

# Entrepreneurial Learning

## What

### Entrepreneurial Perspective

An entrepreneurial theme flows through the Leadership in the City program, beginning with entrepreneurial *learning* as a lens to compliment other teaching and learning themes.

Additional foundations integrated into the program include adult learning, online learning, the flipped learning format, and other relevant learning fundamentals. This [competency-based](#) professional development program builds upon a [capacity model](#) and [multi-dimensional approach](#) to leadership development (Black & Earnest, 2009; Buchanan, 2017; McCauley et al., 2017) and lifelong learning (Sullivan, 2000).

### Entrepreneurial

*pursue opportunities  
without regard to the resources currently controlled*

(Stevenson, 1983)

**Entrepreneurial learning** is a relatively limited field of study with potential application and benefit for Extension professionals, especially those working in complex urban environments. A better understanding of entrepreneurial learning is vital for a better comprehension of learning that occurs inside and outside formal learning environments (Pittaway & Cope 2007; Ramsgaard, 2018; Wang & Chugh, 2015 Lackéus et al., 2016).

Entrepreneurial learning interrelated elements include:

- **Proactive**, participants are partners in a continuous process of learning
- **Exploratory**, continuous process of recognizing and acting on opportunities to create value
- **Resourceful**, attracting and combining resources in innovative ways; leveraging support
- **Experiential**
  - **Action-based**, strategically applying knowledge, even with a lack of linearity
  - **Reflective**, apply learning from past experiences
- **Relational**, authentic, social constructivist approach with inclusive collaboration and learner diversity
- **Agile**, flexible learning environments and assessment of learning

## So What

Greater awareness of your learning style preferences and entrepreneurial learning factors provides opportunity to improve learning in a variety of formal and informal learning situations.



**Now What**

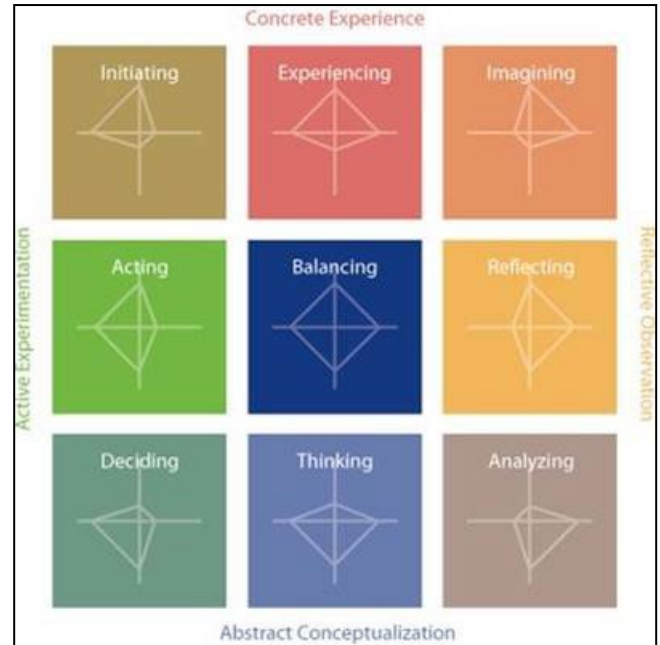
In the absence of an entrepreneurial learning assessment, the Leadership in the City program incorporates the Kolb Learning Style Inventory and Profile.

1. Complete the following self-assessment.

- [Kolb's Learning Style Inventory](#)

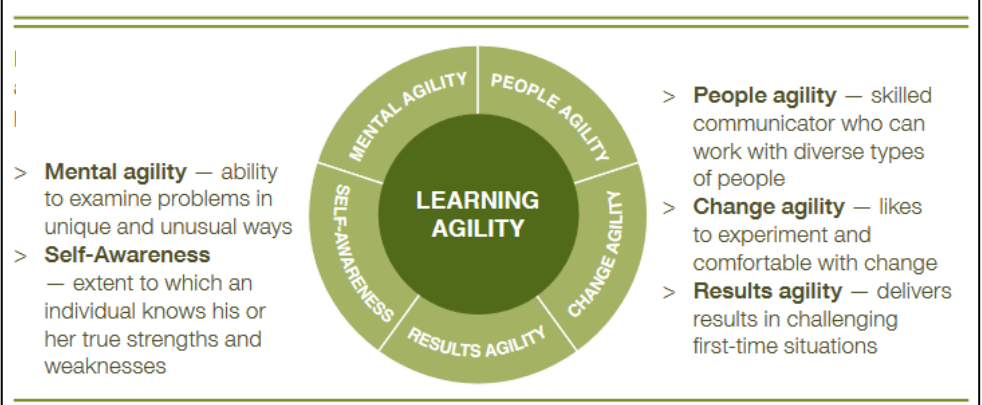
2. Check out more [experiential learning resources](#), including videos, tools, research, and additional assessments.

3. Reflect on your learning style preference. Think about your learning experiences and moments when your style was evident.



4. Consider situations when you move beyond your preferred learning style to benefit from elements of entrepreneurial learning and [learning agility](#).

**Five factors of learning agility**



5. Share this with colleagues and discuss team strengths for learning and development.

**Resources**

[Link to Collection of Urban Extension Leadership Entrepreneurial Resources - Introduction & Entrepreneurial Learning](#)



## References

- Altan, M. Z. (2015). Entrepreneurial teaching & entrepreneurial teachers. *Journal for Educators, Teachers and Trainers*, 6(2).
- Amit, R., Glosten, L., & Muller, E. (1993). Challenges to theory development in entrepreneurial research. *Journal of Management Studies*, 30(5), 275-294.
- Baggen, Y., Lans, T., & Gulikers, J. (2022). Making entrepreneurship education available to all: Design principles for educational programs stimulating an entrepreneurial mindset. *Entrepreneurship Education and Pedagogy*, 5(3), 347-374.
- Black, A. M., & Earnest, G. W. (2009). Measuring the outcomes of leadership development programs. *Journal of Leadership & Organizational Studies*, 16(2), 184-196.
- Burke, W., & Smith, D. (2017). Technical Report v3. 2.
- Cope, J. (2011). Entrepreneurial learning from failure: An interpretative phenomenological analysis. *Journal of business venturing*, 26(6), 604-623.
- Dewey, J. (1938). *Unity of science as a social problem*. Chicago: University of Chicago Press.
- Erdélyi, P. (2010). The matter of entrepreneurial learning: a literature review.
- Hietanen, L. (2015). Entrepreneurial learning environments: supporting or hindering diverse learners?. *Education+ Training*.
- Kolb, D. A. (2007). *The Kolb learning style inventory*. Boston, MA: Hay Resources Direct.
- Lackéus, M., Lundqvist, M., & Middleton, K. W. (2016). Bridging the traditional-progressive education rift through entrepreneurship. *International Journal of Entrepreneurial Behavior & Research*.
- Lindgren, M., & Packendorff, J. (2009). Social constructionism and entrepreneurship. *International Journal of Entrepreneurial Behavior & Research*.
- Marquis, E., Black, C., & Healey, M. (2017). Responding to the challenges of student-staff partnership: The reflections of participants at an international summer institute. *Teaching in Higher Education*, 22(6), 720-735.
- Matthews, K. E. (2017). Five propositions for genuine students as partners practice. *International Journal for Students as Partners*, 1(2).
- McCauley, K. D., Hammer, E., & Hinojosa, A. S. (2017). An andragogical approach to teaching leadership. *Management Teaching Review*, 2(4), 312-324.
- Mitchinson, A., & Morris, R. (2012). Learning about learning agility. *A White Paper*.
- Moustaghfir, K., & Sirca, N. T. (2010). Entrepreneurial learning in higher education: introduction to the thematic issue. *International Journal of Euro-Mediterranean studies*, 3(1), 3-26.
- Mueller, S., & Anderson, A. R. (2014). Understanding the entrepreneurial learning process and its impact on students' personal development: A European perspective. *The International Journal of Management Education*, 12(3), 500-511.
- Neck, H. M., & Corbett, A. C. (2018). The scholarship of teaching and learning entrepreneurship. *Entrepreneurship Education and Pedagogy*, 1(1), 8-41.
- Page, M. B., & Margolis, R. L. (2017). Cocreating Collaborative Leadership Learning Environments: Using Adult Learning Principles and a Coach Approach. *New Directions for Adult and Continuing Education*, 2017(156), 77-87.
- Pittaway, L., & Cope, J. (2007). Simulating entrepreneurial learning: Integrating experiential and collaborative approaches to learning. *Management learning*, 38(2), 211-233.
- Politis, D. (2005). The process of entrepreneurial learning: A conceptual framework. *Entrepreneurship theory and practice*, 29(4), 399-424.
- Rae, D. (2013). The contribution of momentary perspectives to entrepreneurial learning and creativity. *Industry and Higher Education*, 27(6), 407-420.
- Rae, D. (2014). Towards a momentary perspective in entrepreneurial learning and creativity. *Enterprising Initiatives in the Experience Economy: Transforming Social Worlds*, 151.
- Rae, D., & Wang, C. L. (Eds.). (2015). *Entrepreneurial learning: new perspectives in research, education and practice*. Routledge.
- Ramsgaard, M. B. (2018). Experiential learning philosophies of enterprise and entrepreneurship education. In *Experiential Learning for Entrepreneurship* (pp. 3-18). Palgrave Macmillan, Cham.
- Stevenson, H.H. (1983). A perspective on entrepreneurship. Harvard Business School Working Paper, 9-384-131.



- Sullivan, R. (2000). Entrepreneurial learning and mentoring. *International Journal of Entrepreneurial Behaviour & Research*, 6(3), 160–175.
- Taylor, D. W., & Thorpe, R. (2004). Entrepreneurial learning: a process of co-participation. *Journal of small business and enterprise development*.
- Wang, C. L., & Chugh, H. (2015). Entrepreneurial learning: past research and future challenges. In *Entrepreneurial learning* (pp. 11-44). Routledge.

*This resource was developed for Leadership in the City participants. If it has been shared with you outside the course, you may not have access to all the linked material.*

*Leadership in the City Bulletin Series, 2022*  
Julie Fox, Ph.D., [fox.264@osu.edu](mailto:fox.264@osu.edu)  
Ohio State University Extension

