

# ENTREPRENEUR & MANAGEMENT RESEARCH

Literature Review as Strategic Mapping

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# THINKING LIKE A RESEARCHER: PARADIGMS AND PERSPECTIVES

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01

## Research is shaped by paradigms that define how reality is understood

(e.g., customer satisfaction may be measured quantitatively or explored qualitatively through customer narratives).

02

## Different paradigms lead researchers to ask different kinds of questions

(e.g., testing whether service quality affects loyalty or exploring how customers experience dissatisfaction).

03

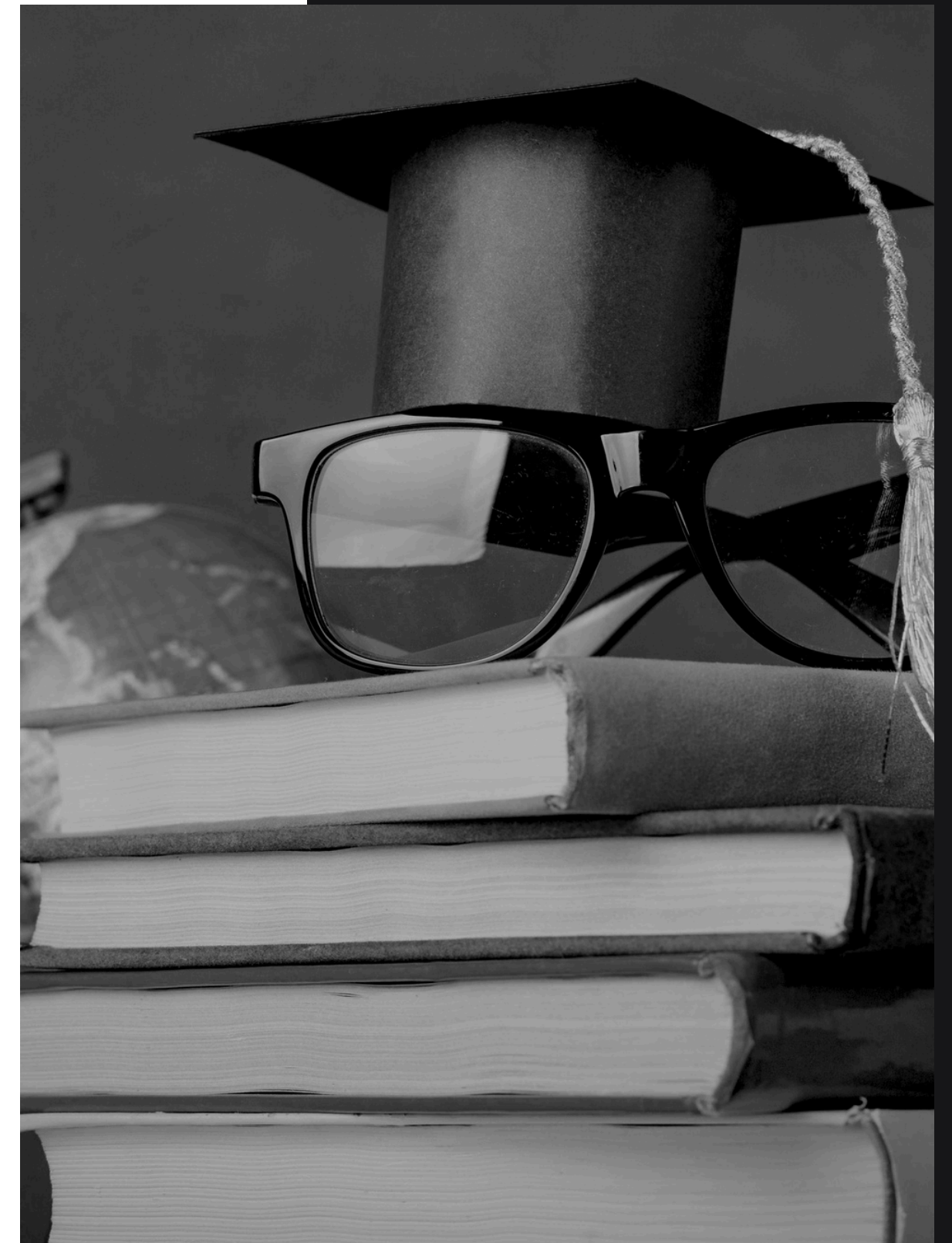
## Paradigm choice influences methods and interpretation

(e.g., using surveys for causal explanation or interviews for meaning exploration).

04

## Methodological coherence begins with philosophical awareness

(e.g., matching a study on startup failure with either statistical analysis or founder experience interpretation).



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# INTRODUCTION

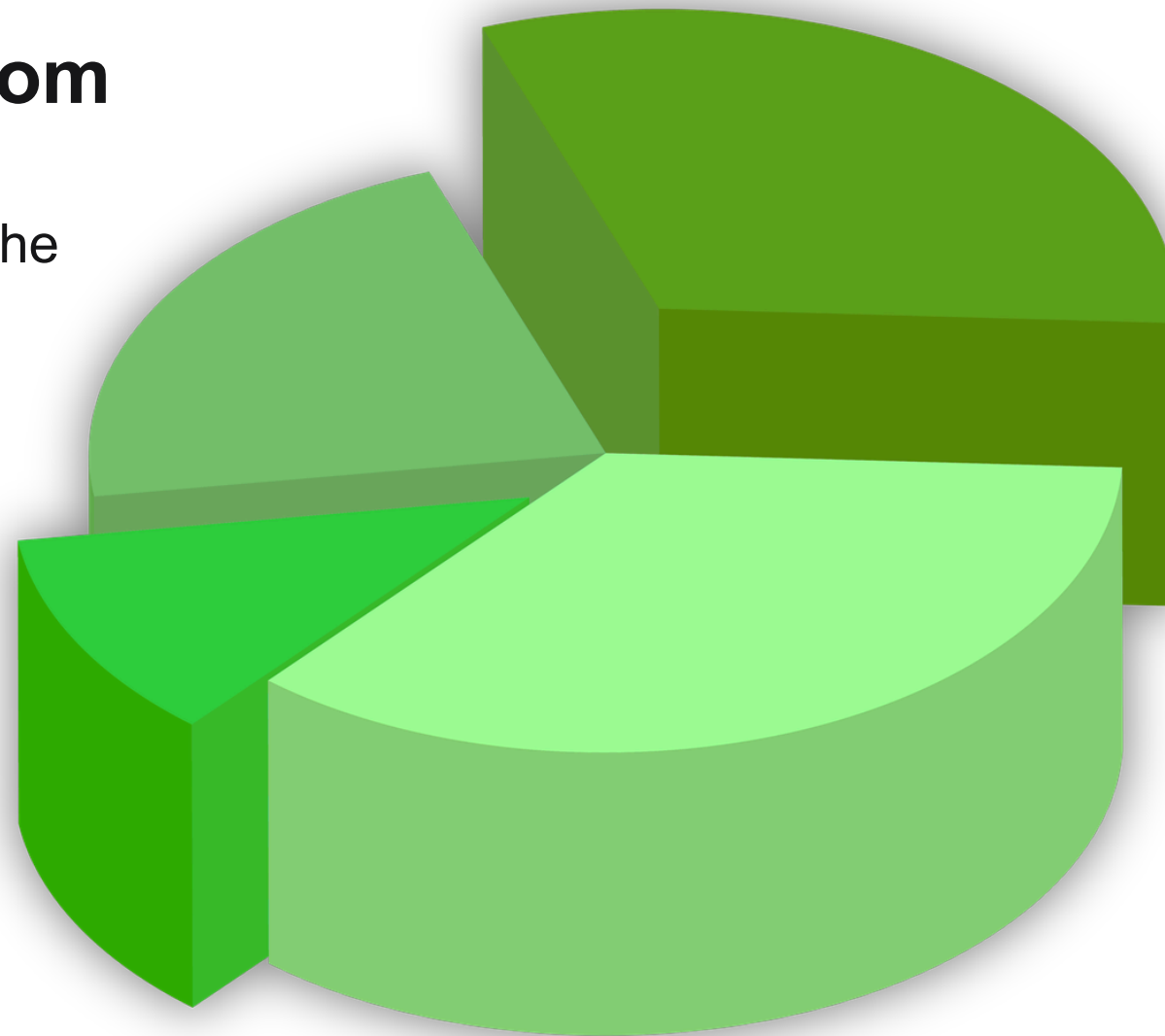
## Literature Review as the Architecture of Research

**It protects research from repetition without contribution**

(e.g., avoiding a study that merely repeats the same model in the same context).

**It guides theory choice, methodological direction, and contribution**

(e.g., deciding whether a marketing problem should be framed through relationship marketing, service logic, or consumer psychology).



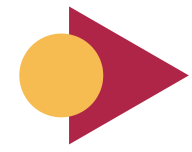
**A literature review is the intellectual foundation of research**

(e.g., a study on digital trust must begin by understanding how earlier studies define trust and online behavior).

**It positions a study within an existing academic conversation**

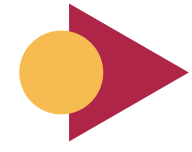
(e.g., showing whether customer loyalty has been explained through satisfaction, trust, or perceived value).

# WHAT A LITERATURE REVIEW REALLY IS



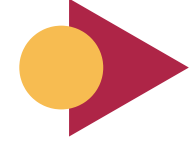
**A literature review is a critical reading of prior knowledge**

(e.g., comparing different explanations of customer switching rather than listing them mechanically).



**It is not a descriptive inventory of articles**

(e.g., not merely reporting “Study A found X and Study B found Y”).



**It synthesizes patterns, contradictions, and limits in existing studies**

(e.g., identifying whether inconsistent findings emerge from different samples, methods, or contexts).



**It turns accumulated studies into a platform for new inquiry**

(e.g., using surveys for hypothesis testing or interviews for meaning exploration).

Source: Canva



Source: Canva



Source: Canva



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# LITERATURE REVIEW AS STRATEGIC MAPPING

**01** A LITERATURE REVIEW MAPS  
THE INTELLECTUAL TERRAIN OF  
A TOPIC

**02** IT LOCATES CLUSTERS,  
PATTERNS, AND BOUNDARIES  
OF KNOWLEDGE

**03** IT REVEALS WHAT IS OVER-  
STUDIED, UNDER-STUDIED, AND  
INCONSISTENTLY STUDIED

**04** STRATEGIC MAPPING ALLOWS  
RESEARCHERS TO POSITION  
THEIR STUDY WITH PRECISION



Source: Canva

# 01

## A LITERATURE REVIEW MAPS THE INTELLECTUAL TERRAIN OF A TOPIC

(e.g., identifying trust, authenticity, and persuasion as dominant themes in influencer marketing studies).

## LITERATURE REVIEW AS STRATEGIC MAPPING



Source: Canva



# 02

**IT LOCATES CLUSTERS,  
PATTERNS, AND  
BOUNDARIES OF  
KNOWLEDGE**

(e.g., showing that startup failure research often clusters around learning, resilience, and resource constraints).



**WHAT A  
LITERATURE  
REVIEW REALLY IS**



Source: Canva

# 03

**IT REVEALS WHAT IS  
OVER-STUDIED,  
UNDER-STUDIED, AND  
INCONSISTENTLY  
STUDIED**

(e.g., customer satisfaction is widely tested, but post-purchase emotional recovery is less explored).

## **WHAT A LITERATURE REVIEW REALLY IS**



Source: Canva

# 04

**STRATEGIC MAPPING  
ALLOWS  
RESEARCHERS TO  
POSITION THEIR STUDY  
WITH PRECISION**

(e.g., extending digital  
engagement research by  
introducing value co-creation as  
an explanatory mechanism).

**WHAT A  
LITERATURE  
REVIEW REALLY IS**



Source: Canva



# ANALYTICAL READING AND SYNTHESIS

**ANALYTICAL READING  
ASKS WHAT A STUDY  
EXPLAINS, NOT ONLY  
WHAT IT REPORTS**

(e.g., asking why trust affects purchase intention, not only noting that it does).

**IT COMPARES STUDIES  
ACROSS THEORY,  
CONTEXT, METHOD,  
AND FINDINGS**

(e.g., contrasting survey studies on loyalty with interview studies on brand attachment).

**IT SEEKS PATTERNS,  
CONTRADICTIONS, AND  
SILENCES**

(e.g., noticing that some startup studies emphasize resource scarcity while others emphasize founder cognition).

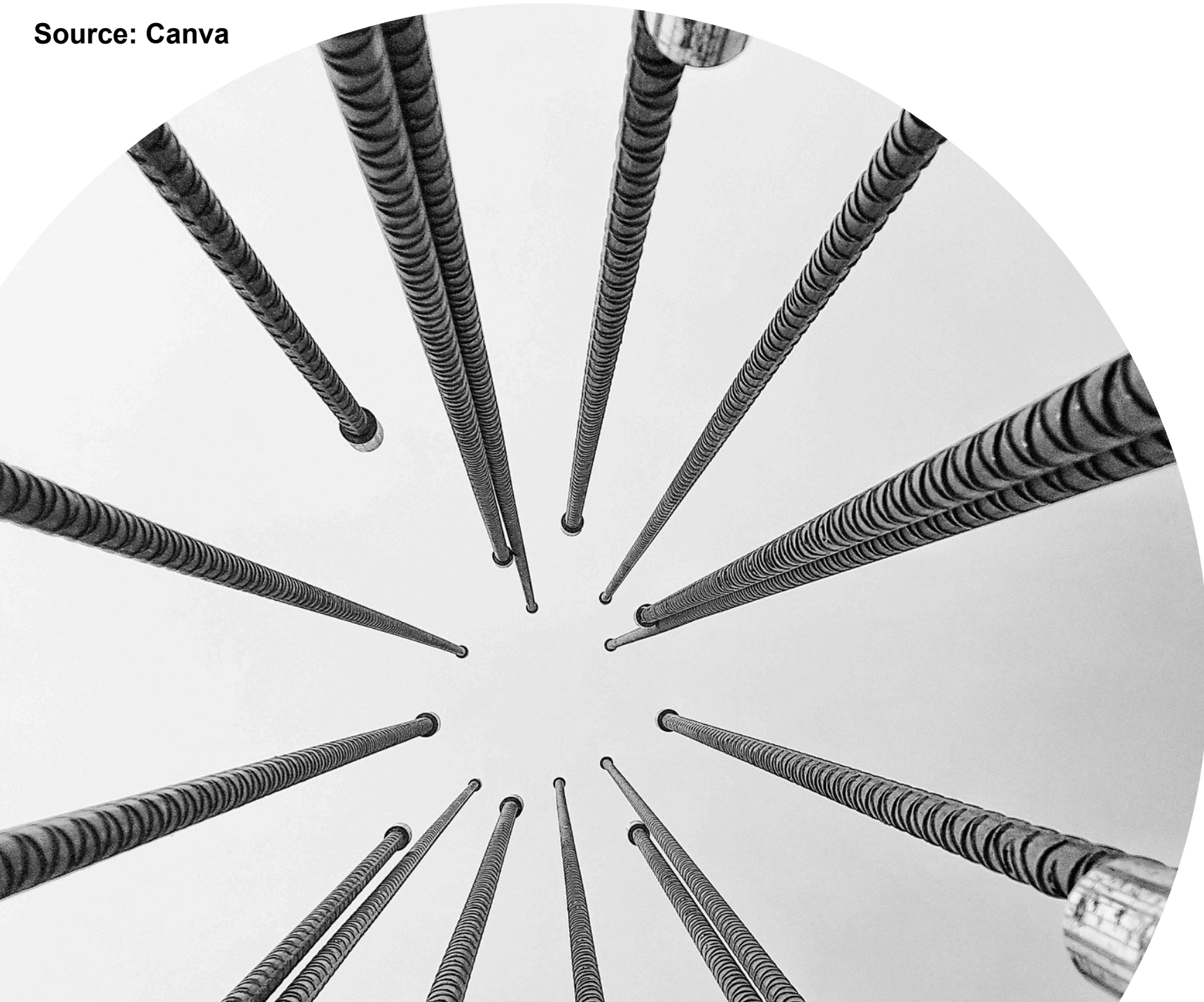
**IT TRANSFORMS READING  
INTO ARGUMENT-BUILDING**

(e.g., using differences across studies to justify a new research direction).



# RESEARCH GAP AS THE INTELLECTUAL CORE

Source: Canva



01

**A research gap is a meaningful unresolved problem, not just an empty topic area**  
(e.g., disagreement over whether digital engagement directly leads to loyalty).

02

**Gaps can be theoretical, methodological, contextual, or empirical**  
(e.g., a theory widely used in large firms but rarely tested in SMEs).

03

**A gap must be argued for, not casually declared**  
(e.g., explaining why existing studies are insufficient rather than merely saying “few studies exist”).

04

**A strong gap points directly to contribution**  
(e.g., showing how a new study on startup failure explains founder learning instead of repeating known causes).

# FROM LITERATURE TO CONCEPTUAL FRAMEWORK

Source: Canva



**A literature review should clarify concepts before building models**

(e.g., distinguishing customer engagement from customer loyalty).

Source: Canva



**It identifies key constructs and meaningful relationships**

(e.g., linking service quality, trust, satisfaction, and loyalty)

Source: Canva



**A conceptual framework should emerge from reviewed knowledge, not arbitrary variable selection**

(e.g., adding value cocreation because prior studies suggest it explains the missing mechanism).

Source: Canva



**Strong frameworks are theory-driven and logically structured**

(e.g., linking failure experience, reflection, learning, and resilience in entrepreneurship research).

# MARKETING EXAMPLE



Source: Canva

## FROM LITERATURE REVIEW TO A MEDIATION MODEL IN MARKETING RESEARCH

- 01** A marketing literature review can reveal that direct-effect models are often too simple
- 02** It can uncover a meaningful mediating mechanism grounded in theory
- 03** It helps explain why prior findings may appear fragmented or inconsistent
- 04** It supports a more theoretically grounded framework



A marketing literature review can reveal that direct-effect models are often too simple

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(e.g., customer engagement → value co-creation → attitudinal loyalty → behavioral loyalty).



It can uncover a meaningful mediating mechanism grounded in theory

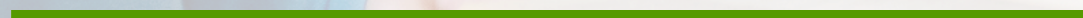
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(e.g., some studies find engagement increases loyalty, while others find weak or indirect effects because the mediating process is omitted).



It helps explain why prior findings may appear fragmented or inconsistent

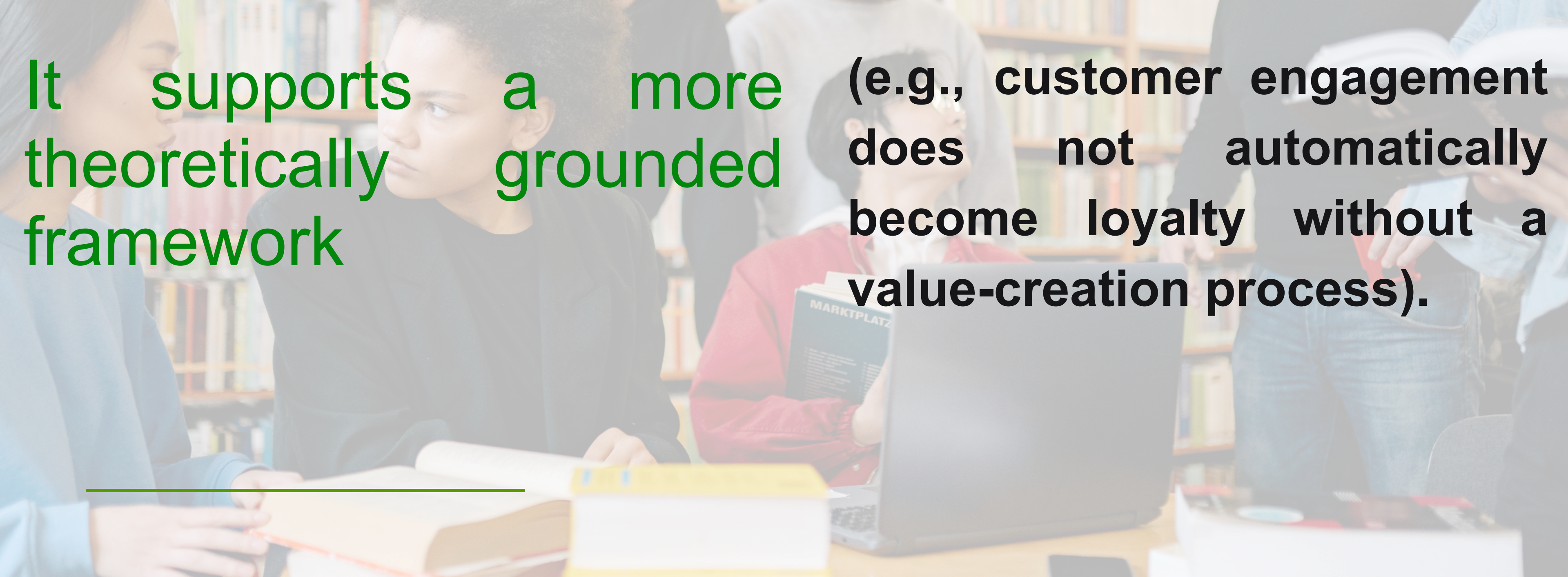
(e.g., value co-creation can mediate the relationship between engagement and loyalty through Service-Dominant Logic).





It supports a more theoretically grounded framework

(e.g., customer engagement does not automatically become loyalty without a value-creation process).



# MARKETING EXAMPLE

## FROM LITERATURE REVIEW TO A MEDIATION MODEL IN MARKETING RESEARCH

**A marketing literature review can reveal that direct-effect models are often too simple**

(e.g., customer engagement does not automatically become loyalty without a value-creation process).

01

**It can uncover a meaningful mediating mechanism grounded in theory**

(e.g., value co-creation can mediate the relationship between engagement and loyalty through Service-Dominant Logic)

02

**Researchers may integrate different forms of evidence**

(e.g., some studies find engagement increases loyalty, while others find weak or indirect effects because the mediating process is omitted).

03

**It supports a more theoretically grounded framework**

(e.g., customer engagement → value co-creation → attitudinal loyalty → behavioral loyalty).

04

# ENTREPRENEURSHIP EXAMPLE

## FROM LITERATURE REVIEW TO A MEDIATION MODEL IN ENTREPRENEURSHIP RESEARCH



Source: Canva

01

**An entrepreneurship literature review can show that practical obstacles do not explain entrepreneurial withdrawal by themselves** (e.g., nascent entrepreneurs often abandon opportunities, but obstacles alone do not fully explain why).

02

**It can identify a psychological mediator with a strong theoretical root** (e.g., fear of failure mediates the relationship between obstacles and entrepreneurial action through a social cognitive perspective on achievement motives).

03

**It helps move from surface-level explanation to process explanation** (e.g., obstacles affect action because they activate an avoidance mechanism, not simply because they exist).

04

**It supports a stronger entrepreneurship framework** (e.g., obstacles → fear of failure → opportunity evaluation and exploitation).

# SDM EXAMPLE

## From Literature Review to a Mediation Model in Human Resource Management Research

**01** An HR literature review can show that relational quality at work does not automatically become organizational identification (e.g., high-quality leader–member exchange does not directly explain why employees feel psychologically connected to the organization).

**02** It can uncover a mediating mechanism rooted in theory (e.g., perceived organizational support can mediate the relationship between leader–member exchange and organizational identification through social exchange and social identity logic).



**03** It helps explain why prior HR findings may remain incomplete (e.g., relational exchange predicts positive outcomes, but the psychological pathway is often underexplained).

**04** It supports a more theoretically grounded HR framework (e.g., leader–member exchange → perceived organizational support → organizational identification).

# FINANCE EXAMPLE

From Literature Review to a Mediation Model in Finance Research

01

A finance literature review can show that financial knowledge does not automatically become investment intention

02

It can identify a mediating mechanism rooted in behavioral finance logic

03

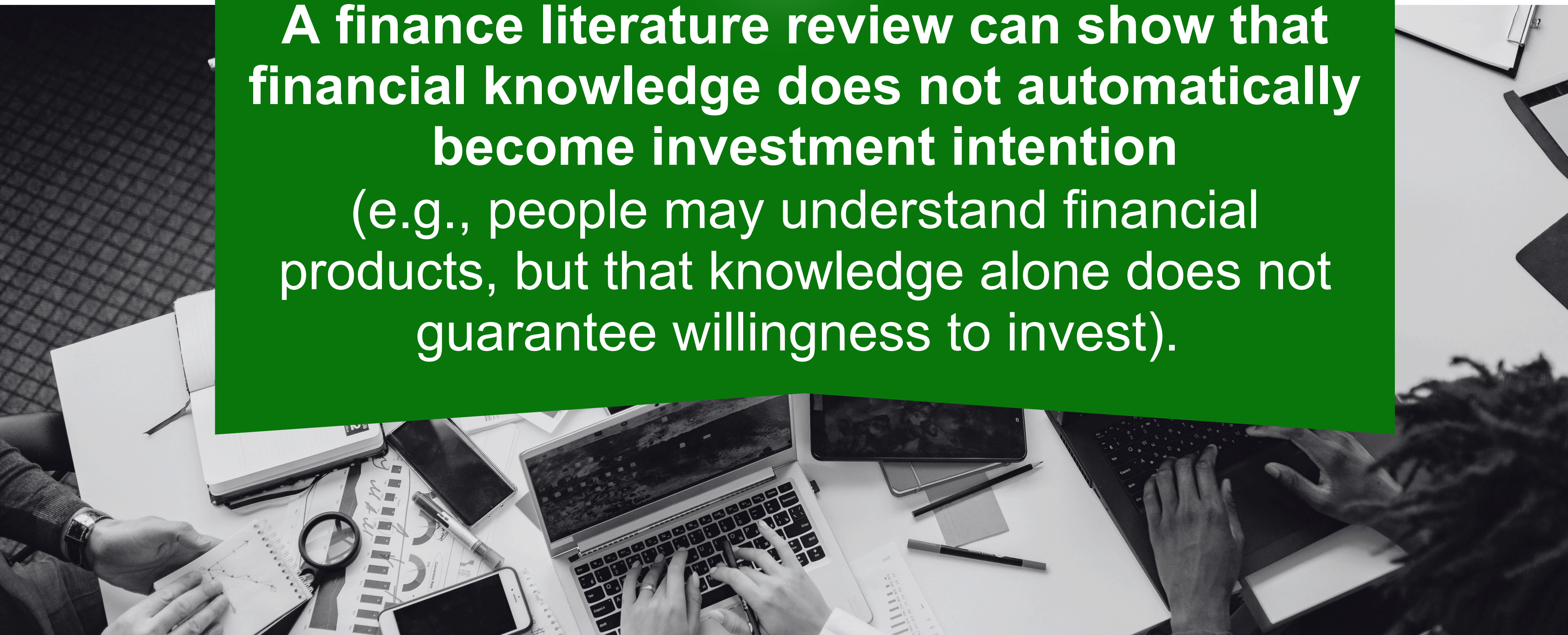
It helps explain why prior finance findings may look inconsistent

04

It supports a more process-based finance framework

01

**A finance literature review can show that financial knowledge does not automatically become investment intention (e.g., people may understand financial products, but that knowledge alone does not guarantee willingness to invest).**



02

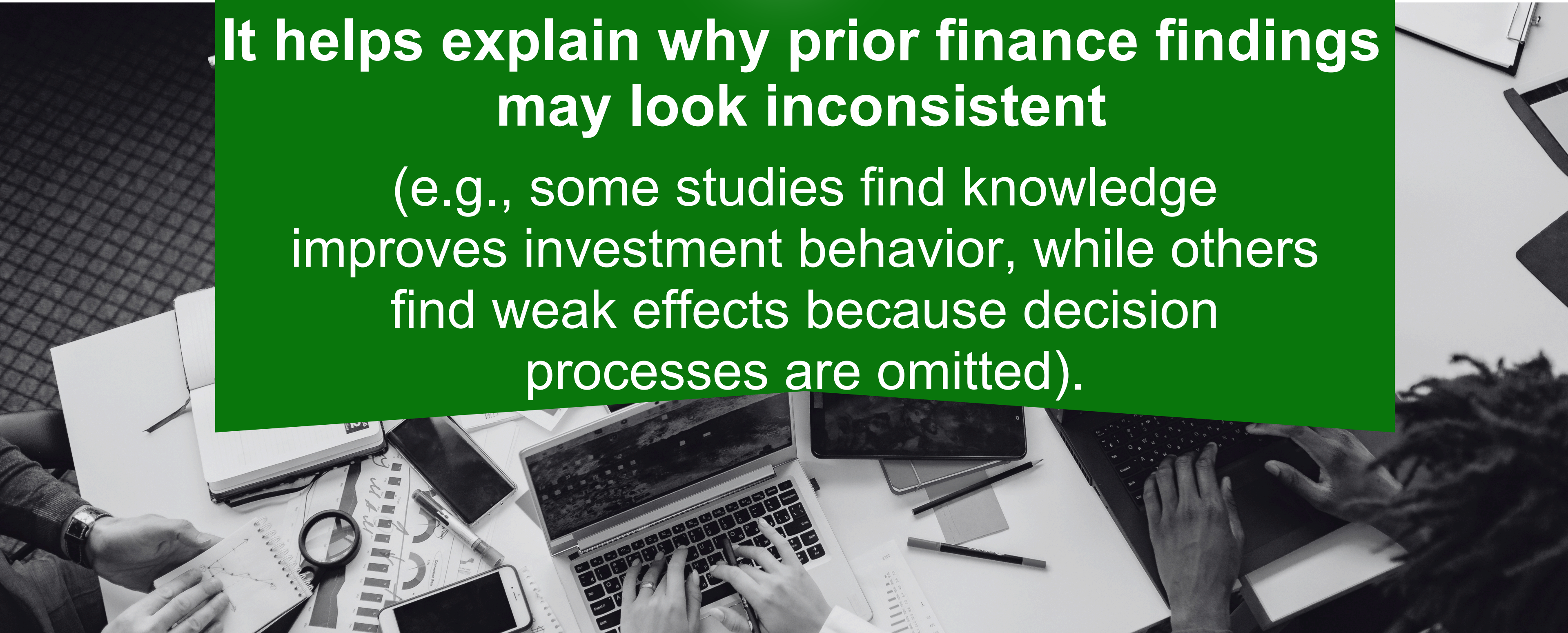
**It can identify a mediating mechanism rooted in behavioral finance logic (e.g., risk perception and attitude can mediate the relationship between financial knowledge and investment intention).**



03

**It helps explain why prior finance findings  
may look inconsistent**

(e.g., some studies find knowledge improves investment behavior, while others find weak effects because decision processes are omitted).



04

**It supports a more process-based finance framework**  
(e.g., financial knowledge → risk perception → attitude → investment intention).



# CONCLUSION

**It is a strategic mapping of knowledge, not a summary exercise**

(e.g., tracing patterns, contradictions, and boundaries across studies).

**Strong research begins with strong literature review**

(e.g., a sharper review leads to a clearer question, stronger contribution, and better design).

**Literature review is the foundation of informed research**

(e.g., no study on customer loyalty should proceed without understanding prior explanations of loyalty).

**It leads directly to research gap and conceptual framework**

(e.g., showing why a simple direct model is insufficient and how a richer model is needed).

# KEY TAKEAWAYS

01

**A literature review positions a study within an existing academic conversation**

(e.g., connecting SME digitalization with prior work on innovation and adaptation).

02

**It must be analytical, comparative, and synthe**

(e.g., explaining why prior findings differ instead of merely listing them).

03

**Research gap is the core output of a strong review**

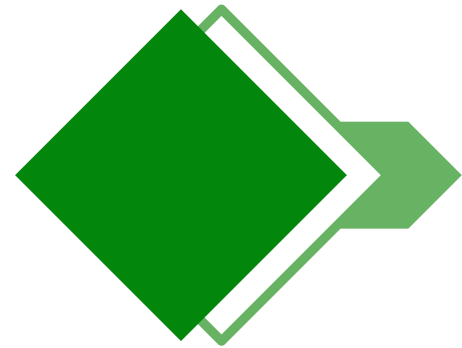
(e.g., identifying what remains conceptually, empirically, or contextually unresolved).

04

**Conceptual frameworks must emerge from reviewed knowledge**

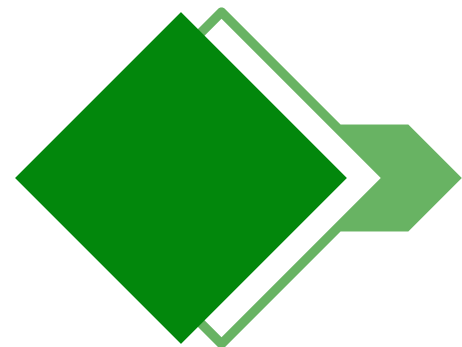
(e.g., building models from theory and prior findings rather than arbitrary variable selection).

# CLOSING REMARKS



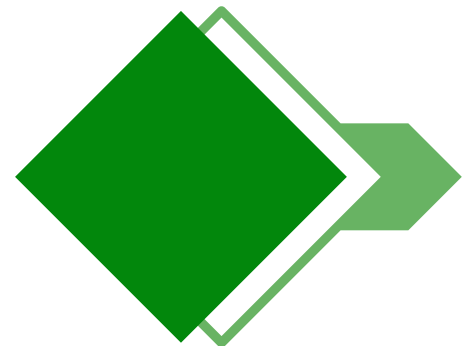
## **Strong research begins with strong literature review**

(e.g., a sharper review leads to a clearer study on customer trust, startup learning, or employee identification).



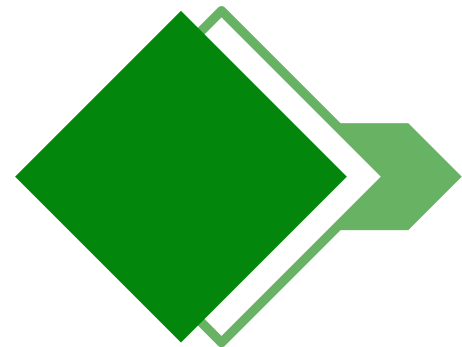
## **Researchers must read critically, not collect references mechanically**

(e.g., asking why studies differ, not only what they found).



## **Literature review converts prior knowledge into research direction**

(e.g., transforming scattered studies into a coherent gap and framework).





## **The next step is to build research design from reviewed knowledge**

(e.g., moving from mapped literature to methodological planning).



Source: Canva



See you in Meeting  
5, with the topic:



**Designing Research  
Projects**

# REFERENCE

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**THANK  
YOU**