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MANAGEMENT BASED ON ENTREPRENEURSHIP
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Abstract: Governments and community organizations apply for operating authority are needed under the forces of innovation and entrepreneurship. In this regard, the identification of the status quo and the dominant factors is inevitable that impact on entrepreneurship.

Keywords: Key words: entrepreneurship, entrepreneurial-based management, administration, organization, elements, factors

Introduction

Goal of profitability are: Entrepreneurship in organizations, strategic restructuring, fostering innovation profitable, amassing knowledge to make money in the future, international success, organizational restructuring, performance improvement, value creation, hunting opportunities, deal with environmental changes, organizational survival, the possibility competing, to improve the quality of life has occurred end etc. Sense for the organization and promotion of their work and avoid obstacles bureaucratic entrepreneurship and preparation space.

Management based on entrepreneurship, provides the ground for entrepreneurial activity, so traditional and entrepreneurial organization with any adaptation of the traditional theory is formalized. The organization needs a new paradigm based on the cognitive process of collective decision of the organization, smart and savvy.

Traditional thinking of the paradox of entrepreneurial: Tuesday fundamental paradox between traditional thinking and entrepreneurship are:

a. The traditional theory of organization:

Not escape the uncertainties of entrepreneurship, they are a source of opportunity and freedom and do not plan propels names unknowingly threatening but sometimes it is welcomed.

b. specialization:

The traditional theory of liability is to limit the amount enclosed. The work is not limited to the area.

c. Differences in working methods and processes:

Organizations than in traditional practices, laws and structures are revised, new tasks in Outlook and they are not well defined. But the entrepreneurial behavior is completely inconsistent, with such behavior.

1. The characteristics of an entrepreneur Mahadaran organizations will discuss three features [4, 2001] for the traditional organization of entrepreneurial:

2 - Improve the performance of organizational units through a small sample, not through the allocation of system resources, planned and managed systematically. Budgeting systems on the legality of these organizations is stimulating and progressive and flexible allocation of capital.

3 - The role of support rather than control-oriented mentality

Jelling and colleagues [5, 1995] have proposed the following features:

1 – Management.

2 - Non-rational consciousness of the [irregular].

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3 -the ability to accept ambiguity.

These features use the directional key management tools including strategy, information systems, organizational culture and operational systems. This ensures the common management tools:

Figure 1: elements of cognitive structure and entrepreneurial organization [Jelling, 1995].

Lech and Singer [7, 2001] cites the following four characteristics:

- 1 - emphasis on working groups' results;
- 2 - Encourage innovation and risk taking;
- 3 - Teaching and learning lessons from mistakes;
- 4 - Resilience and differences;

Elements of the entrepreneurial management

- Leadership
 - Planning and Control
 - Objectives and strategies
 - Decision and Information
 - Management skills

Leadership: leadership style and responsibilities of co-management work is distributed among all people. The uncertainties were identified and the members understand the problems as they are resolved. Before those issues forth from top to bottom, they can identify problems and opportunities quickly. Management is seeking to use the knowledge and insights.

Planning: The management of the organization, management in the shadow of perception and action. But the traditional organization of the management is at the top of the pyramid, the difficulties found in practically implemented. Members of the organization and planning procedures and formal structures are not less valid. The management is encouraged in response to urgent problems.

Official controls to be sensitive, rapid, and is consistent with the culture and shared values. Social control objectives and controls are prevented threats against the normative values for the joint to be used.

Objectives and strategies, management provides the necessary background to make people feel that their own organizational goals and priorities are given to collective goals.

Decision-making and management of enterprise information across all channels of the throws. The inherent limitations and bottlenecks can be overcome by management. Management believes that the people believe it to be, hardworking, responsible, innovative and loyal. Dynamic social processes and information flow for management considers [Mahadaran, 2001]

Management skills: cognitive skills, including entrepreneurial skills, human and institutional, which include the following: [Trumann, 1982]

- A) Cognitive skills include:
- Partnership and Innovation in action
 - Knowledge of business such as market analysis, financial planning
 - The ability to write and to think
 - Ability to analyze failures
 - Awareness of entrepreneurship and the process of creating ideas scientist.

- B) human skills include:
- In a good display
 - Implement the ideas of others
 - Role Analyst
 - Space agency
 - The calm atmosphere

- C) organizational skills in order to fulfill the following principles:
- The coordination, effectiveness and enrich



- Reports by the various
- Non-priority recommendations
- The role of coach and speaker

Entrepreneurship in the public sector: Most public sector as a Bratty, thought to be conservative and non-transparent. It makes people think of entrepreneurship in the public sector are hesitant. Although the public sector entrepreneurship is not opposed to the traditional bureaucratic structure that is the nature of the anti-entrepreneurial. And governments often lack the entrepreneurial behavior of subordinate units, and even lament those independent organizations. Following the adoption of the entrepreneurial process is in the public sector. Changes, public policies oriented towards the customer, market, have led the response and performance. Monopoly in the provision of public services is now being dismantled. Not only increased competition but also cooperation between the private and public sectors closer to what they are [Hunan, 2000].

For use in the public sector entrepreneurship:

First view: Scott and Michelle's eight points that provide the basics of entrepreneurship is one of the three criteria that legitimize the actual office. The best people to do things in public sector management require are essential vision and skills.

Second approach: entrepreneurship in the beginning of a new political movement or government agencies to keep pace with economic changes, there has been political.

Third approach: use of the product of entrepreneurial leadership and strategic management in government institutions. It requires the strategic management of long-term approach, focusing on external factors and open communication and participatory decision-making.

Fourth approach: this approach is provided by Osborne and Gilbert following the downsizing of government reduces government size, reengineering, continuous improvement, increasing service quality standards, enabling staff to resolve problems and needs of customers are restored

Fifth approach: the application of this approach, the government is to privatize. Requires the involvement of private sector resources as levers for encourage entrepreneurship in the private uses [V. Morris, 1999].

Van Marley [1996] explains the existence of entrepreneurial government says a major factor in the state of entrepreneurship and strategic management of innovation is bureaucratic government.

First solution: the withdrawal of government price and market mechanisms and government insists on preserving nature.

One of the divisions of public entrepreneurship by Jerne Hunan has been proposed. There are two types of entrepreneurship based on his findings for the public and private organizations together to:

The first: the resulting changes in society lead to changes in operating procedures will be in the public sector.

Type II: the policies of other organizations, the central government to improve the way organizations develop and promote competition between them. Individual and institutional entrepreneurship are in cooperation with private organizations to be used as a working model.

Van Marley three levels of government entrepreneurship is interpreted as follows:

1 - Level of Government: Government to change the entrepreneur's

2 - level government officials: Converting Units within government agencies to entrepreneurial agents

3 - Level of Government: relationship with all government agencies under a national entrepreneurship

Factors in the entrepreneurial state Robert Sadler [2009] believes that the incentives and constraints of institutional entrepreneurship in the public sector have been less



investigated. For example, Michele [1999] considers the following factors affecting the entrepreneurial state:

- Low Willingness to Contrary Interest
- Strong reinsurance to the reward for
- leadership to manage risks system small
- Protected from political influence

Foster and Graham, Pavli, rabid chorus, Parukuvin10 factors such as leadership, innovation, creativity, opportunism, risk, and facilitators have noted dramatic composition.

Sadler factors such as perception, goals, allocating resources to innovation, less political involvement, participatory decision making, emphasis on output rather than data, the visibility, understanding the competition, and common goals in a turbulent environment has raised public entrepreneurship. As well as, individual factors such as motivation to succeed, consistency, and desire for personal control, persistence, ambition, responsibility and ... As personal factors affect entrepreneurship. But for the assessment of entrepreneurship researchers is confirmed that the five factors are: innovation, risk taking, effective treatment strategies based on aggressive competition and independence.

Result

Change the value creation, problems, problems become opportunities, providing new ideas, are used to influence behavior. Rich, you will not be an appropriate response. Corporate entrepreneurship scholars also emphasize the concept of recovery and reconstruction performance Szman much research in the field of enterprise and entrepreneurship have elements and attributes. Although some research on entrepreneurship as an independent variable, dependent variable is defined in some studies.

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