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Dr. Abdul Ahad
Associate Professor, Central
India College of Business
Management and Studies,
Nagpur, Maharashtra, India

Corresponding Author:
Dr. Abdul Ahad
Associate Professor, Central
India College of Business
Management and Studies,
Nagpur, Maharashtra, India

Role of entrepreneurship in enterprises' improvement

Abdul Ahad

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Abstract

The word entrepreneur originates from the French word, *entreprendre*, which means "to undertake." In a business context, it means to start a business. The Merriam-Webster Dictionary presents the definition of an entrepreneur as one who organizes, manages, and assumes the risks of a business or enterprise.

Many experts and researchers refer to today's world as the age of discontinuity. Age of discontinuity means that past experience and solutions to current and future problems are not entrepreneur anymore and should think for new organizational solutions with modern structure, so that could produce the goods and services with minimal cost and with superior quality tailored to customer needs and preferences as global markets be subdued and captured and in this great race to be victorious.

Therefore in order to have successful economics there dire need to have prosperous enterprises in competitive environments. This requires powerful, self-reliance and empowered employees, the Personnel who possess the creative and entrepreneurial morale. As result entrepreneurship, creativity, innovation and risky businesses, provide fuel modern economy that means in any enterprise if in any organization, the entrepreneurial context of a ewe be provided employment will be created and itself will be factor of technology transformation. Entrepreneurs are a factor to identify, create and expand new markets they have the ability to see market gaps and to identify opportunities perfectly. In other words, entrepreneurship is nothing but the opportunity recognition and optimum use of it.

Therefore we consider the entrepreneurship as suitable strategy for development and improvement of enterprises in this paper and we believe that entrepreneurship has important role in productivity enhancement and to ease their innovative activities in order to implement the organization's success.

Keywords: Creativity, innovation, entrepreneurship, economic development, entrepreneurial organizations, employment, empowerment, enterprise.

Introduction

Entrepreneurship is the act of being an entrepreneur or "one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods". This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-premiership and may include corporate venturing, when large entities spin-off organizations.¹ Entrepreneurship is the act of setting out on your own and starting a business instead of working for someone else in his business. While entrepreneurs must deal with a larger number of obstacles and fears than hourly or salaried employees, the payoff may be far greater as well. (Aghi, Jalil Samad, 2005) ^[1].

The creation of a country's wealth and dynamism depends upon the competitiveness of its enterprises and this ,in turn, relies fundamentally on the capabilities of its firms and managers .The essence of the modern companies lies in the specialization of functions "the businessmen" that manage activity are in strictest sense , both managers and entrepreneurs, the latter in double sense : the individual businessman(independent) and the " corporate enterpruner " who without participating significantly in term of capital controls the enterprise.

The enterpreurenrial function implies the discovery,

assessment and exploitation of opportunities, in other words, new product or production process, new strategies and organizational forms and new markets for products and inputs did not previously exist: the enterprunial opportunity is an unexpected and as yet unvalued economic opportunity.

The phenomenon of entrepreneurship is a new phenomenon in many countries and still has not dealt with at the national level and yet in third worlds countries there is no clear definition of entrepreneurship. In aforesaid countries there has not been much effort to encourage entrepreneurship in such countries due to various reasons. Entrepreneurship is one of the effective factors for growth and job creation Entrepreneurship capability can be define by a features such as an initiative, decision-making power, creativity, risk-taking, engaging in a process of continuous innovation, adaptation and learning, limited to available resources, the ability to leadership. Generally managers as the most important factor of industrial organizations will play four major roles that contain of: The role of manufacturing, administrative roles, integration role, the role of the entrepreneur that entrepreneurship is remembered as the engine of economic growth.

In fact, entrepreneurship is a major factor of creativity and innovation. Many developed countries are in transferring from administrative or bureaucratic to entrepreneurial status. Researches show that entrepreneurs have key role, especially in creating small and medium business units, which will lead to higher employment. Hence the design and explanation or developing of a model of entrepreneurial managers can have important role in this context.

The entrepreneurs due to having skill in recognizing and benefit from opportunity and circumstances a move creation towards the development of these opportunities they can provide the areas of economic and social development so entrepreneurs can be considered as engine of economic growth and development. (Aghi, Jalil Samad , 2000)^[2].

Hence, the job creation can be one of the most important outcomes of entrepreneurship.

History of Entrepreneurship

The term entrepreneurship can be traced back to as early as the Middle Ages, when the entrepreneur was simply someone who carried out tasks, such as buildings and construction projects by applying all the resources at his disposal. However, it was during the 16th century when business was used as a common term, and the entrepreneur came into focus as a person who is responsible for undertaking a business venture. In the 18th century, early economists, for instance one known as Richard Cantillon, added that an entrepreneur bears risk as part of his work definition. It was during the 17th and 18th century is Industrial Revolution that business itself was becoming part of the new lifestyle, especially in Europe, where most of this development was taking place. The early economists, such as John Baptiste, John Stuart Mill, and *Alfred Marshall* all included entrepreneurship into the economic spectrum of the time by defining the various skills and features of an entrepreneur. These definitions vary from an entrepreneur being responsible for employing resources in high productivity areas to earn profits, to risk bearing, and finally to an entrepreneur being responsible for organization and control. However, the most substantial research into entrepreneurial theory was achieved in the 20th century, under the aegis of Joseph Schumpeter, who claims that the

entrepreneur has a creative destruction innovation by replacing destroying an existing economy by a better, advance one. Where some of the entrepreneurs emerged as a result of innovation based on new products, others were merely an expansion of existing businesses in markets that now showed areas of growth. For instance, railroads and shipping, cargo, transport; factors that became intertwined with growth in commerce during the late 18th century and early 19th century. The 20th century saw the evolution of entrepreneurial history developing its most recent form and most of this research was done at the Center for Entrepreneurial History at Harvard. It was here that the theorist Arthur H. Cole defined an entrepreneur as an organization builder within the last two decades; the concept of entrepreneurship has evolved from being a single individual to account for that of an entire organization or a corporation. In some of these modern theories, entrepreneurs also include the top tier of executives who are running a corporation. Along with entrepreneurial theory; it is observed that the growing importance of theories regarding entrepreneurship emerged side by side with historical events which integrated the entrepreneur as an essential part of a modern, capitalist society. Historical entrepreneurs, for instance, the creation of Coca Cola in the 19th century, the emergence of fast food and McDonalds during the 20th century, Henry Ford and the initiation of the Automobile industry, and Heinz, the brand which brought about a revolution in the food market with pre-packaged food; the signaling of these events on a global level brought to the attention of society everywhere a new capitalist thought of brand creation by focusing on need creation in different societies. For example, Estee Lauder who worked hard to change the image of immigrants and slaves in the newly formed America by selling and promoting beauty products under the guise of achieving social stature and dignity for those who were being exploited against. Since its initiation into society, entrepreneurship has been linked with innovation. Most economic and financial giants in today's world began almost a century ago in either a garage or the work-station of an inventor. And admittedly, most generally emerged from America where most of the rebel minds had migrated, trying to find new ways to earn a living. Considering the role of women entrepreneurs it is observed that as entrepreneurship developed as a concept over the years, women entrepreneurs were not far behind. For instance, considering the American market, by 1972, 4 percent of all American businesses were owned by women. In 1991, that figure reached 38 percent. It can be noticed how the evolution of business concepts led to a change even in the business hierarchy of a society, where at first women were not allowed to vote, yet only years down the lane, the same society saw a great proportion of its businesses being run by women. The past thirty years have witnessed the most powerful emergence of entrepreneurial activity in the world. Entrepreneurs are now described as aggressive catalysts for change in the world of business; individuals who recognize opportunities where others see chaos contradiction, or confusion. Entrepreneurship has become the symbol of business tenacity and achievement.

Entrepreneurs' sense of opportunity, their drive to innovate, and their capacity for accomplishment have become the standard by which free enterprise is now measured. We have experienced an *Entrepreneurial Revolution* throughout the world. This revolution is becoming more powerful to the

twenty-first century than the Industrial Revolution was to the twentieth century. Entrepreneurs will continue to be critical contributors to economic growth through their leadership, management, innovation, research and development effectiveness, job creation, competitiveness, productivity, and formation of new industry. (Ahmadpur Dariani Mahmoud & Azizi Mohammad, 2005) ^[3].

Entrepreneur and Entrepreneurship at a Glance

According to the dictionary, an entrepreneur is someone who "organizes, manages, and assumes the risks of a business." The actual role entrepreneurs play in our countries' economies is much broader than that, even though it's often not a very visible role. Here is a good summary of how economies function, and the role of entrepreneurs within that system:

"All of the economies around the world possess four major resources: land, labor, capital and entrepreneurship. Land represents natural resources-the soil, food crops, trees and lots we build on. Labor represents the farmers, accountants, cab drivers, dry cleaners, assembly-line workers and computer programmers who provide skills and expertise to build products or offer services in exchange for wages and salaries. Capital represents the buildings, equipment, hardware, tools and finances needed for production. Entrepreneurship represents ideas, innovation, talent, organizational skills and risk." [Source: FRB Dallas] You're probably familiar with some of the more famous entrepreneurs like Bill Gates and Richard Branson, but entrepreneurs come in all ages, genders, shapes and sizes: The kid selling lemonade on your street is an entrepreneur. The man repairing shoes under a tree is one, too. The Bangladeshi woman who sells fish on the street is an entrepreneur, as is the Afghan boy collecting old newspapers to sell for recycling. (Ahmadpur Dariani Mahmoud & Moghimi Seyd Mohamad, 2000) ^[4].

In spite of their variety, entrepreneurs have some things in common: They often take risks, and they are self-starters who think creatively.

Someone who starts their own business is an entrepreneur. There have been entrepreneurs since the beginning of time, but the key to successfully start your own business is still not easy to pinpoint. The process and laws are constantly changing, and picking the right industry to get into can be very confusing. Many people actually think we are becoming less entrepreneurial.

Entrepreneurship is often a difficult undertaking, as a vast majority of new businesses fail. Nevertheless such undertaking supposes the development of more than just a business venture. Entrepreneurial activities are substantially different depending on the type of organization that is being started. Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. Most people use the words entrepreneur and entrepreneurship interchangeably, but there is a difference between entrepreneur and entrepreneurship. An entrepreneur is a person who starts a venture, and entrepreneurship is a trait that allows people to spot opportunities and create a business.

An entrepreneur is a person who organizes and operates a business or businesses, usually taking financial and career risks to translate an idea into action. The literal meaning of the word is "one who undertakes an endeavor." Any person

who starts and/or organizes a business and assumes its risks, regardless of the magnitude, scope, or nature of the business is an entrepreneur.

Entrepreneurship on its face is the act of being an entrepreneur, usually by starting a new business or engaging in commercial activity. The concept however extends much more than merely starting a business. It includes the attribute to spot and seize opportunities where apparently none exists, and the ability to implement innovations braving the odds, and overcoming obstacles. They create wealth rather than merely securing a stream of income, and take risks by channeling resources that they do not possess to create institutions rather than take up space in an existing business process channel.

Not all entrepreneurs have the characteristic traits associated with entrepreneurs. An entrepreneur may identify and seize opportunities, take risks and brave the odds to create an institution that generates wealth, but may also substitute a regular pay-check with a self-employment activity, such as taking up territorial distribution rights of a major company or by creating self-employment opportunities with freelance IT service offerings either independently or by hiring assistants. Similarly, everyone who possesses the entrepreneurship spirit need not be entrepreneurs, or start their own business. (Ahmadpur Dariani Mahmoud, 2007) ^[5].

Examples of entrepreneurship

Such examples can of entrepreneurial ideas into new products launched in the form of small and medium-sized companies offering a new product to market by existing companies or companies toddlers Providing high technology products to the market through the use of reverse engineering or technical knowledge and innovative technical services to the market named In these cases, the creation of small businesses and medium-sized manufacturing companies to support research and development and production of technical knowledge and IT products required by the market, is looking. (Ahmadpur Dariani Mahmoud, & Sheykhan, Nahid Rezazadeh, 2008) ^[6].

Employment

One way by which a person displays the entrepreneurship spirit without being an entrepreneur is by working for a company. Many large companies, especially MNC's hire people with entrepreneurial skills at top positions and give them the freedom to set up business opportunities, especially at remote locations. For instance, an investment firm may hire an investment manager and depute him to China, giving him the freedom to set up whatever lucrative business he deems would best serve investors' interests. Others may hire a person to head a newly launched product line or division, and allow him to work on it just as an entrepreneur goes on starting a new business.

Another form of employment that involves entrepreneurship is government or quasi-government service in trade development bodies, special economic zones, industrial estates and guilds, and various regulatory or promotional bodies. Such jobs require supporting and promoting catchment industries and businesses by guiding entrepreneurs and providing critical support services. Performing normal day-to-day activities require high knowledge of the specific businesses and good entrepreneurial skills.

A third option of practicing entrepreneurship through employment is by working in banks, financial institutions, and venture capital firms. Investment bankers, traditional banks and financial institutions who lend money to businesses and venture capitalists require their executives to be involved deeply in the businesses they finance, to support, guide, and/or exercise control over the investor, to ensure the business goes in the right direction, and thereby safeguard their investments.

Teaching and Consultancy

Many colleges and universities offer various courses in entrepreneurship, either as part of MBA curriculum, or otherwise. Teaching entrepreneurship requires a good command over the subject, akin to practicing it. They teach their students how to identify opportunities, the methods to take and assess risk, how to judge opportunities in terms of their potential, how to perform cost-benefit analysis of various options, and more.

Teachers and others with entrepreneurship skills put their knowledge to practical use by offering consultancy services to entrepreneurs and others to start or support businesses. They help entrepreneurs identify opportunities, make decisions, solicit finance, set up establishments, install manufacturing capacities or service facilities, launch marketing campaigns, manage money, and perform other business activities.

Social Work

Although starting and/or managing charity and not-for-profit organizations falls within the scope of an entrepreneur, it digresses from the conventional notion of entrepreneurs as people who own commercial establishments. Such social work and not-for-profits require the same entrepreneurship skills and business acumen as conventional businesses require to identify opportunities, arrange finances, reach out to target customers, here the intended beneficiaries, establish administrative and logistic support, and perform other related duties. The only difference is that they do not seek profits out of their service, or if they do, they utilize such profits for the welfare of their beneficiaries rather than provide returns to their investors.

A closely related concept is social entrepreneurship. Social entrepreneurs start, organize, and manage ventures aimed at creating a social change and develop social capital instead of creating stakeholder wealth or aid the poor. Bill Dayton's Ashoka: Innovators for the Public is a case in point. Ashoka strives to create innovative solutions to social problems. Florence Nightingale's efforts in creating an ambulatory service and nursing care are another case in point.

Although the difference between entrepreneur and entrepreneurship very often remains blurred and indistinguishable, the fact remains that entrepreneurship is a much wider concept, and becoming an entrepreneur is one of the many ways to practice entrepreneurship.

Some scholars such as Schumpeter, the entrepreneur is considered the most important factor in economic development. He is an entrepreneur, a manager, owner and creative thinking along with creativity, risk taking, intelligence, thoughtfulness and breadth of vision, creates a golden opportunity. He is capable of innovation, creation and development of a company's profitability can Zyandh. Also, the entrepreneurial psychology and sociology to

understand the role of entrepreneurs in the economy. And to identify the characteristics and behavior patterns with respect to their investigation has been. Today, many companies have realized the need for corporate entrepreneurship. This type of entrepreneurship is a process in which products or processes through induction of entrepreneurial culture in an organization already established, to appear. In other words, activities, resources, and support entrepreneurial activity that the enterprise is to achieve innovative results. (Ahmadpur, Mahmoud, 2000) [7].

Importance of Entrepreneurship Education

Most economists agree that entrepreneurship helps economic growth, in both developed and developing countries. Entrepreneurs start new businesses, creating jobs for themselves and those they employ. Often, entrepreneurial activity increases competition and can increase productivity as well. Entrepreneurs innovate, which is an important ingredient in any country's development. Entrepreneurship is a key driver of our economy. Wealth and a high majority of jobs are created by small businesses started by entrepreneurially minded individuals, many of whom go on to create big businesses. People exposed to entrepreneurship frequently express that they have more opportunity to exercise creative freedoms, higher self-esteem, and an overall greater sense of control over their own lives. As a result, many experienced business people, political leaders, economists, and educators believe that fostering a robust entrepreneurial culture will maximize individual and collective economic and social success on a local, national, and global scale. It is with this in mind that the National Standards for Entrepreneurship Education were developed: to prepare youth and adults to succeed in an entrepreneurial economy. In many poor countries of the world, entrepreneurship can and does play a big role in improving people's lives. For example, villages that rely only on income from rice-growing are vulnerable because if bad weather damages their crop they have no means of livelihood. The result can be starvation and ruin. On the other hand, a village where many people have an entrepreneurial spirit means that there will be diverse sources of livelihood, making the village more resilient in case something happens. So, in addition to agriculture, maybe this village earns a side income on cottage industry and carpentry and pickled products, for example.

Entrepreneurship gives people exposure to a wide range of activities, helping them develop a broad skill set. An entrepreneur with a new idea can create something new and wonderful. Look at the guy who came up with cheap laptops that are helping poor kids in the developing world! Following your dream and being creative also allows for more independence and job satisfaction.

For young people in particular, who often face joblessness, entrepreneurship is a good option because it is a way for them to channel their energy, creativity and fresh perspectives into innovations and problem solving, so they can contribute to their community. (Fathi Nasser, 2000) [8].

Entrepreneurship education is a lifelong learning process,

Starting as early as elementary school and progressing through all levels of education, including adult education. The Standards and their supporting Performance Indicators

are a framework for teachers to use in building appropriate objectives, learning activities, and assessments for their target audience. Using this framework, students will have: progressively more challenging educational activities; experiences that will enable them to develop the insight needed to discover and create entrepreneurial opportunities; and the expertise to successfully start and manage their As can be seen, Entrepreneurship education can positively impact a learner at all levels in a wide number of contexts. This may explain why there are such a wide variety of entrepreneurship education programs, all of which can provide important outcomes at various stages of a learner's life. As supporters of entrepreneurship education the Consortium for Entrepreneurship Education applauds the great diversity of programs that fall under the framework of the National Standards for Entrepreneurship Education own businesses to take advantage of these opportunities. It is now argued that there is no linear relationship between entrepreneurship and economic growth, but rather it is "U" shaped, conditioned by differential effects of necessity and opportunity entrepreneurship on developed and developing countries. In the most developed countries, however, a higher rate of entrepreneurial activity means it is inspired by opportunity, innovation, and a boom in services. (Fathi Said, 2001) ^[9].

Although the concept of necessity entrepreneurship is now widely accepted by researchers, Practitioners and policy makers, it is largely an uncritical acceptance. We know little empirically of how "necessity" and "opportunity" are perceived, particularly by people in developing Countries. The mechanisms by which necessity could translate into a business are not well understood. The assumption that necessity is a primary motivation for business start-up is largely unexplored. There are alternative motivations that could be equally important. It is also possible that necessity can have the opposite effect, and demotivate business start-up. Even assuming that necessity is a primary motivation, how far is it combined with other motives? If complex, how can it be objectively measured?

Nowadays creative people, innovators and entrepreneurs become a source of innovative developments in the field of industrial, manufacturing and service sector in the global arena s, and they are remembered as national heroes. Economic development wheels always comes forward with entrepreneurship In The importance of entrepreneurship it is enough to say that during twenty years i.e. 1960-1980) in India the only number of five hundred Entrepreneurship Institutes have been began to work and even some of the big companies in the world referred to entrepreneurs in order to solve their problems . Whereas the lack these resources in some countries cause that they with making use of power of thought, creativity and innovation and in one word Entrepreneurship become one of advanced countries especially the present era is era of knowledge and creative and era of incorporated ideas and innovations and paying attention to entrepreneurship is very important in countries development and advancement entrepreneurship of renewable sources and the end of all human societies. The source can be traced back to human creativity that is cheap and the other hand is very valuable and inexhaustible. Today, everyone found that communities that have been depend on thought and not underground resources in the long run are more successful and have honored. Underground resources in the third world, despite of its

advantages are considered as obstacles to development.

Manager VS entrepreneur Major personal differences

When you compare managers and entrepreneurs you need to first look at the definitions of both titles. A manager is someone who directs a team and an entrepreneur is someone who organizes, manages, and assumes the risks of a business or enterprise. With these definitions you can surmise that an entrepreneur can be a manager but a manager cannot be an entrepreneur. The reasons for this are plentiful, but it basically comes down to the type of person you are. If you like to control all aspects of a situation then you are generally a manager, but if you are someone who works through problems with people then you are more likely an entrepreneur. (G. Tomas M. Hult & Charles C. Snow & Destan Kandemir 2003) ^[10].

A manager is someone who is what is known as a micro-manager. They like to control all aspects of their workplace. Each person is given their assigned tasks and a manager will look over your shoulder until you finish it. They do not like to give up control enough to find out if you could do it on your own because they think if you make a mistake that it will come down on them.

Unfortunately, with this attitude the people who work for a manager are less likely to grow in their career and will either stagnate or leave the company or position quickly. This will help to perpetuate the feelings of the manager that no one can measure of to him in their skill levels. This type of demeanor works well when you have a person that needs to be consistently supervised. Someone who can't take a task and see if through on their own, they need to have it explained to them step by step.

An entrepreneur is generally considered a leader versus a manager. They will give people tasks and a deadline and generally leave them alone until it is completed. They will trust people to get the job done without having to constantly look over their shoulder. When they hire someone they believe that they have hired someone who is qualified to handle the tasks before them, so they don't think they should have to ask for status reports on an hourly basis. The people who work for them are normally intelligent individuals who will move up quickly in the company, because their boss has helped to build their confidence and it will be noticed by not only their boss but other people within the company. This type of manager believes that it is important to have people with varied skill sets because it will only enhance his own skills and abilities.

Of the two different types of managers mentioned, it is normally more productive to work for a leader versus a manager. You will be able to improve your skill set and to move up within the company because you have learned good managerial skills from a true leader. Learning how this type of person manages an office will help you to be able to become a leader within the company and it will help you in all facets of your life. (Hassan Aslam Arani, 2000) ^[11].

Let's summarize the significant differences between the entrepreneur and the manager:

Behavioral Differences

The typical entrepreneur wants to "be in control" of his life (which is often the reason why he started the business), of his business and especially of his employees. The

professional manager, on the other hand, enters a company which needs to delegate authority, since it has reached the stage in its development where the entrepreneur can no longer "do it all himself".

Management Style

The entrepreneurial management style is very demanding, leaving very little room for error, and none at all for actual failures, since in most cases the business is a "one man show", even if there are other employees. The professional manager, however, must be tolerant of failure (and see it as a basis for learning) and develop an administrative team, since a basic assumption is that responsibility in the organization must pass from the "all-knowing" entrepreneur to people who still have to learn about the business.

The Moving Force

Entrepreneurial management is characterized by concepts such as "entrepreneurship", "creativity", "innovation", and so on, indicators of the desire to create "something from nothing". Professional management is characterized by concepts such as "order", "organization", "procedures", and so on, indicating the desire to organize and maintain what exists.

Growth

Entrepreneurial management is noted for its ability to react quickly and effectively to new business opportunities. This ability is the foundation for rapid growth of the company in its entrepreneurial stage. Professional management is noted for medium and long term strategic planning, which leads to controlled growth of the company during the process of establishment.

Organizational Structure

The entrepreneurial organization is characterized by its informal, flexible structure, which allows it to adapt to changes required by its rapid growth. Professional management, on the other hand, requires a formal and fairly rigid organizational structure, which leaves no room for rapid reactions to business opportunities, but protects the organization from sudden collapse.

Decision-Making

The entrepreneur usually makes decisions, even those of critical importance for his business, on the basis of his own personal intuition and "gut feelings". The professional manager makes decisions after collecting detailed information and reaching operative conclusions, while relying on experts both from within and outside the organization.

Definition of Aims

The entrepreneur describes his organization in terms of "vision", "dream" and "mission" and manages to give his employees the feeling that they are working for a higher aim than just marketing a product and/or service. The professional manager describes the company aims in terms of market segments, yield per worker and profitability.

Attitude to Money

Although the accepted myth is that entrepreneurs are driven by the desire for power and money, both theoretical and empirical studies have shown that typical entrepreneurs are

in fact driven by the desire for success rather than power. This means that, in the eyes of most entrepreneurs, while money is a welcome by-product of their efforts, it is not the reason for their efforts. The professional business manager, on the other hand, looks at the business he manages through "financial eyes" and defines its aims (usually in the short term only) purely in financial terms.

Attitude to Risk

The myths describe entrepreneurs as "wild risk-takers", although many studies have shown that in fact the typical entrepreneur is very good at assessing risks. On the other hand, the professional manager, who sees his task as strengthening and maintaining the company, is naturally afraid of risks and tries to maintain the status quo.

Company Culture

The typical entrepreneur does not usually try to define a "culture" for the organization he sets up, since in most cases he himself is the organization. The literature defines this situation as "the entrepreneurial organizational culture", characterized by large doses of charisma and "main pulativeness". The professional manager does try to establish a well-defined company culture, based on company values on one hand and commercial aims on the other.

In the light of the foregoing, we can conclude that there is a world of difference between the "entrepreneurial manager" and the professional manager, and indeed this was true until the last decade. But, it has become clear in recent years that the ideal manager will be one who knows how to combine certain traits of the professional manager, such as order and discipline, with entrepreneurial characteristics such as quick reaction to business opportunities, creativity and the ability to fill employees with a sense of vision and challenge.

Characteristic	Entrepreneur	Manager
Behavior Characterized by	Desire for Control	Delegation of Authority
Management Style	One-Man Show	Management Team
Driving Force	Creativity - Innovation	Establish and Preserve the Status Quo
Organizational Growth	Rapid Reaction	Strategic Planning
Organization Structure	Informal, Flexible	Organized
Decision-Making	Intuitive	Collect Information and Seek Advice
Definition of Aims	In terms of "Vision"	In Commercial Terms
Attitude to Money	A By-Product	Measure of Success
Attitude to Risk	Calculated Risks	Avoidance of Risks
Organizational Culture	"Entrepreneurial Culture"	"Management Culture"

Entrepreneurship, Obstacles

Many people never overcome the obstacles to entrepreneurship, even though they dream of owning their own business. A lot of them have great ideas, but it's a rare few that actually take the plunge and do it. Why is that? You've heard people recite a list of entrepreneurship barriers including a lack of money, credit, time, and connections. But, I don't believe any of those represent the biggest obstacle, nor are they the most difficult part of entrepreneurship. Heaven knows entrepreneurship doesn't require great grades in school or good looks. This obstacle is

far more subtle. Entrepreneurship requires that founders deal with ambiguity. (Mehrabi Amel, Ebrahim & Tabrai Mohesn , 2005) ^[12].

- Entrepreneurs start up their businesses without knowing how a lot of things will turn out. They have to live with a high level of ambiguity- more than most people can tolerate. With the dream of having control Will customers pay for your products/services?
- Will you make payroll and cover your overhead?
- Will a competitor overtake you?
- Should you hire someone or do it yourself?
- What is the best way to market?

There are hundreds more choices to be made that create ambiguity, ranging from small decisions to trivial considerations, to critical options that can make or break you. You have to decide if you're doing the right thing without really knowing, until time unveils the answer.

If we can't handle the ambiguity, then the stress of entrepreneurship could destroy our ability to enjoy your life. But there are some concepts that help me adjust to living in a constant state of ambiguity:

1. Just knowing that it comes with the territory can help you to come to terms with the feeling.
2. Don't put off your decisions. Make a choice and change your mind if you have to.
3. Trust your gut. The subconscious mind has an amazing ability to process all the information there is, some of which you are not even aware of. It can provide you with an instinctual sense of the right decision, or at least the right decision for you.
4. Delegate a decision. If you have confidence in another person who may have more knowledge or expertise, and you trust this person, go with his decision. This person could be an employee, a partner, a consultant, or trusted adviser.
5. Expect good and bad luck to come your way.
6. It's OK to be wrong! Nobody says you have to be perfect. You may not be able to undo a decision, but you can deal with the consequences.
7. Understand that tolerating ambiguity is what makes you special, and gives you the ability to survive as an entrepreneur. Revel in your feelings of ambiguity!

If your heart is set on entrepreneurship, but you would like to diminish obstacles stemming from ambiguity, consider another approach: franchising. One of the appealing aspects to a franchise business is that the franchisor has worked out much of the ambiguity, and packaged his choices into a formula. It may not be your "special sauce" but it is still your business!

Rest assured, that people do often learn to adjust and come to terms with the otherwise uncomfortable sense of not really knowing what the heck will happen next year, let alone the next day. Maybe it's part of growing an entrepreneur skin. Oil, also comes the stress of being unable to answer many questions.

Unlike developed countries, there are several factors that hinder of entrepreneurship flourishing in less developed countries. Main source of undevelopment of Entrepreneurship in these countries are as follows:

Bureaucratic Administrative Regulation

The existence of bureaucracy and administrative regulations

that sometimes are supererogatory and unneeded and constraints of internal as well as external imposed pressures economic planners cause for numerous obstacles creation in order to achieve simplest economic goals. Such an environment will lead entrepreneurs to frustration and even ran because they cannot see area or opportunity to express and manifest their ideas and find themselves in bureaucracy snare and poor relationships in decision-making organizations , and that is why they tide sedentary and static Community live in such conditions that the conditions and restrictions required .

Administrative red tape

There are some unnecessary administrative bureaucracies, regulations and internal as well as external imposed pressures in economic planners caused abundant constraints and limitations on in a very simple economic goals achievement.

Such an environment will lead to frustration of entrepreneurs and even force them to run who cannot see a place to express their ideas and find themselves in bureaucratic and unhealthy relations of decision maker's organization. So because of this reason they will be a part of Sedentary and static society that conditions and limitations wanted to be so.

Puse to keep standards

Much happens that the lack of tendency to innovation due to a conflict with the standards defined of an organization only leads to the failure of an idea and its inertia is and so many creative ideas now are remain silent and inactive in the archives of government agencies and NGOs.

Families and community attitudes to work

Family delivers a active individual to community and family training people considering to governing culture on society and the values that has allowed for the production and activity.

Family or community, where its foundation is the use of the others 'efforts and be laziness and sloth, that makes people even entrepreneurs to traverse path Reversely from the beginning and Want to earn huge income from the conventions of society.

For example, the ruling culture in country of Japan is this: first work, second work, and third life, fourth Contentment, while in many of third world countries culture of work and effort is not in priority and is of less importance.

Lack of necessary attention to entrepreneurship and production.

In many of third World countries, the necessary support will not be practice to entrepreneurs due to various reasons on the contrary the Intermediation, brokerage and reinter business are enjoying of a more prosperity and it has a very high profitability for people who are not only efficacious but also predominantly harmful in these sectors of economic development therefore it makes the movement incentives of entrepreneurs who want to serve their country's economic development weak or slow.

All developing countries due to low production and inadequate activities involved with major issues such as unemployment, inflation, double-digit rates, illiterate, low productivity, poor quality products, low economic growth, corruption, Monoculture economy, Economic dependence,

deficit of balance of payments and balance of trade, high inflation rate, money low value, the excess of imports over exports, low efficiency and that One of the major causes of the aforesaid problems, is inattentive to meritorious entrepreneurship and entrepreneurs.

Lack of team working moral

In many less developed countries, it can be seen that, the team working has lost its meaning and there is no belief toward it in the existence of reality. This issue is on very high level in some less developed countries unfortunately the team working is extremely difficult in not only business and economy parts but also in other area such as, polices social and cultural activities.

Leadership and modeling facilities and of entrepreneurship development in business

The major steps in the leading business in the field of entrepreneurship development have been observed in the following areas:

Consulting Services

In entrepreneurship centers the consulting services provide services in areas such as management, finance, business operations, marketing and sometime prepare feasibility plans that in developed countries the cost of providing such services is paid by the government.

Technology

The responsible entrepreneurship centers that focus on technology and its use in various ways, such as granting loans to enterprises for new machinery is trying to achieve this goal.

Data protection

In addition to consulting services to support information for minor activities is also conventional. This information includes things like business situation, management and technique.

Inter-sectoral linkages

To create and strengthen links among producers of the enterprises can be considered of basic foundations of development business so in entrepreneurship policy this principle takes into consideration, in some cases, creation link between micro and macro business included in functions of entrepreneurship centers.

Scientific Capacity construct

To strengthen and support of informing technology, it has been tried to establish a link among business from one hand, and science and technology centers on other side. This relation set up through entrepreneurship centers development in areas such as research, education and industrial development.

Loans and Credit

It is one of the most significant steps to help micro business to access to financial capital. It is based on the perception that small enterprises are partially managed and led by people who have limited financial resources and because of reason are willing to use these active technologies to the user. So the features facilitate lending capacity building funding is uncertain.

Education: Entrepreneurship education policy that directly affects the quality and quantity of entrepreneurs in a community, so ease lending is considered as exclusivity to built the capacity Of financial capital.

Education

Entrepreneurship education is a policy that directly affects the quality and quantity of providing entrepreneurs in a community so it is because of this reason the obstacles and problems have been obviated in most of developed countries and businesses have been engaged in Flourishing of employees' ability Potential. (Moghimi, Seyed mahmom, 2003) ^[13].

Role of Entrepreneurship in Enterprises' Improvement

Deserving role of entrepreneurship and its impact on business growth and development, human resource empowerment, job creation, social justice establishment and deployment and active presence in international markets, poverty and increasing life expectancy is not hidden to anyone. Entrepreneurship significantly increase employment and will accelerate productivity growth and it has undeniable role in the innovation and commercialization process of the enterprises and in total is of most explainers of business improvement.

Major changes in components of the driving forces of economic growth, environmental characteristics, and mechanisms for business operating in the fundamental transformation has been effective at look to growth and experimental evidence is growing increasingly. (Mohebi Azim 2008) ^[14].

The rapid changes and evolutions of the international community, transition from traditional society to information society and shifting the national economy to global economy, requires various solutions for providing possibility of the economic growth and development of society. Today, organizations could not overcome flexible, innovative, low cost and opportunity-oriented competitors only by relying too high production power and execute some simple initiative plan. Therefore, organizations must provide conditions that employees and managers can fruitful their Creativity and aptitude, and execute their innovative activities in order to organization success, simply. Since entrepreneurs have skill of detecting the opportunities and moving to develop them, they are real pioneer to achieve these goals.

Due to the Special role of entrepreneurs in society economic development, many developed and developing governments try to encourage and direct more numbers of qualified peoples for entrepreneurship education and execution of entrepreneurial activities. This paper is an analytical study on entrepreneurship and attempts to survey the importance of entrepreneurship by clarifying of its concept and impact of entrepreneurship on society economic growth and development. (Naimi, Amir &, Pezeshki Rad Gholamreza and Chizari, Mohamad, 2009) ^[15].

Therefore entrepreneurs as organization's Innovative who tries to replace the new methods of production as an alternative to traditional methods are Key factor for improvement, modernization and institutional development of business. Managers also with rely on new and innovative ideas can make a changes in character and nature of business that will change behavior and performance of the enterprises and improve the business productivity and

efficiency which leads to profitability. Hence to create a new and modern organizational structure that provides context for entrepreneurship growth and growing up, it will be a factor in the improvement of business in which Entrepreneurs such as Connection Bridge, shall provide causing rapid access of business to sustainable development.

Conclusion

Organizational development is defined as a general process that is implemented in order to constant improvement and modernization in business. Today, all thinkers and theorists of development acknowledge the fact that the concept of organizational development needs to developing management and developed management which is the product of constant improvement is responsibility of business management.

In fact, the business manager must select the suitable development strategies with use of proposed solutions and method that may provide by creative and entrepreneurs employees as supporters of sustainable development and apply the aforesaid ways in their future plans and decisions. The most important affect of development of entrepreneurship, are innovation increase, improve technology level, and increase in employment, to produce technical knowledge and production and distribution of income in society, resulting in an increase in national wealth and economic growth in any society. Changes and developments in the world today, cause that entrepreneurship be more important and organizations more than ever need to innovation and entrepreneurship to adapt with new conditions.

In fact business and enterprise can allocate greater share of the market to themselves with respect to matters raised in relation to entrepreneurship as the most important factor in economic development.

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