220.

Aiken, M., S. Bacharach & J. French. 1980. "Organizational Structure, Work Process, and Proposal Making in Administrative Bureaucracies". *Academy of Management Journal*. Vol. 23. p. 631-652.

Albers, S. 2010. Chapter 18: PLS and Success Factor Studies in Marketing. In Vinzi, V.E. et al. (Ed.), *Handbook of Partial Least Squares, Springer Handbooks of Computational Statistics*: Springer-Verlag Berlin Heidelberg 2010.

Albright, S. C., W.L. Winston & C. Zappe 2003. *Data Analysis and Decision Making With Microsoft Excel*. United States of America: Thomson Learning.

Altinay, L. & M. Altinay. 2004. "The Influence of Organisational Structure on Entrepreneurial Orientation and Expansion Performance". *International Journal of Contemporary Hospitality Management*. Vol. 16.(6): p. 334-344.

Altman, J. & A.L. Zacharakis. 2003. "An Integrated Model for Corporate Venturing". *Journal of Private Equity*. Vol. 6. (4): p. 68-76.

Amit, R. & P. J. H. Schoemaker. 1993. "Strategic Assets and Organizational Rent." *Strategic Management Journal*. Vol. 14: p. 33-46.

Amran Awang, Ahmad, Abdul Rashid Said Asghar , Zainal Ariffin Ahmad & Khairul Anwar Subari. 2010. "Entrepreneurial Orientation among BSMAEs in West Msia: Policy Implication in Malaysia". *International Journal of Business and Management*. Vol. 5.(5).

Amran Awang, Shaiful Annuar Khalid, Ab Aziz Yusof, Kamsol Mohamed Kassim, Mohammad Ismail, Rozihana Shekh Zain, et al. 2009. "Entrepreneurial Orientation and Performance Relations of Malaysian Bumiputera SMEs: The Impact of Some Perceived Environmental Factors". *International Journal of Business and Management*. Vol. 4. (9): p. 84-96.

- Andersén, J. 2010. "A Critical Examination of The Entrepreneurial Orientation-Performance Relationship". *International Journal of Entrepreneurial Behaviour & Research*. Vol. 16. (4): p.309-328.
- Anderson, B. S. & Y. Eshima. 2011. "The Influence of Firm Age and Intangible Resources on the Relationship between Entrepreneurial Orientation and Firm Growth among Japanese SMEs." *Journal of Business Venturing*.
- Anderson, N. R. & N. King. 1993. Innovation in Organizations. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* Vol. 8, pp. 1-34.
- Andreev, P., T. Heart, H. Maoz & N. Pliskin. 2009. Validating Formative Partial Least Squares (PLS) Models: Methodological Review and Empirical Illustration. *ICIS 2009 Proceedings, Paper 193*.
- Andrews, R. 2010. Organizational Social Capital, Structure, and Performance. *Human Relations*. Vol. 63.(5): p.583-608.
- Ang, J. S. & D. K. Ding. 2006. "Government Ownership and the Performance of Government-Linked Companies: The Case of Singapore". *Journal of Multinational Financial Management*. Vol. 16: p. 64-88.
- Aniza Zainol, Nair, M., & Kasipillai, J. 2008. "R & D Reporting Practice: Case of a Developing Economy". *Journal of Intellectual Capital*. Vol. 9(1): p. 122-132.
- Anokhin, S., D. Örtqvist, S. Thorgren & J. Wincent. 2011. "Corporate Venturing Deal Syndication and Innovation: The Information Exchange Paradox". *Long Range Planning*. Vol. 44: p. 134-151.
- Ansoff, H. I., & G.R. Bradenburg. 1971. "A language for Organization Design". *Management Science*. Vol. 17: p. 705-731.
- Antoncic, B. & C. Searlat. 2008. *Corporate Entrepreneurship and Organizational Performance: A Comparison between Slovenia and Romania*. Paper presented at the Proceedings of the 6th International Conference of the Faculty of Management Koper Congress Centre Bernardin, Slovenia, 24-26 November 2005, Slovenia.
- Antoncic, B. & O. Zorn. 2004. "The Mediating Role of Corporate Entrepreneurship in the Organizational Support-Performance Relationship: An Empirical Examination." *Managing Global Transitions*. Vol. 2. (1): p. 5-14
- Antoncic, B. & R.D. Hisrich. 2001. "Intrapreneurship: Construct Refinement and Cross-Cultural Validation". *Journal of Business Venturing*. Vol. 16.(5): p. 495-527.
- Antoncic, B. & R.D. Hisrich. 2003. "Clarifying the Intrapreneurship Concept." *Journal of Small Business and Enterprise Development*. Vol. 10.(1): p. 7-24.

- Baird, I. S. & H. Thomas. 1985. "Toward a Contingency Model of Strategic Risk Taking." *Academy of Management Review*. Vol.10: p. 230-243.
- Baker, M. J., & R. McTavish. 1976. *Product Policy and Management*. New York.: Macmillan.
- Ballantine, J. W., F. W. Cleveland & T.C. Koeller. 1993. "Profitability, Uncertainty, and Firm Size". *Small Business Economics*. Vol. 5.(2): p. 87-101.
- Ballot, G., F. Fathi & E. Taymaz. 2001. "Firms' Human Capital, R&D and Performance: a Study on French and Swedish Firms". *Labour Economics*.
- Barclay, D., C. Higgins & R. Thompson. 1995. "The Partial Least Squares (PLS) Approach to Causal Modeling: Personal Computer Adoption and Use as an Illustration [Special Issue on Research Methodology]." *Technology Studies*. Vol. 2.(2): p. 285-309.
- Barney, J. 1991. "Firm Resources and Sustained Competitive Advantage". *Journal of Management*. Vol. 17.(1): p. 99-120.
- Barney, J. 1995. "Looking Inside Competitive Advantage." *Academy of Management Executive*. Vol. 9.(4): p. 49-61.
- Barney, J. 2001a. "Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View". *Journal of Management*. Vol. 27: p.643-650.
- Barney, J. 2001b. "Is the Resource-Based View A Useful Perspective For Strategic Management Research? Yes". *Academy of Management Review*. Vol. 26. (1): p. 41-56.
- Barney, J. 2011. *Gaining and Sustaining Competitive Advantage* (4th ed.). New Jersey: Pearson Education.
- Barney, J. B. & D.N. Clark. 2007. *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. New York.: Oxford University Press.
- Baron, R. & D.A. Kenney. 1986. "The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations." *Journal of Personality and Social Psychology*. Vol. 51.(6): p.1173-1182.
- Barrett, H., & A. Weinstein. 1998. "The Effect of Market Orientation and Organizational Flexibility on Corporate Entrepreneurship". *Entrepreneurship Theory and Practice*. (Fall): p.57-70.
- Barroso, C., G.C. Carrion & J.L. Roldan. 2010. Chapter 19: Applying Maximum Likelihood and PLS on Different Sample Sizes: Studies on SERVQUAL Model and

- Employee Behavior Model. In V. Esposito Vinzi et al. (Ed.), *Handbook of Partial Least Squares* (p. 427-447). Verlag Berlin Heidelberg: Springer Handbooks
- Battistini, B., F. Hacklin & P. Baschera. 2013. "The State of Corporate Venturing: Insights from a Global Study". *Research-Technology Management* (January–February 2013): p.31-39.
- Beaver, G. 2003. Small Firms: Owners and Entrepreneurs. *Strategic Change*. Vol. 12.(4): p. 177-183.
- Becherer, R. C. & J. G. Maurer. 1999. "The Proactive Personality Disposition and Entrepreneurial Behavior among Small Company Presidents". *Journal of Small Business Management*. Vol. 37.(1): p. 28–36.
- Benson, D., & R. H. Ziedonis. 2009. "Corporate Venture Capital As A Window On New Technologies: Implications For The Performance Of Corporate Investors When Acquiring Start-Ups". *Organization Science*. Vol. 20: p. 329–351.
- Bernama. 2013. "Sumbangan PKS Dijangka Meningkatkan 33peratus". *Utusan Malaysia*. http://www.utusan.com.my/utusan/Ekonomi/20130425/ek_04/Sumbangan-PKS-dijangka-meningkat-33-peratus. 25 April 2013
- Bertoncelj, A. 2009. "Critical Success Factors in Mergers and Acquisitions: Evidence from Slovenia". *International Journal of Sustainable Economy*. Vol. 1.(2): p. 198-212.
- Bhuiyan, S. N., B. Menguc & S.J. Bell. 2005. "Just Entrepreneurial Enough: The Moderating Effect of Entrepreneurship on the Relationship Between Market Orientation And Performance". *Journal of Business Research*. Vol. 58: p. 9-17
- Bing, S. T. 2007. "Corporate Entrepreneurship Activities through Strategic Alliances: A Resource-Based Approach toward Competitive Advantage." *Journal of Management Studies*. Vol. 44.(1 January 2007)
- Bishop, M., J. Evans, M. Hughes & M.M. Woods. 1996. *Financial Reporting, Analysis and Planning*. London: The Chartered Institute of Bankers.
- Block, Z. & J. C. MacMillan. 1993. *Corporate Venturing: Creating New Businesses within the Firm*. Boston, MA, Harvard Business School Press.
- Boer, H., & W. E. Daring. 2001. "Innovation, What Innovation? A Comparison between Product, Process, and Organizational Innovation". *International Journal of Technology Management*. Vol. 22.(1,2,3): p. 83-107.
- Bojica, A. M. & M.F. Fuentes. 2012. "Knowledge Acquisition and Corporate Entrepreneurship: Insights from Spanish SMEs in the ICT Sector". *Journal of World Business*. Vol. 47.(3): p. 397-408.

Bollen, K. A. & R. Lennox. 1991. "Conventional Wisdom on Measurement: A Structural Equation Perspective." *Psychology Bulletin*, Vol. 110: p. 305-314.

Bollen, K. A. 1984. "Multiple Indicators: Internal Consistency or No Necessary Relationship?." *Quality & Quantity*, Vol. 18: p. 377-385.

Bollen, K. A. 1989. *Structural Equations with Latent Variables*. New York, Wiley.

Bollen, K. A., & K. F. Ting. 2000. "A Tetrad Test for Causal Indicators". *Psychological Methods*, Vol. 5, (1): p. 3-22.

Borsboom, D., G. J. Mellenbergh & J. V. Heerden. 2003. "The Theoretical Status Of Latent Variables". *Psychological Review*, Vol. 110. (2): p. 203-219.

Borsboom, D., G. J. Mellenbergh & J.V. Heerden. 2004. "The Concept of Validity". *Psychological Review*, Vol. 114. (4): p. 1061-1071.

Bose, J. 2001. *Nonresponse Bias Analyses at the National Center For Education Statistics*. Paper presented at the Achieving Data Quality in a Statistical Agency: a Methodological Perspective, Proceedings of Statistics Canada Symposium 2001.

Bosma, N.S. & J. Levie. 2010. *Global Entrepreneurship Monitor Executive Report*. Babson Park, MA: Babson College; Santiago, Chile: Universidad del Desarrollo; Reykjavik, Iceland: Háskólinn Reykjavík University; London: Global Entrepreneurship Research Association.

Bower, J. L. 1970. *Managing the Resource Allocation Process: A Study of Corporate Planning And Investment*. Boston, MA: Graduate School of Business Administration, Harvard University.

Bradshaw, P. 2009. "A Contingency Approach to Nonprofit Governance". *Nonprofit Management & Leadership*, Vol. 20.(1): p. 61-81.

Brown, S. L. & K. M. Eisenhardt. 1995. "Product Development: Past Research, Present Findings, and Future Directions." *Academy of Management Review*, Vol. 20: p. 342-378.

Brown, T. & B. Kirchoff. 1997. "The Effects of Resource Availability and Entrepreneurial Orientation on Firm Growth". In *Frontiers of Entrepreneurship Research*: Babson College.

Brudney, J. L. & V. Murray. 1997. "Improving Nonprofit Boards: What Works and What Doesn't." *Nonprofit World*, Vol. 15.(3): p. 11-17.

Burgelman, R. A. & L. Valikangas. 2005. "Managing Internal Corporate – Venturing Cycles." *Sloan Management Review*. Vol. 46: p.1- 26.

Burgelman, R. A. 1983. "Corporate Entrepreneurship and Strategic Management: Insights from a Process Study." *Management Science*, Vol. 29.(12): p.1349-1364.

Burgelman, R.A. & L.R. Sayles. 1986. *Inside Corporate Innovation Strategy, Structure and Managerial Skills*. New York: The Free Press.

Burns, P. 2011. *Entrepreneurship and Small Business Start-Up, Growth and Maturity* (3rd ed.). New York Palgrave Macmillan.

Burns, P. 2008. *Corporate Entrepreneurship: Building the Entrepreneurial Organization* (2nd ed.). New York: Palgrave Macmillan.

Burns, T., & G. Stalker. 1961. *The Management of Innovation*. Chicago: Quadrangle Books.

Burns, T., & G.M. Stalker. 1994. *The Management of Innovation* (Revised ed.): Oxford University Press.

Bursa Malaysia. Retrieved. 17 June 2013.
<http://www.bursamalaysia.com/market/listed-companies/listing-on-bursa-malaysia/listing-criteria/>

Busenitz, L. W. 1999. "Entrepreneurial Risk and Strategic Decision Making: It's A Matter of Perspective". *The Journal of Applied Behavioral Science*. Vol. 35. (3): p. 325-340.

Bush, A. J. & J.F. Hair. 1985. "An Assessment of the Mail Intercept as a Data Collection Method." *Journal of Marketing Research*. Vol. 22. (2): p. 158-167.

Calantone, R. J., S. T. Cavusgil and Y. Zhao. 2002. "Learning Orientation, Firm Innovation Capability, and Firm Performance." *Industrial Marketing Management*. Vol. 31.(6): p. 515-524.

Campbell, D. & T. Craig. 2005. *Organizations and the Business Environment* (Second ed.). Oxford, U.K: Elsevier Butterworth Heinemann.

Cangelosi, V. & W. R. Dill. 1965. "Organizational Learning. Observations Toward a Theory". *Administrative Science Quarterly*. Vol. 10. (2): p. 175-203.

Capon, N., J. U. Farley, J. Hulbert & D. R. Lehmann. 1992. "Profiles of Product Innovators Among Large US Manufacturers". *Management Science*. Vol. 38. (February): p. 157-169.

Carlson, C. R., & W.W. Wilmot. 2006. *Innovation: The Five Disciplines For Creating What Customers Want*. New York: Crown Business.

Carrier, C. 1994. "Intrapreneurship in Large Firms and SMEs: A Comparative Study." *International Small/ Business Journal*. Vol. 12.(3): p. 54-61.

Carrier, C. 1997. "Intrapreneurship in Small Businesses: An Exploratory Study." *Entrepreneurship Theory and Practice*. P. 5-20.

Caruana, A., M. T. Ewing & B. Ramaseshan. 2002. "Effects of Some Environmental Challenges and Centralization on the Entrepreneurial Orientation And Performance Of Public Sector Entities". *The Service Industries Journal*. Vol. 22.(2): p. 43-58.

Casillas, J. C., & A.M. Moreno. 2010. "The Relationship between Entrepreneurial Orientation and Growth: The Moderating Role of Family Involvement". *Entrepreneurship & Regional Development*. Vol.22.(3-4): p. 265-291.

Cavana, R.Y., B.L. Delahaye, & U. Sekaran. 2001. *Applied Business Research: Qualitative and Quantitative Methods*. Singapore: John Wiley & Sons.

Certo, S. T., T. W. Moss & J.C. Short. 2009. "Entrepreneurial Orientation: An Applied Perspective." *Business Horizons*. Vol. 52: p. 319-324.

Chadwick, K., S. Dwyer & T. Barnett. 1999. "An Empirical Investigation among Entrepreneurial Orientation, Organizational Culture, and Firm Performance. *AOM Proceedings of the 1999 Conference*.

Chakravarthy, B. 1986. "Measuring Strategic Performance". *Strategic Management Journal*. Vol. 6. (5): p. 437-458.

Chan, P., R. Cooper & P. Tzortzopoulos. 2005. "Organizational Learning: Conceptual Challenges from a Project Perspective". *Construction Management and Economics*. Vol. 23. (7): p. 747-756.

Chang, J. 2001. "Intrapreneurship & Exopreneurship in Manufacturing Firms: An Empirical Study of Performance Implications". *Journal of Enterprising Culture*. Vol. 9. (2): p. 153-171.

Chatzkel, J. 2004. "Greater Phoenix as a Knowledge Capital". *Journal of Knowledge Management*. Vol. 8.(5): p. 61-72.

Chen M. J. & D. C. Hambrick. 1995. "Speed, Stealth, and Selective Attack: How Small Firms Differ". *Academy of Management Journal*. Vol. 38. (2): p. 453-482.

Chen, J., Z. Zhu & W. Anquan. 2005. "A System Model for Corporate Entrepreneurship". *International Journal of Manpower*. Vol. 26.(6): p. 529 – 543

Chen, Y.-C., P.-C. Li & K. R. Evans. 2012. "Effects of Interaction and Entrepreneurial Orientation On Organizational Performance: Insights Into Market Driven And Market Driving". *Industrial Marketing Management*. Vol. 41: p. 1019-1034.

Chesbrough, H. W. 2002. "Making Sense of Corporate Venture Capital." *Harvard Business Review*. Vol. 80: p. 90-99.

Child, J. 1972. "Organizational Structure, Environment, and Performance. The Role of Strategic Choice". *Sociology*. Vol. 6. (1): p. 1-22.

Child, J. 1977. *Organization*. London: Harper & Row.

Child, J., L. Chung & H. Davies. 2003. "The Performance of Cross-Border Units in China: A Test of Natural Selection, Strategic Choice and Contingency Theories". *Journal of International Business Studies*. Vol.34: p. 242–254.

Chin, W. W. & P. R. Newsted. 1999. Structural Equation Modeling Analysis with Small Samples Using Partial Least Squares. *Statistical Strategies for Small Sample Research*. R. H. Hoyle. Thousand Oaks, CA, Sage Publications: 307-341.

Chin, W. W. 1998a. "Issues and Opinion on Structural Equation Modelling" . *Management Information Systems Quarterly*. Vol. 22. (1): p. 7-16.

Chin, W. W. 1998b. The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (p. 295–358). Mahwah, NJ: Lawrence Erlbaum Associates.

Chin, W. W. 2010. Chapter 28: How to Write Up and Report PLS Analyses. In Vinzi, V.E., W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications* (p. 355-690): Springer.

Chin, W. W., B.L. Marcolin & P.R. Newsted. 2003. "A Partial Least Squares Latent Variable Modeling Approach for Measuring Interaction Effects: Results From a Monte Carlo Simulation Study and an Electronic-Mail Emotion/Adoption Study". *Information Systems Research*. Vol. 14. (2): p.189–217.

Chow, I. H.-s. 2006. "The Relationship between Entrepreneurial Orientation and Firm Performance in China". *S.A.M. Advanced Management Journal*. Vol.71.(3): p. 11-20.

Chow, W. S. & L. S. Chan. 2008. "Social Network and Shared Goals in Organizational Knowledge Sharing." *Information Management*. Vol. 45(7): p. 24-30.

Churchill, G. A. 1979. "A Paradigm For Developing Better Measures Of Marketing Constructs". *Journal of Marketing Research*. Vol. 16. (Feb): p. 64-73.

Churchill, G. A. 1995. *Marketing Research Methodological Foundation* (6th ed.). Orlando, Florida: The Dryden Press.

Churchill, N. C. & J. P. Peter. 1984. Research Design Effects on the Reliability of Rating Scales: A Meta-Analysis. *Journal of Marketing Research*. Vol. 21.(2): p. 360–375.

Claver-Cortés, E., E.M. Pertusa-Ortega & J.F. Molina-Azorín. 2012. "Characteristics of Organizational Structure Relating to Hybrid Competitive Strategy: Implications for Performance". *Journal of Business Research*. Vol. 65.(2012): p. 993-1002.

Coakes, S. J. & L. Steed. 2007. *SPSS: Analysis Without Anguish: Version 14.0 for Windows*. Milton, Qld: John Wiley & Sons.

Cohen, J. & P. Cohen. 1983. *Applied Multiple Regression/Correlation Analysis for the Behavioural Sciences* (2nd Edition ed.). Hillsdale, NJ: Erlbaum.

Cohen, J. 1988. *Statistical Power Analysis for the Behavioral Sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.

Coltman, T., T. M. Devinney, D.F. Midgley, & S. Venaik. 2008. "Formative Versus Reflective Measurement Models: Two Applications of Formative Measurement". *Journal of Business Research*. Vol. 61.(12): p.1250-1262.

Combs, J. G., T. R. Crook & C. L. Shook. 2005. "The Dimensionality of Organizational Performance and Its Implications for Strategic Management Research". In J. Ketchen & a. D. D. Bergh (Eds.), *Research Methodology in Strategic Management* (p. 259-286). San Diego, CA.: Elsevier.

Compeau, D. R., Higgins, C. A. & Huff, S. 1999. Social Cognitive Theory and Individual Reactions to Computing Technology: A Longitudinal-Study. *MIS Q.* Vol.23.(2): p. 145-158.

Conner, K. R. 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*. Vol. 17.(1): p.121-154.

Cools, E., & Van den Broeck, H. 2007/2008. "The Hunt for The Heffalump Continues: Can Trait and Cognitive Characteristics Predict Entrepreneurial Orientation". *Journal of Small Business Strategy*. Vol. 18.(2): p. 23-41.

Cooper, A. C. 1981. "Strategic Management: New Ventures and Small Business." *Long Range Planning*. Vol. 14.(5): p. 39-45.

Cooper, R. G. & E. J. Kleinchmidt. 1990. "New Product Success Factors: A Comparison of 'Kills' Versus Successes and Failures". *R & D Management*. Vol. 20: p. 47-63.

Coulthard, M. 2007. The Role of Entrepreneurial Orientation On Firm Performance and The Potential Influence of Relational Dynamism. *Journal of Global Business and Technology*. Vol. 3.(1): p. 29-39

Courtright, J. A., G.T. Fairhurst, & L.E. Rogers. 1989. "Interaction Patterns in Organic and Mechanistic Systems". *Academy of Management Journal*. Vol. 32: p. 773-802.

Covin, J. & D. Slevin. 1989. "Strategic Management of Small Firms in Hostile and Benign Environments". *Strategic Management Journal*. Vol. 10: p. 75-87.

Covin, J. & M. P. Miles. 1999. "Corporate Entrepreneurship and Pursuit of Competitive Advantage." *Entrepreneurship Theory and Practice*. Vol. 23.(3): p. 47-63.

Covin, J. G. & D.P. Slevin. 1988. "The Influence of Organization Structure On The Utility of an Entrepreneurial Top Management Style". *Journal of Management Studies*.

Covin, J. G. & D. P. Slevin. 1986. The Development and Testing Of an Organizational-Level Entrepreneurship Scale. Wellesley, MA.

Covin, J. G. & D.P. Slevin. 1991."A Conceptual Model of Entrepreneurship as Firm Behavior".*Entrepreneurship Theory and Practice*. Vol. 16: p.7-25.

Covin, J. G. & G. T. Lumpkin. 2011. "Entrepreneurial Orientation Theory and Research: Reflections and Needed Construct". *Entrepreneurship Theory and Practice*. p. 856-872.

Covin, J. G. & W. J. Wales. 2011. "The Measurement of Entrepreneurial Orientation". *Entrepreneurship Theory & Practice*. p. 677-702.

Covin, J. G. 1991. "Entrepreneurial Vs Conservative Firms; A Comparison of Strategies and Performance." *Journal of Management Studies*. Vol. 25.(5): p. 62-439.

Covin, J. G., & W.J. Wales. 2011. "The Measurement of Entrepreneurial Orientation". *Entrepreneurship Theory and Practice*.

Covin, J. G., D.P. Slevin & R.L. Schultz. 1994. "Implementing Strategic Missions: Effective Strategic, Structural, And Tactical Choices". *Journal of Management Studies*. Vol. 31. (4): p. 481–503.

Covin, J. G., K. M. Green & D. P. Slevin. 2006. "Strategic Process Effects On the Entrepreneurial Orientation Sales Growth Rate Relationship". *Entrepreneurship Theory & Practice*. Vol.30.(1): p. 57-81.

Covin, J.G., D.P. Slevin & R.L. Schultz. 1994. "Implementing Strategic Missions: Effective Strategic, Structural, and Tactical Choices". *Journal of Management Studies*. Vol. 31.(4) p. 481-503.

Crespell, P., C. Knowles & E. Hansen. 2006. "Innovativeness in the North American Softwood Sawmilling Industry". *Forest Science*. Vol. 52.(5): p. 363-375.

Cronbach, L. J. 1951. "Coefficient Alpha and the Internal Structure of Tests". *Psychometrika*. Vol. 16.(3): p. 297-334.

Crossan, M. M. & I. Berdrow. 2003. "Organizational Learning and Strategic Renewal". *Strategic Management Journal*. Vol. 24. (2003): p. 1087-1105.

Croteau, A. M., & F. Bergeron. 2001. "An Information Technology Trilogy: Business Strategy, Technological Deployment and Organizational Performance". *Strategy Information System*. Vol. 10.(2): p. 77-99.

Cyert, R. & J. G. March. 1963. *A Behavioral Theory of the Firm*. Englewood Cliffs, NJ: Prentice-Hall.

Daft, R. 1983. *Organization Theory and Design*. New York: West.

Daft, R. L. 2009. *Organization Theory and Design*: South-Western Cengage Learning.

Daft, R. L. J. Sormunen & D. Park. 1988. "Chief Executive Scanning, AI Characteristics, and Company Performance: An Empirical Study". *Strategic Management Journal*. Vol.9.(2): p.123-139.

Daily, C. M., P.P. McDougall, J.G. Covin & D.R. Dalton. 2002."Governance and Strategic Leadership in Entrepreneurial Firms". *Journal of Management*. Vol. 28: p. 387-412.

Dalton, D. R., W. D. Todor, M. J. Spendolini, G. J. Fielding, & L. W. Porter. 1980. "Organization Structure and Performance: A Critical Review". *Academy of Management Review*. Vol. 5.(1): p. 49-64.

Damanpour, F., & S. Gopalakrishnan. 1998. "Theories of Organizational Structure and Innovation Adoption: The Role of Environmental Change". *Journal of Engineering Technology Management*. Vol. 15.(1998): p. 1-24.

Davidson, R. & J.G. MacKinnon. 2000. "Bootstrap tests: How Many Bootstraps?". *Econometric Review*. Vol. 19.(1): p. 55-68.

Davidsson, P. & J. Wiklund. 2006. Conceptual and Empirical Challenges in the Study of Firm Growth. In P. Davidsson, F. Delmar & J. Wiklund (Eds.), *Entrepreneurship and the Growth of Firms*. UK: Edward Elgar.

Davila, T., M. J. Epstein & R. Shelton. 2006. *Making Innovation Work: How to Manage it, Measure it, and Profit from It*. New Jersey.: Wharton School Publishing, Upper Saddle River.

Davis, D. 2000. *Business Research for Decision Making* (5th ed.). Belmont: Duxbury Press.

Davis, J. A., L. D. Marino, J. R. Aaron & C. L. Tolbert. 2011. "An Examination of Entrepreneurial Orientation, Environmental Scanning, and Market Strategies of Nonprofit and For-Profit Nursing Home Administrators". *Nonprofit and Voluntary Sector Quarterly*. Vol. 40.(1): p. 197-211.

Davis, J. L., R. G. Bell, G. T. Payne & P. M. Kreiser. 2010. "Entrepreneurial Orientation and Firm Performance: The Moderating Role of Managerial Power". *American Journal of Business*. Vol. 25.(2): p. 41-54.

Dawn, J. 2005. "Licensing: Food for Thought Young Consumers: Insight and Ideas for Responsible Marketers". Vol.7.(1): p. 39 - 42.

Day, G. S. V R. Wensley. 1988. "Assessing Advantage: A Framework for Diagnosing Competitive Superiority." *Journal of Marketing*. Vol. 52: p.1-20.

De Clercq, D., H.J. Sapienza & H. Crijns. 2003. *The Internationalization of Small and Medium Sized Firms*. Paper presented at the Working paper.

Debroux, P. 2000. "The Role of the Venture Business Culture in The Renewal of Japanese Industry". *International Business Review*. Vol. 9: p. 657-668.

DeGeus, A. P. 1988. Planning as Learning. *Harvard Business Review*. Vol. 66.(2): p. 70-74.

Delmar, F. 1997. Measuring Growth: Methodological Considerations and Empirical Results. In R. Donckels & A. Miettinen (Eds.), *Entrepreneurship and SME Research: On its Way to the Next Millennium* (pp. 190-216). Brookfield, VT and Aldershot: Edward Elgar.

Delmar, F. 2006. *Measuring Growth: Methodological Considerations and Empirical Results*. Entrepreneurship and the Growth of Firms. In P. Davidsson, F. Delmar and J. Wiklund. Cheltenham, Edward Elgar Publishing Limited p.62-86.

Demer, E. & P. Joos. 2007. "IPO Failure Risk". *Journal of Accounting Research*. Vol. 45.(2): p. 333-372.

Department of Statistics Malaysia (www.statistics.gov.my)

Dess, G. G. & D. W. Beard. 1984. "Dimensions of Organizational Task Environments." *Administrative Science Quarterly*. Vol. 29: p. 52-73.

Dess, G. G. & G. T. Lumpkin. 2005. "The Role of Entrepreneurial Orientation in Stimulating Effective Corporate Entrepreneurship." *Academy of Management Executive*. Vol. 19.(1): p. 147-156.

Dess, G. G. & R. Robinson. 1984. "Measuring Organizational Performance in the Absence of Objective Measures: The Case of the Privately-Held Firm and Conglomerate Business Unit." *Strategic Management Journal*. Vol. 5. p.265-273.

Dess, G. G., & R. L. Priem. 1995. "Consensus-Performance Research: Theoretical and Empirical Extensions". *Journal of Management Studies*. Vol. 32.(4): p. 401-417.

Dess, G. G., B. C. Pinkham & H. Yang. 2011. " Entrepreneurial Orientation: Assessing the Construct's Validity and Addressing Some of Its Implications for Research in the Areas of Family Business and Organizational Learning." *Entrepreneurship, Theory and Practice*. Vol. 35.(5): p. 1077-1090.

Dess, G. G., G. T. Lumpkin & J.G. Covin. 1997. "Entrepreneurial Strategy Making and Firm Performance: Tests of Contingency and Configurational Models." *Strategic Management*. Vol. 18.(9): p. 95-677.

Dewar, R., & J. Werbel. 1979. "Universalistic and Contingency Predictions of Employee Satisfaction and Conflict". *Administrative Science Quarterly*. Vol. 24.(3): p. 426-448.

Dewi Izzati Abdul Manan. 2010. "An Exploration of Entrepreneurial Orientation-Performance Relationship: Special Attention to Batik Industry". *The Malaysian Journal of Professionalism and Entrepreneurship*. Vol. 1: p. 17-28.

Dierickx, I., & K. Cool. 1989. "Asset Stock Accumulation and Sustainability of Competitive Advantage". *Management Science*. Vol. 35.(12). p. 1504-1511.

Dimitratos, P., S. Lioukas & S. Carter. 2004. "The Relationship between Entrepreneurship and International Performance: The Importance of Domestic Environment". *International Business Review*. Vol. 13.(1): p. 19-41.

Dodgson, M. 1993. *Technological Collaboration in Industry: Strategy, Policy, and Internalization in Innovation*. London: Routledge.

Donahoe, J., P. Scheffer & D. Harding. 2001. *Corporate Venturing: Management Fad or Lasting Trend?* Boston: Bain & Company.

Donaldson, L. 2001. *The Contingency Theory of Organizations*. Thousand Oaks, CA, Sage.

Duncan, R. & A. Weiss. 1979. "Organisational Learning: Implications for Organisational Design". In B. M. Staw & L. L. Cummings (Eds.), *Organisational Behavior*. Vol. 1: p. 75-123. Greenwich, CT: JAI Press.

Duncan, R. B. 1979. "What is The Right Structure?". *Organizational Dynamics*, 7(59-80).

Dushnitsky, G. & M. J. Lenox. 2006. "When Does Corporate Venture Capital Investment Create Firm Value?". *Journal of Business Venturing*. Vol. 21: p.753-772.

Echols, A. E. & C.P. Neck. 1998. "The Impact of Behaviors and Structure on Corporate Entrepreneurial Success". *Journal of Managerial Psychology*. Vol. 13.(1/2).

Edwards, J. R. & R.P. Bagozzi. 2000. "On The Nature and Direction of the Relationship between Constructs and Measures". *Psychological Methods*. Vol. 5: p. 155-174.

Elena, H. & J. Jaumandreu. 2004. "Firms' Age, Process Innovation and Productivity Growth". *International Journal of Industrial Organization*. Vol. 22: p. 541-559.

Ellis, R. J. & N. Taylor. 1987. "Specifying Entrepreneurship". In *Frontiers of Entrepreneurship Research* (p. 527-542;). Wellesley, MA: Babson College.

Engel, J. S. 2011. "Accelerating Corporate Innovation: Lessons from the Venture Capital Model". *Research Technology Management*. Vol. 54: p. 36-43.

- Entebang, H., Shazali Abu Mansor, & H.P. Chin. 2006. "Corporate Entrepreneurial Orientations in State Owned Enterprises In Malaysia". *Review of Business Research*. Vol.1. (5): p. 114-124.
- Ernst & Young. 2012. *Globalizing Venture Capital: Global Venture Capital Insights and Trends Report 2011*. London: Ernst & Young.
- Eisenhardt, K.M., L.J. Bourgeois III. 1988. "Politics of Strategic Decision Making in High-Velocity: Toward a Midrange Theory". *Academy of Management Journal*. Vol. 31(4): p. 737-770
- Ettlie, J. E. 1983. "Organizational Policy and Innovation among Suppliers to the Food Processing Sector". *Academy of Management Journal*. Vol. 26.(1): p. 27-44.
- Fakhrul Anwar Zainol, & Ayadurai, S. 2011. "Entrepreneurial Orientation and Firm Performance: The Role of Personality Traits in Malay Family Firms in Malaysia." *International Journal of Business and Social Science*. Vol. 2.(1): p. 59-71.
- Fakhrul Anwar, Z. & Wan Norhayate Wan Daud. 2011. "Indigenous ("Bumiputera") Malay Entrepreneurs in Malaysia: Government Supports, Entrepreneurial Orientation and Firms Performance". *International Business and Management*. Vol.2(1): p. 86-99.
- Falbe, C. M., T.C. Dandridge & A. Kumar. 1999. "The Effect of Organizational Context on Entrepreneurial Strategies in Franchising". *Journal of Business Venturing*. Vol. 14.(1): p. 125-140.
- Falk, R. F. & N. B. Miller. 1992. *A Primer for Soft Modeling*. Akron, Ohio, Univ. of Akron Press.
- Fama, E. & K. French. 2004. "New Lists: Fundamentals and Survival Rates." *Journal of Financial Economics*. Vol. 73.(2004): p. 229-269.
- Farhanghi, A. A., A. Abbaspour, & R.A. Ghassem. 2013. "The Effect of Information Technology on Organizational Structure and Firm Performance: An Analysis of Consultant Engineers Firms (CEF) in Iran". *Procedia - Social and Behavioral Sciences*. Vol. 81.(0): p. 644-649.
- Farinas, J. C. & L. Moreno. 2000. "Firms' Growth, Size and Age: A Nonparametric Approach". *Review of Industrial Organization*. Vol. 17: p. 249-265.
- Ferreira, J. & S. G. Azevedo. 2010. "Entrepreneurial Orientation (EO) and Growth Of Firms: Key Lessons For Managers And Business Professionals". *Problems and Perspectives in Management*. Vol. 6. (1).
- Ferreira, J. J., G.S. Azevedo & R. Fernández. 2011. "Contribution of Resource-Based View and Entrepreneurial Orientation on Small Firm Growth". *Cuadernos de Gestión*, Vol.11.(1): p.95-116. DOI: 10.5295/cdg.100185jf.

Fiegenbaum, A., & A. Karnani. 1991. "Output Flexibility – A Competitive Advantage for Small Firms". *Strategic Management Journal*. Vol. 12.(2): p. 101-114.

Flamholtz, E. G. 1986. *Managing the Transition from an Entrepreneurship to a Professionally Managed Firm*. San Francisco: Jossey-Bass.

Flippo, E. B. 1966. *Management: A Behavioral Approach*. Boston: Allyn and Bacon.

Floyd, S. W., & B. Wooldridge. 1999. "Knowledge Creation and Social Networks in Corporate Entrepreneurship: The Renewal of Organizational Capability". *Entrepreneurship Theory and Practice*. P. 123-143.

Floyd, S. W., & B. Wooldridge. 1992. "Managing Strategic Consensus: The Foundation of Effective Implementation". *Academic Management Executive*. Vol. 6.(4): p. 27-39.

Fornell, C. & D. F. Lacker. 1981. "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error." *Journal of Marketing Research*. Vol. 18: p. 39-50.

Fornell, C. & J. Cha. 1994. Partial least squares. In R. P. Bagozzi (Ed.), *Advanced Methods Of Marketing Research* (p. 52-78). Cambridge: Blackwell.

Galbraith, J. R., & D.A. Nathanson. 1978. *Strategy Implementation: The Role of Structure and Process*. New York: West Publishing Co.

Garcia, R. & R. Calantone. 2002. "A Critical Look at Technological Innovation Typology and Innovativeness Terminology: A Literature Review". *Journal of Product Innovation Management*. Vol. 19. P. 110-132.

Gefen, D., D. W. Straub & M.C. Boudreau. 2000. "Structural Equation Modeling and Regression: Guidelines for Research Practice." *Communications of the Association for Information Systems*. Vol. 4. P.1-79.

Gefen, D., D. W. Straub & M-C. Boudreau. 2000. "Structural Equation Modeling and Regression: Guidelines for Research and Practice". *CAIS*. (4:7): p. 1-70.

Geisser, S. 1975. "A Predictive Approach to the Random Effect Model. *Biometrika*. Vol. 61. (1): p. 101-107.

George, G., D. R., Jr. Wood., & R. Khan. 2001. "Networking Strategy of Boards: Implications for Small and Medium-Sized Enterprises". *Entrepreneurship and Regional Development*. Vol. 13.(3): p. 269–285.

Germain, R. 1996. "The Role of Context and Structure in Radical and Incremental Logistics Innovation Adoption". *Journal of Business Research*. Vol. 35(1996): p. 117-127.

Gibbons M.C., C. Limoges, H. Nowotny, S. Schwartzman, P. Scott, & M. Trow. 1994. *The New Production of Knowledge*. London: Sage.

Gilbert, A. H. & R.C. Reid. 2009. "An Analysis of the Relationship among Information Scope, Organizational Proactiveness, and Firm Performance". *Academy of Accounting and Financial Studies Journal*. Vol. 13.(4): p. 1-19.

Ginsberg, A. & M. Hay. 1994. "Confronting the Challenges of Corporate Entrepreneurship: Guidelines for Venture Managers". *European Management Journal*. Vol. 12.(4): p. 382-389.

Ginsberg, A. & N. Venkatraman. 1985. "Contingency Perspectives of Organizational Strategy: A Critical Review of the Empirical Research." *Academy of Management Review*. Vol.10.(3): p. 421-434.

Gitman, L. 2005. *Principles of Managerial Finance* (11 ed.): Addison-Wesley; Prentice Hall

Gomez-Mejia, L. R., & D.B. Balkan. 1989. "Effectiveness of Individual and Aggregate Compensation Strategies". *Industrial Relations*. Vol.28.(3): p.431-445.

Gompers, P. A. & J. Lerner, J. 1999. *The Venture Capital Cycle*. Cambridge: The MIT Press.

Gordon, L. A., & V.K. Narayanan. 1984. "Management Accounting Systems, Perceived Environmental Uncertainty and Organizational Structure: An Empirical Investigation". *Accounting, Organizations and Society*. P. 33-47.

Gosselin, M. 1997. "The Effect of Strategy and Organizational Structure on the Adoption and Implementation of Activity-Based Costing." *Accounting, Organizations and Society*. Vol. 22(2). P. 105-122.

Gotz, O., K. Liehr-Gobbers & M. Krafft. 2010. Chapter 29: Evaluation of Structural Equation Models Using the Partial Least Squares (PLS) Approach. In V. E. Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications* Springer.

Grant, R. M. 1991. "The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation". *California Management Review*. Vol. 33.(3): p. 114-135.

Grant, R. M. 2002. *Contemporary Strategy Analysis*. Malden, MA, Blackwell.

Green, D. H., D. W. Barclay & A.B. Ryans. 1995. "Entry Strategy and Long-Term Performance Conceptualization and Empirical Examination." *Journal of Marketing*. Vol.16.

- Green, K. M., J.G. Covin & D.P. Slevin. 2008. "Exploring the Relationship between Strategic Reactiveness And Entrepreneurial Orientation: The Role Of Structure–Style Fit". *Journal of Business Venturing*. Vol. 23. (2008): p.356–383.
- Grindle, M. & M. Hildebrand. 1995. "Building Sustainable Capacity in The Public Sector: What Can Be Done?" *Public Administration and Development*.
- Group, D. 2013, 2012. The Ten Types of Innovation. Retrieved 11 Mac 2013 from <http://www.doblin.com/thinking/>
- Gudem, M., & T. Welo. 2010. From Lean Product Development to Lean Innovation: Finding Better Ways of Satisfying Customer Value. In J. Pokojski, S. Fukuda & J. Salwin'ski (Eds.), *New World Situation: New Directions in Concurrent Engineering*. Verlag London: Springer.
- Guth, W. & A. Ginsberg. 1990. "Guest Editors' Introduction: Corporate Entrepreneurship." *Strategic Management Journal*. Vol.11: p.5-15.
- Ha-Brookshire, J. E. 2009. "Does The Firm Size Matter On Firm Entrepreneurship and Performance?: US Apparel Import Intermediary Case". *Journal of Small Business and Enterprise Development*. Vol. 16.(1): p. 131-145.
- Haenlein, M. & A. M. Kaplan. 2004. "A Beginner's Guide to Partial Least Squares Analysis." *Understanding Statistics*. Vol. 3.(4): p. 283-297.
- Hage, J. 1980. *Theories of Organizations: Form, Process, and Transformation*: Wiley.
- Hage, J., & M. Aiken. 1967. "Program Change and Organizational Properties: A Comparative Analysis". *American Journal of Sociology*. Vol.72.(5): p.505-519.
- Hagedoorn, J. & G. Duysters. 2002. "Learning In Dynamic Inter - Firm Networks – The Efficacy of Quasi-Redundant Contacts". *Organization Studies*. Vol. 23. (4): p. 525-548.
- Hair, J.F., A.H. Money, P. Samouel, & M. Page. 2007. *Research Methods for Business*. Chichester: John Wiley & Sons.
- Hair, J. F., W. C. Black, B. J. Babin, & R. E. Anderson. 2010. *Multivariate Data Analysis*. Upper Saddle River: Prentice-Hall.
- Hair, J. F., C. M. Ringle & M. Sarstedt. 2011. "PLS-SEM: Indeed a Silver Bullet". *Journal of Marketing Theory and Practice*. Vol. 18. (2): p. 139-152.
- Hair, J. F., C.M. Ringle & M. Sarstedt. 2012. "Partial Least Squares: The Better Approach to Structural Equation Modeling?". *Long Range Planning*. P.1-8.

Hair, J. F., M. Sarstedt, C.M. Ringle & J.A. Mena, 2012. "An assessment of the use of partial least squares structural equation modeling in marketing research". *Journal of The Acedemy Marketing Scienc.* Vol. 40: p. 414–433.

Hajipour, B. & S. Mas'oomi. 2011. "A Survey on the Relationship between Financial Performance and Corporate Venturing". *Interdisciplinary Journal of Contemporary Research in Business.* Vol. 2.(12): p. 890-901.

Hall, B. H. 2002. "The Financing of Research and Development." *Oxford Review of Economic Policy.* Vol.18.(1): p. 35-51.

Hambrick, D. C. & D. Lei. 1985. "Toward an Empirical Prioritization of Contingency Variables for Business Strategy". *Academy of Management Journal.* Vol. 28.(1985): p. 763-788.

Hameed, I. & B. Ali. 2011. "Impact of Entrepreneurial Orientation, Entrepreneurial Management and Environmental Dynamism on Firm's Financial Performance". *Journal of Economics and Behavioral Studies.* Vol. 3.(2): p. 101-114.

Hamel, G. 1991. "Competition for Competence and Inter-Partner Learning Within International Strategic Alliances". *Strategic Management Journal.* Vol. 12. (special issue): p. 83–103.

Hanan, M. 1976. "Venturing corporations—think Small to Stay Strong". *Harvard Business Review.* Vol. 54.(3): p. 139–148.

Handfield, R., K. Petersen, P. Cousins & B. Lawson. 2009. "An Organizational Entrepreneurship Model of Supply Management Integration and Performance Outcomes." *International Journal of Operations & Production Management.* Vol. 29 (2): p. 100-126.

Hansen, E., H. Juslin, & C. Knowles. 2007. "Innovativeness in the Global Forest Products Industry: Exploring New Insights". *Canadian Journal of Forest Research.* Vol. 37. (8): p.1324-1335.

Hansen, J. A. 1992. "Innovation, Firm Size, and Firm Age." *Small Business Economics.* Vol. 4(1): p. 37-44.

Harms, R. & T. Ehrmann. 2003. *The Performance Implications of Entrepreneurial Management: Linking Stevenson's and Miller's Conceptualization to Growth.* Paper presented at the Paper presented at 2003 Babson-Kaufman foundation conference, Babson.

Henseler, J. & G. Fassot. 2010. Testing Moderating Effects in PLS Path Models: An Illustration Of Available Procedures. In V. E. Vinzi, et al. (Ed.), *Handbook of partial least square* (p. 713-735). Berlin: Springer Verlag.

Henseler, J., C.M. Ringle & R.R. Sinkovics. 2009. "The Use of Partial Least Squares Path Modeling In International Marketing". *Advances in International Marketing*. Vol. 20. P.277-319.

Hill, R. M. & J.D. Hlavacek. 1972. "The Venture Team: A New Concept in Marketing Organizations". *Journal of Marketing*. Vol.36: p. 44-50.

Hills, G., G.T. Lumpkin & R.P. Singh. 1997. *Opportunity Recognition; Perceptions and Behaviors of Entrepreneurs*. *Frontiers of Entrepreneurship Research*. Wellesley, M., & College, B.

Hisrich, R. D., M.P. Peters & D. Shepherd. 2005. *Entrepreneurship* (6th ed.). New York: McGraw-Hill.

Hitt, M. A., R. D. Ireland, S.M. Camp & D.L. Sexton. 2001. "Strategic Entrepreneurship: Entrepreneurial Strategies for Creating Wealth." *Strategic Management Journal*. Vol. 22.(6/7): p.479- 491.

Hjorth, D. 2005. "Organizational Entrepreneurship." *Journal of Management Inquiry*. Vol.14.(4): p. 386-398.

Hofer, C. W. & D. Schendel. 1978. *Strategy Formulation: Analytical Concepts*". St. Paul, MN: West Publication Co.

Holt, D. T., M.W. Rutherford & G.R. Clohessy. 2007. "Corporate Entrepreneurship: An Empirical Look at Individual Characteristics, Context, and Process". *Journal of Leadership and Organizational Studies*. Vol. 13.(4): p. 40-54.

Hong, J. 1999. "Structuring for Organizational Learning". *The Learning Organization*. Vol. 6. (4): p.173-185.

Horngren, C. T., W. T. Harrison, L. Bamber, P.J. Best, D.J. Fraser & R. Willett. 2004. *Financial Accounting* (4th ed.). Australia: Pearson Education Australia.

Hornsby, J. S. & D.F. Kuratko. 2003. *The Influence of Corporate Entrepreneurial Culture on Job Satisfaction, Reinforcement Practices and Behaviors*. Paper presented at the United State Association Small Business Entrepreneurship Proceeding, Hilton Head, South Carolina.

Hornsby, J. S., D.W. Naffziger, D.F. Kuratko & R.V. Montagno. 1993. "An Interactive Model of the Corporate Entrepreneurship Process." *Entrepreneurship: Theory and Practice*. Vol. 17.(No. 2): p. 29-37.

Hortoványi, L. & R. Z. Szabó. 2009. "The Impact of Management Practices on Industry Level Competitiveness in Transition Economies. Energizing Management through Innovation and Entrepreneurship." *European Research and Practice*. Terziovski, M. London and New York, Routledge: p. 55-71.

Hoskisson, R. E., M. A. Hitt, W.P. Wan & D. Yu. 1999. "Theory and Research in Strategic Management: Swings of a Pendulum." *Journal of Management*. Vol. 25.(3): p. 417-456.

Hostager, J. T., C. T. Neil, L. R. Decker, & D. R. Lorentz., 1998. "Seeing Environmental Opportunities: Effects of Intrapreneurial Ability, Efficacy, Motivation and Desirability". *Journal of Organisational Change Management*. Vol. 11.(1): p. 11-25.

Hough, J. R. & M. A. White. 2003. "Environmental Dynamism and Strategic Decision-Making Rationality: An Examination at the Decision Level." *Strategic Management Journal*. Vol. 24: p. 481-489.

Hoy, F., P.P. McDougall & D.E. D'Souza. 1992. Strategies and Environments of High Growth Firms. In D. L. Sexton & J. D. Kasarda (Eds.), *The State of the Arts of Entrepreneurship* (p. 341-357). Boston: PWS-Kent.

<http://www.investopedia.com/university/ratios/profitabilityindicator/ratio3.asp#ixzz2LjpaLjkF>

Huang, S. K., & Y.-L. Wang. 2011. "Entrepreneurial Orientation, Learning Orientation, and Innovation in Small and Medium Enterprises". *Procedia - Social and Behavioral Sciences*. Vol. 24. (0): p. 563-570.

Huber, G. P. 1991. "Organizational Learning: An Examination of the Contributing Processes and Literatures". *Organization Science*. Vol. 2: P 88-115.

Hulland, J. 1999. "Use of Partial Least Squares (PLS) in Strategic Management Research: A Review of Four Recent Studies." *Strategic Management Journal*. Vol. 20: p. 195-204.

Hult G.T. M., R.F. Hurley & G.A. Knight. 2004. "Innovativeness: Its Antecedents and Impact on Business Performance". *Industrial Marketing and Management*. Vol. 33: p. 429-438.

Hult, G. T. M., C.C. Snow & D. Kandemir. 2003. "The Role of Entrepreneurship in Building Cultural Competitiveness in Different Organizational Types". *Journal of Management*. Vol. 29. (3): p. 401-426.

Hult, T.G. and D.J., Jr. Ketchen. 2001. "Does Market Orientation Matter? A Test of the Relationship between Positional Advantage and Performance". *Strategic Management Journal*. Vol. 22.(9): p.899-906.

Hurley, R. & G. T. M. Hult. 1998. "Innovation, Market Orientation, and Organizational Learning: An Integration and Empirical Examination". *Journal of Marketing*, Vol. 62. (July): p. 42- 54.

Ip, G., G. McWilliams & S. McGee. 2000. "Portfolio Profits Boost Firms' Bottom Line, But Stir Controversy". *Wall Street Journal*, A1, A6.

- Ireland, R. D., G.C. Jeffrey & D.F. Kuratko. 2009. "Conceptualizing Corporate Entrepreneurship Strategy". *Entrepreneurship Theory and Practice*. P. 19-46.
- Ireland, R. D., M.A. Hitt & D.G. Sirmon. 2003. "A Model of Strategic Entrepreneurship: The Construct and its Dimensions". *Journal of Management*. Vol. 29.(6): p. 963-989.
- Jackson, J., & C. Morgan. 1982. *Organization Theory*. Englewood Cliffs, N.J.: Prentice Hall.
- Jambulingam, T., R. Kathuria & W.R. Doucette. 2005. "Entrepreneurial Orientation as A Basis For Classification Within a Service Industry: The Case Of Retail Pharmacy Industry". *Journal of Operations Management*. Vol. 23. (1): p. 23-42.
- Jane, C. 2001. "Intrapreneurship and Exopreneurship in Manufacturing Firms: An Empirical Study of Performance Implications." *Journal of Enterprising Culture*. Vol. 9.(2): P. 153-171.
- Jantunen, A., K. Puumalainen, S. Saarenketo & K. Kyläheiko. 2005. "Entrepreneurial Orientation, Dynamic Capabilities and International Performance". *Journal of International Entrepreneurship*. Vol. 3: p. 223-243.
- Jarvis, C. B., S. B. MacKenzie & P.M. Podsakoff. 2003. "A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research." *Journal of Consumer Research*. Vol.30: p. 199-218.
- Javalgi, R. G. & P.R. Todd. 2011. "Entrepreneurial Orientation, Management Commitment, and Human Capital: The Internationalization of SMEs in India". *Journal of Business Research*. Vol. 64. (2011): p.1004-1010.
- Jaworski, B. J. 1988. "Toward a Theory of Marketing Control: Environmental Context, Control Types, and Consequences". *Journal of Marketing*. Vol. 52: p.23-29.
- Jennings, D. F. & D. M. Young. 1990. "An Empirical Comparison between Objective and Subjective Measures of the Product Innovation Domain of Corporate Entrepreneurship". *Entrepreneurship Theory and Practice*. Vol. 15.(1): p.6-20.
- Jennings, D. F. & J. R. Lumpkin. 1989. "Functioning Modelling Corporate Entrepreneurship: An Empirical Integrative Analysis." *Journal of Management*. Vol.5.(3): p.485-502.
- Jin, B. 2006. "Performance Implications of Information Technology Implementation In An Apparel Supply Chain". *Supply Chain Management: An International Journal Volume*. Vol. 11.(4): p. 309-316.
- Jogaratnam, G. & E.C.Y. Tse. 2006. "Entrepreneurial Orientation and the Structuring of Organizations Performance Evidence from the Asian Hotel Industry". *International Journal of Contemporary Hospitality Management*. Vol. 18: p.454-468.

- John, G., & J. Martin. 1984. "Effects of Organizational Structure of Marketing Planning On Credibility and Utilization of Plan Output". *Journal of Marketing Research*. Vol. 21.(May): p. 170-183.
- Johnson, T., P. Kulesa, I. Llc, Y.I. Cho and S. Shavitt. 2005. "The Relation Between Culture and Response Styles : Evidence From 19 Countries." *Journal of Cross-Cultural Psychology*. P. 36-264.
- Jones, G. R. & J. E. Butler. 1992. "Managing Internal Corporate Entrepreneurship: An Agency Theory Perspective." *Journal of Management*. Vol. 18.(4): p.733-49.
- Jones, M. L. 2001. "Sustainable Organizational Capacity Building: Is Organizational Learning A Key? ". *The International Journal of Human Resource Management*. Vol. 12. (1): p. 91-98.
- Jovanovic, B. 1982. "Selection and the Evolution of Industry". *Econometrica*. Vol. 50.(3 May, 1982): p. 649-670.
- Kalafsky, R. V. 2004. "Export Activity and Firm Size: An Examination of the Machine Tool Sector". *Journal of Small Business and Enterprise Development*. Vol. 11(2): p. 159-165.
- Kamaruddeen, A. M., Nor Aini Yusof & Ilias Said. 2010. "Innovation and Innovativeness: Difference and Antecedent Relationship". *The IUP Journal of Architecture*. Vol. II. (1):pp. 66-78.
- Kambil, A., E. D. Eselius & K. A. Monteiro. 2000. "Fast Venturing: The Quick Way to Start Web Businesses". *Sloan Management Review*. Vol. 41.(4): p.55-67.
- Kanter, R. M. 1983. *The Change Master*. New York: Simon and Schuster.
- Kantur, D., & A. Iseri Say. 2013. "Organizational Context and Firm-Level Entrepreneurship: A Multiple-Case Analysis". *Journal of Organizational Change Management*. Vol. 26.(2): p. 305-325.
- Karacaoglu, K., A. Bayrakdaroglu, & F. B. San 2013. "The Impact of Corporate Entrepreneurship on Firms' Financial Performance: Evidence from Istanbul Stock Exchange Firms". *International Business Research*. Vol. 6.(1): p. 163-175.
- Katsikea, E., M. Theodosiou, N. Perdakis, & J. Kehagias. 2011. "The Effects of Organizational Structure and Job Characteristics on Export Sales Managers' Job Satisfaction and Organizational Commitment". *Journal of World Business*. Vol. 46.(2011): p. 221-233
- Keats, B. W. & M. Hitt. 1988. "A Causal Model of Linkages among Environmental Dimensions, Macro Organizational Characteristics and Performance." *Academy of Management Journal*. Vol.31: P. 570-598.

- Keh, H. T., T. T. M. Nguyen & H.P. Ng. 2007. "The Effects of Entrepreneurial Orientation and Marketing Information on The Performance of SMEs." *Journal of Business Venturing*. Vol. 22.(4): p. 592-611.
- Keil, T. 2002. *External Corporate Venturing Strategic Renewal in Rapidly Changing Industries*. Westport, CT: Praeger
- Keil, T., M. Maula & H. Schildt. 2003. *Corporate Venturing Modes and Their Impact On Corporate Learning In W. D. Bygrave, C.G. Brush, P. Davidsson, J. Fiet, P.G. Greene, R.T. Harrison, M. Lerner, G.D.Meyer, J. Sohl & A. Zacharakis (Eds.), Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College.
- Kellermanns, F. W. & K.A. Eddleston. 2006. "Corporate Entrepreneurship In Family Firms:A Family Perspective". *Entrepreneurship Theory and Practice*. Vol. 30. (6): p. 809–830.
- Kemelgor, B. H. 2002. "A Comparative Analysis of Corporate Entrepreneurial Orientation Between Selected Firms In The Netherlands and the USA". *Entrepreneurship & Regional Development*. Vol. 14. (1): p. 67-87.
- Kerlinger, F. 1964. *Foundations of Behavioral Research*. New York: Holt, Rinehart and Winston.
- Kerlinger, F. N. 1973. *Foundations of Behavioral Research* (2nd ed.). New York: Holt, Rinehart & Winston.
- Khandwalla, P. N. 1987. "Generators of Pioneering-Innovative Management: Some Indian Evidence". *Organization Studies*. Vol. 8.(1): p. 39-59.
- Khazanah Nasional Berhad, 2014. <http://www.khazanah.com.my/faq.htm#ques8> (Retrieved on 3/4/2014).
- Kim, Y. 2010. "Stimulating Entrepreneurial Practices in the Public Sector: The Roles of Organizational Characteristics". *Administration and Society*. Vol. 42. (7): p. 780–814.
- King, A. W. 2007. "Disentangling Interfirm and Intrafirm Causal Ambiguity: A Conceptual Model of Causal Ambiguity and Sustainable Competitive Advantage". *Academy of Management Review*. Vol.32.(1): p.156-178.
- King, N. 2002. *Corporate Venturing*. Oxford: United Kingdom: Capstone Publishing (a Wiley company).
- Klomp, L. & G. van Leeuwen. 2001. "Linking Innovation and Firm Performance: A New Approach." *International Journal of the Economics of Business*. Vol. 8.(3): p. 343-364.

Knight R.M. 1989. "Technological Innovation in Canada: A Comparison of Independent Entrepreneurs and Corporate Innovators". *Journal of Business Venturing*. Vol. 4.(4): p. 281-288.

Knight, G. 2000. "Entrepreneurship and Marketing Strategy: The SME under Globalization". *Journal of International Marketing*. Vol. 8. (2): p. 12-32.

Knight, G. A. 1997. "Cross-Cultural Reliability and Validity of a Scale to Measure Firm Entrepreneurial Orientation." *Journal of Business Venturing*. Vol. 12.(3): p. 25-213.

Knott, A. M., D.J. Bryce & H.E. Posen. 2003. "On The Strategic Accumulation of Intangible Assets". *Organization Science*. Vol. 14.(2): p. 192-207.

Knowles, C., E. Hansen & C. Dibrell. 2008. "Measuring Firm Innovativeness: Development and Refinement of a New Scale". *Journal of Forest Products Business Research*. Vol. 5.(5): p.1- 24.

Kollmann, T. & C. Stöckmann. 2012. "Filling the Entrepreneurial Orientation-Performance Gap: The Mediating Effects of Exploratory and Exploitative Innovations". *Entrepreneurship Theory and Practice*. (May 2012): p. 1-26

Kraleva, N. 2011. "Learning Organizations: Prerequisite for Successful Tourism Organizations". *UTMS Journal of Economics*. Vol. 2.(1): p. 77-82.

Kraus, S., I. Kauranen & C.H. Reschke. 2011. "Identification of Domains for a New Conceptual Model of Strategic Entrepreneurship Using the Configuration Approach". *Management Research Review*. Vol. 34. (1): p. 58-74.

Kraus, S., J. P. C. Rigtering, M. Hughes & J. Hosman. 2012. "Entrepreneurial Orientation and the Business Performance of SMEs: A Quantitative Study from The Netherlands". *Review of Managerial Science*. Vol. 6. (2012): p. 161-182.

Kraus, S., R. Harns & E. Schwarz. 2005. "Entrepreneurial Orientation: A Psychological Model of Success Among Southern African Small Business Owners". *European Journal of Work and Organizational Psychology*. Vol. 14.(3): p. 315-344.

Kreiser, P. M. 2011. "Entrepreneurial Orientation and Organizational Learning: The Impact of Network Range and Network Closure". *Entrepreneurship Theory and Practice*. (September 2011): p.1025-1050.

Krieser, P.M., Marino, L. & Weaver, K.M. (2002a). Assessing the relationship between entrepreneurial orientation, the external environment and firm performance. In Reynolds, P.D., Bygrave, W.D., Carter, N.M., Davidsson, P., Gartner, W.B., Mason, C.M. and McDougall, P.P. (eds). *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College, (268-282).

Kreiser, P., L. Marino & M. Weaver. 2002b. "Assessing the Psychometric Properties Of The Entrepreneurial Orientation Scale: A Multi-Country Analysis." *Entrepreneurship Theory and Practice*.

Kreiser, P.M. & J. Davis. 2010. "Entrepreneurial Orientation and Firm Performance: The Unique Impact of Innovativeness, Proactiveness, and Risk-Taking". *Journal of Small Business and Entrepreneurship*. Vol. 23. (1): p. 56-71.

Kropp, F., N. J. Lindsay & A. Shoham. 2008. "Entrepreneurial Orientation and International Entrepreneurial Business Venture Startup". *International Journal of Entrepreneurial Behaviour and Research*. Vol. 14. (2): p. 102-117.

Kuratko, D. F. 2007. *Corporate Entrepreneurship*. Hanover, MA: Publisher Inc.

Kuratko, D. F. 2009. The Entrepreneurial Imperative of the 21st Century. *Business Horizons*, Vol.52.(5): p. 421—428.

Kuratko, D. F. 2010. Chapter 6: Corporate Entrepreneurship: An Introduction and Research Review. In Z. J. Acs & D. B. Audretsch (Eds.), *Handbook of Entrepreneurship Research, International Handbook Series on Entrepreneurship 5*: Springer Science Business Media, LLC 2010.

Kuratko, D. F., J.S. Hornsby, & J.G. Covin. 2014. "Diagnosing a Firm's Internal Environment for Corporate Entrepreneurship". *Business Horizons*. Vol.57.(1): p. 37-47.

Kuratko, D., R.V. Montagno, & J.S. Hornsby. 1990. "Developing an Intrapreneurial Assessment Instrument for Effective Corporate Entrepreneurial Environment". *Strategic Management Journal*. Vol. 11: p. 49-58.

Lai, H.-C., Y.-C. Chiu & Y.-C. Liaw. 2010. "Can External Corporate Venturing Broaden Firm's Technological Scope? The Role of Complementary Assets". *Journal of Engineering and Technology Management*. Vol. 27. (27): p. 183–196.

Lambert, D. M. & T.C. Harrington. 1990. "Measuring Nonresponse Bias in Customer Service Mail Survey". *Journal of Business Logistics*. Vol. 11.(2): p. 5-25.

Lane, P. J. & M. Lubatkin. 1998. "Relative Absorptive Capacity and Interorganizational Learning". *Strategic Management Journal*. Vol.19: p. 461–477.

Lau, Y. W. & C. Q. Tong. 2008. "Are Malaysian Government-Linked Companies (GLCs) Creating Value?". *International Applied Economics and Management Letters* Vol. 1(1): p. 9-12.

Lawrence, P. & J. Lorsch. 1967. *Organizations and Environment*. Boston, Harvard University Press.

Lawrence, P. R., H.F. Kolodny, & S.M. Davis. 1977. "The Human Side of the Matrix". *Organizational Dynamics*. Vol. 6: p.43-61.

- Lee, C. C., & V. Grover. 2000. "Exploring Mediation between Environmental and Structural Attributes: The Penetration of Communication Technologies in Manufacturing Organizations". *Journal Management Information System*. Vol. 16.(3): p. 187-217.
- Lee, C. L., & H.J. Yang. 2010. "Organization Structure, Competition and Performance Measurement Systems and Their Joint Effects on Performance". *Management Accounting Research*.
- Lee, C., K. Lee & J.M. Pennings. 2001. "Internal Capabilities, External Networks, and Performance: A Study Of Technology Bases Ventures". *Strategic Management Journal*. Vol. 22. (2001): p. 615–640.
- Lee, K. S. 16 January 2010. "Towards an Innovation Economy". *The Star Online*.
- Lee, P. M., & O'Neill, H. M. 2003. "Ownership Structures and R&D Investments of US and Japanese Firms." *Academy of Management Journal*, Vol. 46.(2): p. 212-225.
- Li, H. Atuahene-Gima & Y. Zhang. 2000. "How Does Venture Strategy Matter in The Environment–Performance Relationship". *Academy of Management Proceeding* (2000): p. C1–C6.
- Li, H., Zhang, Y. & T.-S. Chan. 2005. "Entrepreneurial Strategy Making and Performance in China's New Technology Ventures: The Contingency Effect of Environments And Firm Competences". *The Journal of High Technology Management Research*. Vol.16. (1): p. 37-57
- Li, T. & R. Calantone. 1998. "The Impact of Market Knowledge Competence on New Product Advantage: Conceptualization and Empirical Examination." *Journal of Marketing*. Vol 62.(4): p. 13-29.
- Li, Y.H., J.W. Huang & M.T. Tsai. 2009. "Entrepreneurial Orientation and Firm Performance: The Role Of Knowledge Creation Process." *Industrial Marketing Management*. Vol.38.(4): p.440-449.
- Liao, C., S.H. Chuang, & P.L. To, 2010. "How Knowledge Management Mediates the Relationship between Environment and Organizational Structure". *Journal of Business Research*. p.1-9.
- Lin, S.J. & J.R. Lee. 2011. "Configuring A Corporate Venturing Portfolio To Create Growth Value: Within-Portfolio Diversity And Strategic Linkage". *Journal of Business Venturing*, In Press, Corrected Proof.
- Lippman, S. & R. Rumelt. 1982. "Uncertain Imitability: An Analysis of Interfirm Differences in Efficiency under Competition." *Bell Journal of Economics*. Vol. 13. P. 418-438.
- Lisboa, A., D. Skarmetas & C. Lages. 2011. "Entrepreneurial Orientation, Exploitative and Explorative Capabilities, and Performance Outcomes in Export Markets: A

Resource-Based Approach". *Industrial Marketing Management*. Vol. 40. (8): p. 1274-1284.

Lofsten, H., & P. Lindelof. 2005. "Environmental Hostility, Strategic Orientation and the Importance of Management Accounting—an Empirical Analysis Of New Technology-Based Firms". *Technovation*. Vol. 25: p. 725–738

Lumpkin, G. T. 1998. "Do new entrant firms have an entrepreneurial orientation?". Paper presented at the annual meeting of the Academy of Management, San Diego, CA.

Lumpkin, G. T. & G. G. Dess. 1996. "Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance." *Academy of Management Review*. Vol.12.(1): p. 72-135.

Lumpkin, G. T. & G. G. Dess. 2001. "Linking Two Dimensions of Entrepreneurial Orientation to Firm Performance: The Moderating Role of Environment and Life Cycle." *Journal of Business Venturing*. Vol. 16: p.429-451.

Lumpkin, G. T., K.H. Brigham & T.W. Moss. 2010. "Long-Term Orientation: Implications For The Entrepreneurial Orientation And Performance Of Family Businesses". *Entrepreneurship & Regional Development*. Vol. 22. (3): p. 241–264.

Luo, X., L. Zhou & S.S. Liu. 2005. "Entrepreneurial Firms in the Context of China's Transition Economy: An Integrative Framework and Empirical Examination." *Journal of Business Research*. Vol. 58: p. 277-284.

Lyles, M. A. & J.E. Salk. 1996. "Knowledge Acquisition from Foreign Parents in International Joint Ventures: An Empirical Examination in the Hungarian Context". *Journal of International Business Studies*. Vol. 27.(5): p. 877–903.

Lyon, D. W., G.T. Lumpkin & G. G. Dess. 2000. "Enhancing Entrepreneurial Orientation Research: Operationalizing and Measuring a Key Strategic Decision Making Process". *Journal of Management*. Vol.26. (5): p.1055-1085.

Lyonski, S., M. Levas, & N. Lavenka. 1995. "Environmental Uncertainty and Organizational Structure: A Product Management Perspective". *Journal of Product and Brand Management*. Vol. 4.(3): p. 7-18.

MacCallum, R. C., & M.W. Browne. 1993. "The Use of Causal Indicators in Covariance Structure Models: Some Practical Issues". *Psychological Bulletin*. Vol. 114: p. 533-541.

MacMillan, I. C. 1986. *Progress in Research on Corporate Venturing*. Cambridge, MA, Ballinger Publishing Company.

Mahoney, T. A., T. H. Jerdee, and S. J. Carroll. 1963. *Development of Management Performance: A Research Approach*. Cincinnati, OH: South Western.

Makadok, R. 2001. "Toward A Synthesis of the Resource-Based and Dynamic-Capability Views of Rent Creation". *Strategic Management Journal*. Vol. 22: p. 387-401.

Makino, S. & A. Delios. 1996. "Local Knowledge Transfer and Performance: Implications For Alliance Formation In Asia". *Journal of International Business Studie*. Vol. 27. P. 905-927.

March, J. 1991. "Exploration and Exploitation in Organizational Learning". *Organization Science*. Vol.2.(1): p. 71-87.

March, J. G. & J. P. Olsen. 1988. The Uncertainty of the Past: Organisational Learning Under Ambiguity. In J. G. March (Ed.), *Decisions and Organisations* (p. 335-358). Oxford: Blackwell.

Mariati Norhashim & Kamarulzaman Ab. Aziz. 2005. "Smart Partnership or Cronysm? A Malaysian Perspective". *The International Journal of Sociology and Social Policy*. Vol. 25(8): p. 31-48.

Marino, L., K. Strandholm, H.K. Steensma & K.M. Weaver. 2002. "The Moderating Effect of National Culture on the Relationship between Entrepreneurial Orientation and Strategic Alliance Portfolio Extensiveness". *Entrepreneurship Theory and Practice*. Vol. 26.(4): p. 145-160.

Martinez, J. I., & J.C. Jarillo. 1989. "The Evolution of Research on Coordination Mechanisms in Multinational Corporations". *Journal of International Business Studies*. Vol. 20(3): p. 489-514.

Martínez-León, I. M. & J.A. Martínez-García, 2011. "The Influence of Organizational Structure on Organizational Learning". *International Journal of Manpower*. Vol. 32. (5/6): p.537-566.

Martins, I., & A. Rialp, 2013. "Entrepreneurial Orientation, Environmental Hostility and SME Profitability: A Contingency Approach". *Cuadernos De Gestión*. Vol. 13.(2): p. 67-88.

Matsuno, K., J. T. Mentzer & A. Özsoyner. 2002. "The Effects of Entrepreneurial Proclivity and Market Orientation on Business Performance". *Journal of Marketing*. Vol. 66: p.18-32.

Mawson, J. 2011. Corporate venturing enters its golden age. *Private Equity News*, March 28. www.penews.com/today/index/content/4068295507.

McArthur, A. W. & P.C. Nystrom. 1991. "Environmental Dynamism, Complexity, and Munificence as Moderators of Strategy-Performance Relationship". *Journal of Business Research*. Vol. 23.(1991): p. 349-361.

McDonough, E. F. & R. Leifer. 1983. "Using Simultaneous Structures to Cope With Uncertainty". *Academy of Management Journal*. Vol. 26: p.727-735.

- McGee, J. E. & M. J. Rubach. 1997. "Responding to Increased Environmental Hostility: A Study of the Competitive Behavior of Small Retailers." *Journal of Applied Business Research*. Vol. 13.(1): p. 83-94.
- McGrath, R. G. 1997. "A Real Options Logic for Initiating Technology Positioning Investments". *The Academy of Management Review*. Vol. 22: p. 974-996.
- Meijaard, J., M. J. Brand, & M. Mosselman. 2005. "Organizational Structure and Performance in Dutch small Firms". *Small Business Economics*. Vol. 25.(2005): p.83-96.
- Menguc, B. & S.Auh. 2010. "Development and Return on Execution Of Product Innovation Capabilities: The Role Of Organizational Structure". *Industrial Marketing Management*. Vol. 39.(2010): p. 820-831.
- Michaels, R. E., A.J. Dubinsky, M. Kotabe & C.U. Lim. 1996. "The Effects of Organizational Formalization on Organizational Commitment and Work Alienation in US, Japanese and Korean Industrial Salesforces". *European Journal of Marketing*. Vol. 30.(7): p. 8-24.
- Miles, M. P. & D. Arnold. 1991. "The Relationships between Marketing Orientation and Entrepreneurial Orientation". *Entrepreneurship: Theory & Practice*. Vol. 15.(4): p. 49-65.
- Miles, M. P. & J.G. Covin. 2002. "Exploring the Practice of Corporate Venturing: Some Common Forms And Their Organizational Implications". *Entrepreneurship Theory and Practice*. Vol. 26.(3): pp. 21-40.
- Miles, R. & C. Snow. 1978. *Organizational Strategy, Structure, and Process*. New York, NY: McGraw-Hill Book Company.
- Miller, D. & C. Droge. 1986. "Psychological and Traditional Determinants of Structure". *Administrative Science Quarterly*. Vol. 31: p. 539-560.
- Miller, D. & J. L. Breton-Miller. 2011. "Governance, Social Identity, and Entrepreneurial Orientation in Closely Held Public Companies." *Entrepreneurship Theory and Practice*.
- Miller, D. & P. H. Friesen. 1978. "Archetypes of Strategy Formulation." *Management Science*. Vol.24: p. 921-933.
- Miller, D. & P. H. Friesen. 1984. *Organizations: A Quantum View*. Englewood Cliffs, NJ: Prentice Hall.
- Miller, D. & P.H. Friesen. 1983. "Strategy-making and Environment." *Strategic Management Journal*. Vol. 4: p. 35-221.

Miller, D. (1988). "Relating Porter's Business Strategies to Environment and Structure: Analysis and Performance Implications". *Academy of Management Journal*. Vol. 31.(2): p. 280-308.

Miller, D. 1983. "The Correlates of Entrepreneurship in Three Types of Firms". *Management Science*. Vol.29: p. 770-791.

Miller, D., & J.-M. Toulouse. 1986. "Chief Executive Personality and Corporate Strategy and Structure in Small Firms". *Management Science*. Vol. 32. (11): p.1389-1409.

Miller, K. D. 2007. "Risk and Rationality in Entrepreneurial Processes". *Strategic Entrepreneurship Journal*. Vol. 1(1-2): p. 57-74.

Miller, S. R. & A. D. Ross. 2003. "An Exploratory Analysis of Resource Utilization across Organizational Units: Understanding the Resource-based View". *International Journal of Operations & Production Management*. Vol. 23.(9): p.1062-1083.

Mintzberg, H. 1979. *The Structuring of Organization*. Englewood Cliffs, NJ: Prentice Hall.

Mohamed Zain & A.E. Hassan. 2007. *The Impact of Corporate Entrepreneurship on Company Growth in a Hostile Business Environment*. Paper presented at the 7th Global Conference on Business & Economics

Mone, M. A., W. McKinley & V.L. Barker. 1998. "Organizational Decline and Innovation: A Contingency Framework." *Academy of Management Review*. Vol. 23.(1): p.115-132.

Monsen, E. 2005. *Employees Do Matter: Autonomy, Teamwork and Corporate Entrepreneurial Culture* (Doctoral dissertation, University of Colorado at Boulder). *Dissertation Abstracts International*. Vol. 66. 2293.

Monsen, R., & R. W. Boss. 2009. "The Impact of Strategic Entrepreneurship inside the Organization: Examining Job Stress and Employee Retention". *Entrepreneurship Theory and Practice*. Vol. 33. (1): p. 71-104.

Morand, D. A. 1995. "The Role of Behavioral Formality and Informality in the Enactment of Bureaucratic versus Organic Organizations". *Academy of Management Review*. Vol. 20: p. 831-872.

Moreno, A.M. & J.C. Casillas. 2008. "Entrepreneurial Orientation and Growth of SMEs: A Causal Model". *Entrepreneurship Theory and Practice*. Vol.32.(3): p. 507.

Morgan, N. A., A. Kaleka & C.S. Katsikeas. 2004. "Antecedents of Export Venture Performance: A Theoretical Model and Empirical Assessment." *Journal of Marketing* Vol. 68: p.90-108.

- Morgan, R. E., C. S. Katsikeas, & K. Appiah-Adu. 1998. "Market Orientation and Organizational Learning Capabilities". *Journal of Marketing Management*. Vol. 14. (4): p. 353-381.
- Morris, H. M., D. F. Kuratko & J.G. Covin. 2008. *Corporate Entrepreneurship and Innovation*. South-Western Cengage Learning.
- Morris, M. H. & D.L. Sexton. 1996. "The Concept of Entrepreneurial Intensity: Implications for Company Performance". *Journal of Business Research*. Vol. 36: p.5-13.
- Morris, M. H. & J. D. Trotter. 1990. "Institutionalizing Entrepreneurship in a Large Company: A Case Study at AT & T. *Industrial Marketing Management*. Vol.19. (12): p. 131-139.
- Morris, M. H., & D.F. Kuratko. 2002. *Corporate Entrepreneurship : Entrepreneurial Development within Organizations*. Orlando: Harcourt College Publishers.
- Morris, M. H., D.F. Kuratko & J.G. Covin. 2008. *Corporate Entrepreneurship and Innovation* (2nd ed.). Mason: South-Western Cengage Learning.
- Morris, M. H., J. van Vuuren, J.R. Cornwall & R. Scheepers. 2009. "Properties of Balance: A Pendulum Effect in Corporate Entrepreneurship". *Business Horizons*. Vol.52: p. 429-440.
- Morris, M. H., J.W. Webb & R.J. Franklin. 2011. "Understanding the Manifestation of Entrepreneurial Orientation in the Nonprofit Context". *Entrepreneurship Theory and Practice*. (September, 2011): p. 947-971.
- Morris, M.H. 1998. *Entrepreneurial Intensity*. Westport: Quorum Books.
- Mu, J. & C. A. D. Benedetto. 2011. "Strategic Orientations and New Product Commercialization: Mediator, Moderator, and Interplay". *R & D Management*. Vol. 41.(4): p. 337-359.
- Murphy, G. B., J. W. Trailer & R. C. Hill. 1996. "Measuring Performance in Entrepreneurship Research". *Journal of Business Research*. Vol. 36.(1): p. 15-23.
- Nahm, A. Y., M.A. Vonderembse & X.A. Koufteros. 2003. "The Impact of Organizational Structure on Time-Based Manufacturing and Plant Performance". *Journal of Operations Management*. Vol. 21.(3): p.281-306.
- Naldi, L., M. Nordqvist, K. Sjöberg & J. Wiklund. 2007. "Entrepreneurial Orientation, Risk Taking, and Performance in Family Firms". *Family Business Review*.
- Naman, J. L. & D.P. Slevin. 1993. "Entrepreneurship and the Concept of Fit: a Model and Empirical Tests". *Strategic Management Journal*. Vol.14.(2): p. 137-153.

- Narayanan, V. K., Y. Yi & S.A. Zahra. 2009. "Corporate Venturing and Value Creation: A Review and Proposed Framework." *Research Policy*. Vol. 38.(1): p.58-76.
- Neely, A. & J. Hii. 1998. "Innovation and Business Performance: A Literature Review." *The Journal of Management Studies*.(15th January).
- Nelson, R. R. & S.G. Winter. 1982. *An Evolutionary Theory of Economic Change*. Cambridge, MA: Harvard University Press.
- Neuman, L. 2003. *Social Research Methods: Qualitative and Quantitative Approaches*. Upper Saddle River, NJ, Pearson.
- Newbert, S. L. 2007. "Empirical Research on the Resource-Based View of The firm: An Assessment and Suggestions for Future Research." *Strategic Management Journal*. Vol.28.(2): p.121-146.
- Normann, R. 1971. "Organizational Innovativeness: Product Variation and Reorientation". *Administrative Science Quarterly*. Vol. 16.(2): p. 203-215.
- North, D. & D. Smallbone. 2000. "The Innovativeness and Growth of Rural SMEs During The 1990s". *Regional Studies*. Vol. 34. (2): p. 145-157.
- Nunnally, J. & I. Berstein. 1994. *Psychometric Theory*. New York: McGraw-Hill.
- Nunnally, J. C. & I.H. Bernstein. 1994. *Psychometric Theory*. New York: McGraw-Hill.
- O'Connor, G. C. & R. DeMartino. 2006. "Organizing for Radical Innovation: An Exploratory Study of the Structural Aspects of R&D Management Systems in Large Established Firms." *Journal of Production Innovation Management*. Vol.23: p. 475-497.
- OECD. 2008. *Growth in Services: Fostering Employment, Productivity and Innovation*. Paris: OECD.
- Olson, E. M., O. C. Walker & R. W. Ruekert. 1995. "Organizing for Effective New Product Development". *Journal of Marketing*. Vol. 59. (1): p. 48-62.
- Olson, E. M., S.F. Slater & G.T.M. Hult. 2005. "The Importance of Structure and Process to Strategy Implementation". *Business Horizons*. Vol. 48.(2005): p. 47-54.
- Osborn, R. N. & J. Hagedoorn. 1997. The Institutionalization and Evolutionary Dynamics of Interorganizational Alliances and Networks. *Academy of Management Journal*. Vol. 40. (2): p. 261-278.
- Osborn, R. N., & C.C. Baughn. 1990. "Forms Of Interorganizational Governance For Multinational Alliances". *Academy of Management Journal*. Vol. 33. (3): p. 503-519.

- Oster, S. 1990. *Modern Strategic Analysis*. New York, Oxford University Press.
Oxford University Press, The Oxford Dictionary of English (2nd edition revised).
- Pearce, J. A., II, P. Fritz, & P.S. Davis. 2010. "Entrepreneurial Orientation and the Performance of Religious Congregations as Predicted By Rational Choice Theory". *Entrepreneurship Theory and Practice*. Vol. 34.(1): p. 219–248.
- Perrow, C. 1967. "A Framework For The Comparative Analysis Of Organizations". *American Sociological Review*. Vol. 32: p.194-208.
- Peteraf, M. A. 1993. "The Cornerstones of Competitive Advantage: A Resource-Based View." *Strategic Management Journal*. Vol.14.(179-191).
- Peterson, R. & D. Berger. 1972. "Entrepreneurship in Organizations". *Administrative Science Quarterly*. Vol. 16. (Quarterly): p. 97–106.
- Petrakis, P. E. 2005. "Risk Perception, Risk Propensity and Entrepreneurial Behaviour: The Greek Case". *Journal of American Academy of Business*. Vol. 7. (1): p. 233–242.
- Pfeffer, J. & G.R. Salancik. 1978. *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper & Row.
- Pillai, R. & J.R. Meindl. 1998. "Context and Charisma: A "Meso" Level Examination of the Relationship of Organic Structure, Collectivism, and Crisis to Charismatic Leadership". *Journal of Management*. Vol. 24.(5): p.643-671.
- Pinchot, G. I. 1985. *Intrapreneuring*. New York, Harper & Row.
- Podsakoff, N. P., W. Shen & P.M. Podsakoff. 2006. The Role of Formative Measurement Models in Strategic Management Research: Review, Critique, and Implications for Future Researcher. In D. J. Ketchen & D. D. Bergh (Eds.), *Research Methodology in Strategy and Management*. Vol. 3: p. 197-252. Elsevier Ltd.
- Podsakoff, P. M. & D.W. Organ. 1986. "Self-Reports in Organizational Research: Problems and Prospects." *Journal of Management*. Vol. 12.(4): p. 531-544.
- Podsakoff, P. M., S. B. MacKenzie, J.-Y. Lee & N. P. Podsakoff. 2003. "Common Method Biases in Behavioral Research: A Critical Review Of The Literature And Recommended Remedies". *Journal of Applied Psychology*. Vol. 88: p. 879–903.
- Poon, J. M. L., Raja Azimah Ainuddin, & Sa'odah Haji Junit. 2006. "Effects of Self-Concept Traits and Entrepreneurial Orientation of Firm Performance". *International Small Business Journal*. Vol. 24. (1):pp. 61-82.
- Popper, K. 1969. *Conjectures and Refutations*. London: Routledge and Kegan Paul.
- Porter, M. E. 1980. *Competitive Strategy*. New York: Free Press.

- Powell, C. 2001. "Competitive advantage: Logical and Philosophical Considerations." *Strategic Management Journal*. Vol. 22.(9): p.875-888.
- Prange, C. 1999. Organizational Learning - Desperately Seeking Theory? In M. Easterby-Smith, J. Burgoyne & L. Araujo (Eds.), *Organizational Learning and the Learning Organisation* (pp. 23-43). London: Sage.
- PricewaterhouseCoopers. 2002. Market Readiness for Disclosure-Based Regulation, Highlights from the Survey on the Readiness of the Malaysian Capital Market Participants for DBR. Kuala Lumpur, Securities Commission.
- Priem, R. L. & J. E. Butler. 2001. "Is The Resource-Based 'View' a Useful Perspective for Strategic Management Research?". *Academy of Management Review*. Vol. 26.(1): p. 22-40.
- Pugh, D. S. & C.R. Hinings. 1976. *Organizational Structure: Extensions and Replications*. Westmead. Saxon House.
- Pugh, D. S., D. J. Hickson, C. R. Hinings, & C. Turner. 1965. "Dimensions of Organization Structure". *Administrative Science Quarterly*: Vol. 10: p. 65-105.
- Putrajaya Committee on GLC High Performance. 2006. Progress Review: December 2006, Putrajaya Committee on GLC High Performance, Kuala Lumpur.
- Rainey, H. G. 1999. "Using Comparison of Public and Private Organizations to Assess Innovative Attitudes among Members of Organizations". *Public Productivity & Management Review*. Vol. 23. (2): p. 130-149.
- Raja Suzana, R. K. & M. S. Rahim. 2008. "The Contributions of Public-listed Organizations to Knowledge-based Development in Malaysia." *The International Journal of Knowledge, Culture and Change Management*. Vol. 8.(7): p.1-16.
- Ramamurthy, K. 1990. Role of Environmental, Organizational and Technological Factors in Information Technology Implementation in Advanced Manufacturing: An Innovation Adoption-diffusion Perspective. U.M.I.
- Ramayah, T., L.C. Yan, & M. Sulaiman. 2005. "SME e-readiness in Malaysia: Implications for Planning and Implementation." *Sasin Journal of Management*. Vol.11.(1): p. 103-120.
- Ramezan, M. 2011. "Intellectual Capital and Organizational Organic Structure in Knowledge Society: How Are These Concepts Related?". *International Journal of Information Management*. Vol. 31: p. 88-95.
- Ramirez, C. D. & L.H. Tan. 2004. "Singapore Inc. versus the Private Sector: Are Government-Linked Companies Different?". *International Monetary Fund Staff Papers*. Vol. 51(3): p.510-528.

Rant, M. 2004. *Role of Organizational Structure and Organizational Learning Process*. Paper presented at the 2004 European Applied Business Research Conference.

Rapert, M., & B. Wren. 1998. "Reconsidering Organizational Structure: A Dual Perspective of Frameworks and Processes". *Journal of Management Issue*. Vol. 10.(3): 287-302.

Rauch, A. J. Wiklund, M. Freese & G.T. Lumpkin. 2004. *Entrepreneurial Orientation and Business Performance: Cumulative Empirical Evidence*. Paper presented at the 23rd Babson College Entrepreneurship Research Conference.

Rauch, A., J. Wiklund, G.T. Lumpkin & M. Frese. 2009. "Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future." *Entrepreneurship Theory and Practice*.

Reimann, B. C. 1974. "Dimensions of Structure in Effective Organizations: Some Empirical Evidence". *The Academy of Management Journal*. Vol. 17.(4): p. 693-708.

Reimsbach, D. & B. Hauschild. 2012. Corporate Venturing: An Extended Typology. *Journal of Management Control*. Vol. 23: p. 71-80.

Richard, O.C., T. Barnett, S. Dwyer & K. Chadwick. 2004. "Cultural Diversity in Management, Firm Performance, and the Moderating Role of Entrepreneurial Orientation Dimensions." *Academy of Management Journal*. Vol. 47.(2): p. 255-266.

Rind, K. W. 1981. "The Role of Venture Capital in Corporate Development". *Strategic Management Journal*. Vol. 2: p.169-180.

Ringle, C. M., S. Wende & W. Alexander. 2005. "SmartPLS 2.0". *SmartPLS, Hamburg* (available at www.smartpls.de).

Robbins, S. P. 1993. *Organizational Behavior* (6th ed.). Englewood Cliffs, NJ: Prentice Hall.

Robertson, C. & S. K. Chetty. 2000. "A Contingency-based Approach to Understanding Export Performance." *International Business Review*. Vol. 9.(2000): p.211-235.

Rodan, S. 2005. "Exploration and Exploitation Revisited: Extending March's Model of Mutual Learning". *Scandinavian Journal of Management*. Vol. 22: p. 407-428.

Rodrigues, R. G., & M. Raposo. 2011. "Entrepreneurial Orientation, Human Resources Information Management, and Firm Performance in SMEs". *Canadian Journal of Administrative Sciences*. Vol. 28. (2011): p. 143-153.

Romero-Martínez, A. M., Z. Fernandez-Rodriguez & E. Vazquez-Inchausti. 2010. "Exploring Corporate Entrepreneurship in Privatized Firms". *Journal of World Business*. Vol. 45.(1): p. 2-8.

Rosenberg, M. 1968. *The Logic of Survey Analysis*. New York, Basic Books.

Rossiter, J. 2002. "The C-OAR-SE Procedure for Scale Development in Marketing". *International Journal of Research in Marketing*. Vol. 19: p.305–335.

Rothwell, R. & A.B. Robertson. 1973. "The Role Of Communications In Technological Innovations". *Research Technology Management*. Vol. 2: p.204–225.

Rouse, M. J. & U. S. Daellenbach. 2002. "More Thinking on Research Methods for The Resource-Based Perspective". *Strategic Management Journal*. Vol. 23.(10): p.963-967.

Ruhaya, A., & N.M. Razali. 2013. "CSR Reporting by Government Linked Companies and their Corporate Attributes". *Australian Journal of Basic and Applied Sciences*. Vol. 7(4): p. 163-171.

Runyan, R., P. Huddleston & J. Swinney. 2006. "Entrepreneurial Orientation and Social Capital as Small Firm Strategies: A Study of Gender Differences from a Resource-Based View". *Entrepreneurship Management*. Vol. 2: p. 455-477.

Russell, R. 1999. "Developing a Process Model of Intrapreneurial Systems: A Cognitive Mapping Approach". *Entrepreneurship: Theory & Practice*. Vol. 23. (3): p. 65-85.

Sakalas, A., & R. Venskus. 2007. "Interaction of Learning Organization and Organizational Structure". *Engineering Economics*. Vol.3:(53): p. 65-70.

Salleh, M. A. 2006. *Antecedent of Commitment to An Import Supplier*. PhD Thesis, Queensland University of Technology.

Saly, A. W. 2001. *Corporate Entrepreneurship: Antecedents and Consequences of Entrepreneurship in Large Established Firms*: Thela Thesis.

Sathe, V. 2003. *Corporate Entrepreneurship: Top Managers and New Business Creation*. United Kingdom, University Press, Cambridge.

Sayer, A. 1992. *Method in Social Science- A Realist Approach*. London: Routledge.

Sceherer, F. M. 1970. *Industrial Market Structure and Economic Performance*. Chicago: College Publishing Co.

Schiavone, F. 2007. "Linking the Division of Labour to Entrepreneurial Orientation of Firms: A Theoretical Proposal". *International Journal of Entrepreneurship and Small Business*. Vol. 4.(2): p. 163-178.

Schildt, H. A., M. V. J. Maula & T. Keil. 2005. "Explorative and Exploitative Learning from External Corporate Ventures". *Entrepreneurship Theory and Practice*. Vol. 29.(4): p. 493–515.

Schminke, M., M.L. Ambrose, & R.S. Cropanzano. 2000. "The Effect of Organizational Structure on Perceptions of Procedural Fairness". *Journal of Applied Psychology*. Vol. 85: p. 294–304.

Schollhammer, H. 1981. *The Efficacy of Internal Corporate Entrepreneurship Strategies*. Babson College, Wellesley, MA.

Schollhammer, H. 1982. *Internal Corporate Entrepreneurship*. Englewood Cliffs, NJ: Prentice-Hall.

Schon, D. A. 1983. Organizational learning. In G. Morgan (Ed.), *Beyond Method, Strategies for Social Research*. Beverly Hills, CA: Sage.

Schoonoven, C. B. 1981. "Problems with Contingency Theory: Testing Assumptions Hidden Within the Language of Contingency "Theory"." *Administrative Science Quarterly*. Vol.26: p. 349-377.

Schumpeter, J. 1934. *The Theory of Economic Development*. Boston: Harvard University Press.

Schwartz, G. 2003. "Employment Restructuring in Russian Industrial Enterprises: Confronting A 'Paradox' ." *Work, Employment and Society*. Vol. 17(1): p. 49-72.

Secretariat to National SME Development Council, B. N. M. 2005. *Definitions for Small and Medium Enterprises in Malaysia*.

Sekaran, U. & R. Bougie. 2010. *Research Methods for Business: A Skill Building Approach*. West Sussex, United Kingdom: John Wiley & Son Ltd.

Serpa, R. 1987. *Entrepreneurship in Large Corporations: A Case History*. *Frontiers of Entrepreneurship Research 1987 Edition*. Babson College.

Shapero, A. 1975. The Displaced, Uncomfortable Entrepreneur. *Psychology Today*. Vol.11: p. 83-89.

Sharma, P. & J. Chrisman. 1999. "Towards the Reconciliation of The Definitional Issues In The Field of Corporate Entrepreneurship." *Entrepreneurship Theory and Practice*. Vol. 19(3): p. 11-28.

Shepherd, D. A., J.G. Covin & D.F. Kuratko. 2009. "Project Failure from Corporate Entrepreneurship: Managing the Grief Process". *Journal of Business Venturing*. Vol. 24.(2009): p. 588-600.

Short, J. C., G.T. Payne, K.H. Brigham, G.T. Lumpkin & J.C. Broberg. 2009. "Family Firms and Entrepreneurial Orientation in Publicly Traded Firms: A Comparative Analysis of the S&P 500". *Family Business Review*. Vol. 22. (1 March 2009): p. 9-2.

Simonin, B. L. 1999. "Ambiguity and the Process of Knowledge Transfer in Strategic Alliances". *Strategic Management Journal*. Vol. 20: p.595–623.

- Sine, W. D., H. Mitsuhashi & D.A. Kirsch. 2006. "Revisiting Burns and Stalker: Formal Structure and New Venture Performance in Emerging Economic Sectors". *Academy of Management Journal*. Vol. 49.(1): p. 121–132.
- Slater, S. F. & J.C. Narver. 2000. "The Positive Effect of A Market Orientation On Business Profitability: A Balanced Replication". *Journal of Business Research*. Vol. 48: p. 69–73.
- Slevin, D. P. & J. G. Covin. 1997. "Strategy Formation Patterns, Performance, and the Significance of Context". *Journal of Management*. Vol. 23. (2): p.189-209.
- Smart, D. T. & J. S. Conant. 1994. "Entrepreneurial Orientation, Distinctive Marketing Competencies And Organizational Performance". *Journal of Applied Business Research*. Vol. 10. (3): p. 28-39.
- Soininen, J., M. Martikainen, K. Puumalainen & K. Kylaheiko. 2011. "Entrepreneurial Orientation: Growth And Profitability Of Finnish Small and Medium-Sized Enterprises " *International Journal of Production Economics*.
- Sollund, R. 2006. "Mechanistic Versus Organic Organizations' Impact on Immigrant Women's Work Satisfaction and Occupational Mobility". *Scandinavian Journal of Hospitality and Tourism*. Vol. 6.(4): p. 287–307.
- Sorescu, A. B., R. K. Chandy & J.C. Prabhu. 2003. "Sources and Financial Consequences of Radical Innovation: Insights from Pharmaceuticals." *Journal of Marketing*. Vol. 67.(4): p. 82-102.
- Sousa de Vasconcellos e Sa, J. & D. Hambrick. 1989. "Key Success Factors: Test of a General Theory in the Mature Industrial Sector". *Strategic Management Journal*. (10): p. 360-383.
- Spann, M. S., M. Adams & M.S. Wortman. 1988. "Entrepreneurship: Definitions, Dimensions, and Dilemmas." Proceedings of the U.S. Association for Small Business and Entrepreneurship, P. 147-153.
- Spillecke, S. B. & M. Brettel. 2012. "The Impact of Sales Management Controls on the Entrepreneurial Orientation of the Sales Department". *European Management Journal*.
- Stam, W., S. Arzlanian, & T. Elfring. 2013. "Social capital of entrepreneurs and small firm performance: A meta-analysis of contextual and methodological moderators". *Journal of Business Venturing*.
- Stam, W. & T. Elfring. 2006. "Entrepreneurial Orientation and New Venture Performance: The Mediating Effect of Network Strategies". Paper presented at the Academy of Management. Best Paper Proceedings.

Stam, W. & T. Elfring. 2008. "Entrepreneurial Orientation and New Venture Performance: The Moderating Role Of Intra- and Extra-industry Social Capital." *Academy of Management Journal*. Vol. 51. (1): p. 97-111.

Stank, T. P., P. J. Daugherty & C.M. Gustin. 1994. "Organizational Structure: Influence on Logistics Integration, Costs, and Information System Performance". *The International Journal of Logistics Management*. Vol. 5.(2): p. 41-52.

Stata, R. 1989. "Organizational Learning: The Key to Management Innovation." *Sloan Management Review*. Vol. 30.(Spring): p. 63-74.

Stetz, P. E., R. Howell, A. Stewart, J.D. Blair & M.D. Fottler. 2000. Multidimensionality of Entrepreneurial Firm-Level Processes: Do the Dimensions Covary? In R.D. Reynolds, E. Autio, C.G. Brush, W.D. Bygrave, S. Manigart, H. J. Sapienza & D. L. Sexton (Eds.), *Frontiers of entrepreneurship research* (p. 459-469). Wellesley, MA: Babson College.

Stevenson, H. H., & J.C. Jarillo. 1986. "Preserving Entrepreneurship as Companies Grow". *Journal of Business Strategy*. Vol. 6: p.10-23.

Stevenson, H.H., M.J. Roberts & H.I. Grousbeck. 1985. *New Business Ventures and the Entrepreneur*. Homewood, Ill: R. D. Irwin.

Stone, M. 1975. "Cross-Validatory Choice and Assessment of Statistical Predictions". *Journal of the Royal Statistical Society*. Vol. 36. (2): p.141-133.

Stopford, J. M. & C. W. F. Baden-Fuller. 1994. "Creating Corporate Entrepreneurship." *Strategic Management Journal*. Vol. 15.(7): p. 521-36. Storey, D. J. 1994. *Understanding the Small Business Sector*. London: Routledge.

Su, Z., J. Li, Z. Yang & Y. Li. 2011. "Exploratory Learning and Exploitative Learning In Different Organizational Structures". *Asia Pacific Journal of Management*. Vol.28: p.697-714.

Subramanian, A. & S. Nilakanta. 1996. "Organizational Innovativeness: Exploring the Relationship between Organizational Determinants of Innovation, Types of Innovations, and Measures of Organizational Performance". *Omega*. Vol. 24. (6): p. 631-647.

Sul, H.-K. & M.A. Khan. 2006. "Restaurant Franchisees' View of the Relationships Among the Determinants of Franchisors' Entrepreneurial Strategy Processes". *Journal of Hospitality & Tourism Research* November. Vol.30.(4): p 427-451.

Sullivan, J. J., & I. Nonaka. 1986. "The Application of Organizational Learning Theory to Japanese and American Management". *Journal of International Business Studies*. Vol. 17. (Autumn, 1986): p. 127-147.

Sutton, G. 2000. An Integrated Model Of Job Satisfaction : Expectations, Experiences and Psychological Contract Violation. PhD Thesis, Queensland University of Technology.

Swierczek, F. W. & T.T. Ha. 2003. "Entrepreneurial Orientation, Uncertainty Avoidance, and Firm Performance: An Analysis of Thai and Vietnamese SMEs". *The International Journal of Entrepreneurship and Innovation*. Vol. 4. (1): p. 46-58.

Sykes, H. B. 1986. "The Anatomy of a Corporate Venturing Program: Factors Influencing Success". *Journal of Business Venturing*. Vol. 1.(3): p.275-293.

Tabachnick, B. G. & L. S. Fidell. 2001. *Using Multivariate Statistics* (4th ed.). Boston: Allyn and Bacon.

Tajeddini, K. 2010. "Effect of Customer Orientation and Entrepreneurial Orientation on Innovativeness: Evidence from the Hotel Industry in Switzerland." *Tourism Management*. Vol. 31.(2010): p. 221-231.

Takahashi. 2000. Reinventing the Intrapreneur. *Red Herring*, (September.):pp. 189-196.

Tan, J. & D. Tan. 2005. "Environment-Strategy Coevolution and Coalignment: A Staged-model of Chinese SOEs under Transition." *Strategic Management Journal*. Vol. 26.(2): p. 141-157.

Tan, J. 2002. "Culture, Nation, and Entrepreneurial Strategic Orientations: Implications for an Emerging Economy". *Entrepreneurship Theory and Practice*. P.95-111.

Tang, J., Z. Tang, L.D. Marino, Y. Zhang & Q. Lu. 2008 "Exploring an Inverted U Shape Relationship Between Entrepreneurial Orientation and Performance in Chinese Ventures", *Entrepreneurship Theory and Practice*, Vol. 32. (1): p. 219-239.

Tang, L. & P.E. Koveos. 2004. "Venture Entrepreneurship, Innovation Entrepreneurship and Economic Growth". *Journal of Developmental Entrepreneurship*. Vol. 9. (2): p. 161-171.

Teece, D. & G. Pisano. 1994. "The Dynamic Capabilities of Firms: An Introduction". *Industrial and Corporate Change*. Vol. 3.(3): p. 537-556.

Teece, D. L., G. Pisano & A. Shuen. 1997. "Dynamic Capabilities and Strategic Management". *Strategic Management Journal*. Vol.18: p. 509-533.

Templeton, G. F., B. R. Lewis & C.A. Snyder. 2002. "Development of a Measure For The Organizational Learning Construct". *Journal of Management Information Systems*. Vol.19. (2): p. 175-218.

- Teng, B.-S. 2007. "Corporate Entrepreneurship Activities through Strategic Alliances: A Resource-Based Approach toward Competitive Advantage". *Journal of Management Studies*. Vol. 44: p.119–142.
- The Sun Daily, 2010. "99 Companies Delisted from Bursa Since 2003". The Sun Daily. <http://www.thesundaily.my/node/140511>. 21 July 2010.
- Thompson, J. D. 1967. *Organizations in Action*. New York: McGraw-Hill.
- Thornberry, N. 2001. "Corporate Entrepreneurship: Antidote or Oxymoron?." *European Management Journal*. Vol. 19: p. 526-533.
- Thornhill, S., & R. Amit. 2000. "A Dynamic Perspective of Internal Fit in Corporate Venturing". *Journal of Business Venturing*. Vol. 16.(1): p 25-50.
- Totterdell, P., D. Leach, D. Birdi, K. Clegg & W. Toby, 2002. "An Investigation of the Contents and Consequences of Major Organizational Innovations". *International Journal of Innovation Management*. Vol. 6. (4): p. 343-368.
- Urbach, N. & F. Ahlemann. 2010. "Structural Equation Modeling in Information Systems Research Using Partial Least Squares". *Journal of Information Technology Theory and Application*. Vol. 11. (2): p.5-40.
- van Teijlingen, E. & V. Hundley. 2001. "The Importance of Pilot Studies." *Social Research Update* . Vol. 35.
- Venkataraman, S. 1997. The Distinctive Domain of Entrepreneurship Research: An Editor's Perspective. In J. Katz & R. Blockhouse (Eds.), *Advances in Entrepreneurship Firm Emergence, and Growth*. Vol. 3: p. 119-138.
- Venkataraman, N. 1989a. "Strategic Orientation of Business Enterprises: The Construct, Dimensionality, and Measurement". *Management Science*. Vol. 35.(8): p. 942–962.
- Venkataraman, N. 1989b. "The Concept of Fit in Strategy Research: Toward Verbal and Statistical Correspondence." *Academy of Management Review*. Vol.14: p. 423–444.
- Venkataraman, N., & J.E. Prescott. 1990. "Environment-Strategy Co Alignment: An Empirical Test Of Its Performance Implications",. *Strategic Management Journal*. Vol. 11.(1): p. 1-23.
- Vermeulen, F. & H. Barkema. 2001. "Learning Through Acquisitions". *Academy of Management Journal*. Vol. 44.(3): p. 457–476.
- Vesper, K. H. 1990. *New Venture Strategies*. Englewood Cliffs, NJ., Prentice-Hall.
- Veugelers, R. & B. Cassiman. 1999. "Make and Buy In Innovation Strategies: Evidence from Belgian Manufacturing Firms." *Research Policy*. Vol.28.(1): p. 63–80.

Vij, S. & H. S. Bedi. 2012. "Relationship between Entrepreneurial Orientation and Business Performance: A Review of Literature". *The IUP Journal of Business Strategy*, IX(3).

Vitale, R., J. Giglierano & M. Miles. 2003. "Entrepreneurial Orientation, Market Orientation, and Performance In Established and Start-Up Firms". *Working Paper*.

von Hippel, E. 1977. "Successful and Failing Internal Corporate Ventures: An Empirical Analysis". *Industrial Marketing Management*. Vol. 6. (3): p. 163-174.

Voss, Z. G., G.B. Voss, & C. Moorman. 2005. "An Empirical Examination of the Complex Relationships between Entrepreneurial Orientation and Stakeholder Support". *European Journal of Marketing*. Vol. 39.(9/10): p. 1132-1150.

Wagner, E. R. & E.N. Hansen. 2005. "Innovation In Large Versus Small Companies: Insights from the US Wood Products Industry". *Management Decision*. Vol. 43.(6): p. 837-850.

Walter, A. M. Auer & T. Ritter. 2006. "The Impact Of Network Capabilities And Entrepreneurial Orientation On University Spin-Off Performance". *Journal of Business Venturing*. Vol. 21. (4): p. 541-567.

Wang, C. L. & P.K. Ahmed. 2004. "The Development and Validation of the Organizational Innovativeness Construct Using Confirmatory Factor Analysis". *European Journal of Innovation Management*. Vol. 4. (7): p. 303-313.

Wang, H.-K., & Y.-F. Yen. 2012. "An Empirical Exploration of Corporate Entrepreneurial Orientation and Performance in Taiwanese SMEs: A Perspective of Multidimensional Construct". *Total Quality Management & Business Excellence*, Sep-Oct 2012. Vol. 23.(9): p.1035-1044.

Wang, Y. & X. Zhang. 2009. "Operationalization of Corporate Entrepreneurship and Its Performance Implications in China: An Empirical Study." *Journal of Chinese Entrepreneurship*. Vol. 1.(1): p. 8-20.

Weinzimmer, L. G., P.C. Nystrom & S. J. Freeman. 1998. "Measuring Organizational Growth: Issue, Consequences and Guidelines". *Journal of Management*. Vol. 24. (2): p. 235-262.

Wiklund, J. & D. A. Shepherd. 2011. "Where to From Here? EO-as-Experimentation, Failure, and Distribution of Outcomes". *Entrepreneurship Theory & Practice*.

Wiklund, J. & D. Shepherd. 2003. "Knowledge-Based Resources, Entrepreneurial Orientation, and The Performance of Small and Medium-Sized Businesses." *Strategic Management Journal*. Vol. 24. P. 1307-1314.

Wiklund, J. 2006. The Sustainability of the Entrepreneurial Orientation-Performance Relationship. In P. Davidsson, F. Delmar & J. Wiklund (Eds.), *Entrepreneurship and the Growth of Firms*. UK: Edward Elgar.

Willem, A. & M. Buelens. 2009. "Knowledge Sharing in Inter-Unit Cooperative Episodes: The Impact of Organizational Structure Dimensions". *International Journal of Information Management*. Vol. 29.(2009): p.151-160.

Willem, A., M. Buelens, & I.D. Jonghe. 2007. "Impact of Organizational Structure on Nurses' Job Satisfaction: A Questionnaire Survey". *International Journal of Nursing Studies*, Vol. 44.(2007): p. 1011-1020.

William, E.B. & J.M. Sinkula. 2009. "The Complementary Effects of Market Orientation and Entrepreneurial Orientation on Profitability in Small Businesses". *Journal of Small Business Management*. Vol. 47.(4): p. 443-464.

Withers, S. 1995. *Gateway to Growth: A Study of Corporate Venturing*. London.

Withers, S. 1997. *Window on Technology: Corporate Venturing In Practice*. London.

Wold, H. 1996. "Nonlinear Estimation by Partial Least Squares." *Research Papers in Statistics*. J. Neyman and F. N. David. New York, Wiley: 411-444.

Wold, S., L. Eriksson & N. Kettaneh. 2010. PLS in DataMining and Data Integration. In V. E. Vinzi et al. (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications*. Verlag Berlin Heidelberg: Springer.

Wong, Y. & X. Zhang. 2009. "Operationalization of Corporate Entrepreneurship and its Performance Implications in China: An Empirical Study." *Journal of Chinese Entrepreneurship*. Vol. 1.(1): p. 8-20.

Wood, V.R., S. Bhuiyan & K. Kiecker. 2000. "Market Orientation and Organizational Performance in Not-for-Profit Hospitals". *Journal of Business Research*. Vol. 48.(3): p. 213-226.

Wright, P., M. Kroll, B. Pray & A. Lado. 1995. "Strategic Orientations, Competitive Advantage, and Business Performance." *Journal of Business Research*. Vol.33: p. 143-151.

Yalcinkaya, G., R. J. Calantone, D. A. Griffith. 2007. "An Examination of Exploration and Exploitation Capabilities: Implications for Product Innovation and Market Performance". *Journal of International Marketing*. Vol. 15. (4): p. 63-93.

Yamada, K., & Y. Eshima. 2009. "Impact of Entrepreneurial Orientation: Longitudinal Analysis of Small Technology Firms in Japan". *Academy of Management Proceeding*. Vol. 1: p. 1-6.

Yang, Z., R. Li-Hua, X. Zhang & Y. Wang. 2007. "Corporate Entrepreneurship and Market Performance: An Empirical Study in China." *Journal of Technology Management*. Vol.2.(2):p.154-162.

- Yap, B. C. F., S. Munuswamy & Zulkifflee Mohamed. 2012. "Evaluating Company Failure in Malaysia Using Financial Ratios and Logistic Regression". *Asian Journal of Finance & Accounting*. Vol. 4. (1): p. 330-334.
- Yoo, S.-J. 2001. Entrepreneurial Orientation, Environment Scanning Intensity, and Firm Performance in Technology-Based SMEs. In W.D. Bygrave, C.G. Brush, P. Davidsson, G.P. Green, P.D. Reynolds & H.J.Sapienca (Eds.) (Eds.), *Frontiers of Entrepreneurship Research* (pp. pp. 365–367). Wellesley, MA: Babson College.
- Yukl, G. 2009. "Leading Organizational Learning: Reflections on Theory and Research". *The Leadership Quarterly*. Vol. 20. (20): p. 49-53.
- Zahra, S. A. & D. M. Garvis. 2000. "International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility." *Journal of Business Venturing*. Vol. 15: p. 469-492.
- Zahra, S. A., & D.O. Neubaum. 1998. "Environmental Diversity and the Entrepreneurial Activities of New Ventures". *Journal of Developmental Entrepreneurship*. Vol. 3.(2): p. 123–140.
- Zahra, S. A. & J. C. Hayton. 2008. "The Effect of International Venturing on Firm Performance: The Moderating Influence of Absorptive Capacity". *Journal of Business Venturing*. Vol. 23. (2008): p. 195-220.
- Zahra, S. A. & J. G. Bogner. 2000. "Technology, Strategy and Software New Ventures' Performance: Exploring the Moderating Effect of the Competitive Environment." *Journal of Business Venturing*. Vol. 15: p. 135-173.
- Zahra, S. A. & J. G. Covin. 1995. "Contextual Influences on the Corporate Entrepreneurship Performance Relationship: A Longitudinal Analysis". *Journal of Business Venturing*. Vol. 10: p. 43-58.
- Zahra, S. A. 1991. "Predictors and Financial Outcomes of Corporate Entrepreneurship: An Exploratory Study". *Journal of Business Venturing*. Vol.6(4): p. 259-285.
- Zahra, S. A. 1993a. "Environment, Corporate Entrepreneurship, and Financial Performance: A Taxonomic Approach". *Journal of Business Venturing*. Vol. 8.(4): p. 319-340.
- Zahra, S. A. 1993b. "A Conceptual Model of Entrepreneurship As Firm Behavior: A Critique and Extension." *Entrepreneurship Theory and Practice*. Vol. 17.(4): p. 5-22.
- Zahra, S. A. 1996. "Governance, Ownership, and Corporate Entrepreneurship: The Moderating Impact of Industry Technological Opportunities". *Academy of Management Journal*. Vol. 39.(6): p. 1713–1735.
- Zahra, S. A. 2006. "Contextualizing Theory Building In Entrepreneurship Research". *Journal of Business Venturing*. Vol. 22. (2007): p. 443– 452.

Zahra, S. A., & D.O. Neubaum. 1998. "Environmental Adversity and The Entrepreneurial Activities Of New Ventures". *Journal of Developmental Entrepreneurship*. Vol. 3. (2): p. 123-140.

Zahra, S. A., A.P. Nielsen & W.C. Bogner. 1999. "Corporate Entrepreneurship, Knowledge, and Competence Development". *Entrepreneurship Theory and Practice*. Vol. 23.(3): p. 169–189.

Zahra, S. A., D. F. Jennings & D. Kuratko. 1999. "The Antecedents and Consequences of Firm-Level Entrepreneurship: The State of the Field". *Entrepreneurship Theory and Practice*. Vol. 24.(2): p. 46-65.

Zahra, S. A., T. Keil & M.V. Maula. 2005. "New Ventures' Inward Licensing: Examining the Effects of Industry and Strategy Characteristics." *European Management Review*. Vol.2.(3): p.154–166.

Zainudin Awang. 2010. *Research Methodology for Business and Social Science*. Shah Alam, Selangor: Universiti Publication Centre (UPENA), Uitm.

Zainudin Awang. 2012. *A Handbook on SEM Structural Equation Modeling: SEM Using Amos Graphic* (5th ed.). Kota Bahru: Center of Graduate Studies, Universiti Teknologi Mara Kelantan.

Zehir, C. & S. Eren. 2007. "Field Research on Impacts of Some Organizational Factors on Corporate Entrepreneurship and Business Performance in the Turkish Automotive Industry". *Journal of American Academy of Business*. Vol. 10.(2): p. 170.

Zhang, Z. D. Wan & M. Jia. 2008. "Do High Performance Human Resource Practices Help Corporate Entrepreneurship? The Mediating Role of Organizational Citizenship Behavior". *Journal of High Technology Management Research*. Vol. 19: p. 128-138.

Zhu, K. & K.L. Kraemer. 2005. "Post-Adoption Variations in Usage and Value of E-Business by Organizations: Cross-Country Evidence from the Retail Industry." *Information Systems Research*. Vol. 16.(1): p. 61-84.

Zikmund, W. G. 2000. *Business Research Method*. Orlando: The Dryden Press.

Zott, C. 2003. "Dynamic Capabilities and the Emergence of Industry Differential Firm Performance: Insights from a Simulation Study." *Strategic Management Journal*. Vol. 24.(2): p. 97-125.