

Chapter 12

How Sources of ENT Team Conflict Evolves Through SCP (Structure– Conduct–Performance) Stages of Entrepreneurial Teams Development

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ABSTRACT

Purpose: Formation of an Entrepreneurial team has significant implications on Venture performance and Entrepreneurial success. The purpose of this article is to present the internal and external factors influencing and considered to a potential source of conflict among the entrepreneurial team members. Design/ Methodology/ Approach: Literature review of existing literature on entrepreneurial teams, to determine various factors influencing Entrepreneurial team conflicts among them. Findings: SCP (Structure-Conduct-Performance) framework of Entrepreneurial team discussing about the various spot areas which leads to occurrence of conflict among the ENT Team members. Originality/ Value: The present formulates a concept map of sources of entrepreneurial team conflict, Handling of conflict and designing strategies for conflict resolution so as to prevent 'Fear of failure' of startups in initial stages. Research Implications: Research findings portray the factors affecting Entrepreneurial Team composition and its effect on team dynamics and team cohesiveness.

INTRODUCTION

Entrepreneurial firms have more risk-taking capabilities which enables them to cope challenges and overcome the problems. Hence, more than 80% of startup ventures are entrepreneurial team based. But on the other side, formation of entrepreneurial teams creates interdependence for final decision making

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which leads to failure to identify, recognize and leverage business opportunities, tendency to maximise personal profits than teams or as a venture's profit. Also, the problem of 'social loafing' becomes prominent where there may be a probability where any entrepreneurial team member puts forth less effort and contribution in order to achieve the goal. Hence, Collaboration and coordination problems among the entrepreneurial team members influences failure of early growth stage startups.

Thus, the way entrepreneurial team members find common entrepreneurial interest to start a venture, the way entrepreneurial team members share/ distribute entrepreneurial responsibilities, operate, coordinate, coordinate, make decisions and share the profit affects the venture's performance, growth and success. Researching about the above questions and finding the principles for entrepreneurial teams' collaboration can be used as a tool to measure entrepreneurial success and predicting venture's future growth and viability. The present research paper tries to contribute to entrepreneurial education by researching in the area of entrepreneurial teams and their conflicts.

The main aim of this paper is to discuss principles to be followed for formation of entrepreneurial teams, criteria to find the right entrepreneurial team member, competencies required to become entrepreneurial team members such as knowledge, Skills, abilities, prior work experience and leadership and crisis management ability. The article also focuses on finding the relationship between the effectiveness of an entrepreneurial team's collaboration and venture's performance.

The structure of the article includes the following sections. Section 1 is an introduction to the topic of Entrepreneurial teams and team composition and collaboration, Effectiveness of Entrepreneurial Team members on team's performance and venture's performance. Section 2 is focusing on the Factors and situations influencing the occurrence of conflict among the entrepreneurial team members, types of conflict occurred at various stages from venture inception, venture growth, venture development and venture decline. Section 3 is emphasising on levels and types of conflicts occurring such as task conflict, relationship conflict and process conflict among the entrepreneurial team members. Section 4 is discussing about the entrepreneurial team conflict handling practices for resolving the conflict and how it affects on overall ventures and team's performance. Section 5 is describing about based on the literature review finding the research gap, conceptual framework and research questions development and based on it conducting the quantitative and in-depth study of entrepreneurial founding team members about the entrepreneurial team's conflict and its effect on team's and venture's performance. Section 6 includes discussion and practical implications of the entrepreneurial team member's conflict on identifying the strategies for managing the conflicts within the entrepreneurial teams for promoting the sustainability of the founding team members and venture's performance. The conclusion section indicates the limitations of the research and proposes further research areas.

Entrepreneurial Team and stages of entrepreneurial team formation

Entrepreneurial team is the crucial part of any venture which plays key important role from venture inception to venture growth till its decline phase. But its very important to clarify does formation of entrepreneurial team is just the formation of 'Group' or 'Team'. A 'Group' can be defined as two or more individuals who comes together and interacts with each other for common purpose or shared interest. Group members interact with each other but sharing of responsibility among the group members may or may not aligned with each other and may have different goals and objectives (Robbins, S. a. (2008). A 'Team' composed of group members who works together and having and shared purpose and specific goals. Also, the team members are highly independent and collaborate with each other for achieving the

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