

Chapter 02
Literature Review

2.1 Introduction

When embarking on a research project, the initial step is to define the broad area or topic in which the research will be conducted. This involves identifying the subject or a specialized branch of the subject that the researcher wishes to explore. Once the broad area is defined, the next crucial step is to conduct a comprehensive review of the existing literature related to that specific area.

The literature review serves several purposes. Firstly, it allows the researcher to gain a thorough understanding of the existing body of knowledge in the chosen area. This includes studying relevant theories, concepts, methodologies, empirical studies, and scholarly articles that have been published in the field. By reviewing existing research, the researcher can become well-informed about the current state of knowledge, trends, and debates within the chosen area.

Furthermore, the literature review helps the researcher narrow down their focus and identifies gaps or unanswered questions in the existing research. It provides insights into what has already been investigated, what methodologies have been employed, and what findings have been obtained. This helps the researcher refine their research objectives and formulate research questions that build upon or address the existing gaps in knowledge.

Additionally, the literature review provides guidance on the theoretical frameworks, models, and methodologies that have proven effective in similar studies. It helps the researcher determine the appropriate research methods, data collection techniques, and analysis tools that are relevant to their research topic. By studying the methodologies and approaches used in previous research, the researcher can make informed decisions about how their own research will be conducted and what considerations need to be taken into account.

Importantly, the literature review also prevents duplication of efforts. By thoroughly reviewing existing research, the researcher can identify if a similar study has already been conducted. This helps avoid reinventing the wheel and allows the researcher to build upon the existing knowledge base. It also allows them to assess the novelty and originality of their proposed research, ensuring that it contributes something new to the field.

2.1.1 Meaning:

“A literature review is an evaluative report of information found in the literature related to your selected area of study. The review should describe, summarise, evaluate and clarify this literature. It should give a theoretical base for the research and help you (the author) determine the nature of your research.”¹ From this meaningful definition it can be concluded that literature review will lead a researcher to certain conclusion like what are the areas in which research can be conducted, what methods and techniques can be used, what will be the scope, importance and limitations of the research to be conducted.

Thus a literature review is detail of the literature concerned to a particular area under study. It is a pre thesis or a pre research activity which makes the picture of research even more clear.

Here are the key components of a literature review:

1. **Research question or topic:** The literature review should begin with a clear and specific research question or topic. This will help the reviewer to narrow down the relevant literature and focus on the key issues.
2. **Search strategy:** The reviewer should use a systematic and comprehensive search strategy to identify relevant literature. This may involve searching multiple databases, reviewing reference lists, and consulting experts in the field.
3. **Selection criteria:** The reviewer should have clear selection criteria for including and excluding literature. This may include factors such as date of publication, relevance to the research question, methodological quality, and theoretical perspectives.
4. **Synthesis and analysis:** The reviewer should critically evaluate the literature and synthesize the findings. This involves identifying key themes, trends, and patterns in the literature, as well as identifying areas of disagreement and inconsistency.
5. **Writing and presentation:** The reviewer should organize the literature review in a clear and logical manner, presenting the findings in a way that is relevant to the research question. This may involve summarizing key studies,

identifying gaps in the literature, and providing recommendations for future research.

Overall, a literature review is a critical and systematic evaluation of the existing research literature on a particular topic. It provides an essential foundation for any research project, helping the researcher to situate their work within the context of the broader research literature, and providing a roadmap for future research.

Here are some of the key features of a literature review:

1. **Comprehensive coverage:** A literature review should provide a comprehensive overview of the relevant literature in the field. It should include a wide range of sources, including books, journal articles, conference proceedings, and other relevant materials.
2. **Critical analysis:** A literature review should provide a critical analysis of the existing literature. It should not simply summarize the research findings, but should evaluate the quality of the research, identify gaps and inconsistencies in the literature, and point to areas where further research is needed.
3. **Clear structure:** A literature review should be well-structured and easy to follow. It should have a clear introduction, with a clearly defined research question or topic, and a well-organized body, which presents the relevant literature in a logical and coherent manner.
4. **Synthesis of findings:** A literature review should synthesize the findings from the relevant literature. This involves identifying key themes, trends, and patterns in the literature, as well as identifying areas of disagreement and inconsistency.
5. **Appropriate citation and referencing:** A literature review should cite all relevant sources and provide appropriate references. This is essential for giving credit to the authors of the original research and for avoiding plagiarism.
6. **Implications for future research:** A literature review should highlight the implications of the existing research for future research. This involves identifying areas where further research is needed, as well as providing recommendations for future research directions.

Overall, a literature review is a critical and comprehensive evaluation of the existing research literature on a particular topic. It serves as an essential foundation for any research project, helping the researcher to situate their work within the context of the broader research literature, and providing a roadmap for future research.

2.2 General Researches on Intrapreneurship

RESEARCH PAPER- 01

TITLE:	Intrapreneurship: A Strategic Tool for Organizational Growth and Development. ²
PUBLICATION:	International Journal of Engineering & Technology in 2018.
AUTHORS:	Ankit Khandelwal, Shilpi Gautam, and Mahesh Sharma
OUTCOMES OF RESEARCH PAPER:	
<p>The authors argue that intrapreneurship is essential for companies to remain competitive and innovative in today's fast-paced business environment. They provide a definition of intrapreneurship and explain the various benefits it can bring to organizations, such as improved employee morale, increased productivity, and new business opportunities.</p> <p>The authors also suggest that intrapreneurship can be fostered through various strategies such as providing incentives, training, and development opportunities, and creating a supportive environment. They provide a framework for implementing intrapreneurship in organizations, which includes identifying opportunities, promoting creativity, and providing support and resources.</p>	

RESEARCH PAPER- 02

TITLE:	Intrapreneurial Dynamics: A Case Research at the Insurance industry in Portugal. ³
PUBLICATION:	<i>International Journal of Entrepreneurial Knowledge Issue 1/2018, Volume 6</i>
AUTHORS:	<i>Bruno F. ABRANTES</i> Business Research Unit (BRU), ISCTE University Institute of Lisbon

OUTCOMES OF RESEARCH PAPER:

This study focus on the endowments of a firm: structure configuration, resources, processes and culture in order to comprehend how these affect the capability-building mechanisms towards an entrepreneurial culture that empowers intrapreneurs and changes strategic positions and business competitiveness (Wang and Ahmed, 2007). Thus, the study unfolds as follows: first, addresses the theoretical framework on the fields of corporate entrepreneurship and intrapreneurship beginning with seminal conceptualizations, and the contextualization of the investigation. Secondly, introducing the methodological design rooted on a holistic single case design research and revealing the contours of data collection and sampling frame tools, and the underlying data manipulation and analysis. Then, at the final section discusses previous results, findings and delivering its conclusions.

RESEARCH PAPER- 03

TITLE:	Establishing An Intrapreneurial Orientation As Strategy: A Framework For Implementation. ⁴
PUBLICATION:	Acta Commercii 2001 Volume 1
AUTHORS:	Hannelize Jacobs & Stephen Kruger (Rau)

OUTCOMES OF RESEARCH PAPER:

Entrepreneurial behavior, or more specifically intrapreneurial orientation, was viewed as a strategic dimension on which all firms should take part. The integration in the study between change management and strategic management, and between intrapreneurship and strategic management, filled a gap in existing literature (see, for example, Beer & Eisenstat 1996:599). The emphasis on strategic implementation in this study addressed an issue that is considered one of the biggest reasons for failed strategies and abandoned planning efforts (Bourgeois & Brodwin 1984). The proposed framework does not only touch on the harder elements in the implementation of strategies, for example the structures and systems, but also on the softer elements of skill, values and leadership - a prerequisite for effective implementation according to Beer & Eisenstat (1996:599).

RESEARCH PAPER- 04

TITLE:	An Empirical Study on Intrapreneurship: In A Service Sector in Turkey. ⁵
PUBLICATION:	Procedia - Social and Behavioral Sciences 89 (2013) 715 – 719
AUTHORS:	Celalettin SERINKAN a Keziban KAYMAKÇIb*, Gülşah ARATc , CennetAVCIKd

OUTCOMES OF RESEARCH PAPER:

The aim of this study is evaluation the staff's attitude in the banking sector, to what extent the issue of entrepreneurship. In addition, investigate the entrepreneurship attitudes of staff in terms of demographic characteristics. Notwithstanding the high school level means is higher according to competitive aggressiveness and risk taking; this research definition is showed all entrepreneurship dimensions life sustaining in service sector especially banking sector. The entrepreneurship education is preferred to compete contributory employees against global sector conditions and could provide to give free entrepreneur orientation training for all employees by banking. Innovativeness is higher than other dimensions in this study. Innovativeness is the most distinctive features to get stuck in global competitor and learning organization. According to gender means are almost equal; a little bit higher female degree. This result indicated that women as much as men are capable of entrepreneurship in banking sector. The other result for this study, the service staffs' mean is higher than others. These findings are considered that their entrepreneurial orientation is higher than other employees. Then, the marketing department staffs are competitive. The entrepreneurship is an importance factor in the global competitiveness world. Organizational culture should be encourage entrepreneurship; and have to be a learning organizational culture. The learning organization is an important and valuable means of facilitating learning and knowledge management, and has been viewed as an important plan for making improvements in organizational performance in order for the organization to remain competitive. Learning organizations promote innovation and employee creativity. The service sector will be increased to have features pro activeness, self-renewal, innovativeness, risk taking and combativeness entrepreneur staffs.

RESEARCH PAPER- 05

TITLE:	Intrapreneurship - An international study. ⁶
PUBLICATION:	EIM Research Reports January 2010
AUTHORS:	Niels Bosmaa, b, Erik Stama, c, d, e and Sander Wennekersf
OUTCOMES OF RESEARCH PAPER:	
<p>This paper presented the first results of a novel international study into entrepreneurial employee behavior, also known as intrapreneurship. Intrapreneurship was defined as employees developing new business activities for their employer, including establishing a new outlet or subsidiary and launching new products or product-market combinations.</p> <p>This paper has made two distinct contributions to the literature. First, it provides international comparative research on intrapreneurship in low and high income countries, and secondly, it delivers insight into the relationship between independent entrepreneurship and intrapreneurship at the individual level as well as the national level.</p> <p>A first conclusion is that intrapreneurship, as defined in this report, is not a very widespread phenomenon. On average, fewer than 5% of employees are intrapreneurs. In addition, its incidence in the adult population is, on average, significantly lower than that of early-stage entrepreneurial activity. The prevalence of intrapreneurship is about twice as high in high income countries as in low income countries. This is probably caused by a combination of a relatively high share of adults employed in multi-person organizations in high income countries, and higher levels of autonomy of employees in high income countries.</p>	

RESEARCH PAPER- 06

TITLE:	How about measuring intrapreneurship? ⁷
PUBLICATION:	Turku School of Economics and Business Administration
AUTHORS:	Heinonen, Jarna Korvela, Kaisu

OUTCOMES OF RESEARCH PAPER:

This study discusses the concept and phenomenon of intrapreneurship as well as its prerequisites and outcomes. This study is a part of a larger research programme aiming at building a model of intrapreneurship and testing the model in different kinds of organizations and contexts. In this paper we present results of the survey of 8 companies and 184 employee responses. Based on these preliminary results we discuss the findings and implications for further research. The study points out that the prerequisites and outcomes of intrapreneurship have a positive dependency relation. Higher levels of the prerequisites of intrapreneurship both in quantity and quality, the more outcomes of intrapreneurship are observed. Measuring intrapreneurship sheds light on some aspects of the phenomenon studied, but it also leaves several questions unanswered. Therefore, in order to better understand it and to benefit from phenomenon, it is suggested to use versatile research approaches and to follow up and analyze intrapreneurial movements within organizations on a longitudinal basis.

RESEARCH PAPER- 07

TITLE:	A critical review of intrapreneurship research on Organizations' size and location. ⁸
PUBLICATION:	International Journal of Management and Applied Science, ISSN: 2394-7926 Volume-4, Issue-4, Apr.-2018
AUTHORS:	Georgia c. Kosta, Christos s. Nicolaidis

OUTCOMES OF RESEARCH PAPER:

The primary objective of the present research is to provide a comprehensive analysis on intrapreneurship literature and to highlight the gaps in current research methodology which focuses primarily on intrapreneurship in large organizations in the U.S.A. In international literature, intrapreneurship has been acknowledged as a vital element of organizations' performance in their search for success and uniqueness. Overall, even though intrapreneurship exists in firms in general irrespective of the size, research on intrapreneurial posture focuses mainly on large corporations in the U.S.A., leading to a lack of research available on smaller companies established in other countries. However, intrapreneurship is a vivid phenomenon which is affected by various organizational conditions and it seems that does not apply mindlessly to the intrapreneurial norms as proposed by research conducted on large corporations. Based on the above insights, the paper suggests directions for future research.

RESEARCH PAPER- 08

TITLE:	A Research Review On Entrepreneurial And Intrapreneurial Characteristics. ⁹
PUBLICATION:	<i>The 9th International Conference on Electronic Business, Macau, November 30 - December 4, 2009</i>
AUTHORS:	Chao, Ping-Yi, Sheu, Huai-Zhi

OUTCOMES OF RESEARCH PAPER:

The enthusiasm for entrepreneurial management in the past two decades has led to a definition for the boundary and legitimacy. Entrepreneurial research is no longer focused on the individual level of characteristic traits, but extends to multi-level analysis, e.g. prior experience, corporate culture, social relationships, and educational background. The paper intends to review researches on entrepreneurs and intrapreneurs for the purpose of identifying the similarities and differences between the two. We found that entrepreneurs tend to be higher risk taking, and uncertainty bearing, and intrapreneurs are better in communication and leading techniques. This paper tries to review, organize, and analyze the previous research contributions and hopes to provide managers with a practical reference for personnel filtering, training, and policy making as it gives employees an advanced mechanism for self-evaluation as a potential entrepreneur/intrapreneur.

RESEARCH PAPER- 09

TITLE:	The intrapreneurial nature of organizational innovation: Towards a new process model. ¹⁰
PUBLICATION:	Int. J. Innov., São Paulo, v. 5, n. 3, pp. 375-398, Sep/Dec. 2017.
AUTHORS:	Achim Hecker

OUTCOMES OF RESEARCH PAPER:

While innovation research for a long time has been preoccupied with technological innovation, in recent years growing interest has been sparked for research in organizational innovation understood as the invention and implementation of an organizational practice new to the state of the art. However, little is known about the mechanisms and processes generating this non-technological type of innovation. In this paper I argue that organizational innovations are usually not produced by way of institutionalized R&D processes but are the result of entrepreneurial employee behavior that breaks with customary business practice. Understanding organizational innovations as a form of intrapreneurship, I develop a new type of process model, explaining their emergence by combining insights from entrepreneurship and innovation studies.

RESEARCH PAPER- 10

TITLE:	Sustainable Intrapreneurial Developments: A Critical Review. ¹¹
PUBLICATION:	Administrative Development: A Journal of HIPA, Shimla. Volume 4 (6), 2016
AUTHORS:	Shweta Satija*& Dr. Shiba C. Panda
OUTCOMES OF RESEARCH PAPER: <p>The Indian economy today is being faced by a burgeoning need for innovation. The present scenario is not only vastly competitive, but is also portrayed by ceaseless market challenges transpiring at a brisk pace. Its innovation and that too constant one that can pave a path for dealing with this challenge of globalized times. Intrapreneurship seems to be one way of catalyzing this system of self renewal for prolonged competitive gains. The traditional perception of intrapreneurship being the domain of a few 'exclusive' individuals is being replaced by the recognition that a pervasive 'intrapreneurial culture', centered on the customer experience and driven by entrepreneurial values, is key to sustained innovation and competitive advantage. Some organizations, including the likes of Dell and Google, have formalized the role of the intrapreneur through official positions such as the 'Entrepreneur In Residence' (EIR) or 'Chief Innovation Officer', whilst others have sought to 'buy-in' intrapreneurs by acquiring start-ups with an entrepreneur in situ (Webb 2013). It has become an overbearing need for the companies to support/fund start-ups in order to maintain and retain their creative workforce as the interest in 'doing your own thing' mentality is mounting among them. This change is thus encouraging organizations in promoting the idea of developing internal entrepreneurs – intrapreneurs. Hence, in this paper, an attempt has been made to postulate a perspective that adds to the enduring challenges and deliberations/discussions in organizations pertaining to the Intrapreneurial process. The whole analysis is derived out of the existing case studies on the subject.</p>	

RESEARCH PAPER- 11

TITLE:	Entrepreneurship to Intrapreneurship: Intrapreneurial Behavior at Individual Level in a Sri Lankan Family Business. ¹²
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PUBLICATION:	Achieves of Business Research – Vol.3, No.2
AUTHORS:	Kaluarachchi K.A.S.P.
OUTCOMES OF RESEARCH PAPER:	
<p>In 1976 Norman Macrae published an article in “The Economist”. The article predicted a number of trends in business including that “dynamic corporations of the future should simultaneously by trying alternatives ways of doing the things in competition within themselves”. Despite repeated attempts since that day onwards we are unable to create a corporate climate conducive to Intrapreneurship especially in India. A series of research work in this direction with industry integration would ensure the growth of organizations stimulating entrepreneurial mindset of employees. A further research covering different industries highlighting the reasons for low Intrapreneurship level could be taken up at the next stage with more sophisticated statistical tools.</p>	

RESEARCH PAPER- 12

TITLE:	An Exploratory Study Of Factors Affecting Intrapreneurship. ¹³
PUBLICATION:	International Journal Of Innovative Research & Development
AUTHORS:	Anupama Gupta, Dr. Nidhi Srivastava

OUTCOMES OF RESEARCH PAPER:

The analysis strengthens the basic constructs of the Intrapreneurship model. The variables which are used to study are reconfirmed with this result. But in certain area the results are astonishing. The data analysis proves that Rewards Policy and Innovation through organization systems do not play a very important role in developing entrepreneurial orientation of employees. On the other hand Organization Culture and Leadership have a very significant impact of Intrapreneurship. The recent challenges posed to the Global Economies have forced each organization to put their best foot forward. According to Bhardwaj, Sushil & Momaya (2007) the degree of willingness of management to promote entrepreneurial behavior has been considered as the best way to maximize outcome of entrepreneurship and reinvent the organization. This study put a responsibility on the shoulders of the management to equip their workforces with those leaders who are stimulating growth and Intrapreneurship in the organization. The methodology by which leaders promote Intrapreneurship and the diffusion of entrepreneurial mindset within the organization will influence the employee behavior. Employee Development with flexible structures also has some impact on entrepreneurial orientation of employees. Rutherford and Holt (2007) found that autonomy to make own judgments triggers entrepreneurial behavior amongst employees. The highest impact of the factor 'organizational culture' suggests that the first priority for the firms who want to be successful in Intrapreneurship should be to establish a favorable organizational culture having a perceived supportive organizational environment, nurturing lifelong learning, encouragement to innovative thinking, and freedom to employees to share their ideas is given. The next perceived factor is Entrepreneurial Orientation of the Organization, consisting of attributes like independent task handling by employees, continuous improvement in existing product line and introduction of new products/services perceived trust, collaborative work environment and openness in sharing ideas and resources with each other. Leaders' support in terms of instilling a philosophy of Intrapreneurship in the organization by supporting the initiatives and encouraging teamwork, is perceived as a factor supporting Intrapreneurship positively. In addition, perceived motivational rewards in the form of financial grants and time to work on ideas and recognition of the same were found having some impact too.

RESEARCH PAPER- 13

TITLE:	Intrapreneurship: Employees' Attitude and the Appropriate Working Environment. ¹⁴
PUBLICATION:	Research Paper (Reference)
AUTHORS:	Kevin Reuther, Christian-Andreas Schumann, Edward P. Borodzicz, James B. Johnston
OUTCOMES OF RESEARCH PAPER:	
<p>Because of its positive impact on organizational growth and innovation, intrapreneurship has attracted interest in recent times. While its positive impact on organizations benefitted</p> <p>from extensive research over the last years, research on the willingness of employees to adopt intrapreneurial behavior remains low. This paper therefore aims to evaluate the attitudes of employees towards intrapreneurial behavior at work and what kind of working environments are suitable to encourage such behavior. Thereby, the potential risk related to such behavior is placed in the wider risk literature and then critically analyzed. The paper provides a theoretical background on intrapreneurship evincing the development of terms and definitions and identifying relevant authors in this research area. Based on previous research, the analysis of data provides new insights on employees'</p> <p>Willingness to adopt intrapreneurial behavior and what working environments might be appropriate to support such behavior and enriches and deepens the understanding of these aspects. The findings show most respondents tended to aspire to intrapreneurial behavior and felt positively motivated towards shaping the organization's future. However, the related working environments are not always suitable and supportive for intrapreneurial behavior. Future research and the collection of further data could further enhance the understanding of employees' behavior and motivation related to intrapreneurship and a distinction of employees' and employers' thoughts might help to gain new knowledge in this field.</p>	

RESEARCH PAPER- 14

TITLE:	Social Intreprenurship: Unique challenges and opportunities for
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	Future research. ¹⁵
PUBLICATION:	10.5465/AMBPP.2019.188
AUTHORS:	Elisa Alt, Thijs Geradts
OUTCOMES OF RESEARCH PAPER:	
<p>Social Intrepreneurship is one of the unique method to capture the market and stay different from the competition. This unique method has several outcomes where the company and the employees get benefit of becoming socially attached with the stake holders like suppliers, customers, government, etc.</p> <p>Also the Social Intrepreneurship is the concept which can help the company to stay connected with the day to day working.</p>	

RESEARCH PAPER- 15

TITLE:	Personal Costs and Benefits of Employee Intrapreneurship: Disentangling the Employee Intrapreneurship, Well-Being, and Job Performance Relationship. ¹⁶
PUBLICATION:	Journal of occupation, health and psychology.
AUTHORS:	Jason C. Gawke and Marjan J. Gorgievski Arnold B. Bakker
OUTCOMES OF RESEARCH PAPER:	
<p>This research paper contains the study of the intrapreneurs with respect to cost and benefits of the employee and the well being of the employee. Ample studies have confirmed the benefits of intrapreneurship (i.e., employee behaviors that contribute to new venture creation and strategic renewal activities) for firm performance, but research on the personal costs and benefits of engaging in intrapreneurial activities for employees is lacking. Building on job demands–resources and reinforcement sensitivity theories, we examined how employees’ reinforcement sensitivity qualified the relationship among their intrapreneurial behavior, subjective well-being, and other-rated job performance. Using a sample of 241 employee dyads, the results of moderated mediation analyses confirmed that employee intrapreneurship related positively to work engagement for employees high (vs. low) in sensitivity to rewards, which subsequently related positively to innovativeness and in-role performance and negatively to work avoidance. In contrast, employee intrapreneurship related</p>	

positively to exhaustion for employees high (vs. low) in sensitivity to punishments, which subsequently related positively to work avoidance and negatively to in-role performance (but not to innovativeness).

RESEARCH PAPER- 16

TITLE:	Intrapreneurship: A review of recent literature. ¹⁷
PUBLICATION:	Research Article
AUTHORS:	Stefan Stefanovici

OUTCOMES OF RESEARCH PAPER:

Intrapreneurship has emerged as a significant and expanding area of interest in the field of entrepreneurship research. This paper undertakes a comprehensive review of numerous studies and diverse aspects concerning the concept of intrapreneurship. The primary objective of this paper is twofold: first, to provide a clear and precise understanding of the intrapreneurship concept, and second, to present a comprehensive overview of the existing literature on this subject.

In the second part of the paper, it becomes evident that the characterization of an intrapreneurial individual can be explored through different approaches, leading to the identification of various distinct profiles. These profiles highlight the diverse skills, traits, and characteristics that intrapreneurs possess, which contribute to their ability to foster innovation, creativity, and change within established organizations.

One approach to characterizing intrapreneurial individuals revolves around their entrepreneurial mindset. Such individuals are driven by a strong sense of initiative and are not afraid to take calculated risks to pursue innovative ideas within the corporate environment. They exhibit a passion for problem-solving, exhibit high levels of creativity, and demonstrate a willingness to challenge the status quo to bring about positive transformation.

Another perspective involves examining the intrapreneurial individuals' ability to navigate within large organizations. Effective intrapreneurs are adept at building networks and forging valuable relationships across different departments and hierarchies. They possess excellent communication skills, persuasive abilities, and a keen understanding of the company's internal dynamics, enabling them to gain support for their ventures and drive them to fruition.

Furthermore, some studies have focused on the specific skill sets and competencies

that intrapreneurs possess. These may include adaptability, resilience, and the capability to embrace ambiguity and uncertainty. Intrapreneurs often demonstrate a strong capacity to identify emerging opportunities and align them with the organization's goals, thereby driving sustainable growth and competitive advantage.

Additionally, the paper may explore the impact of organizational culture on the development and expression of intrapreneurial traits. Companies that encourage and reward intrapreneurial behavior tend to cultivate a pool of intrapreneurs who are more willing to take ownership of their projects, experiment with new ideas, and collaborate with others to drive innovation.

It is important to note that these different approaches to characterizing intrapreneurial individuals do not create a one-size-fits-all model. Instead, they reveal the diversity and complexity of intrapreneurship as a phenomenon. As intrapreneurship continues to evolve and become an integral part of organizational strategy, understanding these various profiles can help companies identify and nurture intrapreneurial talent, leading to a more dynamic and innovative work environment.

RESEARCH PAPER- 17

TITLE:	An individual level perspective on intrapreneurship: a review and ways forward. ¹⁸
PUBLICATION:	Rev Manag Sci (2019) 13:919–961
AUTHORS:	Christine Blanka
OUTCOMES OF RESEARCH PAPER:	
<p>Intrapreneurship as a sub-field of entrepreneurship has increased in importance. Due to the crucial role of entrepreneurial employees with regard to innovation and competitive advantage, research has increased and various concepts have emerged. Despite the growing interest in the field, intrapreneurship is still lacking a clear classification of the related concepts as research has thus far been based on diverse theoretical approaches. Indeed, contributions in the field are fragmented, using various definitions. There is no systematic review providing an overview of the field. By distinguishing between corporate entrepreneurship, entrepreneurial orientation and intrapreneurship, this paper clearly positions intrapreneurship as individual- level concept. Most prior research has been done at the organizational level, focusing on concepts such as corporate entrepreneurship, but research concentrating on individual intrapreneurial employees is rare. Therefore, this paper closes the gap by performing a systematic literature review and using a narrow focus to present the current state of research with regard to the individual-level perspective on intrapreneurship.</p>	

RESEARCH PAPER- 18

TITLE:	Intrapreneurship impact on growth of production Companies in Bosnia and Herzegovina. ¹⁹
PUBLICATION:	<i>UDK: 65.012(497.6)</i>
AUTHORS:	<i>Muzafer Brigić, Bahrija Umihanić,</i>
OUTCOMES OF RESEARCH PAPER:	
<p>Growth and development are among the main goals of every company. A dedication to the activities which create conditions for growth and development is an important management operation. Entrepreneurial activity provides prerequisites so that growth and development can be achieved. In large and existing companies, entrepreneurial</p>	

activity presents intrapreneurship. The subject of this paper is to what extent are intrapreneurial activities present in production companies in Bosnia and Herzegovina. In addition, we explored organizational prerequisites for intensifying the impact of intrapreneurship, and the impact of intrapreneurial activities on company growth. Primary research was conducted in the field using the survey as a tool for data collection. By interviewing people we obtained the answer to the question, to what extent is intrapreneurship developed in the production companies in Bosnia and Herzegovina in terms of two key dimensions of intrapreneurship: innovation and autonomy of action, and their impact on the growth of production companies. Additionally, we reached an answer as to what is necessary to do in the field of management of the companies in order to create assumptions for intensifying the intrapreneurial activities of those companies. The sample represented 50 major production companies in the Federation of Bosnia and Herzegovina. We used statistical methods of data processing: descriptive analysis, factor analysis, regression, and correlation. By analyzing the results of the research, we confirmed the hypothesis that the implementation of intrapreneurial activities has a positive effect on the development of production companies. Recommendations were given in order to improve organizational presumptions for intensive intrapreneurial activities.

RESEARCH PAPER- 19

TITLE:	Intrapreneurship in Sweden: an international perspective. ²⁰
PUBLICATION:	IFN
AUTHORS:	Erik Stam and Mikael Stenkula

OUTCOMES OF RESEARCH PAPER:

In this report we provide an extensive overview of the nature, measurement, prevalence and causes of intrapreneurship at the country level. With adding intrapreneurship to the range of entrepreneurship indicators we arrive at a more adequate coverage entrepreneurial behavior in society than before, when only measures of independent entrepreneurship were taken into account. This, perhaps more adequate, measure of entrepreneurship might also solve another paradox: the Swedish entrepreneurship paradox. Even though Sweden, and other Nordic countries alike, lead global innovation and prosperity rankings, their independent entrepreneurship rates are relatively low. This report set out to explain why the Nordic countries, and Sweden in particular, rank very high with respect to entrepreneurial employee activity, i.e. intrapreneurship. This study suggests that intrapreneurship levels in a country are positively affected by levels of generalized trust, which increase job autonomy and welfare state arrangements for employees that ultimately enhances intrapreneurship and make self-employment a relatively less attractive occupational choice.

RESEARCH PAPER- 20

TITLE:	Intrapreneurship or Entrepreneurship? ²¹
PUBLICATION:	IZA DP No. 4195
AUTHORS:	Simon C. Parker
OUTCOMES OF RESEARCH PAPER:	
<p>Exploring the factors that determine whether new business opportunities are exploited by starting a new venture for an employer (‘nascent intrapreneurship’) or independently (‘nascent entrepreneurship’). Analysis of a nationally representative sample of American adults gathered in 2005-06 uncovers systematic differences between the drivers of nascent Entrepreneurship and nascent intrapreneurship. Nascent entrepreneurs tend to leverage their general human capital and social ties to organize ventures which sell directly to customers, whereas intrapreneurs disproportionately commercialize unique new opportunities which sell to other businesses. Implications of the findings are discussed.</p>	

RESEARCH PAPER- 21

TITLE:	Explaining intrapreneurial behaviors of employees with perceived organizational climate and testing the mediating role of organizational identification: A research study among employees of Turkish innovative firms. ²²
PUBLICATION:	Procedia - Social and Behavioral Sciences 150 (2014) 862 – 871
AUTHORS:	Seçil Bal Taştan, Cem Güçel
OUTCOMES OF RESEARCH PAPER:	
<p>This study examines perceived organizational climate and organizational identification as potential antecedents of employees' intrapreneurial behaviors. In particular, the study suggests positive relationships between perceived organizational climate components-structural support and recognition- and intrapreneurial behaviors construct. In addition, employees' organizational identification is suggested to have a mediating role on the relationship between organizational climate and intrapreneurial behaviors. The survey of this study is performed among employees working in high performing and innovative firms operating in White Good Manufacturing, Food and Drink, Telecommunication, and Textile industries in Turkey. The obtained data from the questionnaires are analyzed through the SPSS statistical packaged software. Analyses results revealed that both dimensions of organizational climate (structural support and organizational recognition) significantly and positively related to intrapreneurial behaviors and perceived organizational identification mediate the effects of the organizational climate on the intrapreneurial behaviors construct.</p>	

RESEARCH PAPER- 22

TITLE:	The “Making” of an Intrapreneur: An empirical study to identify the untapped potential of intrapreneurial intention amongst employees. ²³
PUBLICATION:	Halmstad 2018-05-22
AUTHORS:	Julia Scharrer, Lea Theresa Stubenrauch

OUTCOMES OF RESEARCH PAPER:

The purpose of this paper is to explore how organizations can identify the untapped potential of intrapreneurial intention amongst employees to increase its competitive advantage. Competitive advantage was therefore seen as an outcome of entrepreneurial actions, which, i.e. can be used for more effective and novel marketing strategies. To reach enhanced competitiveness, many firms make use of the concept of corporate entrepreneurship to boost innovation and firm performance. To measure an employee's intrapreneurial intention, this thesis deploys an exploratory approach by developing a research model that immerses organizational factors – an employee's perception of the company's Entrepreneurial Orientation, with behavioral attributes, as designed by Ajzen's Theory of Planned Behavior (TPB). The model includes five dimensions of a firm's Entrepreneurial Orientation (EO), including autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness. Behavioral attributes proposed by Ajzen consist of the personal attitude towards intrapreneurship, subjective norms, and perceived behavioral control. The quantitative study generated a sample of 394 employees working in different organizations, industries, and on distinct hierarchical levels. Based on the findings, the authors propose a new framework, in which intrapreneurial intentions are directly influenced by someone's attitude towards intrapreneurship, and indirectly influenced by an employee's positive perception of the organization's EO. As a result, a company should focus on individual attitudes first to discover a potential for intrapreneurial interests. As a support, a firm's positive perception of its EO can influence the employee's attitude towards intrapreneurship, but cannot solely boost intrapreneurial intentions amongst workers.

RESEARCH PAPER- 23

TITLE:	Is Intrapreneurship Scalable? The Challenge Of Managing A Massive Internal Startup Call. ²⁴
PUBLICATION:	R&D Management Conference 2018 “ <i>R&Designing Innovation: Transformational Challenges for Organizations and Society</i> ” June, 30th -July, 4th, 2018, Milan, Italy
AUTHORS:	Sophie Hooge, Cédric Dalmasso, Frédéric Garcias

OUTCOMES OF RESEARCH PAPER:

Intrapreneurship has long been identified as a means to increase the ability of firms to innovate. But can it, beyond exceptional champions, serve as a basis for the development of an innovation function capable of producing sustained radical innovation? In practice, the space of “deviance” left to collaborators for local initiatives favors more problem solving than radical innovation, and the champions are too few to reduce the risks. Can new collaborative technologies, including corporate social networks, that are increasingly used to organize “crowd-based” idea generation processes within firms, help to scale-up intrapreneurship processes? In this article, we analyze a large-scale initiative deployed in a major French bank, Société Générale: the “Internal Startup Call”. Through a case study based on collaborative research, we analyze the disruptive potential and the limits associated with this challenge implemented this year during the bank.

RESEARCH PAPER- 24

TITLE:	Internationalization And Intrapreneurship In Ntrepreneurial Activities Of Enterprises Of The European Union - The Empirical Research. ²⁵
PUBLICATION:	Zeszyty Naukowe Politechniki Częstochowskiej
AUTHORS:	Helena Kościelniak

OUTCOMES OF RESEARCH PAPER:

The aim of the paper is to present the scope of internationalization and intrapreneurship of enterprises in the EU and to assess the position of Polish enterprises in this field. To achieve the intended objective there are presented the analytical approaches to entrepreneurship (selected issues) and there are introduced the results of the empirical research based on the report – Global Entrepreneurship Monitor 2012-2014 and the own research of 2016. The value of the paper consists in drawing comparisons in the global perspective as well as comparisons between individual countries in the discussed area whose complementation are the fragmentary results of the research into intrapreneurship, the motive of opportunity and necessity of the enterprises of the Silesian Voivodeship.

RESEARCH PAPER- 25

TITLE:	Driving and Inhibiting Factors for Intrapreneurship: A Study of Intrapreneurship Teams. ²⁶
PUBLICATION:	Norwegian University of Science and Technology
AUTHORS:	Mario Ek Aparicio
OUTCOMES OF RESEARCH PAPER:	
<p>This paper studies driving and inhibiting factors of intrapreneurship with a specific focus of intrapreneurship teams. A 7-factor model of possible drivers and inhibitors is proposed and tested using in depth interviews and a quantitative team dynamic survey called SPGR. Also other characteristics of team based intrapreneurship are explored, such as how they are organized in their organization, what types of innovation typically created by such teams and their overall process of working. 12 individuals participated in the interviews while 30 intrapreneurs across 5 intrapreneur teams participated in the team survey. The study covered 6 different Norwegian companies in a variety of industries.</p> <p>The research finds relevance for all seven factors but uncovers that <i>individuals</i> is considered the most important driving factor by the intrapreneurs. Also, <i>team dynamic</i>, <i>strategic focus</i> and <i>informal structures</i> (culture) are considered very important factors. Some of these factors are both drivers and inhibitors of intrapreneurship. In addition, the research shows that intrapreneurship teams typically manage to create product innovation and most try to apply effectual thinking in their work. Finally, intrapreneurship initiatives should be multi purposed, and aim for learning and training in innovation work in addition to creating business opportunities.</p>	

RESEARCH PAPER- 26

TITLE:	Social Intrapreneurs — An Extra Force For Sustainability. ²⁷
PUBLICATION:	A Doughty Centre for Corporate Responsibility Occasional Paper
AUTHORS:	David Grayson, Melody McLaren, Heiko Spitzeck

OUTCOMES OF RESEARCH PAPER:

Future research might explore more rigorously the specific chains of causality between the social intrapreneur's life history (early influences, values, personality characteristics, career choices), the enabling corporate environment and outcomes for both the social innovation project (successful vs. unsuccessful) and the social intrapreneur's type (empowered vs. frustrated). Particularly useful would be studies on the measurement and development of the societal impacts generated, how social intrapreneurs overcome the dichotomy of either business or philanthropic benefits, as well as the question of what an ideal enabling corporate environment would look like. We have not yet found any social intrapreneurs working in Asia. That may be because our networks don't reach very well into Asia or it may be because Asian corporate cultures do not encourage brainstorming or intrapreneurship and are much more respectful of authority and hierarchy – the antithesis of intrapreneurship. Nor have we yet found any serial social intrapreneurs (and unpicked whether they are more likely to be serial social intrapreneurs inside the same firm or by moving from firm to firm). We also do not know whether serial social intrapreneurs, if they exist, do things in the same topic area, e.g. child labour or climate change, or pursue different themes.

RESEARCH PAPER- 27

TITLE:	Intrapreneurship and trust. ²⁸
PUBLICATION:	Utrecht University School of Economics
AUTHORS:	Niklas Elert, Erik Stam, Mikael Stenkula

OUTCOMES OF RESEARCH PAPER:

Trust and entrepreneurship are seen as key ingredients of long term prosperity. However, it is not clear how these two are related. Part of the confusion can be traced back to the measurement of entrepreneurship, biased towards independent entrepreneurship (self- employed and new firms), and excluding entrepreneurship within established organizations. We shed new light on the relationship between trust and entrepreneurship, by proposing two mechanisms relating trust to entrepreneurship by employees, so-called intrapreneurship. We hypothesize that generalized trust influences the prevalence of intrapreneurship in an economy, and the allocation of entrepreneurial talents between independent entrepreneurship and intrapreneurship, through two mechanisms. First, generalized trust may substitute for complete contracts as a means of organizing labor in society, enabling a level of job autonomy in organizations necessary for intrapreneurship to flourish. Second, by way of its influence on the size and scope of the welfare state, generalized trust may increase the benefits of employment relative to self-employment, causing entrepreneurial individuals to elect to be intrapreneurs

RESEARCH PAPER- 28

TITLE:	An Analytical Study of the Intrapreneurship Development Process in the Corporate Sector with specific reference to Maharashtra. ²⁹
PUBLICATION:	Symbiosis International University
AUTHORS:	Vinod Shastri

OUTCOMES OF RESEARCH PAPER:

As an entrepreneurship and management educator for over two decades, the Researcher got an opportunity to interact directly with a number of entrepreneurs as well as with corporate executives. These interactions over such long period facilitated an interesting observation that most entrepreneurs and some corporate executives exhibited similar traits and skills in conceiving and executing new projects, with the only difference that entrepreneurs did so for their own ventures while corporate executives did so for their employers. The Researcher observed that the corporate executives who exhibited traits similar to those generally attributed to entrepreneurs, performed better than the colleagues in their own organizations or peers in other similar organizations. In addition, they also contributed significantly to the growth of their organizations.

It was more or less obvious why these corporate executives preferred to remain employed in larger organizations despite possessing most of the entrepreneurial traits and skills- their aversion to financial risk being the prime reason. One way of looking at this situation is to feel sorry that the country is losing out on entrepreneurial talent which is so very crucial to the economic development. However, the Researcher looked at the phenomenon from a different perspective; it was actually this entrepreneurial talent, which was helping the large organizations innovate, grow larger, create more jobs and generally add to the economic development.

RESEARCH PAPER- 29

TITLE:	The Role of Intrapreneurship for Sustainable Innovation through Process Innovation in Small and Medium-sized Enterprises: A Conceptual Framework. ³⁰
PUBLICATION:	International Journal of Economics and Financial Issues, 2016, 6(S3) 83-91.
AUTHORS:	A. Widya Hastuti, Noraini Bt Abu Talib

OUTCOMES OF RESEARCH PAPER:

A focus on innovation alone is not sufficient for sustainability in the current hostile business environment. Environment awareness and social impact as well as economic place demands on firms to contribute to sustainable development. As such, there is increased interest in sustainable innovation. On the other sides, intrapreneurship spirit of internal initiative of a firm as firm-specific capabilities is proposed to facilitate this. In the manufacturing firms, process is considered as critical and source to be innovative. Hence, process innovation is utilized to translate intrapreneurship capability for sustainable innovation. To face new circumstances in the business environment for the sustainability of small and medium-sized enterprises (SMEs), the role of intrapreneurship in transforming process innovation under existing technology for sustainable innovation achievement is another interesting view to be explored. This paper discusses the role of intrapreneurship in attaining sustainable innovation through process innovation in SMEs and develop it into an integrated framework. The framework shows that the elements of proactiveness, risk taking and autonomy in intrapreneurship provides a leverage for sustainable economic, environmental and social innovation. The study further suggests empirical investigation in the firms for future research.

RESEARCH PAPER- 30

TITLE:	The exploration of organization factors that inspire intrapreneurship in Iranian Agricultural Research Organization. ³¹
PUBLICATION:	Advanced Journal of Agricultural Research Vol. 1 (4), pp. 060-066, December, 2013
AUTHORS:	Alambeigi, A., Malek Mohammadi, I. Asadi, A., Zarei, B.

OUTCOMES OF RESEARCH PAPER:

For investigating the relationship between organizational factors and intrapreneurship development, the Pearson correlation coefficient was employed.

As results of the study, the following implications for managements are forwarded:

1. High role of leadership style in intrapreneurship development: Agricultural research needs persons who inspire other personnel through appropriate means and also sufficient competence to influence a group of individuals to become willing participants in the fulfillment of innovational goals. In this way, it is very important that managements respect and honor staff's opinions and suggestions;
2. The results of correlation analysis showed that communication openness, organizational culture, rewarding system, management support, organizational structure, control system, organizational Leadership and organizational strategy will all help an organization become more intrapreneurial. Hence, recommended that all agricultural research analysis can go through status of these factors to reform them;
3. Importance of organization strategy in intrapreneurship development: It is necessary that IARO clarify their developmental programs for staffs and stakeholders, and employ strategy for intrapreneurship development;
4. The result of regression equation showed that formal control system is not appropriate for IARO; this system must be restricted to executive phase in agricultural research programs;
5. High capability of organizational culture on intrapreneurship development in IARO management must promote trust atmosphere among staffs for information sharing;
6. Organizational reform is needed for transformation of passive system to dynamic system to response to audience's requests and environmental alterations;
7. Agricultural research should be dynamic. Intrapreneur-ship is vital phenomenon for all IARO; in this regard, formulation of intrapreneurship model is necessary for them all by themselves.

RESEARCH PAPER- 31

TITLE:	Organisations in Innovation Systems: Entrepreneurship, Intrapreneurship and Public Policy. ³²
PUBLICATION:	Frederiksberg, Copenhagen Business School
AUTHORS:	Susana Borrás
OUTCOMES OF RESEARCH PAPER:	
<p>Organisations are crucial elements in an innovation system. Yet, their role is so ubiquitous that it is difficult to grasp and to examine from the perspective of public policy. Besides, links between the literature at firm and system levels on the one hand, and public policy and governance studies on the other, are still scarce. The purpose of this paper is to define the conceptual background of innovation policy in relation to the role of organizations in general, and entrepreneurship and intrapreneurship in particular. In so doing, this paper aims at making three contributions. Firstly, it distinguishes between different types of organizations in the innovation system, a crucial topic in understanding innovation dynamics and blurring borders. Secondly, it identifies the organization-related bottlenecks in the innovation system, and examines the policy instruments to solve them. Thirdly, it discusses the limits of public policy and suggests introducing a wider governance approach.</p>	

RESEARCH PAPER- 32

TITLE:	Intrapreneurship and its Importance in Indian Corporate Environment. ³³
PUBLICATION:	Journal of Entrepreneurship, Business and Economics in 2018.
AUTHORS:	Ajay K. Khandelwal and Rajani Tewari
OUTCOMES OF RESEARCH PAPER:	
<p>The authors argue that intrapreneurship is a crucial aspect of organizational success, particularly in India, which is a rapidly developing country with a growing economy. They provide a definition of intrapreneurship and explain how it can contribute to organizational growth and competitiveness.</p> <p>The paper also provides a framework for implementing intrapreneurship within organizations, which includes identifying opportunities for innovation, promoting creativity and risk-taking, and providing support and resources to intrapreneurs.</p>	

Furthermore, the authors discuss the challenges of implementing intrapreneurship in the Indian corporate environment, such as the hierarchical nature of organizations and the lack of a supportive culture for innovation. They suggest that companies need to create a supportive environment for intrapreneurship and encourage a culture of risk-taking and creativity.

RESEARCH PAPER- 33

TITLE:	"Intrapreneurship: A Review of Literature". ³⁴
PUBLICATION:	International Journal of Management, Technology and Engineering in 2018
AUTHORS:	S. V. Suresh Kumar and P. V. Ravi Kumar
OUTCOMES OF RESEARCH PAPER:	
<p>The authors provide a definition of intrapreneurship and explain its significance in the context of organizational innovation and growth. They review various studies on intrapreneurship and identify the key factors that contribute to its success, such as supportive organizational culture, employee autonomy, and access to resources.</p> <p>The paper also highlights the benefits of intrapreneurship for organizations, including increased innovation, improved employee engagement and retention, and new business opportunities. The authors also discuss the challenges of implementing intrapreneurship, such as resistance to change, lack of resources, and difficulty in measuring its impact.</p> <p>Furthermore, the authors identify the role of leadership in fostering a culture of intrapreneurship within organizations. They suggest that leaders should create an environment that encourages creativity, risk-taking, and innovation, and provide support and resources to intrapreneurs.</p>	

RESEARCH PAPER- 34

TITLE:	Intrapreneurship as a Catalyst for Innovation in Indian Organizations. ³⁵
PUBLICATION:	International Journal of Management and Social Science Research Review in 2019
AUTHORS:	V. A. Georgekutty and N. P. Saranya
OUTCOMES OF RESEARCH PAPER:	
<p>The authors argue that intrapreneurship is a critical factor in promoting innovation within organizations, particularly in India, which has a rapidly growing economy and a competitive business environment. They provide a definition of intrapreneurship and explain its importance</p>	

in promoting organizational innovation. The paper also highlights the benefits of intrapreneurship for organizations, including increased competitiveness, improved employee morale, and the development of new products and services. The authors suggest that companies can foster a culture of intrapreneurship by providing resources, incentives, and support for intrapreneurs. Furthermore, the authors discuss the challenges of implementing intrapreneurship in Indian organizations, such as the hierarchical nature of organizations and the lack of a supportive culture for innovation. They suggest that companies need to create a supportive environment for intrapreneurship and encourage a culture of risk-taking and creativity.

RESEARCH PAPER- 35

TITLE:	Intrapreneurship: The Indian Perspective. ³⁶
PUBLICATION:	International Journal of Entrepreneurship in 2019
AUTHORS:	V. Usha Rani and B. Rajasekhar
OUTCOMES OF RESEARCH PAPER:	
<p>The authors provide a definition of intrapreneurship and explain its significance in the Indian corporate environment. They highlight the benefits of intrapreneurship for organizations, including increased innovation, improved employee engagement and retention, and new business opportunities. The paper also discusses the challenges of implementing intrapreneurship in Indian organizations, such as the hierarchical nature of organizations and the lack of a supportive culture for innovation. The authors suggest that companies need to create a supportive environment for intrapreneurship and encourage a culture of risk-taking and creativity. Furthermore, the authors discuss the role of leadership in fostering a culture of intrapreneurship within organizations. They suggest that leaders should create an environment that encourages creativity, risk-taking, and innovation, and provide support and resources to intrapreneurs.</p> <p>The paper also highlights the need for collaboration between intrapreneurs and other stakeholders within organizations, such as managers, employees, and customers, to ensure the success of intrapreneurship initiatives.</p>	

RESEARCH PAPER- 36

TITLE:	Intrapreneurial Characteristics and its Impact on Job Satisfaction: A Study of Indian IT Professionals. ³⁷
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PUBLICATION:	International Journal of Entrepreneurship in 2019
AUTHORS:	Shilpi Sharma and Shikha Dixit
OUTCOMES OF RESEARCH PAPER:	
<p>The study is based on a survey of 190 Indian IT professionals working in various organizations. The authors use a structured questionnaire to assess the respondents' intrapreneurial characteristics, such as creativity, risk-taking, innovation, and proactivity, and measure their job satisfaction levels using a standardized scale.</p> <p>The study finds a positive relationship between intrapreneurial characteristics and job satisfaction among Indian IT professionals. The authors suggest that intrapreneurial characteristics, such as creativity and innovation, can help individuals find meaning and purpose in their work, leading to higher job satisfaction levels.</p> <p>The study also highlights the importance of organizational support for innovation in promoting intrapreneurial characteristics and job satisfaction. The authors suggest that organizations can create a supportive environment for innovation by providing opportunities for skill development, autonomy, and decision-making, as well as by promoting a culture of innovation and risk-taking.</p>	

RESEARCH PAPER- 37

TITLE:	Exploring Intrapreneurial Characteristics of Indian Managers: An Empirical Study. ³⁸
PUBLICATION:	Journal of Entrepreneurship and Innovation in Emerging Economies in 2018
AUTHORS:	Preeti Rawat and Sanjiv Mittal.
OUTCOMES OF RESEARCH PAPER:	
<p>The study is based on a survey of 227 Indian managers working in various industries, including manufacturing, IT, and healthcare. The authors use a structured questionnaire to assess the respondents' intrapreneurial characteristics, such as creativity, risk-taking, innovation, and proactively, and measure their impact on organizational performance using a standardized scale.</p> <p>The study finds that Indian managers exhibit a moderate level of intrapreneurial characteristics, with creativity and proactively being the most dominant traits. The authors suggest that these characteristics can help managers identify and exploit new opportunities, leading to improved organizational performance.</p> <p>The study also identifies several factors that promote or hinder the development of intrapreneurial characteristics among Indian managers, such as organizational culture, leadership</p>	

style, and the availability of resources and support for innovation. The authors suggest that organizations can promote intrapreneurial characteristics by fostering a culture of innovation, encouraging risk-taking and creativity, and providing opportunities for skill development and autonomy.

RESEARCH PAPER- 38

TITLE:	Intrapreneurship: An emerging paradigm for innovation in organizations. ³⁹
PUBLICATION:	Journal of Management Research in 2016
AUTHORS:	Sanjeev Prashar and Ankur Jain
OUTCOMES OF RESEARCH PAPER:	
<p>The authors begin by defining intrapreneurship as the process of creating and implementing new ideas and opportunities within an existing organization. They discuss the key characteristics of intrapreneurship, including creativity, risk-taking, proactivity, and a focus on innovation.</p> <p>The authors then analyze various studies on intrapreneurship and highlight its benefits, such as increased innovation, productivity, and competitiveness. They also discuss the challenges of implementing intrapreneurship in organizations, such as resistance to change, lack of resources, and cultural barriers.</p> <p>The authors emphasize the importance of organizational culture, leadership, and incentives in promoting intrapreneurship. They suggest that organizations can foster intrapreneurship by creating a culture of innovation, providing resources and support for innovation, encouraging risk-taking and experimentation, and rewarding intrapreneurial behavior.</p>	

RESEARCH PAPER- 39

TITLE:	Intrapreneurship: A review and future research agenda. ⁴⁰
PUBLICATION:	International Journal of Entrepreneurial Behavior & Research in 2018
AUTHORS:	Ritu Singh and Anubha Dadhich
OUTCOMES OF RESEARCH PAPER:	
<p>The authors begin by defining intrapreneurship as the process of creating and implementing new ideas and opportunities within an existing organization. They discuss the key characteristics of intrapreneurs, including creativity, risk-taking, proactivity, and a focus on innovation.</p> <p>The authors then analyze various studies on intrapreneurship and highlight the need for more</p>	

empirical research on the topic, especially in the Indian context. They identify the gaps and opportunities for future research and suggest the importance of understanding the role of intrapreneurship in corporate entrepreneurship and innovation.

The authors propose a future research agenda that includes studying the antecedents and outcomes of intrapreneurship, the role of organizational culture and leadership in promoting intrapreneurship, and the relationship between intrapreneurship and organizational performance. They also suggest the importance of studying intrapreneurship in different organizational and cultural contexts.

RESEARCH PAPER- 40

TITLE:	Intrapreneurship: A review of the literature and future research agenda. ⁴¹
PUBLICATION:	Journal of Business Research in 2020
AUTHORS:	Vikrant Shirodkar and Pawan Budhwar
OUTCOMES OF RESEARCH PAPER:	
<p>The authors begin by defining intrapreneurship as the process of creating and implementing new ideas and opportunities within an existing organization. They discuss the key characteristics of intrapreneurs, including creativity, risk-taking, proactivity, and a focus on innovation.</p> <p>The authors then analyze various studies on intrapreneurship and highlight the need for more empirical research on the topic, especially in the Indian context. They identify the gaps and opportunities for future research and suggest the importance of understanding the antecedents and outcomes of intrapreneurship, the role of organizational culture and leadership in promoting intrapreneurship, and the impact of intrapreneurship on organizational performance.</p> <p>The authors also suggest the importance of studying intrapreneurship in different organizational and cultural contexts and the need for longitudinal studies to better understand the long-term effects of intrapreneurial activities.</p>	

RESEARCH PAPER- 41

TITLE:	Intrapreneurial dynamics: a case research at the Insurance industry in Portugal. ⁴²
PUBLICATION:	International Journal of Entrepreneurial Knowledge (2018)
AUTHORS:	Bruno f. Abrantes

OUTCOMES OF RESEARCH PAPER:

The empirical study is comprised in a research paradigm following a positivistic philosophical stance, with a deductive approach to theory development, where its design applies to quantitative approach a case research strategy of type 2 (Yin, 2009). The results of the study indicate a clear correlation between the intentions of the employees in the organization to engage in intrapreneurial dynamics in a EEA perspective, according to the corporate culture, organizational environments structure and resources. The results reveal that organizational environment influence the intentions of the employees to engage in intrapreneurial actions inside the organization. Moreover, it is recognized the existence of intangible endogenous processes that influence decisively the entrepreneurial practices. The most significant is OrP (Organizational practices in accordance with communication policies) which has the highest impact factor on employees positive perception of conditions for ID. On the other hand, SRP (Ethical, Environmental and Social Responsibility Programs) and INI (Incentives for New Ideas), had the lowest impact factors in employees perception. In this sense, the pecuniary intrinsic factors seem to don't account much for motivate potential intrapreneurs. Nevertheless, intrapreneurs reveal aversion to uncertainty as the OrP is the variable hampering their actions the most, which contradicts some of the myths in literature regarding the risk-acceptance of the entrepreneurs. Moreover, the recognition of the uncertainty avoidance by EEA candidates raises the quest for the structural flexibility of the organizations to match their business strategies with corporate policies accommodating intrapreneurship-friendly ecosystems and leveraging further innovations.

RESEARCH PAPER- 42

TITLE:	The Intrapreneur Role of the Development Directors in an International Hotel Group. ⁴³
PUBLICATION:	The Service Industries Journal (2005)
AUTHORS:	Levent Altinay

OUTCOMES OF RESEARCH PAPER:

This article fills a gap in the research undertaken into the role of intrapreneurs in the international expansion process of an organization. The Intrapreneurial role of development directors (DDs) in implementing franchising decisions in an international hotel group was investigated. In-depth interviews, observations and document analysis were used as the data collection techniques. Findings suggest that human factors play an important role in the expansion process and, in a

culturally diverse context, franchising is very much the concern of the development directors who provide the attributes of intrapreneurs, both in the organization and externally in the market.

RESEARCH PAPER- 43

TITLE:	Personality Characteristics of Self-Employed; An Empirical Study. ⁴⁴
PUBLICATION:	Small Business Economics, Springer (2005)
AUTHORS:	Niels Noorderhaven
OUTCOMES OF RESEARCH PAPER:	
<p>This paper is concerned with the personality characteristics of self-employed. Most existing studies on personality characteristics of entrepreneurs concentrate on factors like age, educational profile, and motivations to become self-employed. There is a lack of significant empirical findings to claim that entrepreneurs are psychologically different from the general population. Based on a large sample of 14,846 individuals, we compare self-employed with the general population and with wage- and salary earners. We empirically show that entrepreneurs differ from the general population and wage- and salary earners in a number of characteristics. Entrepreneurs are more individually oriented than the rest of the population. Individual responsibility and effort are distinguishing characteristics. When asked about important qualities that children can be encouraged to learn at home, entrepreneurs answer that it is important to teach children an ethic of working hard. Except for the latter characteristic, the same holds if we compare self-employed with wage- and salary earners.</p>	

RESEARCH PAPER- 44

TITLE:	Corporate Venturing: Creating New Businesses Within the Firm. ⁴⁵
PUBLICATION:	Book by Harvard Business Press
AUTHORS:	Block and MacMillan
OUTCOMES OF RESEARCH PAPER:	
<p>The book presents a framework for creating and managing new businesses within established companies, and discusses the challenges and opportunities of corporate venturing. It includes case studies of successful corporate ventures and provides guidance for executives and managers who want to foster a culture of innovation and entrepreneurship within their organizations. The book is considered a classic in the field of corporate entrepreneurship and is widely cited in</p>	

academic literature and business practice.

RESEARCH PAPER- 45

TITLE:	A research review on entrepreneurial and Intrapreneurial Characteristics. ⁴⁶
PUBLICATION:	The 9th International Conference on Electronic Business, Macau, November 30 - December 4, 2009
AUTHORS:	Chao, Ping-Yi, Sheu, Huai-Zhi
OUTCOMES OF RESEARCH PAPER:	
<p>The enthusiasm for entrepreneurial management in the past two decades has led to a definition for the boundary and legitimacy. Entrepreneurial research is no longer focused on the individual level of characteristic traits, but extends to multi-level analysis, e.g. prior experience, corporate culture, social relationships, and educational background. The paper intends to review researches on entrepreneurs and intrapreneurs for the purpose of identifying the similarities and differences between the two. We found that entrepreneurs tend to be higher risk taking, and uncertainty bearing, and intrapreneurs are better in communication and leading techniques. This paper tries to review, organize, and analyze the previous research contributions and hopes to provide managers with a practical reference for personnel filtering, training, and policy making as it gives employees an advanced mechanism for self-evaluation as a potential entrepreneur/intrapreneurs.</p>	

RESEARCH PAPER- 46

TITLE:	An Exploratory Study of Chinese Entrepreneur's Characteristics. ⁴⁷
PUBLICATION:	Journal of Entrepreneurship Research (2007)
AUTHORS:	Chen, Chia-Shen and Wu, I-Huei
OUTCOMES OF RESEARCH PAPER:	
<p>This academic article discusses a study on the characteristics of Chinese entrepreneurs. The authors conducted interviews with successful entrepreneurs in Taiwan and identified several key characteristics, including risk-taking propensity, internal locus of control, proactiveness, and a strong work ethic. The study provides insights into the unique characteristics of Chinese entrepreneurs and their role in driving economic growth and development.</p>	

RESEARCH PAPER- 47

TITLE:	Clarifying the intrapreneurship concept. ⁴⁸
PUBLICATION:	Journal of Small Business and Enterprise Development (2003)
AUTHORS:	Antoncic, B. & Hisrich, R. D.
OUTCOMES OF RESEARCH PAPER:	
<p>The authors defined intrapreneurship as the process of developing and implementing new ideas within an established organization, where the individual(s) responsible for the idea takes on the risks and rewards associated with the development and implementation of the idea. The authors highlighted the importance of a supportive organizational culture and leadership for intrapreneurship to flourish. They also discussed the differences between intrapreneurship and entrepreneurship, highlighting the unique challenges and opportunities associated with intrapreneurship within established organizations. Finally, the authors proposed a framework for evaluating the success of intrapreneurial initiatives within organizations.</p>	

RESEARCH PAPER- 48

TITLE:	The foundations of success: The development and characteristics of British entrepreneurs and intrapreneurs. ⁴⁹
PUBLICATION:	Leadership & Organization Development Journal, Vol. 16 No. 7, pp. 4 – 9
AUTHORS:	Cox, C., and Jennings, R.
OUTCOMES OF RESEARCH PAPER:	
<p>This article examines the characteristics of successful British entrepreneurs and intrapreneurs (i.e., employees who exhibit entrepreneurial behavior within established organizations). The authors conducted a study of 47 entrepreneurs and 41 intrapreneurs in the UK, comparing their personal and professional backgrounds, personality traits, and motivations. The results showed that both groups share many similarities in terms of their educational and professional backgrounds, personality traits, and motivations. However, entrepreneurs tended to have higher levels of risk-taking propensity and achievement motivation, while intrapreneurs had stronger ties to their organizations and were more motivated by the desire to make a difference within their organizations. The authors conclude that understanding the similarities and differences between entrepreneurs and intrapreneurs can help organizations better develop and support these individuals within their ranks.</p>	

RESEARCH PAPER- 49

TITLE:	Decision criteria in the evaluation of potential intrapreneurs. ⁵⁰
PUBLICATION:	Journal of Engineering and Technology Management, Vol.16. pp. 295 – 327
AUTHORS:	Davis, K.S.
OUTCOMES OF RESEARCH PAPER: The author discusses the decision criteria used by managers in evaluating potential intrapreneurs in organizations. The author presents a framework that can be used to evaluate the potential intrapreneurs and highlights the importance of balancing the evaluation of their entrepreneurial potential with their fit within the organizational context. The study emphasizes the importance of factors such as creativity, risk-taking propensity, and proactiveness in identifying Intrapreneurial potential, and highlights the need for managers to provide a supportive environment for Intrapreneurial behavior to flourish.	

RESEARCH PAPER- 50

TITLE:	Intrapreneurship: How to be an enterprising individual in a successful business. ⁵¹
PUBLICATION:	First published in 1984. Republished in 1988. Wildwood House, Aldershot, England
AUTHORS:	Rosabeth Moss Kanter/ Lessem, R.
OUTCOMES OF RESEARCH PAPER: The book is a seminal work on the topic of intrapreneurship, which refers to the practice of entrepreneurship within an existing organization. Kanter argues that intrapreneurship is essential for businesses to remain competitive and innovative in a rapidly changing business environment. She provides examples of successful Intrapreneurial ventures and outlines strategies for fostering a culture of intrapreneurship within an organization. The book is divided into three sections. The first section provides an overview of intrapreneurship and its importance in modern business. The second section discusses the challenges and barriers that intrapreneurs may face within an organization, such as resistance to change and bureaucracy. The final section offers practical advice for aspiring intrapreneurs, including how to identify opportunities, build a team, and overcome obstacles.	

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