

Appendix A:

Previous Researches on Corporate Entrepreneurship

Table A-1: Example of Previous Studies on Corporate Entrepreneurship in Malaysia

Item	Author, Year	Corporate Entrepreneurship Dimension	Firm Performance Measure	Sample	Research Design	Findings
1.	Amran et al., (2010)	Entrepreneurial orientation	Subjective	135 Small and Medium agro-based Enterprises (BSMAEs) in southern region.	Mailed Survey Crosssectional Multiple Regression (SPSS)	Entrepreneurial orientation has strong relationship with knowledge (human capital, tacit knowledge) and networking (strategic alliances, social network capabilities)
2.	Amran et. Al (2009)	Entrepreneurial orientation	Subjective	232 SMEs in Perlis, Kedah and Penang	Mailed Survey Crosssectional Multiple Regression (SPSS)	Autonomy and innovativeness were related positively with performance. Moderating impact showed significant interaction effect of human capital and information technology munificence on proactiveness and performance relationship.
3.	Dewi Izzwi (2011)	Entrepreneurial orientation	Subjective	173 Batik firms producer and seller	Mailed Survey Crosssectional Multiple Regression (SPSS)	The entrepreneurial orientation was positively related to firm performance.
4.	Fakhrul & Wan	Entrepreneurial orientation	Subjective	162 founder of the SMEs	Mailed Survey Crosssectional	Entrepreneurial orientation did not mediate the relationship between

Item	Author, Year	Corporate Entrepreneurship Dimension	Firm Performance Measure	Sample	Research Design	Findings
	Northayate (2011)			services and manufacturing sectors in Kuala Lumpur/Selangor (Klang Valley) listed by MARA	Multiple Regression (SPSS)	government support and Malay firm performance. There was a significant positive relationship between entrepreneurial orientation and firm performance
5.	Entebang et al. (2006)	Entrepreneurial orientation	Not applicable	26 out of 128 (20% response rate) CEOs in government link companies (GLCs)	Mailed Survey Crossectional Correlation analysis (SPSS)	The GLCs showed positive entrepreneurial behaviour in innovation, proactiveness and competitive aggressiveness, but are low in their rating for risk taking
6.	Poon et al. (2006)	Entrepreneurial Orientation	Subjective	96 SME entrepreneurs	Mailed Survey Crossectional EQS 5.1	The entrepreneurial orientation has positive relationship with firm performance.
7.	Mohamed & Hassan (2007)	Entrepreneurial orientation Ross's (1987) Intrapreneurial Performance Quotient (IPQ) Pinchot's freedom factors	Objective Growth in employees, assets and sales	45 of construction firms listed in Bursa Malaysia.	Mailed Survey Crossectional Multiple Regression (SPSS)	Corporate entrepreneurship was strongly influenced company growth in a hostile business environment.
8.	Fakhrul & Ayadurai (2011)	Entrepreneurial Orientation	Subjective	162 SMEs (Malay family firms) in Kuala	Mailed Survey Crossectional Multiple Regression	Entrepreneurial orientation and firm performance showed a positive relationship.

Item	Author, Year	Corporate Entrepreneurship Dimension	Firm Performance Measure	Sample	Research Design	Findings
9.	Rosli Norshafizah (2013)	Entrepreneurial orientation	Profitability and market share.	Lumpur and Klang Valley 165 of Women-Owned SMEs in Malaysia	Mailed Survey Cross-sectional Multiple Regression (SPSS)	Entrepreneurial orientation was positively related to Business Performance of Women-Owned Small and Medium Enterprises in Malaysia

Table A-2: Example of Previous Studies on Corporate Entrepreneurship in the Small Firms

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
1. Becherer, & Maurer (1999)	215 of US micro and small firms / various industries	Multidimensional: Change in Sales and Change in profit	Perceptual performance	Proactiveness Bateman and Grant (1993).	Cross sectional	The proactiveness was positively related to the change in sales. No relationship was found between proactiveness and change in profit.
2. Casillas & Moreno (2010)	449 Spain small firms / various industries	Unidimensional: Firms' Growth (Sales & employment)	Perceptual	5 dimensions of EO	Cross sectional	Only innovativeness and proactiveness were positively related to firms' growth.
4. Gilbert & Reid (2009)	149 of small firms/ Various industries	Unidimensional: Organizational performance using eight-	Perceptual	Proactiveness is measure using five items.	Cross sectional	Proactiveness was positively related to firm performance.

Author(s)	Company Size/ Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
		item scale developed by Mahoney et al. (1963)		developed by Venkatraman (1989)		
5. Hameed and Ali (2011)	140 firms in Pakistan's SMEs Various industries	Unidimensional: Combination of sales growth and profit	Perceptual	Innovativeness and risk taking (Covin and Slevin, 1989)	Cross sectional	Innovativeness and risk taking were positively related to firm performance.
6. Kayhan & Tajeddini (2010)	156 Hotel managers and owners Switzerland	Unidimensional: Profit goal achievement Sales goal achievement ROI achievement Innovativeness	Perceptual	Combination of EO dimensions by Smart and Conant (1994). R ² (.223-.226)	Cross sectional	Entrepreneurial orientation has positive effect on all performance measurement.
7. Keh et al. (2007)	294 firms in Singapore SMEs/ Various industries	Unidimensional: Combination of financial and non-financial	Perceptual	Combination of EO by Covin and Slevin (1989)	Cross sectional	Entrepreneurial orientation was positively related to firm Performance
8. Kemelgor (2002)	8 Netherlands and US small firms (150-200 employees) / High-tech industries (electronics, computer software, and	Multidimensional: New Innovation, Number of Patent, Return on sales	Objective	Combination EO by Covin and Slevin (1989)	Cross sectional	The Netherlands and their US competitors are difference in entrepreneurial orientation. The US sample illustrated relationship with stronger entrepreneurial

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale / Measurement Item of CE / R ²	Period Analyzed	Results
	pharmaceutical)					orientation and firm performance compare to the Dutch. In US the entrepreneurial orientation was positively related to all entrepreneurial orientation variables such as new innovation, patents received and returns on sales. While in Netherlands, entrepreneurial orientation only positively related to and the number of patents and return on sales.
9. Kraus et al. (2012)	164 firms in Dutch SMEs / Services and manufacturing industries	Unidimensional: Combination of sales Growth rate, employee growth, gross margin, profitability and cash flow	Perceptual	Multidimensional of EO by Covin and Slevin (1989) R ² (.12)	Cross sectional	Entrepreneurial orientation dimensions of innovativeness and risk-taking were no direct positive effect on firm performance measure. Only proactiveness has

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
10. Kreiser et al.(2002b)	1671 SMEs in firms in Australia, Costa Rica, Finland, Greece, Indonesia, Mexico, the Netherlands, Norway, and Sweden.	Unidimensional: Sales level, sales growth, and gross profit.	Perceptual	3 dimensions of EO by Covin and Slevin (1989).	Cross sectional	a significant positive on firm performance. The Dutch SMEs should minimize the level of risk and should avoid high risk projects. All three sub- dimensions of entrepreneurial orientation were positively related to firm performance.
11. Li et al. (2005)	184 of China's new technology ventures	Unidimensional:- ROI,ROS, profit growth, ROA, overall efficiency, sales growth, market share growth, cash flow, and overall reputation	Self-report	3 dimensions of EO by Covin and Slevin (1989)	Cross sectional	Entrepreneurial orientation was negatively related to new venture performance.
12. Lumpkin and Dess (2001)	94 companies from Business Marketing	Multidimensional:- Sales growth, profitability and ROS.	Perceptual	EO by Covin and Slevin (1989)	Cross sectional	Proactiveness showed a strong positive relationship to all three

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
	Source. Small firms in various industries U.S.			aggressiveness)		measures of performance. Competitive aggressiveness was negatively related to sales growth and only weakly related to profitability.
13. Marino et al. (2002)	647 SMEs at Finland, Greece, Indonesia, Mexico, The Netherlands, and Sweden (small to medium type of firms)/ Various Industries	Unidimensional: Combination of nonfinancial performance measures	Perceptual	Combination of EO by Covin and Slevin (1988, 1989). R ² (.011)	Cross sectional	Entrepreneurial orientation was positively related to strategic alliance portfolio extensiveness. The national culture from which a firm originates was moderated the relationship between entrepreneurial orientation and strategic alliance portfolio extensiveness
14. Moreno & Casillas (2008)	434 Small Various industries	Unidimensional:-Growth	Perceptual and objective	Combination of EO dimensions by Lumpkin and Dess (2001) and	Cross sectional	Entrepreneurial orientation was not positively related to firm performance.

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
15. Morris & Sexton (1996)	52 SMEs firm / various industries	Multidimensional: Revenues, profits, growth in employees, and the size of their customer base over the past year.	Perceptual	Lumpkin, 1998 R ² (.201) Combination of EO by Covin and Slevin (1989) R ² (.08-.33)	Cross sectional	Entrepreneurial intensity was positively related to five of the six performance measures. Entrepreneurial intensity was no significant relationship with percentage change in profits.
16. Mu Benedetto (2011)	348 of Leading innovation companies in China / various industries	Unidimensional: New product (NP) advantage, NP novelty/newness, number of NP	Both	EO by Hult and Ketchen (2001)	Cross sectional	Entrepreneurial orientation has a positive effect on new product commercialization performance.
17. Naldi et al. (2007)	265 of Swedish SMEs / Manufacturing, Services, and Retailing	Unidimensional: Profit, sales growth, cash flow, and growth of net worth.	Perceptual	EO by Covin and Slevin (1989) R ² (.260)	Cross sectional	Risk taking has negative effect on firm performance.
18. Rodrigues & Raposo (2011)	1530 of Portuguese SMEs / Manufacturing	Unidimensional: Financial, Sales growth, profit, growth rate, and market share	Perceptual Powell (1995) Baker and Sinkula	3 dimensions of EO (Covin and Slevin, 1989) R ² (.197)	Cross sectional	Entrepreneurial orientation has a positive impact on firm performance.

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance (1999)	Scale Measurement Item of CE / R ²	Period Analyzed	Results
19. Smart & Conant (1994)	599 of Small firm / Retail	Unidimensional: Sales per square foot, cash flow management, effectiveness of cost containment, sales per employee, net income after taxes, total sales growth over past 3 years, overall store performance/success.	Perceptual	Own, six items of EO	Cross sectional	Entrepreneurial orientation was positively related to firm performance.
20. Soinen et al. (2011)	194 of Finnish small private limited companies / various industries	Multidimensional: Profitability (ROA) and Growth (Sales growth)	Mixed Perceptual and Actual	Combination of 3 dimensions of EO (Covin & Slevin, 1990)	One time occasion.	Entrepreneurial orientation has not positively related to profitability of the small firms. But, has positively related to actual sales growth for the past five years and strongly significant with firm's growth orientation.
21. Spillecke & Brettel (2012)	268 of German's SMEs / various industries	Unidimensional: Customer satisfaction, market effectiveness, and profitability	Perceptual	EO by Lumpkin and Dess (2001) and Covin and Slevin (1989)	Cross sectional	Entrepreneurial orientation of the sales department has increased the firm performance.

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
22. Stam & Elfring (2005)	90 of Netherlands micro enterprises / open source software products and services.	Unidimensional: 10 items of new venture performance and sales growth	Both	Combination of EO by Covin and Slevin's (1989) and Lumpkin and Dess (2001) R ² (.47)	Cross sectional	Entrepreneurial orientation was no significant relationship with firm performance.
23. Walter et al. (2006)	149 of Founder of university, spin-off in German technical services consulting and technical manufacturing.	Multidimensional: Financial and non-financial	Mixed	Combination of 5 dimensions of EO by Dess, Lumpkin and Covin (1997) R ² (.21- .40)	Cross sectional	There was no direct effect of entrepreneurial orientation on sales growth, sales per employee, or profit attainment but the network capabilities moderated this relationship. Thus, network capabilities strengthen the relationship. Entrepreneurial orientation was positively related to competitive advantage and customer relationship quality.
Wang &	267 of Taiwan's	Unidimensional:	Perceptual	3 dimensions of	Cross	All three dimensions of

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
Yen (2012)	SMEs in China / various industries	Growth in sales and profit		EO	sectional	EO were positively related to firm performance
24. Wang & Zhan (2009)	131 of Chinese enterprise and (North South China) / manufacturing and services industries	Unidimensional: Combination of Sales, market share, profit, and new product introduced	Perceptual	New business venturing, Innovativeness, Self-renewal, and Proactiveness (Lumpkin & Dess, 1996; Zahra, 1993;1995) Antonic and Hisrich, 2001) R ² (.348)	Cross sectional PLS	Innovativeness, self-renewal and proactiveness have positive relationship with firm performance. New business venturing has no significant relationship with firm performance.
25. Wiklund (1999)	132 of Small firms / Various industries	Unidimensional: Growth and profit	Perceptual	Miller, eight items / Unidimension of EO R ² (.26)	2 years	Entrepreneurial orientation positively related to small firm performance and this relationship will increase over time. Entrepreneurial orientation has contributed to growth financial and performance

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
26. Wiklund & Shepherd (2003)	384 Swedish SMEs	Unidimensional: Combination of 10 measures of firm performance (growth, new product, technology, process, quality, service and customer satisfaction)	Perceptual	Combination of EO by Covin and Stevin (1989) R ² (.21)	One time occasion.	Entrepreneurial orientation has positive relationship with firm performance.
27. Wiklund & Shepherd (2005)	413 of small firms / various industries	Unidimensional: Firm's Financial and Growth performance.	Perceptual	Combination of EO by Miller (1983) R ² (.29)	Cross sectional (dependent variables lagged one year)	Entrepreneurial orientation positively related to small business performance.
28. Wiklund & Shepherd (2011)	469 of Swedish SMEs / Multiple industries	Unidimensional: Sales growth, revenue growth, growth in the number of employees, net profit margin, product/service innovation, adoption of new technology, product/service quality, product/service variety, and customer satisfaction	Perceptual	9 items of EO by Covin and Stevin (1989)	Cross sectional	Entrepreneurial orientation has a positive influence on relative performance among surviving firms. Entrepreneurial orientation has a statistically significant positive influence on failure (b = .32, p < .001). Firms with more entrepreneurial

Author(s)	Company Size / Industry	Performance Measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed	Results
29. Yoo (2001)	277 of Korean micro and small firms / technology-based industries.	Unidimensional: Financial (profit, growth, cash flow, and non-financial)	Perceptual	EO by Covin and Slevin (1989)	One time occasion.	orientation were more likely to fail than those with less entrepreneurial orientation. The results confirmed that entrepreneurial orientation is a 'three-factor' construct which is consists of innovativeness, proactiveness, and risk taking. Of the three construct, the innovativeness (0.274) was the greatest influence on firm performance. Entrepreneurial orientation was positively related to firm performance.
30. Zhang & Zhang (2012)	130 of SMEs in north-east China /	Unidimensional: Growth	Perceptual	EO by Miller and Fritsen (1982) R ² (.865)	Cross sectional	Entrepreneurial orientation has a positive effect on business performance.

Table A-3: Example of Previous Research on Corporate Entrepreneurship in the Large Firms

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
1. Antonic & Hisrich (2003)	477 of Slovenian large firms / Manufacturing industry	Multidimensional: Wealth creation (new funds), growth (absolute – in sales and number of employees and relative growth in market share), Profitability (absolute – ROE, ROA and relative – in comparison to competitors).	Perceptual	Combination of corporate entrepreneurship - New business venturing, product/service and process innovativeness, self-renewal, risk taking, and competitive aggressiveness (Knight, 1997)	Cross sectional	Corporate entrepreneurship was strongly, positively and significantly related to growth (Standardized coefficient 0.32), profitability (Standardized coefficient. 0.27), and new wealth (Standardized coefficient. 0.22).
2. Caruana et al. (2002)	136 of Australia middle to large firms / non-tech high (public sectors)	Unidimensional: Nonfinancial measure (overall performance, effectiveness, resources, and customer services)	Perceptual	Combination of EO by Miller and Friesen (1983)	Cross sectional	There was a positive relationship between entrepreneurial orientation and performance among public sector.

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
3. Chen et al. (2012)	159 of Taiwan electronic industry (Top 1000 manufacturing corporations in Taiwan)	Unidimensional: Product development, financial, and customer-focused.	Perceptual	Innovativeness by Lumpkin and Dess (1996) and Wang (2008) Proactiveness by Kreiser et al., (2002b) Risk taking by Kreiser et al., (2002b) and Wang (2008)	Cross sectional	Entrepreneurial orientation has positive effect on exploitative and exploratory capabilities, which in turn contribute to superior firm performance.
4. Chen, Zhu & Anquan (2005)	58 of Large-size middle enterprises in China / various industries	Multidimensional: ROI, ROS, Sales Growth, and Net Profit growth.	Perceptual	Multidimensional Innovation (Miller, 1983) Lumpkin and Dess (1996) and Venture (Dobroux, 2000; Acs, Morck, Shaver, and Yeung (1997))	Cross sectional	Venturing was positively related to all performance measurement. However, the effect of international venture on ROI and net profit growth rate is insignificant, and so is the effect of domestic venture on net profit growth rate.
5. De Clercq et al. (2010)	232 of Firm listed in Hoover's Business	Unidimensional: overall efficiency of operations and	Perceptual	EO by Miller (1983) R ² (.301)	Cross sectional	The entrepreneurial orientation-performance link was stronger for higher levels of procedural justice, trust, and organizational

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
	Directory Canada / Various industries	market share growth.				commitment
6. Coulthard (2007)	4 firms of Various industries in Australia	Not mentioned	Perceptual	EO multidimensional by Lumpkin and Dess (1996) Meta-analysis	Cross sectional	Only innovation and proactiveness have positively related to firm performance.
7. Gibb & Haar (2010)	167 of Large New Zealand firms	Multidimensional Financial and development performance	Perceptual	4 items of innovativeness (Spanos and Lioukas, 2001) 3 items of Risk Taking (Zahra & Gavis (2000))	Cross sectional	Risk taking was positively related to financial performance but was not significantly related to development performance. Innovation was positively related to development performance but was not positively related to financial performance.
8. Hajipour & Mas'oomi (2011)	106 of Active corporations in Tehran stock exchange	Unidimensional: Financial performance	Perceptual	Corporate venturing	Cross sectional	Corporate venturing was positively related to firm performance.
9. Hult, Hurley, and Knight	181 of Large firm in US various	Unidimensional: Combination of performance	Perceptual	Innovativeness adapted from Hurley (1998)	Cross sectional	Innovativeness was positively related to firm performance.

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
(2004).	industries	measure: profitability, growth in sales, and market share, and general performance.		EO adapted from Covin and Slevin (1989).		
10. Karacaoglu et al. (2013)	140 industrial manufacturing firms from Istanbul Stock Exchange Firms	Unidimensional: Profitability, sales criteria, growth and efficiency. (Financial Performance).	Perceptual	5 Dimensions of EO by Lumpkin and Dess (1996)	Cross sectional	Only innovation, risk taking and proactiveness has positive relation with financial performances of the firms
11. Li et al. (2009)	165 of Firms listed in the Taiwan Securities and Futures Institute (founded in 10 yrs)	Unidimensional: Combination of efficiency, growth, and profit	Perceptual	5 Dimensions of EO by Lumpkin and Dess (1996)	One time occasion	Entrepreneurial orientation has positively related to firm performance, and knowledge creation process plays a mediating role in this relationship
12. Morgan & Strong (2003)	149 of Medium and large, high technology, industrial	Unidimensional: Combination of return on investment, sales growth, market	Perceptual	Aggressiveness, Proactiveness and Riskiness (Venkatraman, 1989)	Cross sectional	Entrepreneurial orientation was no significant relationship with firm performance.

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
	manufacturing firms	share, customer satisfaction, competitive position, customer retention and overall firm performance		R ² (.14)		
13. Zahra (1991)	119 of Large firm Fortune 500's Manufacturing	Unidimensional Combination of EPS, ROI, net income sales, R&D	Objective	Own, entrepreneurship additional measures	3 years	Corporate entrepreneurship dimensions were associated with company financial performance and reduced systematic risk.
14. Zahra & Covin (1995)	108 of Large firms / Manufacturing, chemical and Fortune 500 companies	Unidimensional Combination of ROA, ROS, Growth Revenue	Objective	Combination of EO by Miller and Eriksen (1982)	6 years	Corporate entrepreneurship (innovativeness, proactiveness and risk taking) were associated with firm performance. The strength of corporate entrepreneurship-performance relationship will increase overtime. The corporate entrepreneurship-performance relationship was more positive among firms in hostile environments than among firms in benign environments, and this situation holds overtime.

Author(s)	Company Size / Industry	Performance measurement	Objective or perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
15. Zahra & Hayton (2008)	217 of Global manufacturing firms	Multidimensional: Profitability (ROE) and Growth (overall revenue)	Objective	External corporate venturing-International alliances, acquisition and International Corporate Venture Capital (CVC) Own instrumentation	Cross sectional	The strength of the relationship between international acquisitions, alliances and CVC and a firm's profitability were positively related to its level of absorptive capacity. The strength of the relationship between international acquisitions, alliances and CVC a firm's revenue growth were positively related to its level of absorptive capacity.

Table A-4: Example of Previous Research on Corporate Entrepreneurship in the Small, Medium and Large Firms (Mixed)

Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
1. Andersén (2010)	172 Large and Small Swedish firms (1-250 employees) / Manufacturing	Multidimensional: ROA, ROS, Growth (employees), growth (sales), and overall performance.	Objective	Combination of 3 dimensions of EO by Covin and Slevin (1989) R ² (0.01-0.03)	Cross sectional	Only proactiveness was positively related to sales growth and overall firm performance.

	Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
2.	Antonic & Scarlett (2008)	Average Firm 477 Slovenian sample that had 100 to 249 employees. 30 Romanian sample had 50 to 99 employees. Manufacturing and trade services	Multidimensional: Absolute and relative growth and profitability.	Perceptual	New businesses, new ventures, and product and service innovation by Antoncic and Hisrich (2004).	Cross Sectional	In Slovenia innovation in products and services represents a driving force for improvements in growth and profitability of firms. In Romania, new businesses and innovativeness was very important for firm growth, while product/service innovation was related to profitability. Corporate entrepreneurship was positively related to firm performance.
3.	Barrett & Weinstein (1999)	142 US (Tennessee) Small, medium and large firms/ consumer and industrial marketers	Unidimensional: Previous year's overall performance of their business and their overall performance relative to leading competitors.	Perceptual	EO by Covin and Slevin (1989) R ² = 0.11	Cross sectional	Corporate entrepreneurship was positively related to firm performance.

	Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
4.	Bojica & Fuentes (2012)	203 Spanish small to large firms / ICT	Unidimensional: Growth in sales, market share of the main products, customer satisfaction, and economic, financial and sales profitability.	Perceptual	Corporate entrepreneurship by Zahra (1991;1993) R ² (.199)	Cross sectional	Knowledge acquisition through an inter-firm relationship positively moderates the relation between corporate entrepreneurship and firm performance. The positive effect of knowledge acquisition through an inter-firm relationship on the relation between corporate entrepreneurship and firm performance will be stronger in firms that possess large knowledge bases.
5.	Covin et al.(2006)	110 US Micro, small and large firm / manufacturing	Unidimensional: Sales growth rate over the most recent 3-year period.	Objective	Combination of EO by Covin and Slevin (1989) R ² (.066)	Cross sectional	Entrepreneurial orientation has a positive effect on sales growth rate.

Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
	industries					Entrepreneurial orientation was more positively related to sales growth rate when major operating and strategic decisions are made in less participative rather than in more participative manners. Entrepreneurial orientation has a more positive effect on sales growth rate when strategies emerge than when they are planned in advance of actions taken.
6. Hajipour & Mas'oomi (2011)	106 Active corporations in Tehran stock exchange	Unidimensional: Financial performance	Perceptual	Corporate venturing	Cross sectional	Corporate venturing was positively related to firm performance.

	Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
7.	Jantunen, et al. (2005)	217 Finland's small and large firms manufacturing and services	Multidimensional: Financial and non-financial performance	Objective and Perceptual	Combination of EO by Covin and Slevin (1989) R ² (.09)	Cross sectional	Entrepreneurial orientation was positively related to international performance.
8.	Morgan & Strong (2003)	149 Medium and large, high technology, industrial manufacturing firms	Unidimensional: Combination of return on investment, sales growth, market share, customer satisfaction, competitive position, customer retention and overall firm performance	Perceptual	Aggressiveness, Proactiveness, and Riskiness (Venkatraman, 1989) R ² (.14)	Cross sectional	Entrepreneurial orientation was no significant relationship with firm performance.
9.	Rauch et al. (2009)	58 samples of meta analysis From Small to large firm / Various industries	Unidimensional: Financial and non-financial	Perceptual and objective	Combination of 3 dimensions of EO Meta-analysis	Cross sectional	The correlation of entrepreneurial orientation and firm performance is moderately large (r=.242)
10.	Zahra & Garvis (2000)	98 Small to large firm in US / various industries	Multidimensional: Overall performance, (ROA and sales growth) and foreign performance (foreign)	Mixed-Objective (Archival financial performance)	Combination of EO by Miller (1983) and corporate venturing	One time occasion.	Corporate entrepreneurship was positively related to ROA, sales growth, foreign profit and

Author(s)	Company Size / Industry	Performance measurement	Objective or Perceptual performance	Scale Measurement Item of CE / R ²	Period Analyzed / Analysis Tools	Results
		profitability and growth).	and perceptual	(international diversification) R ² (.08 – .13)		foreign growth. revenue

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Appendix B:

Various Definitions of Corporate Entrepreneurship

Table B-1: Internal Corporate Entrepreneurship

Author(s)	Definition
Schoollhammer (1982:211)	Internal (or intra-corporate) <i>entrepreneurship</i> refers to all formalized entrepreneurial activities within existing business organizations. Formalized internal entrepreneurial activities are those which receive explicit organizational sanction and resource commitment for the purpose of innovative corporate endeavours – new product developments, product improvements, new methods or procedures.
Jones & Butler (1999:734)	Internal corporate entrepreneurship refers to entrepreneurial behaviour within one firm .

Table B-2: Corporate Entrepreneurship

Author(s)	Definition
Burgerlman (1983:1349)	Corporate entrepreneurship refers to the process whereby the firms engage in diversification through internal development. Such diversification requires <i>new resources combinations</i> to extend the firm's activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set.
Vesper (1984:295)	Corporate entrepreneurship involves employee initiative from below in the organization to undertake something new. An innovation which is created by subordinates without being asked, expected, or perhaps even given permission by higher management to do so.
Spann et al. (1988:149)	Corporate entrepreneurship is the establishment of separate corporate organisation (often in the form of a profit centre, strategic business unit, division, or subsidiary) to introduce a new product, service or create a new market, or utilize a new technology.
Jennings & Lumpkin (1989:489)	Corporate entrepreneurship is defined as the extent to which new products and/or new markets are developed. An organisation is entrepreneurial if it develops a higher than average number of new products and/or new markets.
Schendel (1990:2)	Corporate entrepreneurship involves the notion of birth of new businesses within on-going businesses, and The transformation of stagnant, on-going business in need of revival or transformation.
Guth & Ginsberg (1990:5)	Corporate entrepreneurship encompasses two types of phenomena and the processes surrounding them (1) the birth of new businesses within existing organizations, i.e., internal innovations or venturing, and (2) the transformation of organizations through renewal of the key ideas on which they are built, i.e. strategic renewal.
Covin & Slevin (1991:7)	Corporate entrepreneurship involves extending the firm's domain of competence and corresponding opportunity set through internally

Author(s)	Definition
	generated new resource combinations.
Zahra (1991):	Corporate entrepreneurship may be formal or informal activities aimed at creating new business in established companies through product and process innovations and markets development. These activities may take place at the corporate, division (business), functional, or project levels, with the unifying objective of improving a company's competitive position and financial performance.
Zahra (1993a:321)	Corporate entrepreneurship is a process of organizational renewal that has two distinct but related dimensions: innovation and venturing, and strategic renewal.
Zahra (1995:227)	Corporate entrepreneurship refers to the sum of a company's innovation, renewal, and venturing efforts. Innovation involves creating and commercializing products and technologies, providing financial and human resources for innovative projects, and maintaining an appropriate infrastructure for innovation. Renewal means revitalizing a company's business through innovation and changing its competitive profile. Venturing requires creating and nurturing new business in current and new industries.
Chung & Gibbons (1997:14)	Corporate Entrepreneurship is an organisational process for transforming individual ideas into collective actions through the management of uncertainties.
Sharma & Chrisman (1999:18)	Corporate entrepreneurship is the process whereby an individual or group of individuals, in association with an existing organization, create a new organization, or instigate renewal or innovation within that organization.
Thornberry (2001:527)	The corporate entrepreneurship is essentially 'start-up' entrepreneurship turned inward.
Sathe (2003:xi)	New business creation within the existing business, commonly called corporate entrepreneurship, requires leadership from the top.
Antonicic & Zorn (2004:6)	Corporate entrepreneurship is defined as entrepreneurship activities within an existing organization. Corporate entrepreneurship refers not only to the creation of new business ventures, but also to other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures. The three most pronounced elements of organizational level entrepreneurial activities are: new venture formation, and product/service and process innovation.
Burns (2005:12)	Corporate entrepreneurship is the term used to describe entrepreneurial behaviour in an established, larger organization. The objective of this is simple – to gain competitive advantage by encouraging innovation at all levels in the organization – corporate, division, business unit, functional or project team levels.
Morris et al. (2008:11)	Corporate entrepreneurship is a term used to describe entrepreneurial behaviour inside established mid-sized and large organization.

Table B-3: Intrapreneurship

Author(s)	Definition
Pinchot III (1985:ix)	Intrapreneurship are "dreamers who do" those individuals who take hands-on responsibility for creating innovation of any kind within an organisation. They may be creators or inventors but are always the dreamers who figure out how to turn an idea into a profitable reality.
Nielson et al. (1985:181)	Intrapreneurship is the development within a large organisation of internal markets and relatively small and independent units designed to create, internally test-market, and expand improved and/or innovative staff services, technologies or methods within the organization. This is different from large organization entrepreneurship/venture units whose purpose is to develop profitable positions in external markets.
Antoncić & Hisrich (2000:22) Antoncić (2007:310)	Intrapreneurship is entrepreneurship within an existing organization. Intrapreneurship can also be conceptualized in terms of its content-its underlying dimensions based on the Schumpeterian innovation concept. Thus, it involves the pursuit of creative or new solutions to challenges confronting the firm, including the development or enhancement of old and new products and services, markets, and administrative techniques and technologies for performing organizational functions. In this context, changes in strategy, organizational structures and systems, and methods of dealing with competitors may all be seen as innovations in the broadest sense of term.
Antoncić & Hisrich (2001:497)	Intrapreneurship is defined as entrepreneurship within an existing organization. It refers to a process that goes on inside an existing firm, regardless of its size, and leads not only to new business ventures but also to other innovative activities and orientation such as development such as development of new products, services, technologies, administrative techniques, strategies, and competitive posture.
Antoncić & Hisrich (2003:9)	Intrapreneurship is defined as entrepreneurship an existing firm, referring to emergent behavioural intentions and behaviours of an organization that are related to departures from the customary. Intrapreneurial processes go on inside an existing firm, regardless of its size.

Table B-4: Organizational Entrepreneurship

Author(s)	Definition
Burgelman (1984)	Organizational Entrepreneurship as the willingness to strive for organizational renewal through the pursuit of new ventures and opportunities.
Stevenson et al. (1985)	Organizational entrepreneurship is an organization's willingness to encourage and support creativity, flexibility, and calculated risk-taking.

Source : Sharma & Chrisman (1999)

Appendix C:

Malaysian Classification of Economic Activities across Sectors

Table C-1: Malaysian Classification of Economic Activities across Sectors Based On MSIC 2000

Item	Type of Industry
1.	Primary Agriculture: <ul style="list-style-type: none"> ○ Agriculture, Hunting and Related Service Activities ○ Forestry, Logging and Related Service Activities ○ Fishing, Operation of Fish Hatcheries and Fish Farms, Service Activities Incidental to Fishing
2.	Manufacturing (including Agro-Based): <ul style="list-style-type: none"> ○ Manufacture of food products and beverages ○ Manufacture of tobacco products ○ Manufacture of textiles ○ Manufacture of wearing apparel; Dressing and dyeing of fur ○ Tanning and dressing of leather; Manufacture of luggage, handbags, saddlery, harness and footwear ○ Manufacture of wood and products of wood and cork, except furniture; Manufacture of articles of straw and plaiting materials ○ Manufacture of paper and paper products ○ Publishing, printing and reproduction of recorded media ○ Manufacture of coke, refined petroleum products and nuclear fuel ○ Manufacture of chemicals and chemical products ○ Manufacture of rubber and plastic products ○ Manufacture of other non-metallic mineral products ○ Manufacture of basic metals ○ Manufacture of fabricated metal products, except machinery and equipment ○ Manufacture of machinery and equipment n.e.c. ○ Manufacture of office, accounting and computing machinery ○ Manufacture of electrical machinery and apparatus n.e.c. ○ Manufacture of radio, television and communication equipment and apparatus ○ Manufacture of medical, precision and optical instruments, watches and clocks ○ Manufacture of motor vehicles, trailers and semi-trailers ○ Manufacture of other transport equipment ○ Manufacture of furniture; Manufacturing n.e.c. ○ Recycling

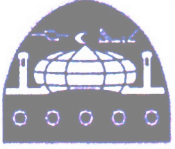
3. **Manufacturing Related Services** (based on 5-digit MSIC 2000 codes):
- 73101 Research & experimental development services on physical sciences
 - 73102 Research & experimental development services on chemistry and biology
 - 73103 Research & experimental development services on engineering and technology
 - 73104 Research & experimental development services on agricultural sciences
 - 73105 Research & experimental development services on medical sciences and pharmacy
 - 73109 Research & experimental development services on other natural sciences
 - 60212 Factory bus services
 - 60230 Freight transport by road
 - 60300 Transport via pipelines
 - 61102 Freight transportation by sea-going & coastal water vessels
 - 61202 Inland water freight transport services
 - 62109 Other scheduled air transport (e.g. helicopter services) n.e.c.
 - 62209 Other non-scheduled air transport n.e.c.
 - 63011 Stevedoring services
 - 63020 Storage and warehousing services
 - 63091 Activities of freight forwarding / forwarding agencies
 - 63099 Activities of other transport agencies n.e.c.
 - 74300 Advertising
 - 74130 Market research and public opinion polling
 - 74142 General management consultancy services
 - 74143 Public relations consultancy services
 - 74149 Other business consultancy and management consultancy services n.e.c.
 - 92201 Printed news supply services
 - 92209 Other news agency services
 - 22190 Other publishing
 - 71230 Rental of office machinery and equipment (including computers)
 - 71302 Rental of furniture
 - 90003 Industrial waste collection and disposal services
 - 37401 Recycling of tin
 - 37109 Recycling of other metal waste and scrap
 - 37201 Recycling of textile fiber
 - 37202 Recycling of rubber
 - 37209 Recycling of non-metal waste and scrap
 - 74212 Engineering consultancy services
 - 27310 Casting of iron & steel
 - 27320 Casting of non-ferrous metal
 - 28910 Forging, pressing, stamping and roll-forming metal; powder metallurgy
 - 28920 Treatment and coating of metals, general mechanical engineering on a fee or contract basis
 - 28999 Manufacture of other fabricated metal products n.e.c.
 - 29220 Manufacture of machine tools
 - 74220 Technical testing and analysis

4.	<p>Services:</p> <ul style="list-style-type: none"> ○ Electricity, Gas and Water Supply ○ Wholesale and Retail Trade; Repair of Motor Vehicles, Motorcycles and Personal and ○ Household Goods ○ Hotels and Restaurants ○ Transport, Storage and Communications ○ Financial Intermediation ○ Real Estate, Renting and Business Activities ○ Education ○ Health and Social Work ○ Other Community, Social and Personal Service Activities
5.	<p>Mining and Quarrying:</p> <ul style="list-style-type: none"> ○ Mining of Coal and Lignite; Extraction of Peat ○ Extraction of Crude Oil and Natural Gas; Service Activities Incidental to Crude Oil and Natural ○ Gas Extraction Excluding Surveying ○ Mining of Uranium and Thorium Ores ○ Mining of Metal Ores ○ Other Mining & Quarrying
6.	<p>Construction:</p> <ul style="list-style-type: none"> ○ Construction

Source: Secretariat to National SME Development Council (2005)

Appendix D:

Questionnaire



UNIVERSITI SAINS ISLAM MALAYSIA

جامعة العلوم الإسلامية الماليزية
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA



Dear Tan Sri/Puan Sri/Datuk/Datin/Sir/Madam/Miss,

You have been chosen as one of our valuable respondents for this research. The main purpose of this research is to assist the large firms to identify determinant factors of the firms' performance. We would be grateful if you could spend a few minutes to answer these questions honestly and to the best of your knowledge. There is no right or wrong answer to these questions. Your answers are extremely valuable and will contribute greatly to the success of this research. Thus, please complete all six sections in this questionnaire. All responses will be treated in strictest confidence.

As a token of appreciation, please accept the enclosed key holder with best compliments from us. If you are interested to know about the results of this research, please contact us.

When you have completed the survey, please seal it in the attached envelope for mailing to us.

Your input is vital to this research project. Thank you very much for your time, cooperation and effort.

Yours sincerely,

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PART 1: CORPORATE ENTREPRENEURSHIP

Please circle the numbers in the following scales that best describe the approach to decision making and strategic management that is used by your firm.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Agree	Strongly Agree

How many new lines of products or services has your firm marketed in the past 3 years?

1.	Many new lines of products or services.	1	2	3	4	5	6	7
2.	Changes in products or services lines have been quite dramatic.	1	2	3	4	5	6	7

In general, the top managers of my firm favour strong emphasis on ...

3.	Research and Development (R & D), technological leadership and innovations.	1	2	3	4	5	6	7
4.	Experimentation and original approaches to problem solving.	1	2	3	4	5	6	7

In dealing with its competitors, my firm ...

5.	Typically initiates actions to which competitors then respond to.	1	2	3	4	5	6	7
6.	Is very often the first firm to introduce new products or services.	1	2	3	4	5	6	7
7.	In dealing with its competitors, is very often the first firm to introduce new administrative techniques, operating methods, and new technologies.	1	2	3	4	5	6	7
8.	Typically adopt a very competitive, 'undo-the-competitors' posture.	1	2	3	4	5	6	7

In general, the top managers of my firm believe that ...

9.	Owing to the nature of environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.	1	2	3	4	5	6	7
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In general, the top managers of my firm favour...

10.	High risk projects with chances of very high return.	1	2	3	4	5	6	7
11.	A bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	1	2	3	4	5	6	7

In general, the top managers of my firm ...

12.	Are quick to spend money on potential solutions if problems are holding us back.	1	2	3	4	5	6	7
13.	Prefer to design its own unique new processes and methods of production.	1	2	3	4	5	6	7
14.	Are quick to seize opportunities that we think will give us a good payoff.	1	2	3	4	5	6	7
15.	Have a strong tendency to be ahead of other competitors in introducing novel ideas or products.	1	2	3	4	5	6	7

Over the past 3 years my firm has ...

16.	Entered many new industries.	1	2	3	4	5	6	7
17.	Diversifying into new business.	1	2	3	4	5	6	7
18.	Acquired many companies.	1	2	3	4	5	6	7
19.	Established many new branches / outlets / subsidiaries.	1	2	3	4	5	6	7
20.	Financing start-up business activities.	1	2	3	4	5	6	7
21.	Establishing or sponsoring new venture activities.	1	2	3	4	5	6	7

PART 2: ORGANIZATION STRUCTURE

To the best of your knowledge, please respond to the following items concerning your firm's organization structure.

In general, the operating management philosophy in my firm favours ...

1.	Loose, informal control and heavy dependence on informal relationships and norms of cooperation for getting work done.	1	2	3	4	5	6	7
2.	A strong emphasis on getting things done even if it means disregarding formal procedures.	1	2	3	4	5	6	7
3.	A strong emphasis on adapting freely to changing circumstances without too much concern for past practice.	1	2	3	4	5	6	7
4.	Managers' operating styles allowed to range freely from the very formal to the very informal.	1	2	3	4	5	6	7
5.	A strong tendency to let the requirements of the situation and the individual's personality defined proper on-job behaviour.	1	2	3	4	5	6	7
6.	Open channels of communications in the entire business system.	1	2	3	4	5	6	7
7.	Important information such as financial and operating information, flowing quite freely throughout the organization.	1	2	3	4	5	6	7
8.	A strong tendency to let the expert in a given situation have the most say in decision making, even if this means temporary bypassing of formal line authority.	1	2	3	4	5	6	7

PART 3: BUSINESS ENVIRONMENT

Please answer the following questions for the industry that accounts for the largest percentage (%) of your sales (in other words, your principal industry).

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree Nor Agree	Slightly Agree	Agree	Strongly Agree

1.	My firm must change its marketing practices extremely frequently to keep up with the market and competitors (for example, semi-annually).	1	2	3	4	5	6	7
2.	The rate at which products and services are becoming obsolete is very high in my industry.	1	2	3	4	5	6	7
3.	Actions of competitors are unpredictable.	1	2	3	4	5	6	7
4.	Demand and tastes are almost unpredictable (for example, high fashion good).	1	2	3	4	5	6	7
5.	The modes of production / service technology change often and in a major way (for example, advanced electronic components).	1	2	3	4	5	6	7
6.	Situations in the industry are very risky, and a false step can mean my firm's undoing.	1	2	3	4	5	6	7
7.	Situations in the industry are very stressful, exacting, hostile; very hard to keep afloat.	1	2	3	4	5	6	7
8.	A dominating environment in which my firm's initiatives count for very little against the tremendous political, technological, or competitive forces.	1	2	3	4	5	6	7

PART 4: FIRM PERFORMANCE

Please assess, to the best of your knowledge, your firm's performance **OVER THE LAST THREE YEARS RELATIVE TO YOUR COMPETITORS** in the following areas by circling your response on the scale below:

		Low Performer		Moderate Performer			High Performer	
		1	2	3	4	5	6	7
1.	Sales Growth.	1	2	3	4	5	6	7
2.	Return on Asset (ROA)	1	2	3	4	5	6	7
3.	Return on Sales (ROS)	1	2	3	4	5	6	7

PART 5: RESPONDENT'S PROFILE

Please **tick (/)** your response from the alternative answers given or write your answer in the space provided.

1. Are you: Male Female
2. Please specify your year of birth: 19_____
3. Which ethnic group do you belong to?
 - Malay Chinese
 - Indian Other, _____
4. What is your highest level of education completed?
 - Professional Certificate Diploma
 - Bachelor Degree Master Degree
 - PhD Others, _____
5. How many years of working experience do you have in your present industry?
_____ years
6. What is your present position in your firm?
 - Executive Director CEO/President
 - Vice President Director
 - Senior Manager Manager Other, _____

Appendix E:

Conferences Attended and Publications

Part of this thesis has been presented in local and international conferences as follows:-

Local Conferences:

Sylvia Nabila Azwa Ambad. 22nd October 2010. *The Relationship between Corporate Entrepreneurship and Firm Performance*. Paper presented at the FEM 2nd Postgraduate Colloquium. Faculty of Economics and Muamalat, USIM, Nilai, Negeri Sembilan.

Sylvia Nabila Azwa Ambad. 15th June 2011. *Corporate Entrepreneurship as a Determinant of Large Firm Performance: Evidence from Malaysia*. Paper presented at the 4th Research Presentation Seminar for Graduate Students, Universiti Sains Islam Malaysia (USIM), Nilai Negeri Sembilan.

Sylvia Nabila Azwa Ambad. 19th November 2011. *Corporate Entrepreneurship as a Determinant of Large Firm Performance: Evidence from Malaysia*. Paper presented at the AKEPT's 1st Annual Young Researchers International Conference and Exhibition, Putra World Trade Centre (PWTC), Kuala Lumpur.

Sylvia Nabila Azwa, A., & Kalsom, A. W. 3rd October 2012. *Corporate Entrepreneurship as a Determinant of Large Firm Performance: Evidence from Malaysia*. Paper Presented at the Islamic Banking, Accounting and Finance Conference 2012 (iBAF), Faculty of Economics and Muamalat, USIM, Nilai, Negeri Sembilan.

International Conferences:

Sylvia Nabila Azwa Ambad. 15th December 2010. *The Effect of Corporate Entrepreneurship on Large Firm Performance*. Paper presented at the 6th Regional Business Colloquium, Universiti Kebangsaan Malaysia (UKM), Bangi, Selangor.

Sylvia Nabila Azwa, A., & Kalsom, A. W. 5th March 2013. *Corporate Entrepreneurship as a Determinant of Large Firm Performance*. Paper presented at the 4th International Conference on Business and Economic Research, Golden Flower, Bandung, Indonesia.

Sylvia Nabila Azwa, A., & Kalsom, A. W. 6th July 2013. *Understanding the Effect of Corporate Entrepreneurship on Firm Performance* Paper presented at The Inaugural European Conference on the Social Sciences, July 4-7 2013, Thistle Brighton, Brighton, England, United Kingdom.

Publications:

Sylvia Nabila Azwa, A., & Kalsom, A. W. 2012. *Corporate Entrepreneurship as a Determinant of Large Firm Performance: Evidence from Malaysia*. Paper presented at the Islamic Banking, Accounting and Finance Conference 2012 (iBAF) **Proceeding**, Faculty of Economics and Muamalat, USIM, Nilai Negeri Sembilan: FEM, USIM.

Sylvia Nabila Azwa, A., & Kalsom, A. W. 2013. Corporate Entrepreneurship as A Determinant Of Large Firm Performance. *Journal of Global Entrepreneurship*. Vol.5.(1): p. 82-96.

Sylvia Nabila Azwa, A., & Kalsom, A. W. 5th March 2013. *Corporate Entrepreneurship as a Determinant of Large Firm Performance*. Paper presented at the 4th International Conference on Business and Economic Research (4th Icerb 2013) **Proceeding**, Golden Flower, Bandung, Indonesia: Global Research Agency. ISSN: 978-967-5705-05-2.

http://www.internationalconference.com.my/proceeding/4thicber_proceeding/4th_icber2013_proceeding1.html

Sylvia Nabila Azwa, A., & Kalsom, A. W. 7th July 2013. *Understanding the Effect of Corporate Entrepreneurship on Firm Performance* Paper presented at The Inaugural European Conference on the Social Sciences **Proceeding**, July 4-7 2013, Thistle Brighton, Brighton, England, United Kingdom: IAFOR. pp. 36-53. ISSN: 2188-1154. http://iafor.org/Proceedings/ECSS/ECSS2013_proceedings.pdf

Sylvia Nabila Azwa, A., & Kalsom, A.W. 2013. "Entrepreneurial Orientation among Large Firms in Malaysia: Contingent Effects of Hostile Environments". *International Journal of Business and Social Science*. Vol. 4.(16): p. 96-107. ISSN 2219-1933 (Print), 2219-6021 (Online).

Award:

Best Paper Award at FEM 2nd Postgraduate Colloquium. Faculty of Economics and Muamalat, USIM, Nilai, Negeri Sembilan. 22nd October 2010.