



Entrepreneurship in a family business related to architecture and urbanism: Entrepreneurship of a family business in architecture

Empreender em uma empresa familiar referente a arquitetura e urbanismo: Empreendedorismo de uma empresa familiar em arquitetura

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ABSTRACT

This study on the entrepreneurship of a family business in the Architecture and Construction segment in the city of Manaus aims to provide a contribution to improve the organization and ensure its continuity in the current competitive market. It addresses the concepts, issues, challenges, and methods of analysis and resolution that help reduce family conflicts and effectively plan the growth and succession of the enterprise that can achieve the company's objective. For this, it is necessary to initially examine the organizational structure of the family business, in order to identify the obstacles faced in the market.

Keywords: Entrepreneurship, Architecture, Family business.

1 INTRODUCTION

The process of entrepreneurship involves all the associated functions and activities together with the perceptions of opportunities and the set of strategies to achieve the proposed objectives. Entrepreneurship involves a broad view of the segments and needs that the market demands, that is, its requirements.

The entrepreneur innovates and is necessary to the determinations in what the market creates, new products and / or services, as well as new strategies and explores new resources to manage their business. The entrepreneur is the one who makes it happen, precipitates the circumstances and has a broad vision of what is intended to be achieved.



Entrepreneurship is internally linked to small businesses and thus family businesses, which have been increasingly studied because they have a strong influence on the economic environment in most industrialized and emerging countries. It is considered complex, because what often hinders its administration are the very close ties between family-ownership-management.

This study aims to contribute to improve the company and maintain its continuity, brings the main concepts, issues, problems and tools of analysis and solutions that help to reduce family frictions and plan in the best way the growth and succession of the business. For this, it will be necessary first to analyze the organizational structure of the family business to diagnose its difficulties in the market.

Given this context, this article is necessary as it adds action in relation to the theme in question. Considering that it is important both to the academics of the administration courses, as well as to the professionals of related areas, as for future entrepreneurs who intend to know and follow in this segment.

The feasibility of this study is supported by the fact that it will be carried out respecting the ethical parameters of research, in which the company analyzed will have guaranteed its right to anonymity.

2 OBJECTIVES

2.1 GENERAL OBJECTIVE

To verify the organizational structure of a family business in the segment of Architecture, Urbanism and Construction in the city of Manaus.

2.2 SPECIFIC OBJECTIVE

Analyze and report advantages and disadvantages of a family business in the segment of Architecture, Urbanism and Construction;

Identify the difficulties faced by a small family business operating in the segment of Architecture, Urbanism and Construction in the city of Manaus.

Point out the instruments that can contribute to the improvement of the family business that operates in the segment of Architecture, Urbanism and Construction in the city of Manaus.

3 THEORETICAL BACKGROUND

According to Schumpeter (1968) the term entrepreneurship has French origins and means one who takes risks and starts something new. Cantilon's work was the first systematic treatise on



economics that introduced the term '*entrepreneur*', meaning the agent who buys means of production at certain prices in order to combine them into a product that will sell at uncertain prices. The entrepreneur, in the current sense of the term, emerged in England with the advent of the Industrial Revolution.

For Silva (2003) in Brazil, this term has been gaining dimension since the early 1990s, mainly due to the sharp emergence of small businesses and their high mortality rate. SEBRAE data show that 70% of micro and small enterprises do not complete their second year of existence. It is also true that this mortality rate reduces with each year of survival completed by the organization. However, the problems faced by them remain during the period in which they continue to operate. Entrepreneurs are eliminating trade and cultural barriers, shortening distances, globalizing and renewing economic concepts, creating new working relationships and new jobs, breaking paradigms and generating wealth for society.

For Bhide (2002) entrepreneurs, with their powerful propensity for action, often avoid thinking about important issues such as goals, strategies and capabilities. In this sense lies the entrepreneur's greatest difficulty: separating action from analysis. Because of this difficulty, many entrepreneurs start businesses to seize short-term opportunities without thinking about long-term strategies. Successful entrepreneurs, however, soon make the transition from a tactical to a strategic orientation so that they can begin to build crucial capabilities and resources.

Bhide (2002) also states that the various ventures are started by the method of 'trial and error', by the empirical side based on intuition, however, after the initial stage, these companies need to go through a planning process, because simple improvisation does not bring long-term success. It is easy to imitate an innovative product, but an innovative business system is much more difficult to copy. This lack of willingness to elaborate planning before action stems from the behavior of entrepreneurs, most of them situate themselves in a reactive rather than proactive position.

According to Fillion (1999) there are two biases in the definition of the term entrepreneurship. Initially, this term was defined by economists who always relate it to innovation and consider the entrepreneur an agent of change.

Dornelas (2001) argues that entrepreneurs need to know how to plan their actions and outline the strategies of the company to be created or growing. Entrepreneurs need to put their vision into a sustainable strategy or they will not achieve long-term success. The business plan, which is a document used to describe an enterprise and the business model that supports the



company, are cited by this author as ideal management tools for the initial planning and development of an organization.

After studying various fields that address entrepreneurship, Fillion (1999) broadly defined the entrepreneur as a creative person who is marked by the ability to set and achieve goals and who maintains a high level of awareness of his or her environment and uses it to detect business opportunities. An entrepreneur who continues to learn about possible business opportunities and to make moderately risky decisions aimed at innovation will continue to play an entrepreneurial role.

Entrepreneurship is prehistoric in its origin, and probably as old as family businesses. Some authors have set out to study the relationships between these two phenomena: entrepreneurship and family businesses. In general, the authors' expectation was to understand and explain the points of intersection between the two and how they influence each other (HOY; VERSER, 1994).

For Hory; Verser (1994) there is one more component present in the relationship between entrepreneurship and family businesses: strategy. For the authors, since the conceptualization of strategy launched by Chandler in 1962 as "the definition of the main long-term objectives of a company, as well as the adoption of lines of action and the allocation of resources in view of these objectives" (CHANDLER, 1998, p.12), the field has undergone an evolution of its concepts until it encompasses aspects of the environment (concepts already discussed above), an important aspect from the entrepreneur's point of view. In this way, strategy began to support family business leaders with fundamental elements for their success and long-term survival.

According to Hoy; Verser (1994), the link between three related areas would explain how strategy occurs in family businesses: family, ownership and management. Highlighted in this relationship are six key factors for these three systems: leadership, culture, board of directors, life cycle, strategic management process, and finally ethics and value. For the purpose of this study, leadership and ethics and value will be emphasized.

3.1 ENTREPRENEURSHIP

The French who created the term entrepreneurship which is the initiative to start something new in business or even improvement changes in companies. The term entrepreneur means taking risks and starting something new.

Shumpeter (1984) argued that the entrepreneur is someone with a desire to innovate in the market, that is, who has the potential to convert an idea into a successful business. Thus, the



entrepreneur has the ability to modify the economy with the insertion of new products and/or services in the market.

For Frank (1967) and Peter Drucker (1970), entrepreneurship is related to taking risks imposed through innovation, ensuring that "the entrepreneur is the person who destroys the existing economic order by introducing new products/services into the market, by creating new forms of management or by exploiting new resources, materials and technology". In this way, entrepreneurs "are not simply providers of goods or services, but sources of energy that take risks in an economy in constant transformation and growth". (CHIAVENATO, 2007, p.18).

The entrepreneur needs resources to innovate, which do not yet exist always be in constant search of knowledge in view of the need of the individual. The entrepreneur always seeks market opportunity and decided to manage in your business and also the entrepreneur by necessity that starts your freelance venture for not having alternative income.

3.2 ENTREPRENEURSHIP IN BRAZIL

Regarding entrepreneurship in Brazil, Dornelas (2005) cites 1990 as the decade where entrepreneurship began to emerge in the country, especially by the creation of entities such as the Brazilian Micro and Small Business Support Service (SEBRAE) and the Brazilian Society for Software Export (SOFTEX). According to the author, before their emergence, the nation did not talk about entrepreneurship, because the economic and political environments were not favorable. After 15 years from the beginning of the first actions, Brazil has all the possibilities to develop the largest entrepreneurship education program in the world, this is perceived when actions such as the Federal Government's Brazil Entrepreneur Program are launched, which was directed to more than 6 million entrepreneurs across the country, between 1999 and 2002, Empretec, and SEBRAE's Young Entrepreneur, training programs with great demand and excellent evaluation, the enormous growth of business incubators, among others (DORNELAS, 2005). Empretec is a methodology of the United Nations - UN aimed at developing characteristics of entrepreneurial behavior and for the identification of new business opportunities, promoted in about 34 countries. In Brazil, Empretec is carried out exclusively by SEBRAE and has already trained about 190,000 people in 8,400 classes (SEBRAE, 2013). On the other hand, there are also some limiters, for Dornelas (2005) the country is still lacking in lasting public policies in order to consolidate entrepreneurship as an alternative to unemployment and to support it, as well as currently do the private initiative and non-governmental entities.



3.3 FAMILY MANAGEMENT

Currently, family organizations comprise more than 90% of the total number of companies in Brazil, including large companies that have managed to gain recognition in the market. However, many of these family-structured businesses fail to remain active until the third generation. In the first generation, there is an emphasis on the creation of physical assets, while the second generation enjoys these assets. Unfortunately, in most cases, the third generation ends up closing the company.

Lethbridge (1997, p. 7), comments that family businesses can be characterized in three ways:

- a) Traditional family business: the capital is closed, has no administrative or financial transparency and has centralizing power in the family business;
- b) Hybrid family business: the capital is open, but the family member still has control over the business, but there is greater transparency of information;
- c) Company with family influence: the shares are mostly in the power of the market, however, even the family away from the company maintains strategic influence by having greater control of the shares.

Family management presents numerous advantages and disadvantages that can influence the success or failure of the business, depending on the strategies adopted by the family in the management of the company.

Family businesses have what we can call bivalent attributes, that is, characteristics that can be, at the same time, advantages or disadvantages depending on the way the businesses are conducted, such as, for example, the simultaneity of roles played by the members of the family business, the emotional and affective involvement of the people who work in it, the shared identity of the relatives, their common life history and their particular language. (ADACHI, 2006, p. 49).

Based on the information presented, we can infer that even if a company is organized with family ties, if there is no strategic management focused on results and a defined planning, it becomes unfeasible to establish a workflow that allows a successful family transition, which can be achieved through training with specialized professionals.

4 METHODOLOGY

Methodology is the path of thought and practice exercised in approaching reality. It consists of methods and techniques and the creativity of the researcher. It occupies a central place within



theories. In this context, research is the basic activity of science in the investigation and construction of reality. It feeds the teaching activity and updates it in the face of the world (MINAYO, 2004).

This study will have an exploratory approach, considering the little accumulated knowledge about the approaches of formulation and formation of entrepreneurial strategies in small and medium enterprises. According to Cooper and Schindler (2003) the exploration phase usually begins with a literature search, a review of books and journal articles or professional literature related to the management problem.

According to Gil (1994), exploratory research is carried out in order to provide greater clarification in relation to a particular fact. The means used for the investigation will be: bibliographical research and field research. The theoretical survey will be analyzed together with the information obtained in the field research, to verify the relevant relationships.

This research will be endowed with a qualitative methodology, which for Triviños (1998) is the one that provides all possible perspectives for the informant to achieve the freedom and spontaneity necessary to enrich the investigation, so it is intended to study human behavior.

Data collection will be carried out through the application of a questionnaire composed of seven (7) questions, which are open and directed to meet the research objectives. The research subjects will be the members of the entrepreneurial family who work directly in the segment of Architecture and Urbanism in the city of Manaus.

The results will be based on a theoretical basis and confronting the reality diagnosed in loco, that is, in the family business, promoting a deepening on the theme under study.

4.1 ADVANTAGES AND DISADVANTAGES OF FAMILY BUSINESS

4.1.1 Advantages

The advantages of leveraging resources from relationships should not be underestimated. Family selfishness, like other human factors, can affect business objectives. However, when this selfishness is controlled and the family aligns its long-term interests with those of the business, a rare harmony is created between individual interests and those of the organization, which normally compete with each other.

Reinforced and perpetuated by family pride, identity and tradition, this unity of purpose has been a key factor in the success of family businesses. It is also the basis of all the other advantages they enjoy (Donnelley, 1976). Following the same author, it is conflicting that family interest, a source of financial weakness in some firms, in other circumstances is an important factor of financial power. Many family firms have managed to grow without the need for external



financing by managing their debts responsibly. This was made possible by personal sacrifices, with pride and loyalty serving as the foundations of the business. These characteristics have allowed family businesses to weather difficult periods when profit and loss considerations could easily have led to closure.

Continuing in the author's line of reasoning, a well-placed family not only provides financial support but also calls on other family members to help the business solve a serious problem. Much criticism is leveled at family managers who inherit important positions with little or no effort on their part. Little recognition is given, however, to the efforts of the family-owned manager who takes over the management of an organization that is too confused or almost unrecoverable to attract the interest of a competent outsider. According to Donnelley (1976), a family's reputation can have a beneficial influence on community relations as well as a direct and obvious impact on company operations. In many cases, when industries face difficulties, the reputation of the owning family is an important factor in obtaining loans from local banks. Despite the uncertainty of these businesses, banks believe that their risks are reduced due to previous experience with the family.

Family ties can also be important in establishing the trust needed to conduct business. Several companies are linked by family ties, which can be crucial for launching joint ventures with substantial profits and informal competitive relationships.

According to the same author, in some business sectors, the benefits of kinship relations may be more subtle. In businesses where informal relationships play a crucial role, the identification of the firm with the family can have a direct influence on marketing activities. The value of family relationships is not limited to the role played by the family in the company's business and its public relations. They can also play a relevant role in the internal organization of the company. For small businesses, family management can prevent dangerous changes in direction and ensure that the company's competitive abilities remain unique in the market.

4.1.2 Disadvantages

According to Donnelley (1976), most family firms are empowered as owners and/or managers to pursue their own goals and aspirations, even when they do not coincide with the real interests of the company. The balance between family interests and those of the family business is largely emotional/affective in nature, stemming from the family's own sense of personal responsibility to the firm.

Although most family firms establish complex institutional constraints on family privileges, supported mainly by rigid family traditions, this does not invalidate the claim, since in



each of these cases the constraints had to be initially implemented by the family members themselves. However, according to the same author, in organizations with less immunity to institutional constraints, important business needs may be undermined by family interests.

This situation can lead to one or more of the widely known problems of family businesses, such as lack of capital, lack of discipline, inefficient use of competent managers who are not related, and nepotism. In many cases, this can result in conflicts within the family itself, such as siblings not getting along and parents and children not getting along.

These problems are often found in families that have not consciously managed to create a sense of responsibility towards the enterprise. Unlike the evaluation system of business, which, at least theoretically, determines a person's authority, responsibility, position and financial benefits based on his or her demonstrated competence in achieving the goals of the business, family norms often emphasize the obligation to satisfy the needs of the family, which constantly generates financial deficits.

In the confusion between business needs and family obligations, business needs may lose out to family obligations. In cases where the family business is regarded as the family's main source of income, there may be an excess of secrecy regarding financial matters, making it difficult to freely develop proper controls and sound planning techniques, and allowing inefficient methods and policies to remain undetected. According to Dornelles, another problem observed in family businesses (but also common among businesses with few owners in general) is a lack of discipline regarding profits.

As with privately held firms, family firms may tend to focus their interests on product quality, excessive plant and equipment improvements, civic activities, empire building, and employee relations, beyond the limits of how much these factors contribute to the long-term profitability of the firm.

This emphasis may result in poor cost control systems and other lax accounting procedures, or in management's reluctance to take the necessary corrective action when the company's accounting reveals that its preferred activities are off-purpose. Following the same author, excessive preoccupation with family interests may prevent a company from taking advantage of the emergence of new markets or good development opportunities. When a family identifies too closely with a particular product or activity, another problem arises: the company can become particularly vulnerable to the effects of market changes.

According to Donnelley (1976), it is customary for the father to condition his son to match quality with a model previously established by him. This makes the son's hands tied, because as



he can do nothing to change these old practices, the company stands still in time, can not keep up with the changes that by the way are very fast, that is, the son can not adapt the family business to new market conditions.

Not all family businesses face this problem. However, while some leaders and business professors praise successful family businesses, often for their sound product definition policy and respect for established boundaries, many have observed a generalized weakness in marketing in these firms.

It is more common for their problems to be related to marketing issues and the creation of new improved products. These companies tend to fall behind their competitors and lose their position in the market. Regaining a solid position vis-à-vis the competition is a slow and difficult process, and usually cannot be achieved by the same managers who allowed the deterioration to occur.

For Donnelley (1976), another problem faced by family businesses is that of nepotism, which according to the definition given by the Aurélio dictionary: is the promotion of relatives not by merit, but due to family ties.

So much has been written on this subject alone that there is always a danger of overemphasizing its importance when talking about family businesses. Following the same author, in firms where nepotism is practiced, it originates from the imposition by the family of its own conveniences and criteria for participation, regardless of questions of competence.

When this happens, opportunities to attract good managers who are not part of the family are limited. The family business ends up at a disadvantage compared to competitors, who have access to a much larger market for their employees.

At the same time, nepotism weakens the current managers of the company, as they are forced to deal with the workload of incompetents and take responsibility for unfulfilled tasks.

Nepotism can lead to an administrative system with an emphasis on family politics rather than prioritizing precision and competition. Meritocracy is often left aside in these companies.

When this happens, task orientation, essential in any business, is severely impaired, jeopardizing the long-term survival prospects of the family business.

In family businesses where nepotism is prevalent, many fights and highly destructive disagreements occur, which represent the most serious problem faced by these businesses.

In addition, the traditional inheritance mechanism can generate fierce competition between minority interests and disagreements, which seem to intensify tensions between all participants when they occur in a family business. Another common problem, whether due to tradition,



identification with the company or simply because of their interests as owners, is that each family member considers themselves a spokesperson for the company, entitled to give commands equal to those of other relatives.

This creates a situation in which the authority of each position or function is never respected - to the point where the guidelines set by the owner, president or director are not followed, leading to great confusion.

4.2 SOME INSTRUMENTS THAT CAN CONTRIBUTE TO THE IMPROVEMENT OF A FAMILY BUSINESS IN THE ARCHITECTURE SEGMENT:

- **Strategic Plan:** Develop a strategic plan that sets clear goals and objectives for the family business in the medium to long term. This will help direct efforts and ensure that everyone in the organization is aligned on common objectives.
- **Corporate Governance:** Implement corporate governance practices by establishing clear and transparent rules for decision-making, risk management, family succession and definition of responsibilities. This will help professionalize the company and avoid unnecessary family conflicts.
- **Management Professionalization:** Invest in management professionalization by bringing in external talent and empowering family members who work in the business. This can include training programs, specialization courses and hiring specialized consultants.
- **Succession Planning:** Develop a clear and well-structured succession plan, preparing the next generation of the family to take on leadership roles in the business. This involves identifying talent, providing development opportunities and creating an environment of continuous learning.
- **Organizational Structure:** Assess and adjust the organizational structure of the company to ensure a clear division of responsibilities and efficient communication between family members and non-family employees. This will help foster a collaborative and efficient work environment.
- **Financial Planning:** Establish sound and transparent financial management, with strict cost control, budgeting and realistic financial projections. This will help ensure the financial sustainability of the company and facilitate access to finance if needed.
- **Networking and Partnerships:** Seek networking opportunities and establish strategic partnerships with other professionals and firms in the architecture sector. This

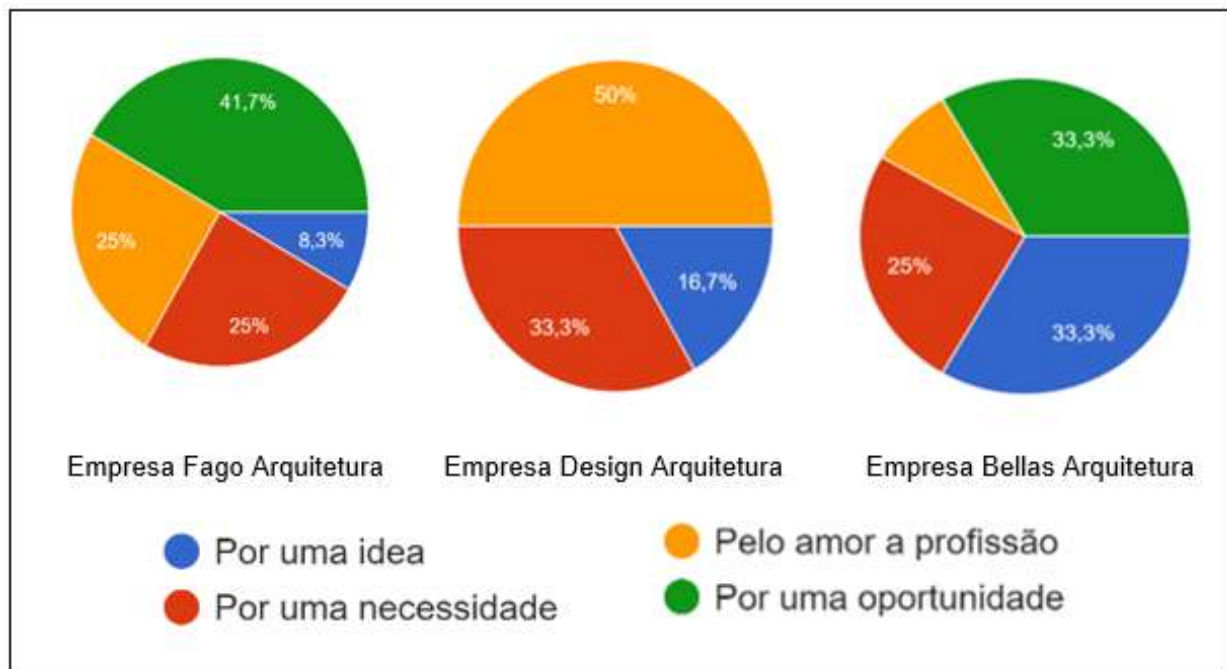
may include participation in industry events, professional associations, and collaborations with complementary firms, thereby broadening your reach and business opportunities.

The important thing is to adapt these tools to the needs of the organization. It is recommended to seek the support of consultants specialized in family businesses and in the architecture sector to assist in this improvement process.

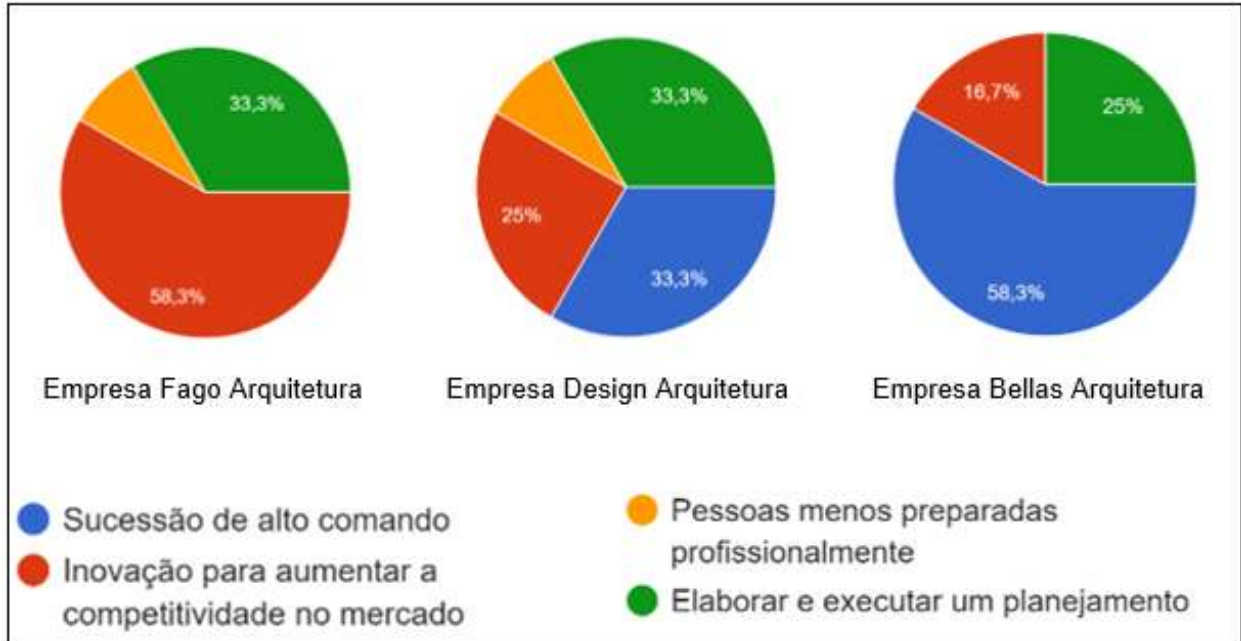
5 RESULTS ANALYSIS

This study was based on a qualitative research a questionnaire with 7 questions through three companies in the segment of Architecture and Urbanism these companies that fit the profile addressed in this article were selected and were used in order to understand the profile of these companies and identify the main challenges faced in business management. The aspects related to the entrepreneurship of a family business in order to contribute and improve the organization ensuring itself in the market becomes relevant to analyze the organizational structure and identify the obstacle and family conflicts and entrepreneurship in the context of family business.

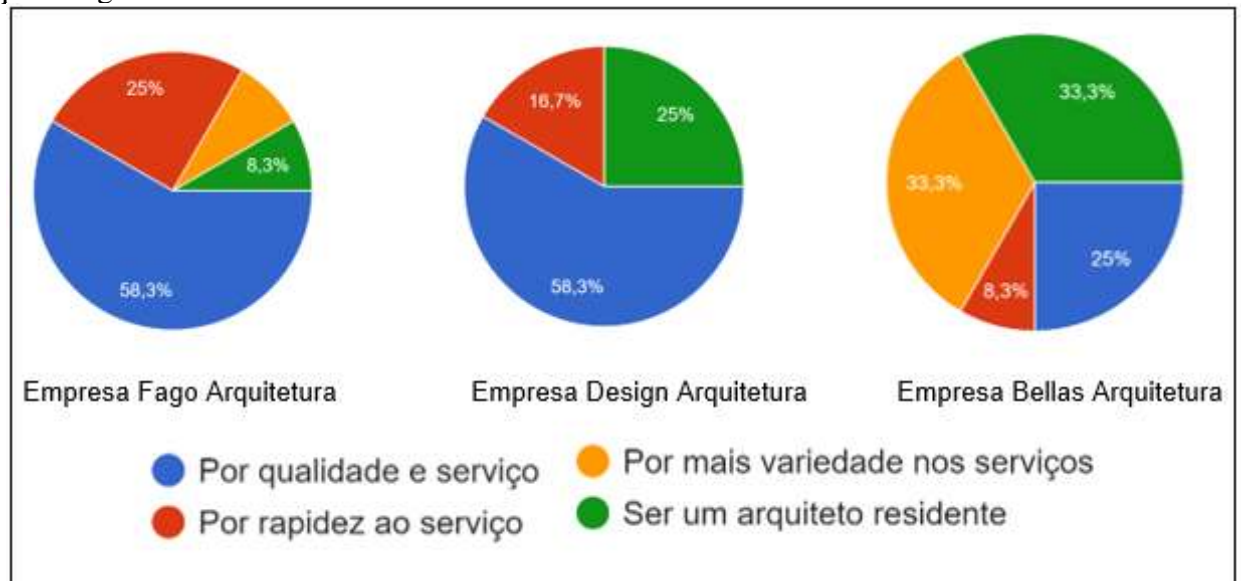
How was the family business of architecture, urbanism and construction established and what was the motivation to enter this field?



What are the main challenges faced by the family business in the architecture, urban planning and construction sector?



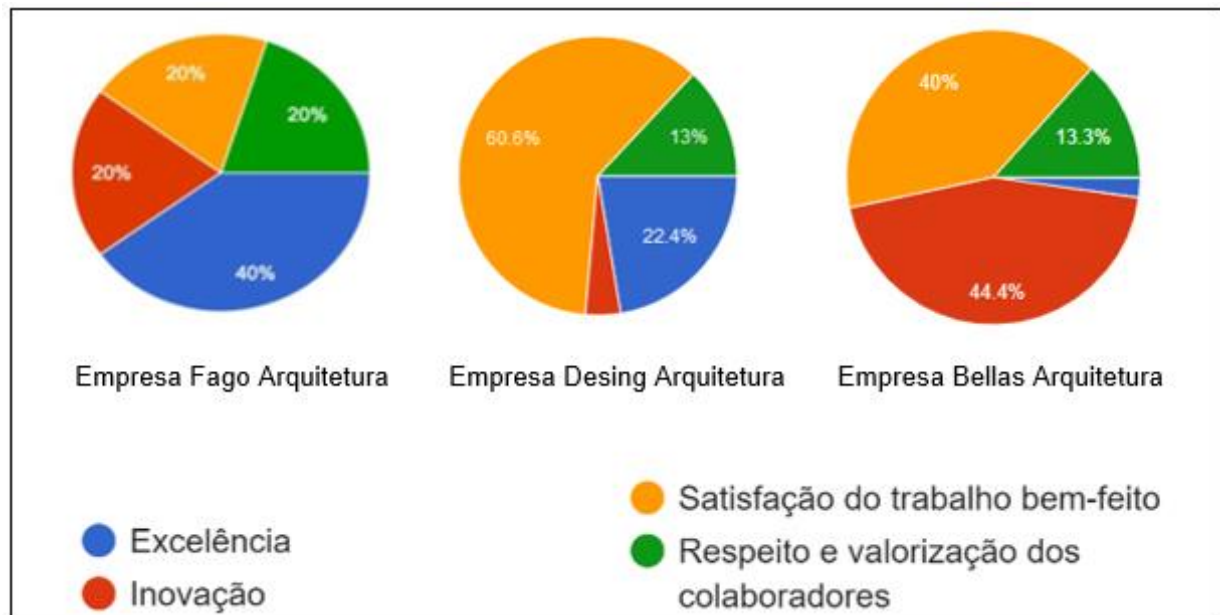
How does the family business differentiate itself from other companies in the architecture, urban planning and construction market?



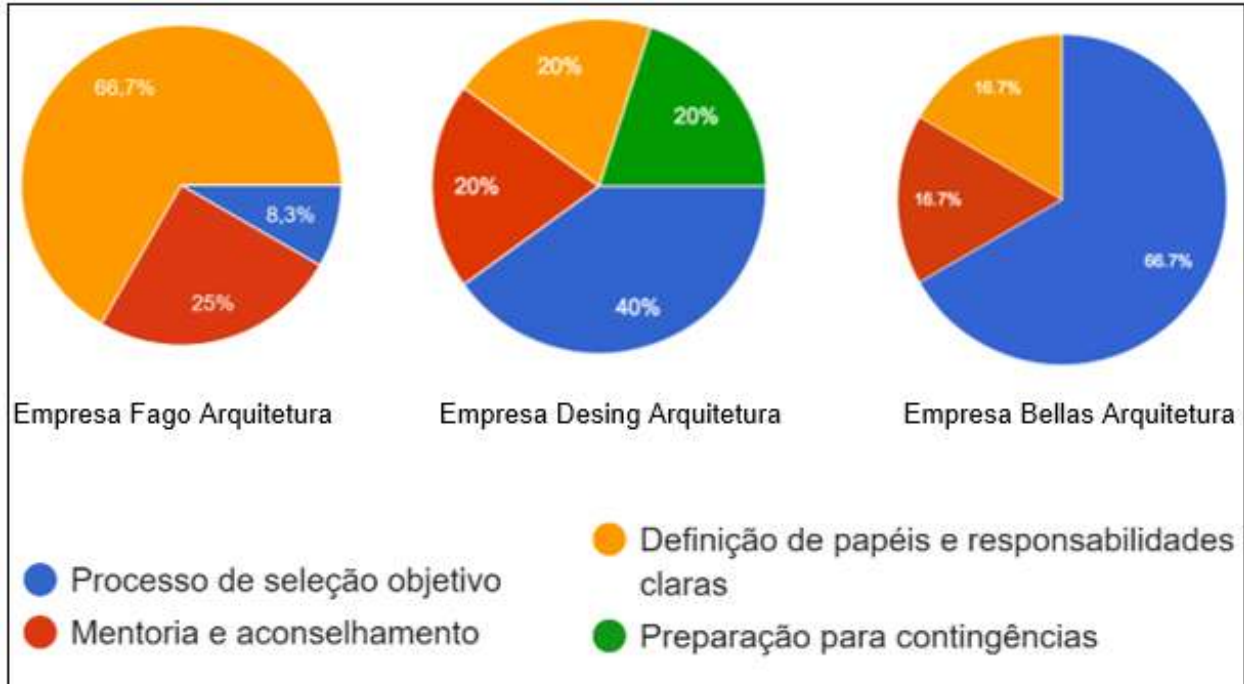
How are strategic decisions made in the family business and how do family members contribute to this process?



What are the main values and principles that guide the family business of architecture, urbanism and construction?



How does the family business deal with succession and business continuity, considering the family nature of the business?



What are the strategies used by the family business to keep up to date with trends and advances in the field of architecture, urbanism and construction?



6 FINAL CONSIDERATIONS

Based on the data collected, I observed that the entrepreneurship of a family business in the segment of Architecture and Urbanism and Construction, the family administration faces challenges related to the organizational structure where the delegation of tasks, the centralization



of information hinders the ideal workflow, another challenge faced is innovation to increase competitiveness in the market, which differentiates from other family businesses is the quality of its service that is in excellence. The succession of positions becomes an obstacle, because even the children and grandchildren are not Architects, but they show interest in assuming the responsibility of the family business in the future. Therefore, family businesses are viable ventures, but it is necessary to adopt a strategic management focused on the decentralization of power and a planning directed to succession in the business market and negotiation consensus. One of the options to mitigate some negative impacts of inadequate management, according to Bernhoeft and Gallo (2003), requires a decentralization procedure that is defined in order to transmit the management and daily activities of the company to a hired management body, whether or not it is known to the family. However, the process of decentralization of power in companies causes several changes in the ways of managing, qualifying and planning their strategies, factors that end up impacting the organizational culture of these family organizations.

Managing and undertaking a family business is a challenging task as there is often an inclination towards personal issues and conflicts. It is recommended to emphatically maintain effective communication among the members of the company to ward off any personal conflict and squabbles over positions since communication is fundamental and important to solve a wide range of problems.

7 ANNEXES

7.1 THE 7 QUESTIONS RELATED TO THE ENTREPRENEURSHIP OF A FAMILY BUSINESS OF ARCHITECTURE AND URBANISM:

- How was the family business of architecture, urbanism and construction established and what was the motivation to enter this field?
- What are the main challenges faced by the family business in the architecture, urban planning and construction sector?
- How does the family business differentiate itself from other companies in the architecture, urban planning and construction market?
- How are strategic decisions made in the family business and how do family members contribute to this process?
- What are the main values and principles that guide the family business of architecture, urbanism and construction?
- How does the family business deal with succession and business continuity,



considering the family nature of the business?

- What are the strategies used by the family business to keep up to date with trends and advances in the field of architecture, urbanism and construction?



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