

# ENTREPRENEURIAL TEAMS AN OPPORTUNITY FOR SUCCESS IN THE ENTREPRENEURIAL PROJECT: THE CASE OF TUNISIAN ENTREPRENEURS

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## ***Abstract***

Today, no one is safe from forces and pressures, which are exerted on it, because of a significant number of the requirements in particular as regards competitiveness, the need for change, or the crises and the deregulations. In front of the economic and social turbulences which we know, the creation of new company appears as a cause of general interest. This research paper focuses on the problem of the entrepreneurship, and more particularly on the stake which this domain represents in our society, by treating the entrepreneurial teams as an opportunity for success in the entrepreneurial project. To face this, the entrepreneur must reconsider their behaviors and their practices to renew themselves, to open out and reinforce their position in the market. Some of these practices form what one calls the entrepreneurial orientation. For this reason, we will devote this paper to better encircling and apprehending the concept of entrepreneurial team. We focused on review literature through a survey of a sample of entrepreneurs from Tunisia.

## **Keywords**

Entrepreneurial team, diversity of human capital, social network, organizational learning, leadership, financial capital.

## **Introduction**

The proportion of new businesses created by teams is constantly increasing and research shows that high levels of tension between entrepreneurial partners largely from the fields of engineering and sciences are dominated by objectivist models (Borges et al., 2006). It should be noted that research on entrepreneurial teams is new and is still a lack of answers as to the formation of teams and reasons for their dismantling. In fact, distinct research on entrepreneurship was strictly focused on the individual entrepreneur trying to draw the typical portrait. Even when research showed that this was futile, entrepreneurship researchers have continued to embody the entrepreneurial spirit in one person, the heroic and solitary entrepreneur.

Despite popular belief about the loneliness of the entrepreneur, the success of new firms is often associated with the efforts of a team. Diversity skills and the sharing of responsibilities and tasks have an important role in the success of the business project. In Tunisia, there are no statistical studies of entrepreneurial teams. However, in United States, United Kingdom, Finland or Canada, there are many studies that have demonstrated the influence of the creation of a team's on the company performance.

The study by Cooper and Bruno (1977) found that 80% of more developed in the United States companies were created by team. Referring to Fillion et al. (2006), 78% of 201 companies Quebec interviewees were created by teams. This study also showed that most successful companies created by teams are in 96% of companies their activity are in the area of technology. To understand the dynamics of training and development of these teams, we conducted an exploratory study with five firms and a business incubator of the Lorraine region in France. Selected companies are in various stages of Development. A total of eleven people were interviewed.

Interviews with different members of the team give the impression that the creative adventure is so challenging that these entrepreneurs feel the need for moral support of people involved in the project. Thanks to the presence of associated assets, people have fewer concerns about the future of their projects.

A priority, the career advice of entrepreneurs as an original idea, an invention, a new way of working is usually solitary in the emergence of the idea considered as a cognitive work. However, this individualism necessary for gestation of the idea becomes problematic in the phases of creation and effective development of the project. To better understand this phenomenon entrepreneurial team, we propose in this paper how we strive to provide the training process of an entrepreneurial team.

## **1. Literature Review**

### **1. Entrepreneurial team**

In the literature on entrepreneurship, the distinctions are not always clear between the concept of entrepreneurial team and those of collective entrepreneurship, entrepreneurial team or corporate entrepreneurship. As we have seen the notion of collective entrepreneurship is broader than that of entrepreneurial team, since it also includes family businesses, the franchise. As for the organizational entrepreneurship, it aims to stimulate entrepreneurial behavior within an organization.

The confusion is indicated by Cooney (2005) lists a large number of authors who confuse these terms. It is not necessarily interchangeable terms used, but more generally a non-marked sense. For example, Francis and Sandberg (2000) or Clarkin and Rosa (2005) speak exclusively entrepreneurial team without reference to other terminologies and without distinction.

The first place we could find the concept of entrepreneurial teams is in what Johannisson (2002) called partnerships. According to this author, "partnership is today as much in entrepreneurial contexts associated with the teaming up of individuals for venturing as of established firms." We will not interest us in our search for strategic alliances. What interests us are the individuals who come together to create a company and their representations of this association we will call entrepreneurial partnerships or entrepreneurial team.

It should also be noted that in the literature, the entrepreneurial team is not always clearly differentiated from leadership, although the two concepts overlap. In entrepreneurial team members come together to create and develop a business. This association may be formed during the emergence of the idea, from the start of commercial operations, or later (Boncler et al., 2006).

## **2. Characteristic of entrepreneurial team**

The process of forming a team poses some specific problems: meeting skills, division of labor management, sharing of power, efforts and profits, the confrontation of points of view, cognitive interactions for the construction of a strategic vision...

That is why the functionality of the team is not unanimous in the literature. Timmons (1994) weights the collective point of view by saying that team is still a leading entrepreneur with the vision he shares with his staff. Clarkin and Rosa (2005) distinguish two types of entrepreneurial teams: the first is that of the individual entrepreneur supported by a team whose members accept the role of subordinates; and the second group is composed of several individuals engaged in a process of value creation, production of ideas, sharing of initiatives, bringing together the resources to both individual and collective, each trader frequently with other members of the team.

Other authors see the entrepreneurial team as a specific form of organizational behavior. So Weinzimmer (1997) uses the term "strategic teams" to illustrate the entrepreneurial activities of managers in established companies experiencing rapid growth. The strategy is a collective affair in which each team member is responsible. Gartner et al. (1992) found that the skills required by an entrepreneurial team evolve over time. Thus, growth phase, it becomes necessary to integrate new members whose skills are considered essential to further develop the business.

## **3. Selection of partners**

The formation of the team is made according to affinities that individuals feel towards each other. Among the selection criteria associates, there is the desirability, proximity, is pleased to be company of the person, the complementary characters. In entrepreneurial context, there is also the possession of investment funds, the social network, experience and expertise. During our interviews, we found that entrepreneurial teams we interviewed are made either by friends: "It's a friendship before a business relationship" related either by parents: "Our company is an LLC, I am the majority shareholder with my wife, it's a family business," either by former colleagues or former colleagues school. Teams entrepreneurial are mostly formed of persons who knew each other before the idea for their business. This factor provides cohesion, decision making and management of the company (Kamm et al. 1990, Eisenhardt and Schoonhoven, 1990). One interviewee said: "I chose to create my partner present because he is my friend and I knew him well".

However, beyond the motivations, an entrepreneurial team requires significant resources to the success of the association and the project. In what follows, we will present the resources most cited in the literature on entrepreneurial teams and by the interviewees.

## **4. Resources required for entrepreneurial teams**

The peculiarity of the project team would like to reflect mounted complementary skills. In USA based on research conducted on entrepreneurial teams, including those of Vyakarnam and Handelberg (2005), we noted a strong presence of some resources that seem important to the success of the company.

However, other resources have emerged as a result of the interviews we conducted with entrepreneurial teams. These resources are related in one way or another to the development team and the success or failure of the project.

#### **4.1 Diversity of human capital**

The diversity of human capital is one of the key success factors of entrepreneurial project. Indeed, the diversity of skills and previous experience of the members acts as a stimulus to innovation, creation and new ideas. More Experienced bring their expertise, their experience and market knowledge. Bring their less experienced skills, new ideas and their willingness to learn, "he requires that each individual brings something to the project [...] each personality brings his wealth".

However, this diversity is as a weapon in two sharp. On one side, it can be a source of performance Team: "My partner and I had the idea I have my knowledge network"; On the other hand, it can be a source of conflict between members: "Our opinion does not necessarily go in the same direction ... If divergence, we try to find consensus". Diversity can generate two types of conflict (Cognitive and emotional) (Jehn, 1997). Cognitive conflicts have different points of view, a difference of opinion that encourages discussion and negotiation and can generate creativity and new ideas: "There is often a conflict of ideas, with the following reasoning and concessions on both sides and a consensus is established we move on". As for the emotional conflicts (also called relationship conflict), they are dangerous interpersonal within the team because they can overcome the conflict ideas and create tensions between people: "There had conflict over decision making. My partner, who is very hasty, makes decisions alone together without me is someone who wants be the leader, who always tries to impose his ideas, which resulted a few conflicts".

Cognitive conflicts, rather constructive, are essential to team performance. Such conflicts lead to better decisions (Amason, 1993) and solve complex and non-routine problems (Bantel and Jackson, 1996). However, relationship conflicts adversely affect the operation of the team; they are a source of tension and deterioration of teamwork and may even cause a rupture. If diversity and cognitive conflicts are important for the performance of the team, provided to know how to manage, another resource also appears essential to the team and the entrepreneurial project. This is the social network.

H.1: The diversity of human capital is a potential factor of the entrepreneurial team.

#### **4.2 Social Network**

In management, the social network theory has emerged through the development of economic and social context of organizations. Hills, Lumpkin and Singh (1997) explained that social networks of entrepreneurs are a key identification opportunities. As stated by an entrepreneur: "The network office is certainly very important. In our case, this is a friend with me introduced the National Environmental Fair and thereafter it helped me to participate in the tender. Thus we have realized our project. "

Granovetter (1983) conducted tests on the strength of weak ties and their impact on the acquisition of information. He confirmed that weak ties (casual acquaintances included) are "Gateways" to the sources of information, which is not necessarily. If strong links to the contractor (friends and family). We can therefore consider that the undertaking as a team can be advantageous, in the sense that each team member brings his network social and knowledge: "My partner tried before our association to do this project with other people, but it lacked something. Him he had the idea of course, but I have an important asset that is my knowledge network. "

Authors such as Aldrich and Zimmer (1986) opt for relational nature of the entrepreneurial process and are against the idea the entrepreneur is a single person acting in a "vacuum social".

The Town (. 2001, p 46) stated for his part: "We see that it is the activation of social networks continuous who founded the emergence of the entrepreneurial project".

H.2: entrepreneurial team is positively conditioned by the social network.

### **4.3 Organizational learning**

Throughcollaboration Interactions between members of an entrepreneurial team are a source of learning. According Of The City (2001, p 46.): "This intersubjectivity that comes from the interactions between individuals, and not the addition of learning achieved by isolated individuals, founded the emergence of a collective action and learningorganizational. "The members of an entrepreneurial team inform and notify (Bygrave and Minniti, 2000). They work, cooperate and facilitate learning through intragroup interactions"Between associates, some learn about others. In the for our company, our third partner who joined us morelater came out of a large group. So he brought us methods we do not know. "

The wealth of teamwork in the organizational contextcurrent lies in the fact that, in a team, each brings itsknowledge, skills and experience to build a center of excellence capable of driving a business. As mentioned one of our interviewees: "In many societies whereproduces things that is enormously difficult to do alone. In the art of communication, we are independent, we begin withoutcustomer portfolio. It's the time to trade is afull-time work, you have to manage the business and make the company's business. It is therefore inconceivable to start such a project alone "

H.3: The organizational learning is a potential factor of the entrepreneurial team.

### **4.4 Leadership**

Entrepreneurship, entrepreneurial teams draw their strengthin diversity as well as how to organize, distributetasks and to set a clear leadership. A team that means a leading to decision making has an asset that can avoid the associated harmful to their cohesion and conflict in their project, "Thedecisions are discussed as a team, then when opinions are divergent,must be resolved, the structure looks the entrepreneur and there he has to decide."Especially that" when one associates in a business there is always someone who's engine. Granted, it is nota disadvantage; instead, there must be someone Engineand then a good follower. "

H.4: The leadership favorably affects the entrepreneurial team.

### **4.5 Financial capital**

Financial capital can be a factor of success or failure for an entrepreneurial team. Indeed, this is a zone at risk for the team and may be the cause of the abandonment of the project,as we said a guidance counselor: "The project holders are in most cases two.Capital is 50-50 because then everyone is happy. The harsh reality is that when looking for funding, theyannouncement that there must have one of two that get the better of another. In this case, we must redefine the project ... this simple element can lead to the abandonment of the project or both partners, or through who feels that he will be injured. "

Following interviews with different members of entrepreneurial teams, the process aspect of training anddevelopment of an entrepreneurial team has confirmed. Indeed, team goes through different phases where relationships settled, affinities are born, grow and resourcesoperating

modes are set up. In the section follows, we present the different phases of the development process of the team.

H.5: The entrepreneurial team is favorably conditioned by the variable financial capital.

## **I. Methodology**

To verify the proposals formulated previously, we expose successively the construction of the questionnaire, and the data collection.

### **1. Construction of the questionnaire**

In order to be closer from the theoretical study to the reality of the ground, we chose to make an investigation by using a quantitative method. The investigation was made through a questionnaire. We built this questionnaire by inspiring from previous works. The questionnaire was designed so as to reflect the factors which influence the entrepreneurial teams. Our objective was simply to determine the point of view of the entrepreneur that we investigated, we have to discover if they consider these variables as brakes or if they consider them as an opportunity for success the entrepreneurial project.

### **2. Data Collection**

Once the questionnaire was drafted and meadow tested, the following step consists in determining to whom and how many persons this questionnaire was administered. The sample represents the group of people asked and supposed to represent the universe that cover the investigation sends. The method of sampling is the one by suitability. D'Astous (2000, p. 193) say that a sample of suitability "consists of selected elements because they are available, easy to close or to convince to participate in the research". Indeed, for reasons of interests, the sample is formed by 150 entrepreneurs in Tunisia.

## **II. Purification of the scales of measure**

The validity and the reliability are both the most criteria retained to estimate the researches in sciences of management. We shall define each of these qualities and we shall expose the measures which we preserved to verify them in our research. The purification is made first of all through the test of Kaiser-Meyer-Oklin (KMO). His measure must be acceptable and must have a value superior than 0, 5 translating consequently the inter correlation of variables. In the second time, we make the test of sphericity of Bartlett which supplies the statistical probability (0, 5 % threshold) that the correlation between the items of the scale is different than zero.

This test must be significant in order to have a factorisable data. That's why a factorial analysis in main component with orthogonal rotation (varimax) was led. This will allow us to consider the dimensionality of every variable. We use the psychometric approach which consists in eliminating from the factorial analysis, the items considered unacceptable, and in proceeding an iterative way until the obtaining of a stable factorial structure. Furthermore, we must verify the coefficient Alpha which measures the internal coherence between the various items of the measure.

The variance is calculated from the initial appropriate value which, itself, is dependent on the number of variables at first. By hypothesis we look for dimensions and so that they explain more than  $1/NB$  of the dimensions %, that is to say that it is more than a variable. In this case we hold the dimensions which explain more than  $1/29=3,448\%$ . An appropriate value of 1 corresponds

to 3,448 %. An appropriate value of 7,644 allow to explain  $7,644 \times 3,448 \% = 26,358\%$ . The accumulated variance 89, 275 % allows to estimate if the reduction of 29 variables in 9 components allows keeping the main part of the phenomenon measured by 29 of the first time.

Index of KMO is also 0,782, which means that all the items are averagely coherent. Our test of Bartlett is significant, thus our factorial model is suited. The homogeneity of this scale can be considered as satisfactory, because our alpha is equal to 0, 8759. Our scale is reliable and usable for the later analyses.

### III. Results of the estimate

Model 1: The diversity of human capital is a potential factor of the entrepreneurial team.

To estimate the quality of the adjustment of this regression, we have to employ the test F of FISHER-SNEDECOR. We must clarify that, in the studied sample, for the risk  $\alpha$  considered, multiple  $R^2$  is significantly different from 0 (Giannelonni and Vernet, 1995). The critical value of F, in the threshold  $\alpha = 0, 05$ , for 1 and 97 degrees of freedom, is equal to 4. The calculated F (5,973, sig. = 0,016) being clearly upper, we can conclude that the quality of the adjustment offered by the regression is significant. There is thus a significant dependence between diversity of human capital and the entrepreneurial team. The global model is significant at the threshold of 5 % (sig 0, 0160, 05) with a value of Fisher of 5,973, we thus end that the meditative data allow us to affirm that there is a strongly significant influence of the diversity of human capital on the entrepreneurial team.

For the model 2: entrepreneurial team is positively conditioned by the social network. Concerning the quality of the adjustment of this regression, we have to employ the test F of FISHER-SNEDECOR. We must clarify that, in the studied sample, for the risk  $\alpha$  considered, multiple  $R^2$  is significantly different from 0 (Giannelonni and Vernet, 1995, p. 482). The critical value of F, in the threshold  $\alpha = 0, 05$ , for 2 and 96 degrees of freedom, is equal to 3, 15. The calculated F (5,063, sig. = 0,008) being clearly upper, we can conclude that the quality of the adjustment offered by the regression is significant. There is thus a significant dependence between the social network and the entrepreneurial team. The overall model is significant at the 5% (sig = 0.008 < 0, 05) with a value of 5,063 Fisher, we conclude that the data used to decide in favor of a highly significant influence of the social network on entrepreneurial team.

For Model 3: The organizational learning is a potential factor of the entrepreneurial team.

To estimate the quality of the adjustment of this regression, we have to employ the test F of FISHER-SNEDECOR. We must clarify that, in the studied sample, for the risk  $\alpha$  considered, multiple  $R^2$  is significantly different from 0 (Giannelonni and Vernet, 1995). The critical value of F, in the threshold  $\alpha = 0.05$ , for 3 and 95 degrees of freedom is equal to 2.76. The calculated F (5.063, sig. = 0.002) was significantly higher, we can conclude that the quality of the adjustment of this regression is significant. There is therefore a significant dependence between the organizational learning and the entrepreneurial team. The overall model is significant at the 5% (sig = 0.002 < 0, 05) with a value of 5,137 Fisher, we conclude that the data used to decide in favor of a highly significant influence of the organizational learning on the entrepreneurial team.

For Model 4: The leadership favorably affects the entrepreneurial team.

In order to estimate the quality of the adjustment of this regression, we have to employ the test F of FISHER-SNEDECOR. The critical value of F, in the threshold  $\alpha = 0.05$ , for 4 and 94 degrees of freedom is equal to 2.52. The calculated F (4.991, sig. = 0.001) was significantly higher, we can conclude that the quality of the adjustment of this regression is significant. There is therefore a significant dependence between leadership and entrepreneurial team. The overall model is

significant at the 5% (sig = 0.001 < 0, 05) with a value of 4.991 Fisher, we conclude that the data used to decide in favor of a highly significant influence of the leadership on the entrepreneurial team.

For the model 5: The entrepreneurial team is favorably conditioned by the variable financial capital.

Concerning the quality of the adjustment of this regression, we have to employ the test F of FISHER-SNEDECOR. We must clarify that, in the studied sample, for the risk  $\alpha$  considered, multiple  $R^2$  is significantly different from 0 (Giannelonni and Vernet, 1995, p. 482). The critical value of F, in the threshold has = 0, 05, for 4 and 94 degrees of freedom, is equal to 3, 15. The calculated F (4,872, sig. = 0,006) being clearly upper, we can conclude that the quality of the adjustment offered by the regression is significant. There is thus a significant dependence between financial capital and the entrepreneurial team. The overall model is significant at the 5% (sig = 0.006 < 0, 05) with a value of 5,063 Fisher, we conclude that the data used to decide in favor of a highly significant influence of financial capital on entrepreneurial team.

Table 1. ANNOVA

Model		Sum of squares	Ddl	Mean square	F	Significance
1	Regression	5,647	1	5,647	5,973	,016
	Residue	91,706	97	,945		
	Total	97,354	98			
2	Regression	9,288	2	4,644	5,063	,008
	Residue	88,065	96	,917		
	Total	97,354	98			
3	Regression	13,589	3	4,530	5,137	,002
	Residue	83,764	95	,882		
	Total	97,354	98			
4	Regression	17,054	4	4,264	4,991	,001
	Residue	80,299	94	,854		
	Total	97,354	98			
5	Regression	18,286	4	4,264	4,872	,006
	Residue	81,239	94	,897		
	Total	99,525	98			

The  $R^2$  named linear coefficient of determination is the main indicator of the quality of a regression. It is considered as the part of the variance of the dependent variable explained by the independent variable. It units the ability of the regression to represent the shade of observed values. Moreover this coefficient is close to 1, the restitution of these values is so good. However, the significance of the result must be interpreted according to the number of observations and variables that are included in the calculation of adjusted (Evrard et al, 2003). "The Adjusted  $R^2$  is the best realistic measure, and then it may be habitually lower than the  $R^2$  "normal".

The theoretical value of the Durbin-Watson statistic is close to 2 (2.012), which confirm the lack of correlation between the residuals.



For Model 1: The estimation of this model shows a linear adjustment in the range of 0.058 of  $R^2$  and 0.048 of  $R^2$  adjusted. Regression testing, whose characteristics are collected in the table of multiple regression indicates the reference population for a good correlation between diversity of human capital and entrepreneurial team. The intensity of this relationship is expressed by a coefficient (correlation R) whose value is 24.1 %. This result indicates that the model returns 5.8 % of the variation expressed from the beginning.

Model 2: Before proceeding with the analysis of the results produced by the regression, we must first check the validity of the model. The estimate shows a linear adjustment in the order of 0.095 in terms of  $R^2$  and 0.077 for the  $R^2$  adjusted. The regression test shows a good correlation between social network and entrepreneurial team. The intensity of this relationship is expressed by a coefficient whose value is 30.9 %. This result indicates that the model returns 9.5 % of the variation expressed from the beginning.

Estimation of the model 3 shows a linear adjustment in the order of 0.140 in terms of  $R^2$  and 0.112 for the  $R^2$  adjusted. The regression test indicates for the reference population a good correlation between organizational learning and entrepreneurial team. The intensity of this relationship results in a correlation coefficient R whose value is 37.4%. This result indicates that the model reproduces 14% of the variation expressed from the beginning.

For Model 4: There is a linear adjustment in the range of 0.175 of  $R^2$  and 0.140 for the  $R^2$  adjusted. The regression test indicates the existence of a good correlation between leadership and entrepreneurial team. The intensity of this relationship is expressed by a coefficient equal to 41.9%. This result indicates that the model returns 17.5% of the variation expressed from the beginning.

For Model 5: The estimation of this model shows a linear adjustment in the range of 0.166 of  $R^2$  and 0.112 of  $R^2$  adjusted. Regression testing, whose characteristics are collected in the table of multiple regression indicates the reference population for a good correlation between financial capital and the entrepreneurial team. The intensity of this relationship is expressed by a coefficient (correlation R) whose value is 22.8 %. This result indicates that the model returns 16.6 % of the variation expressed from the beginning.

Table 2. Multiple Regressions

	<b>R</b>	<b>R-deux</b>	<b>R-deux ajusté</b>	<b>Error standard of estimation</b>	<b>Durbin-Watson</b>
<b>Model</b>					
1	,241	,058	,048	,97233	
2	,309	,095	,077	,95778	
3	,374	,140	,112	,93901	
4	,419	,175	,140	,92426	
5	,228	,166	,112	,91453	2,012

For Model 1: diversity of human capital act positively on the entrepreneurial team, with a significant regression coefficient beta = 0.281, and with positive sign.

For model 2: we find that significant correlation between social network and the entrepreneurial team, this is reflected in the positive sign of the regression coefficient beta = 0.196.

About Model 3: the organizational learning has a positive contribution in relation to the entrepreneurial team with a regression coefficient beta = 0.258 significant and with positive sign.

For Model 4: the leadership act positively on the entrepreneurial team, with a significant regression coefficient  $\beta = 0.247$ , and with positive sign.

Finally, for Model 5: The regression coefficient  $\beta = 0.241$  is significant and with positive sign. So the independent variable, which is financial capital, positively affects the entrepreneurial team.

Based on this analysis we can conclude that all of hypothesis was confirmed:

H.1: The diversity of human capital is a potential factor of the entrepreneurial team. Confirmed.

H.2: entrepreneurial team is positively conditioned by the social network. Confirmed.

H.3: The organizational learning is a potential factor of the entrepreneurial team. Confirmed.

H.4: The leadership favorably affects the entrepreneurial team. Confirmed.

H.5: The entrepreneurial team is favorably conditioned by the variable financial capital. Confirmed.

## Conclusion

The outline emerging from the interviews we carried back to the notion of diversity and the dual role that it can play in the team. Indeed, diversity can be a source performance, as a source of conflict and deterioration interpersonal relationships within the team. Different people interviewed in the study seem to be aware the positive effect of diversity on their projects. For this reason, the most of them stressed the importance of taking into account managing diversity in their operating strategies.

This leads us to reflect on the conditions of successful creations team and the fact that in a team, you have to take benefit of complete and intelligible useful information, and share this information in order to enhance existing knowledge and separate the tasks correctly. The teams have interviewed successful association; it would be interesting in future research to complete the study by the failure to identify the areas which led to low rupture. Such research would focus on the key factors of success and failure of entrepreneurial teams This could be a starting point for developing operating a repository for entrepreneurs to start a business as a team.

There are indeed a lot of things to grasp at entrepreneurial team, even at the definition of the concept. The most important thing in our opinion to identify variables and build analytical frameworks for entrepreneurial team to better understand the dynamics that exist within organizations established team.

A question that comes to mind when reviewing the literature on entrepreneurial team why the heterogeneity of the entrepreneurial team is it beneficial to start a business in the area of high technology, but at night its performance and slowing growth in the future? The simplest answer would be that individuals who have different backgrounds and experiences fail to arrive at a consistent long-term mental model.

Therefore, it would be beneficial for future research trying to determine if there is a common dominator in the opinions, values and attitudes of members of the entrepreneurial team regarding team collaboration. How could be enhanced cooperation and communication within the entrepreneurial team from this common denominator? Is a consistent mental model of the members of the entrepreneurial team emerges in the long term? Does this model differ from one industry to another, which ultimately explains the various reasons for the formation and variation of survival of entrepreneurial team? Will we be able to find solutions to avoid cases chess creations or disappearances premature organizations?

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