



Entrepreneurial Strategic Thinking Strategic Thinking Entrepreneurial Mindset Entrepreneurship on the context of Strategic Thinking

Iraj Fereidooni *

M.S. at Tehran University, Faculty of Entrepreneurship, Tehran, Iran

* Corresponding author's E-mail : ifereidooni@alumni.ut.ac.ir

ABSTRACT

Original Article:

Strategic thinking, often be accompanied with organization's competing to gain competitive advantage through investment resources on opportunities, and in the meantime, entrepreneurial thinking, with innovation and creativity seeking to achieve the associated opportunities. Function of strategic thinking and entrepreneurial thinking , Both are the same , both in a mindset capsule shows mind condition and the behavior . This paper describes the concept of strategic entrepreneurship thinking that has developed by prominent authors in this field, but has a particular focus on the mind or thought . It is a model that shows when strategic and entrepreneurial thinking , experience and practice by individual or organization , a new concept is born , that called it to strategic thinking entrepreneur. This new concept is unique and should be considered as an independent structure. entrepreneurial Strategic thinking is a unique mindset and behavioral process . Decomposed into two independent components of this proposition , strategic thinking and entrepreneurial thinking is not only difficult, but also impossible . (Hitt et al. 2002:28) [1] is introduced a Set of content fields like innovation , enterprise networking , internationalization , organizational learning , team development , flexibility and change within the topics of entrepreneurship and strategic planning. results of the integration between these two components , will accelerate the company's growth .

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1. Introduction

Speed of the current changes , so that the detection and prediction of changes go out from the steady and uniform state and the experiences and achievements of the past is not a guarantee for ensuring future success . That is to say, the present age is the era of discontinuity and lack of foresight and Ruling of this approach on the basis of modern societies changes , has oriented these societies more towards creativity and innovation and the acceptance of difference and change . It can be find important to the extent that it is entrepreneur .

Consequently every organization is able to establish a logical and reasonable relationship between the above and to take steps to world changes direction , can claims that taken steps to survive and thrive beach from the roaring sea .

For a manager, no conceptual is not important than understanding of the business . This insight is not restricted only to understand the effective factors and their relationships , but also intuitively discover aspects the unknown space and create intuitive ideas for exploiting them , an expression of the vision of value creation . Strategic thinking is an approach that provides insight formation and develop this field . Strategic thinking calls executives to quickly learn from business environment and implement creative for the creation of new values . This way of thinking , has a perspectives apart from competitors, which perspectives can cause innovative strategies and take advantage of , by using competencies key . Entrepreneurship is also, by definition , is the process of discovering opportunities. A unique approach from two views , are These the same?

What makes an effective strategy approach is not the methodology that used , (many prominent directors with memorable strategies have not experienced any of the usual strategy methods) . But insight into the factors of business can be create a powerful strategy to value creation . Entrepreneurial process , depends to explore and identify opportunities in the environment , transforming it into an idea , turn it into a product and deliver it to the market to make a profit for entrepreneur (individual or organization) and be has value for customers . The resultant of these two components , is boon . This advantage is also involved in the insight . Insight into the market , based on a deep understanding of the game rules and how to use them . A new idea , an innovative product or a new way of business only if just have of these themes knowledge , can be based on customer value creation and competitive advantage for the organization . How to create this insight ? The answer , is in a phrase , learning from the business environment . One of the key aspects of learning is learning from the customer . [2]

Market research for understanding customer behavior and his complaints for deep understanding of desires of value creation , are typically customer learning processes . These findings identifies who strategist focuses for innovative solutions and

instrument of successfully . In addition , customers, suppliers and competitors' behavior can also be a messenger and inspiring of valuable concepts from the market . Managers have faced always a few vague and been equivocal words of management literature . Explanation those words can be useful in understanding and exploiting theoretical debates.

One of these fields is strategy and entrepreneurship in other words , with words such as strategic planning , strategic management , strategic thinking , entrepreneur and....., has been accumulated Identifying opportunities and taking advantage of investment opportunities . Each of these words caught in some sense , and some kind of retrospection . lack of a definition is opened a illusory field for the influx of attractive terms and toned phrases , This problem will add ambiguity , what is entrepreneurship strategy and what will be it ?

Strategic thinking , usually associated with the competition while entrepreneurial thinking associated with innovation and creativity to achieve the opportunities . Strategic thinking , commonly referred to as "thinking" is separated from the strategic planning process . this wrong implies to remove the , behavior and thinking components from the strategies structure. Strategic thinking is just like to entrepreneurial thinking . a capsule of The thought, the position and the attitude of mind.

The concept of strategic entrepreneurship in primary written have been provided widely on topics such as the relationship between strategic management and entrepreneurship . The prominent writers have been investigated of this concept include , Wickham (2001); Meyer, Neck and Meeke (2002), McGrath and (MacMillan , 2000) , (Sathe , 2003) , (Antonic and Hisrich ,2001, 2003, 2004) , (Hitt, Ireland, Camp and Sexton , 2002) , and (Morris and Kuratko , 2002) . These writings have offered some words such as strategic management , entrepreneurship , entrepreneurial strategies , strategic planning and entrepreneurship , but it seems that none of the extensive literature of subjectivity , have not focused on that aspect of thinking . This paper describes the concept of strategic entrepreneurship and developed by the authors intended , but focuses specifically on aspects of thinking or mentality .

It is a model that shows experience and practice that the individual or organization strategic thinking and entrepreneurial thinking do it , is a new concept that strategic thinking entrepreneur is born . This new concept is the same and should be considered as an independent structure .

Today , the need for quick action on the study of strategic thinking and entrepreneurial in the rapidly changes business environment , is important . All businesses regardless of size and age to be entrepreneurs for compete effectively and survive . (Meyer et al., 2002:19). In addition (Schendel 1995:145) , (Slater and Olson , 2000:813) and (Meyer et al. , 2002:27) called the entrepreneurial and integration components to strategy parts . They argue how to achieve competitive advantage from the components identified by businesses .

This is a conceptual paper and shows an overview of the entrepreneurial mindset and the strategic thinking And then focusing on strategic entrepreneurial mindset , how independence the independent concept of . This paper suggests that strategic thinking is not different from entrepreneurial thinking. [3] The reason is that the key elements of strategic thinking and entrepreneurial thinking as well , which the result combination of them is entrepreneurial strategic thinking .

First of all it should be believed that Strategic thinking , which is exactly assists founders and key members of the team to continually assess indoor business environment , Industry environment in the external and the environmental parameters , such as positions of political , economic , technological and social (pest) , Achieve a real insight into the application of strategic (short term and long term). [4] The purpose of this insight , using vision based on thinking , for strengthen differentiation of a company' in the market to achieve competitive advantage . Need to strategic thinking before long or short-term strategic planning by the respective teams is vital . Using strategy's insights and attitude based on convergence with mentality and thinking , for smart decisions on a daily basis is essential . However, strategic thinking , is divergent phenomenon .

Success in the business environment , which includes established companies and new investments , needs cooperation and competition [5] , and is a task that requires strategic thinking as a resources leverage and capabilities of company . Strategic thinking and entrepreneurial activity in their environment influence each other in a continuous cycle , and may even spark innovation . The nature and effect of the dynamic interaction of these two elements in a business environment can have profound implications for organizational success . strategic thinking is Capabilities associated with effective programs aligned with organizational objectives in a particular economic situation . Strategic thinking helps business managers in the organizational policy issues , to explore and to conduct long-term planning , set goals , set priorities and identify potential risks and opportunities .

2. Research Background

This paper examines the elements of entrepreneurial mindset and also review deals with the concept of strategic thinking. Then , proposition development entrepreneurial strategic thinking and argue the why it is a unique and single track .

Strategy , the metropolitan , is art and science of formulating , implementing and evaluating cross-functional decisions that enable an organization to achieve its long term goals . Two main strategies for entrepreneurs creation , managers are interesting it . [6]

strategy " A " , there is an entrepreneur or entrepreneurship within the organization . the efforts of individuals and groups within an organization to develop and execute a creative result , the state is dependent on the individual entrepreneur .

Strategy " B " , create (establishment) the entrepreneurship in the organization . Original axle , self-organization , builds up any changes in structure , culture and organizational behavior . eventually , is a new common vision and understanding between managers and employees in order to create new thinking, new look , new composition of the product or service or process .

The resulting of entrepreneurs strategy to provide with practical application , the organization tries opportunities to become valued based on the depth of opportunities , can also affect the value of these opportunities . For entrepreneurs , the new ideas will make within new opportunities for direct or indirect , and then turns ideas into strategy in order to produce value based on the importance and depth of opportunities , to improve and sustain opportunities , this important issue is certainly cause a dynamic organization and business .

Corporate culture [7]

Organizational culture refers to a set of values , beliefs , perceptions , perceptions and ways of meditation practices and the thinking of the members commonalities and represent the unwritten but perceptible that part of the organization . There are two levels of organizational culture ,

The upper surface that is visible , including the way people behave , dress , signs , celebrations and ... That the members of the organization are respected it .

The lower level , values are the foundational and normative which are principles , beliefs and thinking processes that create true cultures . Organizational culture can be likened to a human character .

The above definition can be concluded that organizational culture has an effect on all components and structural aspects and influence to organization's objectives and policies through legislation . Hence, appropriate or inappropriate culture, a direct relationship with the entrepreneurs in the organization . If the organizational culture does not have the flexibility and willingness to accept change in the structure , cooperation and interaction between the units becomes to lowest level and this problem reduces the entrepreneurship .

Entrepreneurial Strategy , size and performance [8]

Individual entrepreneurial Cognitions and external conditions are the primary drivers for forming (shaping) a CE strategy and results are evaluated by providing justification for the continuation , modification or rejection of entrepreneurial strategy . CE strategy is in three dimensions emerges ,

- entrepreneurial strategic vision .
- supportive architecture of entrepreneurs .
- entrepreneurial behavior and processes across the organization . [9]

CE strategies in entrepreneurial firms are became a deep procedures . However, this is not approved, the entrepreneurial strategies is unconscious for managers of organizations . Emphasis is merely on the fact that the CE strategy can not simply be consciously chosen and action . It is for this reason that the CE strategy , need some things more than a decision , act or event needs . These strategies need to integrate their entrepreneurial vision and actions of leaders in the organization as a facilitator of supportive enterprise architecture of entrepreneurs . CE strategy, also need to consistency and Coordination between procedures and regulations in behavior . As noted by Henry Mintzberg [10] has proposed strategy is a concept that is rooted in stability . Thus , deliberately and knowingly firms with entrepreneurial strategy must be engaged in entrepreneurial activity .

Strategic orientation is a dimension of the organization that represents the Determines the direction shaped of the organization's strategy . entrepreneur Director is able to find new opportunities combinations in old ideas and take advantage by entrepreneurial approach .

Differ and basic premise of this model is that entrepreneurship can be seen as an organizational strategy for organizations . In this view , this view is not a new discussion . Recently , has been attention to entrepreneurship approach as a stand-alone possible strategy . (Hitt, Ireland, Camp, Sexton, 2002, Ireland & Webb, 2007, Ireland et al 2001) . [11]

Organization entrepreneur strategy, will be displayed three aspects , entrepreneurial strategic vision , entrepreneurship organizational architecture and entrepreneurial behavior and processes that are Apparent in the organizational hierarchy . Conceptualizing corporate entrepreneurship use two of the five definitions (Henry Mintzberg , 1987) , Strategy as a comment and Strategy as a template . Top managers Clarify entrepreneurial strategic vision that seeks to explain direct attitude and no merely to a particular behavior . Entrepreneurial strategic vision , a system which through it , senior management depict to have taken a picture of the type of organization that have access to it at future , the organization an opportunity-focused , innovative and re- manufacturer . Specific circumstances (Special environmental condition) can have an heavy impact on the formation of entrepreneurial strategies .(Zahra, 1991.), Suggests that higher levels of hostility , dynamic and environment heterogeneous helps to shape an entrepreneurial strategy . (Lumpkin, G.T. & Dess, G.G., 1996.) , Also suggests that firms is facing with rapid changes in environmental conditions and growth competitive environment Could most benefit from implementing a CE strategy . List of environmental factors that can cause interactions existing entrepreneurial firms including more than 40 of the key drivers of CE interactions that about half of them are environmental . entrepreneurial Strategic vision [12] , are often the consequence of three factors ,

- intense competition . [13]
- technological environment .
- Expanding product - market range .

Other environmental conditions can also be a precursor for the formation of an entrepreneurial strategic vision . However, will be emphasize according to the theoretical and experimental investigations on the three basic conditions that can present as a major environmental triggers of entrepreneurial knowledge among senior management , led to the emergence of an entrepreneurial strategic vision .

Michael E. Porter, 1980 , argues that the intensity of competition , the most active firms in an industry will depend on the degree of similarity . for Eliminate the likelihood and outpace competitors , firms must have some basis for making competitive advantages . This often means innovation is considered necessary . This means is the firms must follow through

innovations in technologies , products , markets , strategy or business models , exploiting the opportunities for competitive based on differentiation and value .

Featured authors widely have worked in the context of strategic entrepreneurship primarily as a relationship between corporate entrepreneurship and strategic management , However, it seems that none of them has concentrated on the entrepreneurial strategic aspects . When strategic thinking and entrepreneurial thinking was used by individuals and organizations , a concept of the entrepreneur strategic thinking , was born as a single and unique structure . This article is based on the proposition that strategic thinking and entrepreneurial thinking are not different .

3. Methodology

the purpose of this paper is to show that an entrepreneurial strategic thinking is a single and unique concept that should be recognized as an independent structure.the importance for the writer that to express , is to integrate two constructs , strategic thinking and entrepreneurial thinking in a new idea , an entrepreneurial strategic thinking . This paper shows separation of entrepreneurial strategic thinking to two elements , entrepreneurial thinking and strategic thinking , behaviors and its operational processes, how difficult . the concept of entrepreneurship strategic thinking , is a modeling of analyzing of strategic thinking and entrepreneurial thinking from resources and articles in this fields. Definition of entrepreneurial strategic mindset is considered necessary, it is then highlighted and confirmed . that Definition of strategic entrepreneurial mindset is considered necessary , it is then highlighted and confirmed . Research methodology , is a library descriptive , According to articles and entrepreneurship and strategy scholars and researchers , visiting web pages , has been attempting to collect materials and context then content . Although this research is only in line with the entrepreneurial strategy and strategic entrepreneurship literature review of has been done, but the results and conclusions, is the author's approach, combining elements of strategic thinking and entrepreneurial mindset in shaping the entrepreneurial strategic thinking.

the importance for the writer that to express , is to integrate two constructs , strategic thinking and entrepreneurial thinking in a new idea , an entrepreneurial strategic thinking . This paper shows separation of entrepreneurial strategic thinking to two elements , entrepreneurial thinking and strategic thinking , behaviors and its operational processes, how difficult .

4. Results

4.1. Entrepreneurial mindset

Options of entrepreneurial mindset reminded and represent a way of thinking and action about business opportunities are fraught with uncertain benefits. Integrated view of entrepreneurship (actions looking for opportunities) and strategy (action seeking an advantage) , is an entrepreneurial approach for design and implementation of entrepreneurial strategies that will create wealth . (Sathe, 2000:2) suggested The need for entrepreneurial mindset is vital . Because, like (Bouchard 2001:3), which emphasizes entrepreneurship , is display of responsibility interaction of prosperity and failure, because the entrepreneurial process is complex and ambiguous , process . As noted by (Morris and Kuratko 2002:150) [14] , today's business environment is characterized with increased risk , decreased ability to predict and fluid boundaries industry , the need to replace an entrepreneurial mindset and forget the traditional management to minimize failures . This thinking needs to be created or helped to shape their environment by establishing a strategic consciousness and entrepreneurship to solve the chaos , complexity and contradictions . Organizations need to focus when reviewing strategy entrepreneurial mindset on as it is a way of thinking about business is filled with uncertainties benefits. (McGrath & Macmillan, 2000:1) Entrepreneurship is a combination of mind and behavior . entrepreneurship is a series of organizational learning , innovation , modernization and investment activities on these elements . (Antonic & Hisrich, 2003:1)

Meyer and Hppard (2000:2) suggested about Entrepreneurial dominant logic based on their reasoning about a company and its members are constantly searching and filtering information for new product ideas and innovation is a process that leads to greater profitability . An important product of the entrepreneurial mindset , speed decision making and new insights . With having this mind , entrepreneurs can more effectively with a wide range of problems and irregularities inherent in new and expanding opportunities to interact and deal. (Wright et al., 2001:114) and also Morris & Kuratko, (2002:96) believe that the entrepreneurial mindset , belief change and innovation as well as to identify and develop their capabilities to achieve (change and innovation) . (McGrath and MacMillan 2000), (Morris and Kuratko 2002:97) , Some of the features are presented in the form of an entrepreneurial mindset , passionately seek new opportunities . discipline to follow a lot of opportunity . just looking for the best opportunity to create a strong link with its strategy in relation to the choice of plan , Focus on implementation , especially adaptive implementation .

Entrepreneurial mindset is about creativity , innovation , and is to identify opportunities that will lead to wealth creation and organizational success . Such thinking , allows entrepreneurs faced with uncertainty (lack of trust) to decide could be helpful. Antonic and Hisrich (2003:15) study on the identification of entrepreneurial characteristics indicate that the dimensions of business are investment, innovation , acceptance of risk , action-oriented , innovation , strategic renewal , independence , and competitive aggressiveness and also are same above . Thus , entrepreneurial mindset involves reproducing and reactive these behaviors . Compare these dimensions than the dimensions of strategic thinking , strategic thinking analysis , indicates that both propositions , with identical components are similarities between them , in fact , represents the homogeneous nature of these two statements . This similarity is also reflected in Figure 1 .



Figure 1, Model of strategic Entrepreneurial mindset

4.2. Strategic Thinking

Two approaches (planning and strategic thinking) belong to both ends of the spectrum Ten schools strategy.[15] Strategic planning is of the planning school which is effective in a knowable and predictable environment and strategic thinking schools is defined as learning school that is Appropriate for the Unpredictable and incomprehensible environment . Thus , strategic thinking , today is considered to be the Adequate leading approach in the unpredictable and more changes environment .

An approach that can give organizations an advantage over the competition and would accrue a greater share of the benefits of market . A.Slewotsky , writes in his book , the value of immigration , most of the time , a small new company with an innovative and robust strategies , makes all interests in an industry for itself [16] . Strategic thinking is a vital skill management in the new millennium , The skills necessary to enable the organization to survive and grow in today's highly competitive environment .

Defining as a tool is for introducing concepts and approaches , but the introduction of strategic thinking through what defined is low-yield . The reason for this viewing lies in the complexity conceptual . Several explanations have been offered for strategic thinking , that each one notes to the one aspect of this approach , Unless no one in all aspects . In such circumstances it is advisable to introduce the definitions the nature and characteristics of strategic thinking and thus try to view an image of this approach is the correct one . From the substantive perspective understanding of strategic thinking is an insight . This insight helps businesses in complex situations ,

- are understood realities of the market and its rules well .
- discover new features in the market earlier than others .
- to understand the business mutations (discontinuities) .
- creation innovative solutions and value creation to responding this condition .

Strategic thinking , makes managers enables to find out what factors in achieving the desired goals efficiently and which is not And why , and how factors create value for the customer ? This insight into the influencing factors for value creation to make a diagnosis ability . Without this recognition, spend organizations resources (material and immaterial) to achieve success Will be ineffective . (K.OHMAE) in his authoritative book as a thinking of strategist suggests that , if you do not recognize the fundamental issues , however , to enter you and employees physical stress and mental pressure , results will be just confusion and the failure ultimately . Strategic thinking, is not predict the future. Strategic Thinking detection properties of competitive field and see the opportunities that competitors are oblivious and unaware to it. [17] Henry Mintzberg , believes that strategy not merely as a program to look forward but also strategy as a pattern of past behavior is also considered . In this sense , he basically relies on the strategic aspects is an Observation and to see six visiting back and forth , up and down and left and right , and emphasizes , full see the consideration all this kind of observations . Strategy formulation on the basis of his thinking not be recoverable than a formal process . He believes that strategy , mostly through various interactions and processes coming out and so is always ongoing (as yet largely embryonic) . He calls this approach an umbrella strategy that its layout pre-measured and design , but detail is formed and evolves during the operation .

For a manager, no conceptual is not important than understanding of the business . This insight is not restricted only to understand the Effective factors and their relationships , but also intuitively discover aspects the unknown space and create intuitive ideas for exploiting them , an expression of the vision of value creation [18] . Strategic thinking is an approach that provides insight formation and develop this field . Strategic thinking calls executives to quickly learn from business environment and implement creative for the creation of new values . This way of thinking , has a perspectives apart from competitors, which perspectives can cause innovative strategies and take advantage of , by using competencies key . Competitive advantage over the competitor orientation is necessary to distinguish and differentiate into different perspectives and a new orientation needs. Several models have been proposed to achieve such a view . A pattern that was introduced in this paper, are continuous learning from environment , to explore unanswered needs of the market and value creation and innovative solutions , Strategic thinking is described them under three commands. This model is not a step by step action plan . What the main message of this model, is a different way to approach the business environment . With this attitude, it should be redefined a relationship between manager and the market environment and the organization's management mechanisms will be reviewed . What proposed here, is essentially a type of knowledge management , redefining the purpose of changing the fundamental beliefs of administrators . Strategic thinking is a solution to problems and The combination of

logical and convergent and divergent thinking processes that are intertwined with the processes in action , (Bonn, 2005:338) , (Ratcliffe, 2006:40) , (Mintzberg, Ahlstrand & Lampel, 1998:42) and (Masifern & Vila, 1998:16) .

Strategies is about ideas and new solutions development to create competitive advantage . Strategic thinkers need for new approaches and better predicts to do things to take advantage of a learned phenomenon , the phenomenon is called creativity . Creativity requires multiple possibilities (where possible) and the search for alternatives to conventional methods . (Bonn, 2001:65) .

Strategic thinking process is finding alternative strategies or business models to compete and deliver value to the customer that the strategic planning process for action to , the major challenge In discussing of strategic thinking , finding different ways to do what the organization is currently doing and in other words , strategic thinking adopting a business model different from competitors . Strategic thinking , way of implementation and success . Strategic thinking , is same to walking in the shoes of the customer . Strategic thinking , is an observation where the value lies . This describes of the ability to identify opportunities , satisfy customers needs and create value for them , is a common definition of entrepreneurial thinking . Strategic thinking , is , presentation organized, will be equivalent of stimulation equip and combine resources to create and deliver value . This approach to strategic thinking , is multidimensional , integration Wisdom focuses on individuals and groups and also organizations with a focus on organization macro scope and the texture of it (Bonn, 2001:63, 2005:340), future thinking, scenario thinking and creativity (Ratcliffe, 2005:48) and learning (Senge, 1996). [19] Innovation and Redefining of Strategy and Technology is part of entrepreneurship . This article by Antonic and Hisrich, which introduced citing articles (Zahra ,1993) as expressed in the strategic renewal . also refer to (Guth and Ginsberg ,1990).

Strategic thinking as an integral element of management is introduced . Options are primarily related to strategic management , are ,

- Organization, defining the organization's purpose , structure and culture .
- Ambient environment .
- The advantage of creating a competitive advantage .
- Development , organizational development and growth , by using its resources .
- Evolution , organizational evolution of, compliance means shaping the environment , preserving the advantages .

Strategic thinking is a skill , for having a strategy , managers must be have strategic thinking. Strategic thinking is carrier of exploration and exploitation . Two main activities in any organization is to explore and exploit . All organizational activities are Comprehensible and can be linked by one or both of these activities that changer factors of investments . As such, these activities and the cooperation between them, which led to the development and organizational performance. The impact of these activities are a major factor in the performance of an organization.

Exploration activities

Exploration activities are include the discovery, development, or to acquire the capacity to create new value. Learning with the intention of enhancing organizational performance through the exploration of new possibilities and may be one of the elements is important . Technology to capture human knowledge at work . Exploration, can be thinking about a new technology is invented or discovered . Exploratory nature , testing and the new alternatives Return explore generally is uncertain, distant, and often negative . [20]

Exploitation activities

Application of existing technologies is for produce outputs(wealth) . Learning and development, with the intention of enhancing organizational performance , is used through the exploitation of the old beliefs . Activities, exploitation, development and utilization potential value of the business work for production, modification and optimization of these activities in order to be competitive . nature and essence of exploitation, refinement and extension of existing competencies, technologies and paradigms (paradigm) 's . efficient operation usually close positive and predictable. Without a continuous cycle of creation, destruction, deployment and optimization , the organization loses its importance and eventually will fade .

4.3. Good strategy , bad strategy

Good strategy , will be achieved in the context of strategic thinking. Strategic thinking are formed in the context of data , given the massive changes . Basically, the difference between strategic thinking and strategic planning at this point . These two approaches , Planning and strategic thinking (the two ends of the spectrum Ten schools belong strategy) . Strategic planning is of the design school and is effective in a knowable and predictable environment and strategic thinking is of learning school defined for the incompressible and unknowable . Thus, today , strategic thinking and unpredictable changes in the environment is considered to be the strategic approach. What approach that can give organizations an advantage over the competition and a greater share of the benefits that would accrue market . [21]

Fink et al. (2005:360) point out that , to survive and thrive in an era of constant change , the organization must activities adequately identify opportunities and threats to future and then addressing them in their strategic planning through strategic thinking and acting freely . The phenomenon of persistent activity is described entrepreneurial thinking .

Organizations which encourage a wide variety of ideas and different perspectives , more likely to produce comprehensive plans are fully developed . Thinking is a skill , and like many other skills , it can be through training, improved and expanded . Employees should be given the opportunity to practice these skills in their work environment and provided with the necessary training to develop strategic thinking skills . In addition , they need to reward when think strategically and developing their own programs (Lewis et al., 2001:138) . It is also equivalent to the energy of all that is involved is described by (McGrath and MacMillan , 2000) . Strategic thinking requires a comprehensive approach and attention to underlying

structures in complex situations as well as thinking towards reconciliation between the apparent contradiction of alternative solutions . Comprehensive and holistic approach requires to recognition that organizations are large and complex systems , such as markets, industries and nations. (Bonn, 2001:65) . This holistic approach , when combined with opportunistic behavior and development , the result is obtained in the form of a strategic entrepreneurial mindset . This idea for organizational success (Wunderer 2001:193), competition (Zahra & Bogna, 2000:135), to grow (O'Gormon, 2001:64), to create value and profitability (Covin & Slevin, 2002:310) , is critical .

4.4. The need for entrepreneurial strategic thinking

Strategic thinking and entrepreneurial thinking process unit and unique behavior . Decomposed into two independent components of this proposition , strategic thinking and entrepreneurial thinking is not only difficult , but also impossible . (Hitt et al. , 2002:28) set of content areas such as innovation , enterprise networking, internationalization, organizational learning, team development, flexibility and change in the context of entrepreneurship and strategic planning issues are have been introduced . results merger between the two components is fast growth companies .

(Meyer et al., 2002:29), called for the merger or combination of the two independent components (two structures) as a whole and be expressed reasons for this theory . [22]

- Both structural approach to performance as the primary dependent variable .
- the new economy (increasingly) the nature of the Dynamics competitive environment desire to some entrepreneurial characteristics , such as flexibility and accountability in real time .
- Change and shift of paradigm in the strategic management to define the dynamic nature of organizations and the need for all organizations and corporation about entrepreneurship . Model of strategic entrepreneurial mindset, reflected in Figure 1, shows clearly the key dimensions of strategic and entrepreneurial thinking . The key dimensions, define entrepreneurial strategic mindset . Entrepreneurial strategic mindset is a success key factor and the business will not succeed without it . According to the speech , (Michael et al. , 2002:48) , today's entrepreneurial mindset with a focus on value creation , opportunities seeking , recognition and (or) discovery of the businesses of tomorrow's . Strategic entrepreneurship merge of entrepreneurship (the opportunity to contribute) and a strategic perspective (the advantage seeking) will be design and implement entrepreneurial strategies that create wealth (Sathe, 2003) . To further emphasize that the strategy provides a starting point for testing corporate entrepreneurship, where the core capabilities of a firm can be leveraged to create new businesses. (Hitt et al., 2002:2) notes that strategic entrepreneurship as entrepreneurial action with a strategic vision and entrepreneurial and strategic actions , they complement each other when integrated will lead to achieving the most wealth . Entrepreneurial mindset to connect with strategic vision shaping an organization's future strategic with opportunities . This is what (Kelly et al., 2002:1) aims as part of the thinking strategies and prospects . Entrepreneurial mindset represents a way of thinking about business and it's opportunities that guarantees the benefit the state of uncertainty (uncertainty) . Fitting between entrepreneurial orientation as a strategic factor and organization with it's areas of the environment can have a positive impact on the performance and just such an orientation (per se) is not enough . (Zahra, 1993 and Dess et al. , 1997) , quoted of , (Antonic and Hisrich ,2004:521)

4.5. Strategic thinking is similar to seeing (observation) [23]

Henry Mintzberg, is to use a metaphor to describe the complexity of strategic thinking . his view suggests , most people believe that the strategic thinking is to see ahead , but we can not see ahead unless we have the ability to see behind because every good prospects for the future course design is rooted in the understanding that . Others claim that strategic thinking is the view from the top but be prepared to see the big picture, there is no . The strategist must make himself (herself) so it can be said that strategic thinking is deductive thinking .

Therefore, the above view is supported by the deep see . Yet another element is necessary , creativity. Strategic thinkers observation are different from others , they are able to recognize the valuable opportunities that are hidden from the eyes of others . Such a thinker challenges with conventional versions for industries and traditional strategies and differentiate the organization . Since creative thinking is also noted as thinking in parallel (lateral) ,

Therefore we call this kind of vision seeing around . There are many creative ideas much more than what we can imagine, so together around , strategic thinker must see to complete them . But it still remains, and it combines all the elements of Views Created by strategic thinker . In other words , the thinker who is qualified as a strategic thinker should be able to see all the linking and portrayed interaction between them in the mind .

Entrepreneurial strategic thinking Training

However, strategic entrepreneurship and entrepreneurial strategy, yet to be introduced as a new phenomenon, our knowledge of entrepreneurship, continues to expand. However, this knowledge remains highly fragmented and non-cumulative. Here, the concept of strategy as a useful focal point for the integration and combination of intellectual entrepreneurship is a key element in the domain. Components of corporate entrepreneurship strategy include [24] ,

- Strategy Precedent records (e.g, recognition of individual entrepreneurs, members of the organization and the external environment that is inviting entrepreneurial activity) .
- Entrepreneurial Strategic elements include entrepreneurial strategic vision for the organization's senior management , enterprise architecture and in order to encourage entrepreneurial behavior and processes and the general shapes of the entrepreneurial process that is reflected in entrepreneurial behavior .
- The results of the strategy (eg, organizational outcomes resulting from entrepreneurial actions, including the ability to develop a competitive and strategic restructuring .

4.6. The proposed model for entrepreneurial strategic thinking

People typically to be a successful to recognize the opportunity are creative people and right brain . These people are smart and they view the situation that everyone else is But the image and their perception is different than others . Scientists, especially those are in the highly analytical field , often in an attempt to this phase . At the same time that a science-oriented attempts , strive for repeatability and attitude that today is $A + B = C$, then $A + B = C$ is tomorrow , Many people who have the ability to identify opportunities in different locations, with a view to the situation say, what is if tomorrow , for example, $A + B = D$. People who are successful in identifying real opportunities are outside of the stereo type (boxes) and stretch the limits and people are with non-traditional methods combined. [25] Classification of Chandler et al, 2004, about the phenomenon of the opportunity, He based his theory on four models, in 2004

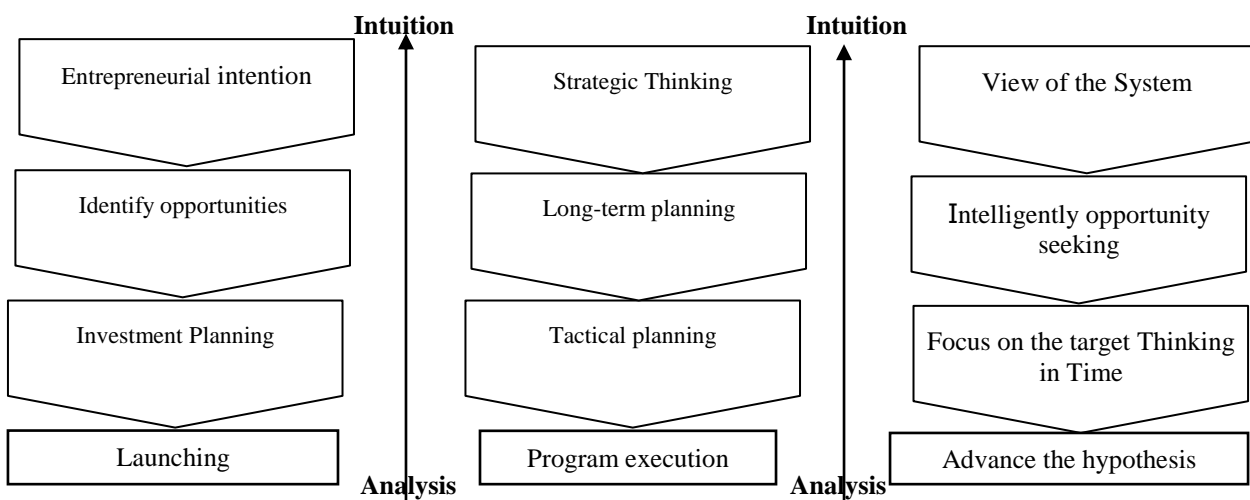
Active search pattern , Shane [26] and his colleagues are the main providers of this theory . In this pattern , opportunities exist objectively in the environment but discovered by entrepreneurs mind, why are found these factors that are created opportunities in the environment , only by a few people ? this case related to non-uniform distribution of knowledge between individuals , is considered differences in their knowledge , experience and qualifications of the people and other because of its position in time and space in social networks . Shane and colleagues to prepare a list of environment variables and factors that are emerging opportunities in the environment . According to Joseph Schumpeter [27] these factors include technological innovations, political factors , social, administrative and macro-economic developments and Peter Drucker [28] had believed , these factors include disaster, conflict between expectations and reality, process needs, new knowledge, changes in industry and market structure, demographic trends, changing preferences and tastes.

Turn latest (non active) model , the model using the shape of feedback of Cyert & March 1963 , has been the target of previous work failure or out going to problems from seeking opportunities resulting .

Random pattern discovery , Krizner 1979 [29] , believes (ed) , that opportunities can be discovered by those who are aware of environmental changes and explore opportunities is done without conscious search , because can not performed search for unknown things . He also argues that the search was completely unconscious and subconscious search is mainly due to previous experience and education. (Ardichvili et. Al. , 2003) .

Creating opportunities pattern, the pattern of its intellectual origins , Joseph Schumpeter, takes place. In this model , the entrepreneurs have created opportunities in his (her) mind , and then interact with their customers for use this idea to convince . In this model , human creativity and all capacities to play a major role in creating opportunities and entrepreneurial environment takes place after it . In this approach, entrepreneur effort to create a space that eventually entrepreneur skills , abilities and experiences balance setup to economic stability . What seems there are opportunities in the environment .

the source of all the above models , they are in the environment , although in the opportunities created model , the mechanism of the conscious person is involved in exploring opportunities . Looking at the above patterns , see what emerges in the context of entrepreneurship and basic assumptions in the application of strategic thinking , is created a model for entrepreneurship led of the author's perspective formation of an entrepreneurial strategic thinking associated and linked with the Opportunity identify factors and are conducted for belief into the impossibility of separating the components of strategic thinking and entrepreneurship . This model explains dynamic and closely interconnection of these two elements . Based on this model , an entrepreneurial intentions are formed on entrepreneurial mindset and the physical elements involved in the formation of entrepreneurial intention is minimal . In fact, entrepreneurial intention are the view of the system (Jeanne M. Liedtka) , seeing beyond (Henry Mintzberg) , a necessary process (Peter Williamson) , drawing new intellectual framework (Gary Hamel) .



Entrepreneurial Strategic Thinking Morrisy's Programming Model Strategic Thinking Elements

Figure 2, Proposed Entrepreneurship Strategic Thinking

4.7. Pattern of future options

Peter Williamson , has offered strategic thinking pattern options for the future (future option) . he looked at the subject from an entirely different perspective , although eventually has reached similar conclusions in comparison with the patterns of Garry Hamell & Liedtka . He notes The organization 's strategic failure is loss of maneuverability and as an effective way to avoid such a situation suggests for making the future options. The loss of maneuverability due to the lack of effective options and if The organization has a portfolio (basket) of strategic options for different conditions in terms of unexpected an option from this basket will be instrumental while his rivals probably will end his career in the same condition . Take a look at these options shows full integration of strategic thinking and entrepreneurial. These models display the same lack of separation of these two crucial and vital elements in the organization's development and stabilization and in the absence of any of these elements , organizations are not in the path to success. Peter Williamson has provided a four-stage model for this approach, **To reveal hidden constraints** , when the environment is evolving , organizations for responding to a new market conditions faced by the two constraints , the first conceptual limitations to the new needs of the market and then restrictions on the ability to meet these needs. If environmental changes within the scope of the knowledge and capabilities of the organization (point A in the below diagram), The organization is able to respond well and can take advantage of the opportunities But where it is accompanied the changing market conditions with cognitive limitations of the organization to new customer needs (point B), or limit its ability to meet these requirements (point C) , organization will not be able to meet the new situation and take advantage of opportunities (or avoid threats) . developing of borders needs to investment , Otherwise the organization will be into their last prison , to avoid incarceration in hidden limit of an organization to gain new knowledge and capabilities the potential customer and market behavior, is required . To do this requires two sets of basic processes are needed ,

- processes that develop the knowledge of organization toward the market .
- processes that develop the capabilities of organization .
- To create required Processes , build knowledge and capacity creates options for the changing market conditions and the potential for unexpected phenomenon . development of Knowledge and ability requires specific processes , knowledge about the characteristics of the potential market can be risky and costly . Development of the capability of organizations is also same . Processing options for the future not only should create most effectiveness knowledge and ability for organizations , but on the other hand it must also possible to reduce the cost.

Entrepreneurial Environment

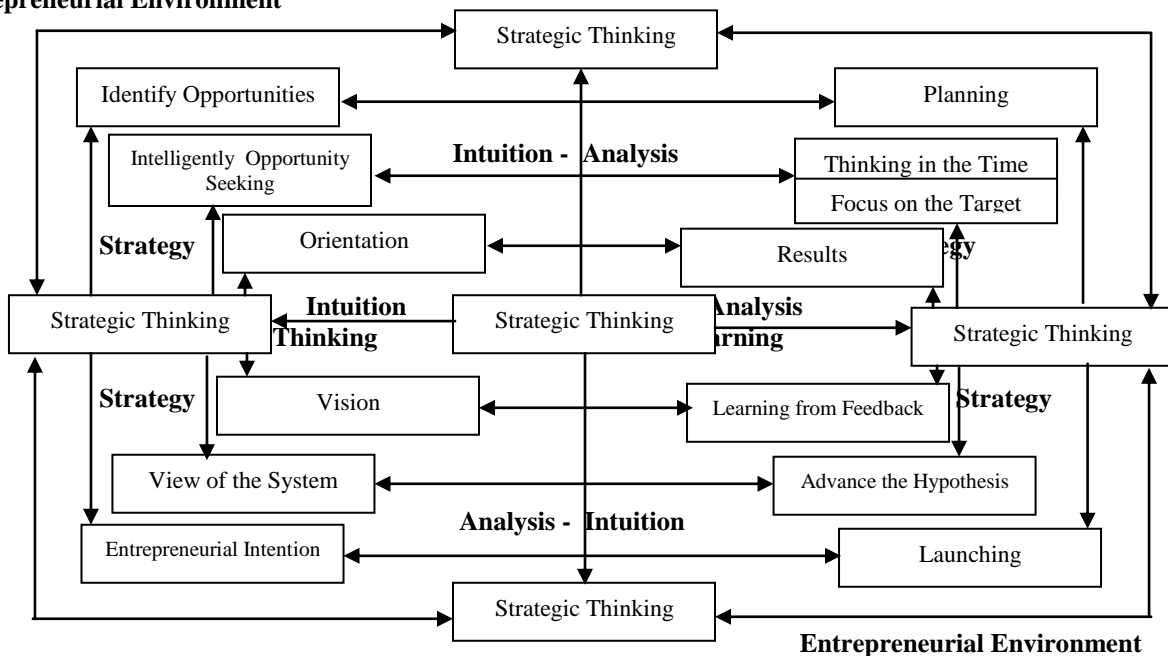


Figure 3 , Entrepreneurial Model in the context of Strategic Thinking

To optimize basket of options , on the development of knowledge and capabilities , a major concern is the choices made , will be a basket is perfect for future market developments and changing and how can we ensure this? It needs to answer two fundamental questions , What potential markets (new geographies, new customers and new behavior) is possible at future and should to obtain knowledge about it? What capabilities are be able to answer the possible needs of the customer ? An effective approach for an effective response to this question, scenario building creative. It needs the walls between imagination and thinking to be picked up and making the possible future at the thought . If the strategy to be considered of creating a portfolio of options of unpredictable future ,Strategic success will be not requires the ability to accurately predict of future's conditions.

To integrate seeking for opportunity and planning , planning to make future choices can increase the maneuverability And it gets rid of deadlock and unpredictable conditions . But that's not the only benefit of this approach . The extended

capabilities (features) can be employed to effectively against rival at a special opportunity . This feature puts organizations in a position to act and if them rivals not properly prepared for the reaction , the competitors will put in a difficult situation .

5. conclusion

The fact is that, strategy as a taking advantage of the organization's resources and recognition and identification opportunity in entrepreneurial field are very similar to each other and it is impossible to separate these two elements.

The strategic thinking is about creativity and innovation . Companies which introducing new products and services as well as new methods or systems , to transfer or create value deals . The concept of entrepreneurial topics as Strategic thinking and entrepreneurial processes and behavior of phenomena is more clearly in strategic entrepreneurial mindset. Strategic entrepreneurial mindset is a single and unique structure . This is due to the proposition that strategic thinking is not different from entrepreneurial thinking . As noted by (Morris Kuratko ,2001:81) , strategic initiatives , seeking to provide the conditions for entrepreneurial activities . As a result , dynamic organizations that are able to integrate future strategic actions with entrepreneurial activities , based on their persistence . Strategic thinking focuses on achieving competitive advantage in a particular industry or market while pursuing entrepreneurial opportunities that others have missed it or have not fully exploited too . This action is the result of entrepreneurial strategic thinking and without which businesses can not compete and be successful.

However, strategic entrepreneurship and entrepreneurial strategy, yet to be introduced as a new phenomenon, our knowledge of entrepreneurship, continues to expand. However, this knowledge remains highly fragmented and non-cumulative. Here, the concept of strategy as a useful focal point for the integration and combination of intellectual entrepreneurship is a key element in the domain. Components of corporate entrepreneurship strategy include .

- Strategy Precedent records (e.g, recognition of individual entrepreneurs, members of the organization and the external environment that is inviting entrepreneurial activity) .
- Entrepreneurial Strategic elements include entrepreneurial strategic vision for the organization's senior management , enterprise architecture and in order to encourage entrepreneurial behavior and processes and the general shapes of the entrepreneurial process that is reflected in entrepreneurial behavior .
- The results of the strategy (eg, organizational outcomes resulting from entrepreneurial actions, including the ability to develop a competitive and strategic restructuring .

Empirical research on whether the difference (or nothing) between strategic thinking and entrepreneurial thinking (behavior) and pragmatism (scholarship) are required . The concept of entrepreneurial strategic thinking as a single and unique structure , which requires empirical justification, Specifically , research on entrepreneurial vision , strategic thinking and attitudes rather than general management , strategic planning and entrepreneurship will have to be followed .

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