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## **MECHANISMS TO SUPPORT EXPORT-ORIENTED SMALL AND MEDIUM ENTREPRENEURSHIP IN THE RUSSIAN FEDERATION**

### **Abstract**

The relevance of this study is the need to systematize the experience in the formation and functioning of an infrastructure for supporting export-oriented small and medium-sized technology enterprises with a view to identifying a set of measures that can help increase the export performance of the region. In this connection, the purpose of this work is to analyze the activities of the centers for coordinating and supporting the export of small and medium-sized enterprises, which will formulate the results of the activities of the centers, as well as the activities carried out by them. The results of the analysis of the functioning of export support centers are analyzed, the complexes of measures aimed at stimulating exports to foreign countries are analyzed, recommendations are given for domestic centers for coordination and support of exports. The study concluded that there is a clear problem with the financing of export-oriented small and medium-sized enterprises.

**Keywords:** export-oriented activities, support of small and medium-sized technological enterprises, centers for coordination and support of exports.

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## **CAN SELF-LEADERSHIP BE USED TO FOSTER THE ENTREPRENEURSHIP COMPETENCE FRAMEWORK?**

### **Abstract**

Entrepreneurship alarming researchers and policy makers. We designate our research to the self-leadership factor. Self-leadership is the process by which people influence themselves to achieve their objectives. Neck defined it as having a developed sense of who you are, what you can do, where you are going coupled with the ability to influence your communication, emotions and behavior on the way to getting there. The concept was initially proposed and developed by Manz in the middle 1980's, as an extension of self-management theory. It represents an individual level process perspective through which men and women influence themselves to control their own actions and thinking. The purpose of this research study is to investigate the self-leadership capabilities of entrepreneurs as a source of knowledge and competences. Number of studies has been done on leadership capabilities and the factors that affect their gatekeeper role. This study will focus on the factors in the context of leadership studies, from the perspectives of entrepreneurs from different countries. The focus was to identify the impact of national environment of entrepreneurship.

**Keywords:** Entrepreneurship, self-leadership, organizational behavior, self-motivation, cognition.

### **Introduction**

Self-leadership is the process by which people influence themselves to achieve their objectives. Neck [9] defined it as having a developed sense of who you are, what you can do, where

you are going coupled with the ability to influence your communication, emotions and behavior on the way to getting there. The concept was initially proposed and developed by Manz [8] in the middle 1980's, as an extension of self-management theory. It represents an individual level process perspective through which men and women influence themselves to control their own actions and thinking. Put in another way, it is a self-influence process through which people can and do achieve the self-direction and self-motivation necessary to perform their tasks and work [10]. It consists of specific behavioral and cognitive strategies designed to positively influence personal effectiveness [1]. These strategies are generally clustered into the three primary categories: a) behavior-focused strategies, b) natural reward strategies, and c) constructive thought pattern strategies.

Self-leadership has been associated with entrepreneurship. For example, D'Intino, Goldsby, Houghton and Neck [6] write that «the goal of increased self-leadership for entrepreneurs is for these individuals to more effectively lead themselves by learning and applying specific behavioral and cognitive strategies to improve their lives and their entrepreneurial business ventures». What these specific strategies might be, given the extreme variety of entrepreneurial activity, settings, and contexts, is a problem that still needs to be addressed [11]. The aim of the current text is to deliver a map of such strategies, adapting the above three-clustered self-leadership strategy framework, to the recently-developed Entrepreneurial Competence Framework (EntreComp Framework).

The EntreComp Framework was developed by the Joint Research Centre (JRC) of the European Commission on behalf of the Directorate General for Employment, Social Affairs and Inclusion (DG EMPL). The framework offers a tool to improve the entrepreneurial capacity of European citizens and organizations and is made up of 3 competence areas and 15 competences.

Hence the current work outlines how self-leadership strategies can be used to understand and influence the development of the competences identified in the framework. In fact, one of such competences is self-awareness and self-efficacy, which have been identified as two components of the self-leadership concept.

Self-leadership – in progress

Behavior-focused strategies endeavor to assist an individual to increase their self-awareness in order to facilitate behavioral management, especially the management of behaviors related to necessary but often unpleasant tasks [2]. The behavior-focused strategies include self-observation, self-goal setting, self-reward or self-punishment, and self-cueing.

According to findings of Dillon [5], transformational leaders use interpersonal emotion management strategies to influence the emotions that arise as a result of the self-assessment processes of the members of the organization and respond to them during changes in organizational identity. A detailed conceptual model provides insights into intersubjective emotional processes based on social identity that affect transformational leadership. Transformational leadership behavior will benefit from a multi-level perspective, which includes both the management of interpersonal emotions and the generation of intrapersonal emotions associated with social identity both at the person level and between people.

We attempt to present the model of the significant role of self-leadership in entrepreneurship and its influence on the quality of the decision-making process in entrepreneurial entities. The literature presents arguments in favor of the role of self-leadership as a boundary condition for the relationship between the quality of solving intragroup conflict work in a team [7].

Natural reward strategies are intended to create situations in which a person is motivated or rewarded by inherently enjoyable aspects of the task or activity [3]. There are two primary natural reward strategies. The first involves building more pleasant and enjoyable features into a given activity so that the task itself becomes naturally rewarding [8]. The second strategy consists of shaping perceptions by focusing attention away from the unpleasant aspects of a task and refocusing it on the task's inherently rewarding aspects [10]. Both strategies are likely to create feelings of competence and self-determination, two primary mechanisms of intrinsic motivation [4].

Constructive thought pattern strategies are designed to facilitate the formation of constructive thought patterns and habitual ways of thinking that can positively impact performance

[8,10]. Constructive thought pattern strategies include identifying and replacing dysfunctional beliefs and assumptions and practicing mental imagery and positive self-talk.

The effectiveness of a self-leadership is defined as high productivity and quality of work of enterprise. Based on various theoretical perspectives, including job design, self-directed management, sociotechnical and participatory management, four categories of variables are theorized to predict the effectiveness of a self-leadership: a group task project, manager behavior promotion, group characteristics and employee engagement context [3].

Independent leadership, self-determination and motivation of the founder of a start-up company can help entrepreneur to cope with the lack of time by increasing the speed of leadership. In the context of limited structures or patterns used in the product development process, independent leadership can be a critical resource for technology entrepreneurs in closed windows of opportunity. Marvel and Patel [9] highlight independent leadership as an important behavioral and a motivational resource to accelerate product development in a new technological context

The purpose of this research study is to investigate the self-leadership capabilities of entrepreneurs as a source of knowledge and competences. Number of studies has been done on leadership capabilities and the factors that affect their gatekeeper role. This study will focus on the factors in the context of leadership studies, from the perspectives of entrepreneurs from different countries. The focus was to identify the impact of national environment of entrepreneurship.

A comprehensive literature review, different factors and leadership intentions serves as the basis for the development of conceptual framework for this study the purpose is to identify the most dominant factors effecting intention towards entrepreneurship. The focus of the study is on entrepreneurs' intention towards self-leadership.

Therefore, to develop the conceptual framework for the study, different connecting variables were presented based on the literature, theoretical support and problem of the study. Based on the self-leadership model, a conceptual framework of the study was developed.

#### Conclusion

This research work is aimed at investigating the abilities and intention of entrepreneurs towards self-leadership, based on theory of planned behavior model. This was as a result of continues increase in the number of countries where entrepreneurship education is incorporated as part of universities, collages as well as school curriculum study programs across many disciplines. This means that, in order to have equally representation of student opinions, other students in other disciplines need to be investigated in future studies. The sample size for this study was enough to test the proposed model but for generalization in a large population area such regional, continental as well as the world need a large sample size in future studies.

This study concluded that national environment has significant influence or impact on entrepreneurs' intention towards self-leadership. This model can provide a source of instruments in evaluating entrepreneurial skills and abilities acquisition of students from their university programs or disciplines. This model further explains the ability and profile of individual before and after interacting with an environment as well as how the environment influences their entrepreneurial knowledge, skills, attitude and behavior. Conducting an empirical study check through the application of this theory may create a gate in finding the connectivity between entrepreneurial skills and university environment as proposed earlier in this research.

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### **СМОЖЕТ ЛИ «САМО-ЛИДЕРСТВО» ПОМОЧЬ УСИЛИТЬ ПРЕДПРИНИМАТЕЛЬСКИЕ КОМПЕТЕНЦИИ?**

#### **Аннотация**

Предпринимательство относится к числу наиболее востребованных тем у исследователей и политиков. Мы исследуем новый важный фактор развития предпринимательства – «само-лидерство». «Само-лидерство» — это процесс, с помощью которого люди влияют на себя для достижения своих целей. Шей определил это как наличие развитого чувства того, кто вы есть, что вы можете сделать, куда вы идете в сочетании со способностью влиять на ваше общение, эмоции и поведение на пути к конечной цели. Эта концепция была первоначально предложена и разработана Манцем в середине 1980-х годов как расширение теории самоуправления. Он представляет собой перспективу процесса индивидуального уровня, посредством которой мужчины и женщины влияют на себя, чтобы контролировать свои собственные действия и мышление. Целью данного исследования является изучение способностей предпринимателей к самостоятельности как источника знаний и компетенций. Исследование будет сосредоточено на сравнительном исследовании «само-лидерства» в разных странах. Основное внимание было уделено выявлению воздействия национальной среды предпринимательства на «само-лидерство».

**Ключевые слова:** Предпринимательство, само-лидерство, организационное поведение, само-мотивация, познание.

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### **ENTREPRENEURSHIP IN THE ARCTIC REGIONS: REVIEWING ARCTIC POLICIES OF FINLAND, RUSSIA AND SWEDEN**

#### **Abstract**

In recent years, there have been an increasing interest towards the arctic regions. Arctic interests' stakeholders from variety of fields; global corporates, politics and researchers, to name some. As the climate in the arctic region's changes, and the effects in globalized world are placed to all countries, directly or indirectly. Common for all interested stakeholders is the knowledge about economic possibilities due to massive natural resources in the arctic regions and management