

# **THE ROLES OF ENTREPRENEURIAL COMPETENCIES, CORPORATE ENTREPRENEURSHIP AND SOCIAL CAPITAL FOR PERFORMANCE OF VIETNAMESE SMES**

Major	Business Administration
Major code	62340501
PhD candidate	Long Thanh Nguyen
Supervisors	Associate Professor Hau Nguyen Le Dr Phu Thien Nguyen

## **Abstract**

The success of Small and Medium Sized Enterprises (SMEs) depends heavily on social capital and corporate entrepreneurship. It is worth studying how these two types of organizational resources are developed and mobilized in SMEs in developing countries, e.g. Vietnam, where the majority of SMEs are newly-established and managed by entrepreneurs. Specifically, what is the role of entrepreneurs in developing these resources for business development. A review of 44 relevant studies showed that entrepreneurial competencies, corporate entrepreneurship and social capital were three determinants of firm performance. However, there is a lack of understanding on how these individual resources are used to develop organizational resources.

This thesis aims to explore the aboved mentioned theoretical issues. The thesis investigates the roles and inter-relationship of entrepreneurial competencies, corporate entrepreneurship and social capital in determining SMEs' performance.

Hypothetico-deductive approach was adopted. Hypotheses were developed based on literature on entrepreneurial competencies, corporate entrepreneurship, and social capital. A quantitative study was carried out in a context of Vietnamese SMEs. The study used a sample of 198 multi-industry SMEs selected in An Giang, Can Tho, Dong Thap and Ho Chi Minh City.

A Structural Equation Modeling (SEM) was used. Results indicate that relationship competencies and human competencies are determinants of social capital, innovative and opportunity competencies are determinants of corporate entrepreneurship.

## **Theoretical Contributions**

1. Fundamentally, this thesis provides more insights in the managerial literature, filling the theoretical gaps in the literature on entrepreneurial competencies and two of major resources, i.e. corporate entrepreneurship and social capital, indicating competencies which contribute to the resources.
2. Connecting a set of entrepreneurial competencies, corporate entrepreneurship and social capital in a structural model, the thesis provides convincing and systematic evidences about the inter-relationship of entrepreneurs, resources and performance of SMEs. That is, strategy competencies of entrepreneurs directly determine firm performances, while relationship and human competencies firm influence performance via social capital.
3. It is indicated that entrepreneurial competencies is composed of various first-order competencies which relate one another.
4. The thesis provides better understanding about Vietnamese SMEs in terms of (1) entrepreneurial competencies, (2) types of essential social relationship, (3) the role of social capital in corporate entrepreneurship and firm performance.

## **Managerial Implications**

Empirical results may

1. Provide managers with a background to develop a firm resources as well as individual (entrepreneurial) competencies.
2. Be used by governmental bodies and business supporting agencies to work out policies and methods to strengthen SMEs' competitive capacity.
3. Provide educational organizations with justification for entrepreneurship education which is seriously concerned by the world's entrepreneurship educators.

Primary supervisor

Second supervisor

PhD candidate

A. Prof. Hau Nguyen Le

Dr Phu Thien Nguyen

Long Thanh Nguyen