

# Organizational Entrepreneurship: Concepts, Theory and Perspective

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## ARTICLE INFO

### Article history:

Received: 12 May 2016;

Received in revised form:  
10 June 2016;

Accepted: 16 June 2016;

### Keywords

Entrepreneurship,  
Organizational  
entrepreneurship,  
Creativity.

## ABSTRACT

Research on entrepreneurship has always been a controversial topic in economic theorizing. The significance of entrepreneurship is emphasized by almost all authors working on innovation economics, nevertheless, most of the research work comes to an end at a purely appreciative level. Today, and social systems are encountered to complex and obscure challenges. Fast environmental changes also cause the future social systems, especially the organization, unpredictable. In addition, the competitive field intensification, the product's life-cycle decrease and the social expects increase, makes these systems more complicated and obscured. In order to survive and continue the life, the organizations and companies have to make entrepreneurship and creativity in respond to the challenges. This could be gained just by organizational entrepreneurship, as a stimulus motor for the organization and the country improvement by the means of organizational entrepreneurs as the main core of entrepreneurship in organizations. The basic factor of organizational entrepreneurship is to determine the opportunities and take advantage from them. Although, today, entrepreneurship is known as a commercial and economical issue, it is still used to gain the opportunities. Regarding to organizational entrepreneurship literature and organizational entrepreneurship evolutions and presenting the organizational entrepreneurship and at last the entrepreneurship encouraging methods in organization and providing the proper bed in this regard, this paper tries to facilitate gaining the economic value.

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## 1. Introduction

New organizations are encountered with evolutions and widespread international threats; so assurance and persistency and survival of them are depend on finding new methods and solutions for confronting problems. This matter depends more on innovation, invention, creating products, processes and new methods (Khanifar, 2006). Exercise is one of the most important and fundamental factors in providing the health and alacrity of society and increase of national productivity; so pay attention to exercise activities in developed countries has a crucial role in economic prosperity (elaborative studies of development of sporting financial resources, 2004). Exercise is also a progressive process in our country so that this increasing evolution makes appropriate backgrounds for entrepreneurial activities with exercise. This matter comes from the fact that creation and establishment of entrepreneurial jobs is allocated significant portion of established jobs during past years and most of developed industrial countries, codify and put into practice widespread supporting programs of entrepreneurs. We can introduce new opportunities to entrepreneurs and society by identifying entrepreneurial backgrounds in sport to take advantage of that for economic and social growth (Foroughi-pour, 2005). Another subject which causes the necessity of pay attention to entrepreneurship is unemployment's intricacy which our country is struggling with. As a result it seems that training entrepreneurs and self-employment thought is considered as the appropriate solutions by economic policy makers and managers (Aerabi, 2003). On the other hand because of variety and lots of occupational backgrounds in sport we know that

our country's custodians of sport are the primary center of creating entrepreneurial backgrounds. These kinds of planning need organizations which are entrepreneur

Global economy and competition between organizations is creating rapid changes for organizations all over the world. The answer to today's fast-changing and competitive environments is adaptability, flexibility, risk taking, pro activity, competitive aggressiveness and innovativeness – in one word: entrepreneurship (Morris and Curator, 2002). Corporate entrepreneurship is very likely related to improved organizational performance, usually in terms of growth and profitability (Covin and Slevin 1991). Therefore, high level of performance is linked with high level of corporate entrepreneurial intensity. Identifying and fostering corporate entrepreneurship within a firm is justified precisely because the entrepreneur will develop new products and ideas, which will ultimately improve the firm's performance. Corporate entrepreneurship refers not only to the creation of new business ventures, but also to other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures.

The importance of entrepreneurial behavior for economic development has always been stressed in economic history but the existence of entrepreneurship in orthodox Economic theory has almost been undetectable. Economists wonder why the Entrepreneur has almost vanished in economic theory. The changes and evolutions formed in economic and social systems, as the substantial basis in each society, are rooted in science and technology improvement.

In order to respond and survive and creating value, organizations should conform by situations. So, in order to gain this principal, organizations start to implement creativity and innovation and entrepreneurship, as a whole, in products (service) or process. The organizations could not survive unless there would be some organizational entrepreneurship. In Islam, the entrepreneur is an active person who could benefit from his own maximal physical, material and professional abilities in the society he lives in (Jennifer 2006: 31). In fact, such a person are known as the stimulant motor of organization and inspire the energy into the organization and cause them to be succeed in dealing with current problems and disasters. Adjusting the traditional managing methods, the organizational entrepreneurship provides competence in society which could help to eliminate the infinite requests of customers. In fact, the organizational entrepreneurship, is an aspect related to entrepreneurial direction in an organization (Pardakhtchi 2006: 91). It could be claimed that the organizational entrepreneurship is the source of national and organizational profitability in one country. Indeed, the organizational entrepreneurship is one of strategic trends in organizations to gain a high functionality and reach substantial succeed.

One important organizational element that is beneficial for corporate entrepreneurship is organizational and management support for entrepreneurial activities. This support includes top management involvement, encouragement, support, commitment, and style, and the staffing and rewarding of venture activities (MacMillan 1986). Antoncic and Hisrich (2001); Stevenson and Jarillo (1990) argue that organizational support activities such as top management support, denoting the willingness of managers to facilitate and promote entrepreneurial activity in the firm; commitment and style, as well as the staffing and rewarding of venture activities, and training and trusting of individuals to detect opportunities are important factors that stimulate corporate entrepreneurship. Perceived organizational support has aroused a great deal of interest among researchers in the fields of psychology and management (Rhodes and Eisenberger, 2002; Fuller et al., 2003; Stamper et al., 2003; Aube et al., 2007; Allen et al., 2008). Previous research also provides evidence that perceived organizational support is associated with trust (Tan and Tan 2000), affective commitment (Shore and Wayne 1993; Casper et al 2002), turnover intentions (Wayne, Shore, and Liden 1997; Eisenberger et al 2002), service delivery standards (Fuller et al 2003), innovation (Eisenberger, Fasolo and Davis-LaMastro 1990) and job factors such as involvement, stress and withdrawal behavior (Rhoades and Eisenberger 2002).

## 2. The necessity and importance of organizational entrepreneurship

Today, many companies understand the necessity of organizational entrepreneurship. in fact, this change in strategy trend, is some response against the three needs imposed in companies:( . Moghimi, M.(2003).

- 1)The rapid increase in new competitors.
- 2)Having no trust toward the traditional management methods in companies.
- 3)Exclusion of the best work forces and moving toward an independent entrepreneurship (Poordariani 2004: 134).

Totally, the sudden improvement in science and technology, changes in sociology trends, and the effective attendance of capital markets and making the managers familiar with entrepreneurship, caused the tendency toward

entrepreneurship be emphasized in organizations strategy (Kuratko & Hodgetts 1989).

## 3. The evolution of organizational entrepreneurship concept

The first step toward recognizing, perceiving and explaining the organizational entrepreneurship concept is to study the history and it's evolutionary trend. For this purpose, I investigate the evolutionary trend in this concept during 4 decades, as follows (Hadizadeh and Rahmi 2005: 15-20).

### The evolutionary trend in organizational entrepreneurship concept

1970: For the first time, the organizational entrepreneurship was discussed in Switzerland. In this period, the technological entrepreneurship was the most current organizational one.

1980: In this period, the importance of entrepreneurship thought and entrepreneurial spirit promotion were emphasized and the organizational entrepreneurship was introduced as a valuable competitive advantage.

1990: The organizational entrepreneurship was introduced as the condition to survive for the organizations. The entrepreneurship concepts were discussed in strategic management.

2000: For some reasons including the need of companied to have creativity and to change the concept, organizational entrepreneurship was improved all over the world.

### Figure 1. The revolutionary trend of organizational entrepreneurship concept

## 4. Definitions of organizational entrepreneurship

Different definitions have been suggested for organizational entrepreneurship which are similar in many aspects. Arila believes that the organizational entrepreneurship has three dimensions including: innovation, new systems or productions improvement and risk-taking.

"The organizational entrepreneurship is some process which directs the organizational activities toward creativity, innovation, risk-taking and proactiveness" (Hadizadeh and Rahimi 2005: 23).

In another definition offered by F. Fray the organizational entrepreneurship has been defined as follows: "the organizational entrepreneurship, like entrepreneurship, is a process. The kind of process that needs to be encouraged and protected in order to be survived. The organizational entrepreneurship is some process that could lead to creativity in products and processes by inspiring the entrepreneurial culture in an organization" (Poordariani 2004: 138).

In 1992 the term "organizational entrepreneurship" was added to some valid American dictionary. It is mentioned in this definition that "the person in some big company, who is responsible for converting an idea to some a complete and profitable product, using secure risk-taking" (Pardakhtchi and Safi' zadeh 2006: 92).

What could be perceived from the definitions mentioned above, is that the innovation is an essential factor for organizational entrepreneurship and the also is the main focus of many related researchers. Innovation could lead us to identify the opportunities on the way of organizati. (Moghimi, M.(2003). on and it justifies the risky operations of organizational entrepreneurs.(

## 5. The difference between organizational and independent entrepreneurship

The first difference is that the personal entrepreneurship operation is obligatory while the organizational entrepreneurship is focus on "retrieval" and the retrieval operations are more often performed in condition of being

encountered with stagnancy in big organizations. The organizational entrepreneurship even could be "regulative"; because the entrepreneurial culture is regulated in some organization that has had a completely vertical and sequential structure before (Moghimi 2005: 222232).

Totally, in compare with independent entrepreneurs, the organizational entrepreneurs are encountered with more problems. The organizational entrepreneurs should make a group against the limitations of the organization. Moreover, the organizational entrepreneurs should know that which part of the organizations the main persons are included, such that they could complete their abilities.

#### **6. The dimensions of entrepreneur organization**

The organizational dimensions are classified in two structural and inclusive groups. Investigating and perceiving the organization on two structural and inclusive dimensions is necessary.

#### **7. Structural dimension**

The structural dimension indicates the internal characteristics of organization and allows us to measure and compare the organizations. These dimensions include:

**Formality:** The organization formality depends on the amount of director and duties and institutions description. The entrepreneur organizations believe that formality could repress the innovation.

**Complexity:** This term means the number of works or secondary systems that are performed in an organization. The researches conducted with Covin and Slevin, illustrate the negative correlation between complexity and organizational entrepreneurship.

**Centralization:** This term shows the decisions made in tops of the organization. Basically, centralization is seen less in entrepreneur organizations. Because, these organizations have to make a quick respond against the environmental changes and the customer requests (Samad aghaei 1998: 97101).

**The personnel relation:** The entrepreneur organizations have less confidence on an accumulated site, because the fewer number of the site personnel compared to the personnel as a whole is one important characteristic (Samad aghaei 1998: 103).

#### **8. The inclusive dimension**

The inclusive dimension indicates whole the organization. It is an indicator for the organization's place and could affect on structural dimension. The inclusive dimension may be ambiguous because it shows the environment that includes the structural dimensions in it.

**The size of organization:** The history of entrepreneurship shows that the entrepreneur organizations were often small.

**The organization technology:** This term presents the nature of production subsystem. The entrepreneur organizations employ the modern technology to be conformed with complex and ambiguous situations. Also Maidique and Hays in their researches showed that the industries with modern technology could persuade the entrepreneurship (Samad aghaei 1998: 108-109).

**Environment:** The entrepreneurship organizations try to eliminate the barriers between them and the environment.

**Culture:** Risk-taking, personnel worthiness and control beside freedom are followed in entrepreneurship organizations (Pitters and Haisiritch 2005: 60-63).

The proper environment for organizational entrepreneurship:

By environment we mean economical, social, technological and national and international political environment. In order to promote the organizational entrepreneurship there should be a proper situation inside the organization. The factors affecting on entrepreneurship are called entrepreneurship environment (Spilling 1998). The total characteristic of a proper environment for organizational entrepreneurship, as follows:

- The organization to be updated.
- The new sights to be encouraged. \*Error and Test to be encouraged.
- The fails and defeats to be accepted.
- The group multi purpose method
- Long- term time horizon
- Proper rewarding system
- Excellent management support

The most important item is to encourage and the excellent management. The excellent management, also, should support them by physical attendance and by guarantying that the human and material resources are immediately and simply provided for the entrepreneurs (Pitters and Haisiritch 2005: 66). Indeed, the support provided by excellent management and receiving the innovative plans are the basic conditions for entrepreneurship and this sight is formed in personnel that using innovating in work and activity could result in spiritual and material rewards and this could lead to the entrepreneurship behavior of the personnel. Excellent management support from organizational entrepreneurship is the key of being succeeded.

#### **9. The organizational entrepreneurship limitations and barriers**

There are different barriers and limitations on the way of getting toward the entrepreneurship in organizations. Of course, most of these barriers are unconsciously and are resulted from employing the traditional management techniques. In some cases, these barriers are such destructive that it is better to avoid entrepreneurial behavior in organization (Poor dariani 2004: 150). The lack of necessary structural fields for organizational entrepreneurship results the entrepreneurship not to be happened or not to be ineffective. Some of these factors lead to stop the entrepreneurship behavior. In this regard, some of the most important barriers for organizational entrepreneurship are as follows:

##### **1. The nature of big organizations:**

The big organizations have some problems to perform entrepreneurial activities that are related to their especial extent and nature. The issues like "size, managerial classes increase, the need for control, culture of the company, time dimension, bureaucracy" are some barriers on the way of innovation and organizational entrepreneurship.

##### **2. The need for short-time profits:**

Everyone expects that the company and organizational entrepreneurship could provide short-time profits. The companies target the issue of reaching short-time profits that is the success scale in organizations (Poor dariani 2004: 151-152).

##### **3. Wrong rewarding methods:**

Another reason to the fact that the organizational entrepreneurs could be seen rarely in most organizations is that when the personnel introduce some new idea, the reward is so inconsiderable while the fail cost is very high. The organizations should consider the fails of personnel as some training process and help them to overcome the barriers on their way.

#### 4. Obligation and inaction in organization

One of the most important reasons that the creative persons in organizations stay inactive is that most organizations have no tendency to change their systems. Few resources are designated to each new work and it is not considered serious. Even in many organizations the ideas suggested are considered as outdated and in this way the sense of creativity is ruined in personnel (Hwengere 2003).

5. Underestimation that could weaken overestimation which in turn affects on entrepreneurial innovations (Moghimi 2005: 121).

Zilberman, in some article, summarizes the organizational entrepreneurial preventive factors in 4 main elements, as follows:

- Over-emphasize on rules and institutes
- Flexible hierarchy
- Lack of latitude
- Over-control (Pardakhtchi and Shafi'zadeh 2006: 106).

From the author's point of view, some other factors like people promotion as a result of communicating with top posts not liability, unconformity of communications with organizational structure and the lack of risk-taking by superior managers are also other preventive factors for organizational entrepreneurship.

#### 10. The steps of organizational entrepreneurship

Using entrepreneurship process, the observational sight or entrepreneur idea comes true. The entrepreneur process includes training and encouraging the entrepreneurial spirit, expressing ideas, making the entrepreneurship group, making consensus between the group members, providing financial resources and promoting novel ideas. The organizational entrepreneurship process includes the following steps: offering the idea, making the idea group and innovation group, formal protection and performing the idea. (Mosadegh Rad, A. M. (2006).

##### Step 1: Making the idea group

The innovator or entrepreneur should choose the best idea from various ideas come to his mind spontaneously, an idea which is useful for market, company and entrepreneur. Then, some short descriptive note about idea is provided and completed that is called the idea plan. The idea is offered to the investigating group to be more surveyed (Hadizadeh and Rahimi 1384: 89). An important point which should be considered in creating the idea includes conforming the idea with the resources existed in organization for new production and services. This is illustrated in the following figure (Pardakhtchi and Safi'zadeh 2006: 98).

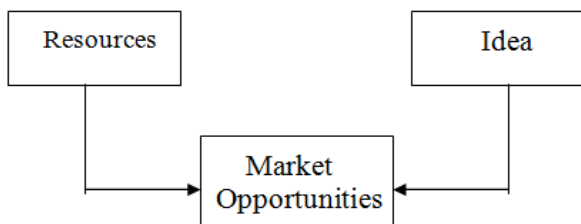


Figure 2. Idea and resources conformance.

##### Step 2: Making the innovation group

If it is necessary for the idea to be more investigated or if the ideas and suggestions should be appended, the innovation group starts to work by the aim of gaining guaranty and commitment against the idea.

##### Step 3: The organization formal support and idea performance

If there is some guaranty or support, the idea is converted into some formal project for the company. (Elizabeth Hill, M. (2003)

#### The organizational entrepreneurship model

Many researchers have tried to relate the organizational, strategic and environmental variables with entrepreneurial activities in organization. Below is some model with the aim of organizing prerequisites, organizational entrepreneurship and the results with the other variables (Pardakhtchi and Shafi'zadeh 2006: 104).

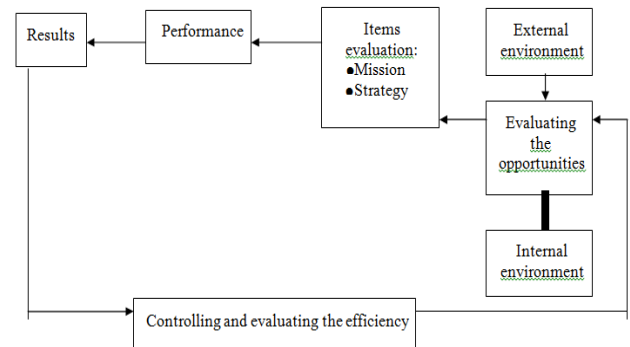


Figure 3. The organizational entrepreneurship model.

The organizational entrepreneurship strategies:

From the view of Hans Showl Hammer Stratje:

- Administrative entrepreneurship: In this insight, the innovation is considered as a multi-step and controllable process.
- Opportunistic entrepreneurship: Innovation is formed by this strategy.
- Imitative entrepreneurship: It is the opposite of innovation but it could base the entrepreneurship spirit.
- Acquisitive entrepreneurship: Using this strategy, the companies perform different activities.
- Incubative entrepreneurship: The separate units improvement and growth in their own organization (Scholhammer 1982).

#### 11. Ways to encourage the entrepreneur in organization

The managers believe that, encouraging the people to think like entrepreneurs is the key point to maintain the competitive spirit in organization. Some methods that the managers use to inject the entrepreneurial sense and spirit to the personnel are suggested below:

- Unify the inter-organizational groups.
- Ask the personnel continuously.
- In each unit, make some group with high imagination.
- Ask personnel to talk about the issues which they think their organization could accomplish.
- Ask personnel to talk about the things that they think their organization could not come through.
- Communicate with the main and special groups of customers and hide your new products from the sight of competitors. (Elizabeth Hill, M. (2003)

#### 12. Investigating the organizational function

In order to investigate the organizational entrepreneurship function, two scales are implemented:

- The scale of results and organizational function consequences
- The scale of providing the situation and necessary structures to improve the entrepreneurship in organization

The scale of results and organizational function consequences:

##### 1) Financial results

- Investment revenue

- Profit
- Sale
- 2) nonfinancial results:
  - Market share
  - New products offer
  - Product quality
  - Standard conformity
  - Product variety
  - Rewards and prize
  - Human source ability
  - Plans performance
  - 3) Consequences:
    - The customers loyalty and satisfaction
    - The personnel incitement and satisfaction
    - The organization social image
    - The organization value
    - The effect on local and national life
    - Environment protection
    - Organizational flexibility

After identifying the results of investigation, the managers of organization know on which structural and basic factors they should work to gain the desirable results for next step of operation (Welsch Harold 2004).

The characteristics of organizational entrepreneurship leader:

The successful managers in organizational entrepreneurship should have some characteristics; could percept all the aspects of environment; identify the problems and opportunities, to gain the organization aims, as follows:

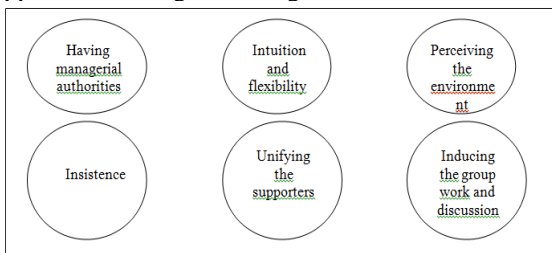


Figure 5. The organizational entrepreneurship leader characteristics

**13. Human source in entrepreneur organization**

The organizations could not be creative, innovative and entrepreneur unless they form the organization body with their particular characteristics.

Having an analytical mind	having confidence
Having internal controlling center	high need to independency
Curious, able to tolerate the ambiguity and uncertainty	creative
Introspective	need to respect

Figure 6. The characteristics of organizational entrepreneur leader.

**14. Conclusion**

If athletic organization is an entrepreneurial organization it would be able to create conditions that managers, programmers, decision-makers, entrepreneur staff would appreciate opportunities better and use existing resources and opportunities for innovation and accordingly grow faster and endure in global, regional and national competition and do their duty as good as possible (Mousavi-rad et al., 2012). For overcoming problems and threats that modern organizations are encountered, there is only one effective solution that is creating background of organizational culture in organizations. Cultural background is one of the infrastructure or even basis factor of other necessary backgrounds for entrepreneurship,

needing deep evolutions in recognizing beliefs, rights, traditions, customs and ethic of one nation (Shahraki pour et al., 2010). In an organization, organizational culture is the atmosphere which differentiates the organization from other organizations and indeed gives unique feature to the organization and as a result determines the social identity of each organization (Seyed Ameri, 2006). Sterker (2006) defines culture as a system for differentiation of the individuals in and out of a group (Toosi, 1993). On the other hand, Swald et al believe that organizational culture is a model of values and beliefs which creates some commons and leads to specific behavioral standards (Fatehi, 1996). About entrepreneurship we can say that entrepreneurship's word means "to undertake". entrepreneurship includes intuition and incorporation. Entrepreneurs need an intuition of risky business and perception of all areas of business (Ahmadpour Daryani & Moghimi, 2006). Hisrich and Peters (2002) define entrepreneurship as the process of creating every new and valuable thing by spending time and effort with the assumption of having financial, mental and social risks and obtaining financial rewards, individualized satisfaction and independence due to that. Kuratko knows entrepreneurship as a dynamic process of changing intuition and foresight with initiative and innovation. Organizational entrepreneurship is the process in which one person is the beginner of risky activities in an organization. On the other hand the prerequisite of organizational entrepreneurship is that all the staff of organization should possess entrepreneurship spirit (Ahmadpour Dariani, 2004). Entrepreneur is someone who involves in independent activities or organizational entrepreneurship (Kirisman, 2006). Entrepreneur is someone who is able to recognize new occupational opportunities of business or render new profitable ideas accompanying measures and necessary practical methods for self-employment, also be able to deal with assigning the idea to others or establishment of a small economic agency (Gerami nezhad, 2006). Ahmadpour Dariani and Erfanian (2007) believe that entrepreneur is someone who has new idea and thought and renders new service or product to a market through creating a business or mobilizing resources which accompanies financial, social and prestigious risk. An entrepreneur is someone who is successful, enthusiast and energetic (Zampetakis, 2007). Stevenson defines entrepreneurship as the process of creating value with unique resources for exploitation from an opportunity (Pavlin, 1991, cited from AhmadPour Dariani, 1998). Eckhard and Shane (2003) define entrepreneurship as: exploration, evaluation and exploitation of oncoming services and purposes through identification or formation of new tools and purposes which have not been discovered by market competitors before. This definition also includes managers and founders of small businesses which needs innovation and creativity. On the other hand, organizational entrepreneurship is the way of exciting and then using of individuals in an organization. The ways in which individuals think they can do the jobs differently and better. We can overcome the barriers of flexibility, growth and innovation through development of entrepreneurship spirit in an organization. Training of entrepreneur individuals in an organization needs providing appropriate background and promotion of entrepreneurship spirit (Hadizadeh moqadam et al., 2005). Organizational entrepreneurship is the process in which innovated products or processes appear through induction and creation of entrepreneurial culture in a pre-established organization or in other word it is collection of

activities which have organizational resources and support for gaining the results of innovators (Samad Aghayi, 1999). After analysis of definitions and concepts of organizational culture and entrepreneurship, we analyze the literature review of this research in follow. Ghahremani et al (2010) in a research on organizational culture and its relationship with the organizational entrepreneurship from the perspective of a non-faculty member staff of Shahid Beheshti University in Tehran concluded that there is meaningful relationship between organizational culture and organizational entrepreneurship in Shahid Beheshti University. Kerdnayij et al (2009) had a research on the relationship between the elements of the organizational structure and entrepreneurial culture at Tehran University to study the relationship between structure elements and entrepreneurial organizational culture at Tehran University. The results suggest that there is a strong, significant and positive relationship between organizational culture and organizational entrepreneurial structure, the results of regression test showed that factors such as management support, reward systems, and control over other components have a significant effect on entrepreneurial organizational structure. The result of research by Mobini-Dehkordi et al (2012) shows that organizational culture has a positive and significant impact on the organization individual's entrepreneurial orientation, as for development and enhancement of entrepreneurial orientation in staff we should focus on the organization's culture and take action in order to coordinate values and norms of individuals and organization. The researches of Morrison and Mueller showed that there is important and significant relationship between entrepreneurship and existing culture of the organizations and organizational culture has a profound impact on entrepreneurship rate. In a research by Tom (2009) as innovation, entrepreneurship and organizational culture was determined that cultural values are strong predictor of innovation in an organization (Nadri, 2010). Studies concerning organizational culture has been done by Morris and Kuratko (2002), Kuratko and Geldzbay (2004). They emphasize the effective role and meaningful relationship between organizational culture and organizational entrepreneurship (Kazemi et al., 2011). Moreno et al (2011) in their study concluded that entrepreneurial culture acts as a moderating variable which effects innovation of staff. Brettel et al (2007) in their study stated that organizational culture has an indirect effect on the performance of new entrepreneurial firms. If the organizations tend to survive in some environment full of changes and if they want to guaranty the continuous of their activity, they should take a big step toward the entrepreneurship and also, comparing their competitions, they should pioneer in innovation and entrepreneurship. In organizations, the managers have a considerable role in increasing the entrepreneurship. Indeed, making the organizational entrepreneurship process needs the manager commitment with good leadership characteristics, particularly in superior management level. They should provide some situations for the organization such that the bed could be formed to appear the innovation and entrepreneurship by the entrepreneurs. They also should provide some directions for the entrepreneurial activity and trace the expectations of entrepreneurship process before they start the organizational entrepreneurship. In these cases, the organizations could gain their pre-defined aims, ideals and imaginations and also could get ride of routines.

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