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**Edited by
Dr. Carla Vivas and Dr. Fernando Lucas
School of Management and Technology
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Portugal**

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the interactions between the employees and the barriers to and enablers of the flow of information, is presented. The findings show that the architecture of a building and the design of a workplace are important factors in increasing the number of face-to-face chance encounters. Another important, yet subordinate, factor which influences the number of chance encounters is the physical proximity to other researchers and companies. However, IT is the sphere of interaction in which most of the chance encounters take place. The findings of this study can help innovation managers and architects to shape innovative activities consciously. The framework and the figures which are presented in this paper finally help us to understand where chance encounters take place.

Keywords: chance encounters, spheres of interaction, communication, innovation, workplace design, architecture

Entrepreneurial Attitudes and Perceptions in a Cross-Country Setting: Evidence From GEM Data

Paula Odete Fernandes^{1,4}, João Ferreira^{2,4} and Cristina Fernandes^{3,4}

¹Department of Economics and Management, Polytechnic Institute of Bragança (IPB), Bragança, Portugal, ²Department of Management and Economics, University of Beira Interior (UBI), Pólo IV – Edifício Ernesto Cruz, Covilhã, Portugal, ³Polytechnic Institute of Bragança and Instituto Superior de Línguas e Administração de Leiria (ISLA), Pólo IV – Edifício Ernesto Cruz, Covilhã, Portugal, ⁴NECE-UBI (R&D Centre funded by the Multiannual Funding Programme of R&D Centres of FCT - Portuguese Foundation for Science and Technology, Ministry of Education and Science)

Abstract: In the late 20th century, entrepreneurship re-emerged as a key outline item of economic policy makers across Europe, both for some nations as well as for European Union as a whole. Reasonable economic growth joined with constantly high levels of unemployment encouraged expectations of entrepreneurship's potential as a source of job creation and economic growth. In spite of this growing interest, an inclusive theoretical and empirical research is needed. This paper aims to identify groups of countries that share similar patterns regarding the characteristics of entrepreneurial attitudes and perceptions. For this objective, it was se-

lected 54 countries from the 2009 GEM survey, and a k-means cluster analysis technique was used. The results show three clusters with different entrepreneurial attitudes among the countries - high, medium and low entrepreneurial attitudes and perceptions.

Keywords: GEM, entrepreneurial attitudes, entrepreneurial perceptions, cluster analysis, K-means

Potentialities of Public eProcurement as a Tool to Leverage the Policy of Innovation

Isabel Ferreira¹ and Luís Alfredo Amaral²

¹Escola Superior de Gestão, Instituto Politécnico do Cavado e do Ave, Barcelos, Portugal

²Departamento de Sistemas de Informação, Centro Algoritmi, Universidade do Minho, Guimarães, Portugal

Abstract: Nowadays, the challenge for public organizations is the creation of public value through the adoption of information and communication technology (ICT). This is the stance adopted by the European Commission for public administrations until 2020. It is understood that technology should emerge as an endogenous factor of organizational change and not as exogenous one, fundamental to leverage change processes in public organizations. It is also considered that technology, while artefact, which aims to solve real-world problems, should be previously based on a systemic organizational intervention in order to improve its performance. The public procurement is an instrument of implementation of public policy that, within a legal context, aims to create value, contrasting with the focus on economic efficiency of the new public management. The policies of public procurement aim, not only to the efficiency (value for money), but also to the promotion of economic, social and environmental goals. There are several reasons in literature to consider public procurement as a strategic activity of governments: (i) relevant economic impact; (ii) affects the competitiveness of the country; (iii) affects the welfare of citizens; (iv) all government entities need to acquire goods and services to pursue their goals. The public procurement is seen as an instrument of policy of innovation, not only for public organizations, but also for private initiative, namely the technology market. To that end, we must think about the alignment