

ENTREPRENEURIAL SKILLS, THE THEORY OF NETWORKS AND INTERNATIONALIZATION- A THEORETICAL APPROACH

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ABSTRACT

Theories of internationalization experience up to today and understandably, a significant influence of economic theory, but do not seem to include aspects related to relational skills of national organizations in foreign markets.

To analyse the internationalization process is necessary to understand the spatial extent and forms of cooperation between the different agents and players from the entrepreneurial relational competence point of view. In addition, it is clear to us that the use of tools to analyse this kind of business action should also be linked to policies of entrepreneurial skills training, to improve the action of economic agents in the different countries involved and encourage their relational skills.

These skills, according to some recent studies advocate the creation of new business opportunities and the success of internationalizations.

KEYWORDS

Entrepreneurship, Internationalization, Network, Organizational Trust, Entrepreneurial Behavior

The internationalization process has been studied since the 70s, when came the the 1st explanatory models of entry of companies in the international market. The literature tries to explain the "how" and "why" of internationalization, in order to help entrepreneurs build their strategy. However, the most widely used theory, the theory of IPLC (International Product Life Cycle), Vernon (1966, 1974); the theory of imperfect markets (Hymer, 1960); the theory of strategic behavior (Knickerbocker, 1973) and even the eclectic paradigm of Dunning 1977 have limitations because privilege business aspects and do not consider topics such as orientation and entrepreneurial capacity manager.

We therefore consider it important to understand how the entrepreneur, the element condition promoter of the process can build the bridge between the local and the global. (Almeida, L. and Junior, F., 2007). The pioneering work of researchers at the University of Uppsala, Sweden, report how companies Swedish internationalize their business. These studies raised important points to characterize the phenomenon of internationalization and set up what was to become later the Nordic School of Business International. One of the main contributions of this work was to analyze the company starting a new paradigm: the Theory of Organizational Behavior. The company ceases to be analyzed from the point of view purely economic, to introduce factors such as relational behavior. (Hemal & Hilal, 2002).

With regard to international entrepreneurship, Anderson (2000) ensures that the performance of entrepreneur is the driving force for internationalization. This actor adds skills to deal with different contexts, develop resource combinations, realizing forms of action and achieve convince others to invest in their projects. Moreover, as business becomes increasingly more global, companies need to develop a different direction in terms of resources business. The way in which these resources will be organized and run will depend on the role played by the entrepreneur within the company. In other words, the role of the entrepreneur can set the Company's ability in order to acquire and operate their resources, thus becoming able to influence business performance.

An essential aspect in the entrepreneurial and how develops, maximizes and internationalize their business is your perception of risk. Its entrepreneurial competence is mediated by this notion of risk and by the way the entrepreneur understands the development of your business. Development business, including internationalization, assumes a position of vulnerability, exposure. Within this framework the organizational confidence seems to play an important role. This dimension psychological is of importance in intra-company interpersonal relationships (between leader-employee) or business to business (between client companies or companies-suppliers) and always understand the perception of risk.

The existence of trust requires vulnerability and need for interdependence of each other, ie the risk (Mayer, Davis & Schoorman, 1995; Rousseau et al., 1998). Development of organizational trust allows its partners to decrease the risk perceived, reducing the need for control. The confidence level is an indication of the amount of risk we are willing to take (Mayer et. al. 1995) that varies depending on contextual situations but also relation to the assessment that we made one in which we trust (Schoorman, Mayer & Davis, 2007).

It seems important to understand how this perception of risk, decreased or maximized by existence of trust within organizations and between organizations and customers, can interfere with internationalization of companies. Miller (1983), Covin and Slevin (1991) and Zahra (1993), concluded that the entrepreneurial orientation of the entrepreneur can positively influence the performance of an organization. Zahra and Garvis (2000) also claim that this same feature enhances the relationship between the organization and the growing internationalization organizations established.

In this sense the entrepreneur is constituted as social agent, influenced by the environment and this, in time, modified by entrepreneurial action, in Social Networks and Business ("Networks").

The phenomenon of companies that are born with the configuration of global organizations ("Born Globals": organizations globalize its operations since its inception, without any previous period of action domestic or other earlier stage of internationalization, Luostarinen and Gabrielson, 2001) illustrates the limitations of existing economic theories of internationalization. For these companies, internationalize is no option but natural condition of its existence, that is, do not go through stages of adaptation (of Stages Theory, example: School of Uppsala, Johanson and Wiedersheim-Paul, 1975), focus market niches and have their strength in relationships, since the network of relationships interorganizational and interpersonal is critical to the growth and expansion of the enterprise.

The perspective of the Theory of Networks was developed by several authors, including Mattson (1988) and describes the industrial and international markets as social networking between companies. For the analysis of the internationalization process is necessary to understand the spatial dimension and forms of articulation of different actors and stakeholders from its relational entrepreneurial competence. The "Network" is the structural space in which the entrepreneur operates and can provide conditions for this can act and provide it also conditions for "network" to expand and develop (Aasturp, 2000).

To Coviello and McAuley (1999), many of the concerns that arise in the process of internationalization, are working networks (and not only) existing in foreign markets, because they are relationships that evolve dynamic and complex form rather than a structured way. According to the theory Network, company should focus its internationalization process in the context of a network of relationships interorganizational and interpersonal same, which is the true principle that will influence both timings to internationalize, as how it will be done (Coviello and Martin, 1999). This theory goes still a paradigm conclusion: the development of networking may initially result in internationalization of change in the foreign company for the domestic market, thus creating the basis in terms of know-how so that, subsequently, the national company deal more secure the target market.

It is very important for example, entrepreneurs with fundamental characteristics that will aid in decision making. The entrepreneurial behavior is a pillar that should be observed in labor vocational intervention (Brennan, Kogan, Teichler, 1996). Its implementation is based on development of behavioral skills in leadership, motivation, innovation and creativity, supporting the process of forming an entrepreneurial attitude, fundamental vehicle of dialogue between the worker, labor organization and the labor market.

Thus, consideration must be given to the simultaneous analysis individual and contextual characteristics, the understanding of how the transition takes place and adjustment to new roles of life.

It is important to note that while active workers, individuals continue their process of training and learning, which is played simultaneously by, first, the construction itself, their identity and their career, life and, on the other hand, construction of professional qualification, competence and efficiency in the professional field by confrontation between the knowledge and skills they have developed so far and those that need for their professional development.

This process does not has only a diachronic and temporal perspective, but also in a perspective synchronous inasmuch comprising at least three analysis dimensions. These three major dimensions that correspond to three key actors to understand any professional entrepreneurship process, are the workers with their personal and social dynamics, employers, with their approaches and needs and the cores | training organization with its values and strategies.

The success of any circumstance entrepreneurship is dependent on the coordination and interaction between these three groups of actors and is not the sole responsibility nor the training system, or workers' choices, or the choices of employers.

Still, it is the network of interpersonal relationships involved in indirect experiences and, above all, of direct exploration, and in the context of relationships experienced as supporters and secure, that the meanings are constructed and entrepreneurial skills training occurs (Beckman & Kuhl, 1984; Bloch, 1989; Pelletier, 1995). The movement of vocational education has allowed operationalize ways to enhance the building entrepreneurial skills.

This movement was formed over the past two decades as important field of vocational intervention, whose outlines have been defined around four pillars.

The first axis is related to the concept of work, taking this action as a conscious, intentionally directed at chosen targets in different life roles, due to popular values performance of these roles; which involves activities in the professional, but also within education, family, community or another.

The second area focuses on the teaching / learning process and aimed at increasing educational productivity, by recognizing the importance of the tasks, their diversification and enrichment, evaluation and reward the results, encouraging the initiative, creativity and cooperation, a progressive personal and social accountability for performance of different life roles, including the role of apprentice in workplace.

The third axis follows the career development, in its various stages and processes, recommending continued and successive interventions throughout schooling, covering different areas: knowledge of himself, exploration opportunities and learning decision making processes and transition.

The fourth axis corresponds to requirements decontextualization of intervention in the vocational training system and vocational education, in particular as regards their training objectives, its structure and operation, the agents that interact in it, the resources available.

The central question of this work relates to how this relational entrepreneurial competence ("Network") assists the manager in the movement of your business internationalization. Theories of international experience to the present day and understandably influence significant of Economic Theory, but do not seem to include aspects related to relational skills as the entry of national organizations in foreign markets. We understand then, that the use of tools to analyze business action should also be linked to training policy entrepreneurial skills, to hone the action of economic

agents in different countries involved and fostering their relationship skills. These skills that, according to some more recent studies advocate the emergence of new business opportunities and success in caps. As was made clear in the empirical study for the case of Portuguese investment abroad in hotel sector (Breda, 2010), the choice of the market and the input mode, derived from the opportunities created through the contacts acquired in the "network" in which the company operates, and not only the strategic decisions manager. For a considerable number of enterprises to foreign market selection and entry mode was triggered by the opportunities presented by both contacts made formally or even informal. These relations proved to be still very important to have access to knowledge / information within the local market. The Network theory thus offers an important perspective on the how the international entrepreneurship occurs and develops.

Ultimately, prior knowledge and applicability of entrepreneurial characteristics in the process of internationalization are configured in order to increase the success of the enterprise. (Chagas and Siqueira, 2010).

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