

The Role of Strategic Entrepreneurship in Public Organizations

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Abstract: *We discussed in this research the concept of entrepreneurship, its origin, development, and approaches, then the local, regional, and international entrepreneurship, further we tackled with the strategic entrepreneurship by illustrating its requirements and characteristics. We elaborated on the strategic entrepreneurship as a key topic of this research, especially; in terms of its use by many organizations as a developmental approach at the level of public sector institutions and different public bodies. We concluded with a set of results such as the grow of attention paid to applying and adopting strategic entrepreneurship approach by many international universities, as well as the demanding of universities on support the application of such an approach. We presented a model in form of a set of conditions the most significant among them are the entrepreneurial leadership, financial support to execute the plans, in addition to motivate and adopt the developmental initiatives and creative thoughts, and achieve the independence of universities in applying such strategic entrepreneurial ideas. These conditions should be available in Arab universities, most of them are public organizations; interested in adopting this approach, in order to promote their capabilities in international competition and to achieve their developmental objectives.*

Keywords: Strategic Entrepreneurship , Public Organizations

1. Introduction

The approaches and methods of promoting the public organizations varies over time, where, for long time, prevailed the traditional method which based on the change that the need necessitates. Then appeared the most modern organizational and developmental models such management-by-objectives, total quality management, re-engineering of management operation systems ... etc. The strategic entrepreneurship emerged as an approach of developing the organizations. It is a modern method relies on that the concentration in the organization should be on the innovation as a unit of development not the individuals. Whereas the organization adopts a strategic plan and change mechanisms that transfer it from the status of stagnation to a leading organization within its domain of business lest the major organizations can handle and adapt with the different changes surrounding it. Some organizations seek noticeably to apply the management methods that characterized with a remarkable ability of innovation.

The strategic entrepreneurship was one of the methods used in dealing with the organizational environment within the organizations, it is usually called the strategic entrepreneurship, and in some literature it is called the organizational strategic entrepreneurship. In an attempt to combine between the strengths the small-size project has, such the ability of innovation, the flexibility, integration, proximity to markets, and the different resources available to the major organizations. It is noticed that the researchers moved from studying the entrepreneurship as an approach to development in the 1980s at the level of individual to entrepreneurship at the level of the organization. This was a result of swift change the organizations passed through in different areas technological, social and economic which drove them towards the necessity of awaking the spirit of strategic entrepreneurship within the organizations (Thornberry, 2006:1).

The model of traditional management has little contribution in the entrepreneurial activity as a developmental approach, that is; the concept of entrepreneurial activity confines itself

in just investing in the innovative initiatives, as innovation is the essence of the whole entrepreneurial activity discussed from the prospective of a planned logic compared to the new prospective, accordingly; one can concluded, under the model of the traditional management; that the entrepreneurial activity of the organization should stem from the strategy (Stevenson & Gumpert, 1985).

Thus appeared what is called the strategic entrepreneurship as an approach for developing the organizations, where this concept offered what (Covin & Miles, 1999) called the sustained regeneration, i.e., a form of chain of new programs and services that can allow the organization more presence, and attract more new customers. The strategic entrepreneurship associated, in general; with the organization' strategy. It can, for instance; open new branches, apply new programs such as e-government. The strategic entrepreneurship can also re-define the organization in a way that takes it from the current domain of competition to a new level, that is, it will not engage in a direct competition with its local counterparts but with the global competitors, that is what we can call entrepreneurship's "drive", (Cargill, 2007 ; Covin & Miles, 1999).

The strategic entrepreneurship revolves, particularly; around the warranty and support of the organization's competitive position - locally and internationally. As the entrepreneurship brings about its most impact on the organizational performance in the long term, especially in the ability of the organization to adaptation and survival. Considering the criterions of applying the strategic management in the organizations is ideal ones; it is necessary the entrepreneurial process in the organizations to begin at strategic level (Cornwall & Perlaman, 1999). Further; many believe that the strategic entrepreneurship as an approach to promote the organizations represents in the process by which the regeneration is adopted at all levels of administration within the organization, whereas the entrepreneurial philosophy totally prevails the thought, work, and method of the organization (Covin & Miles, 1999).

This paper will tackle with the concept of entrepreneurship, its origin and development, as well as the different forms – local, regional, and international. The focus will be on the developmental role the strategic entrepreneurship plays as a model of entrepreneurship, by dealing with its elements, discussing the possibility of applying the strategic entrepreneurship in the public bodies in general, and in Arab universities, in particular. Finally; the paper will provide some recommendations to enable Arab universities apply strategic entrepreneurship as a model for the public organizations.

2. The Idea of Research

Organizations seek to distinct and achieve superiority in local and international competition, therefore; we find that it does not hesitate in adopting new methods in management that help in achieving its goals. One of these modern methods of management is what is known as entrepreneurship, which can be achieved by means of adopting some developmental approaches of entrepreneurship. The strategic entrepreneurship appeared as one of those developmental approaches which received great popularity among organizations that look forward to the idea of entrepreneurship rather they consider it as strategic alternative through which they can realize superiority. Thus many see in the entrepreneurship the dominant logic for superiority and acquiring competitive advantages, when emphasizing that the organizations, especially; the major ones, cannot continue doing business without having real skills of entrepreneurship.

Considering the attitude of some universities towards entrepreneurship we can notice that the universities view the entrepreneurship from two aspects. The first aspect is the advocates of this approach, and the second aspect is the executives who represent the administrative behaviors. The entrepreneurial universities require a type of administration different from the existing one. This administration should be orderly, well-organized and constructive; adopts the strategic entrepreneurship approach as a developmental approach. This research will handle the benefit of applying strategic entrepreneurship in universities, being public organizations. We tackle with the strategic entrepreneurship as an administrative methods stand on tracking and exploiting opportunities regardless of the currently controlled resources, as the behaviors of the entrepreneurial management enhances the culture of innovation and venture, creates short informal structures, formulates a strategy for making use of available opportunities. Accordingly; the strategic entrepreneurship can be dealt with as a new act of development in the universities; as there is an evident that internal entrepreneurship in the organizations helps the managers to regenerate and activate their works and enhance their general performance (Antoncic, 2001; Kuratko et al, 2009 ; Wickham, 2006 P.5).

Perhaps some universities seek to stay away from the model of the traditional management which does not assimilate the idea of strategic entrepreneurship activity within the educational institutions, since the entrepreneurial activity expresses every entrepreneurial act or move with strategic aspect or a strategic movement stands on an entrepreneurial

thought, thus; it is an integral part of applying the strategic plan, thus; it could be concluded that a model of an entrepreneurial activity -originate from the strategy and operates under the concept of the strategic entrepreneurship- should be realized first. Considering that the strategic entrepreneurship as a developmental approach still not receive in-depth research in the literature of management, this research will use the descriptive method, to study and analyze the available literature on its subject matter within an analytical perspective to the possibility of applying the strategic entrepreneurship in Arab universities.

1) The Beginning of Entrepreneurship Idea

The entrepreneurship bears many meanings, and several words used as a synonym to entrepreneurship. Actually it is a French word from two Latin parts means undertake (Wickham, 2006).

The term entrepreneurship used, according to Hisrich and Peters; to denote the entrepreneurial efforts made by the individuals who are working off the existing organizations. These entrepreneurial activity greatly influence the prevailing economic systems in certain areas by means of building an economic basis for the community, and creating new jobs. In other areas the entrepreneurship is responsible for providing most new services and jobs. Further, it is recognized that the entrepreneurship has an effect on all economic systems and employment in specific areas of the world, but surprisingly the entrepreneurship as a developmental approach for businesses does not become economic development lever in the communities (Hisrich & Peters, 2002:17).

The entrepreneurship refers to a set of features and patterns of behavior related to choose, plan, organize and take the risks of businesses. It needs innovation in its management. Others view it as a feature and capacity expressing to what extent the individual (or an organization) is distinctive in terms of the possibilities, capabilities and creativity available to him (or it) comparing to his counterparts, which set him as a model of role others are keen to follow. In order to realize the significance of development the entrepreneurship witnessed during 21st century, (Kuratko et al, 2009) put a complete definition included the crucial factors necessary for this phenomenon, where they defined it as : a dynamic process to vision, change and innovation, necessitates energy and passion to establish and execute these new thoughts and creative solutions. The basic components include the readiness to encounter the calculated risks, a successful team to run the project, mobilization of the necessary resources, setting of a clear-cut plan, and establishing a vision to identify the opportunities in which other see chaos, contradiction, and confusion (Kuratko et al, 2009). Some say that entrepreneurship focuses on modernity and regeneration in the new services and processes in the public-sector organizations as guidelines for community service (Daily et al, 2002; Lumpkin et al, 1996; Sharma & Chrisman, 1999).

The entrepreneurship is defined as : the process that includes specifying and exploiting the un seized opportunities (Ireland et al, 2003:965). provided a distinctive set of literatures that handle the entrepreneurship in organizations,

defined it as the organization engage in creating new formations, or it is bring about regeneration and innovation inside the organization(Sharama & Chrisman, 1999:17) . Brazeal defined it as the elements of change, i.e., the initial motivating conditions, notion, innovation, and successful execution, all that represent the essence of the entrepreneurship, whether undertook independently or within the institutional context (Brazeal, 1999; Cargill, 2007). Kemelgor defined entrepreneurship in the organization as the phenomenon, at the level of the organization; seriously engage in generating radical innovations and cumulative innovations to achieve the strategic significance related to the competitiveness of the organization, where the tactic significance in connection to organization's processes and treatments manifested itself. The entrepreneurial organizations are able to offer innovations regularly and continuously, and the entrepreneurial behavior is needed by all organizations, regardless to their size, to keep pace with the development in a very competitive environment (Kemelgor, 2002:69).

Gartner conducted a survey to a sample of academicians, businessmen, and politicians to identify what entrepreneurship means to them. He provided 90 different definitions for this term, which was a clear indication to the disagreement to his definition (Gartner, 1999:15-28).

2) The Stages and Development of Entrepreneurship Idea

Currently the concept of entrepreneurship, in general, receives wide popularity in many countries, despite the entrepreneurship is not a new phenomenon, just as it is not a product of 18th or 19th century as stated in the literatures. Though the word used for the first time by the French economist (R. Cantillon) in 1755, and (J. B. Say)in the early 19th century, but, as a practice, it is backdated, since old traders who travelled around the world for business purposes were the forerunners according to John Butler (Butler, 2004). The term "entrepreneurial approach", and the whole entrepreneurial domain, is not simple single term people use. Up to early 1990s the spheres of theories and research which dealt with the characteristics of entrepreneurship were not obvious and disputing over the definitions and basic nomenclatures. The works conducted by Schumpeter during 1930s and 1940s tackled with entrepreneurship as a "Creative destruction" works that introduce creation or bring about an innovation which, in return; gives birth to new businesses that may succeed. Over the successive decades it became difficult to achieve a consensus on the definitions, as the case is in the academic disciplines that born and grown in a swift way (Cargill, 2007).

3) The Common Approaches of Entrepreneurship

The entrepreneurship has been studied by many researchers, where the focus was on certain aspects that clarify the different approaches of entrepreneurship, i.e.; entrepreneurship as a regeneration, entrepreneurship as an entrepreneurial orientation, the entrepreneurial management, strategic entrepreneurship, and strategic management.

First: Regeneration Approach

The name entrepreneurship is given to many organizational phenomena that include regeneration and renovation, and sometimes to the unique phenomena. The most common phenomena involve the following cases:

- (1) An "existing "organization engages in new businesses.
- (2) An individual, or individuals, supporting the idea of a new product within the organizational framework.
- (3) The dominance of entrepreneurial philosophy over the expectations of the organization and its operations.

Those phenomena, in their nature; are not alternative concepts, but some concepts may exist as separate dimensions of the entrepreneurial activity within on organization, including innovation plus the goal, therefore; the sustained competitive end could be reached in four forms : sustained renovation, organizational regeneration, strategic renovation, and the re-definition of the domain (Covin & Miles, 1999:48).

Second: Entrepreneurial orientation or entrepreneurial management

Fox point out that entrepreneurship can be understood through the entrepreneurial orientation of entrepreneurial management. Therefore; he defined this approach by such classification. These sub-orientations of the second approach can be elaborated as follows (Fox, 2005):

1) Entrepreneurial Orientation

The entrepreneurial study led to the development of the entrepreneurial orientation as it is the cornerstone accordingly the entrepreneurship can succeed in adopting the ground works of strategic planning. It is a key concept in the literature of strategic management aims at achieving the desired outputs within the organizations, it, as well, encourages the inclination towards choosing the best patterns of management; spread the beliefs and behaviors expressed by the high profile leaders in the organization (Covin et al, 2006:57). Entrepreneurial orientation refers also to the patterns of behavior that reflect the commitment of the organization towards the effective application of entrepreneurship, which has a mix of frequented entrepreneurial businesses and the applicability of the entrepreneurship in the organization. The frequentness of the entrepreneurship is to consolidate its culture, such as providing products, services, procedures and processes (Covin & Slevin, 1991). The entrepreneurial orientation refers to the strategy-making practices used within the organizations in order to identify and launch the ventures. This approach uses the pre-research method to study the how the strategy made in terms of patterns of work, methods of decision-making to be generalized within the organization.

2) Entrepreneurial Management

The entrepreneurial organizations need different type of management rather than the existing one, but this necessitates the organization to be well-organized and constructive, though the regulations of management is identical in all entrepreneurial organizations but each one includes different challenges with different problems

whether these organizations are commercial, public-service, or modern innovative projects, all of them strive to encounter the fears and threats of decline, as it was obvious there was a need to entrepreneurial leaders to place the decisions relevant to the serious roles and obligations on strategic grounds. The entrepreneurial management is viewed as a set of existing opportunities and administrative practices that can help the organizations to stay active, and contribute in creating the organizational and social value. Others believe that the administrative behaviors of the entrepreneurial thought holders represented in aspects developed to express the strategic orientation and commitment to opportunities, direction of the resources, the organizational structure, philosophy of reward, and the entrepreneurial culture and growth (Fox, 2005).

The concept of entrepreneurship and strategy has independently and increasingly developed through the recent decades, many developments occurred mixing between the two perspectives. For instance, the studies conducted in the strategic management which revealed gradually the relation between the strategy and entrepreneurship, as (Mintzberg, 1973) offered the source of manufacturing the strategic entrepreneurship, and (Covin & Slevin, 1991) presented the concept of entrepreneurship' strategic attitude within the organization, while Sandberg discussed the correlation between the entrepreneurship and strategic management as an organizational entrepreneurship. That is; he believes that each domain can learn from the other. There are certain areas in the research and theory of the strategic management associated with many topics of the entrepreneurship including formation of new businesses, innovation, looking for opportunities, and expectation of risks. Kuratko & Audretsch mentioned many common factors between entrepreneurship and strategic management, such as : innovation, internationalization, organizational learning, high-administration team, governance, and growth (Kuratko & Audretsch, 2009).

Sandberg proved that the correlation axis between entrepreneurship and strategic management is the strategic entrepreneurship. both domains can learn from each other. There are certain aspects in the research and theories of the strategic management that may associate with many topics in the entrepreneurship within the meaning of the strategic entrepreneurship. Recently; Hitt & Ireland put seven domains of the main content lies on the crossroad of the entrepreneurship and strategic management : innovation, organizational networks, incorporation, organizational learning, high-administration teams, governance, growth, flexibility, and change (Hitt & Ireland, 2002). Many authors, such as (Cornwall & Perlaman, 1990:20) view that it is of considerable importance to handle the entrepreneurship from the viewpoint of strategic management, in order to ensure its success, so that the strategic entrepreneurship be part of the major strategic plans for any organization, as well as to be an integral part of executing these plans.

3) Third : Strategic Entrepreneurship and Strategies of Entrepreneurship

The strategic entrepreneurship includes entrepreneurial procedures alongside the strategic perspectives. The institutions can identify the opportunities but they cannot exploit them, also; the organizations which currently have

competitive advantages, but have no new opportunity to know and avail from these competitive advantages; increasingly expose themselves to risks, where the changes occur in global competition reduces the ability of those organization to survive in the competition arena, they can succeed only when the organizations combine the behavior of searching opportunities to the behavior of reaching advantage, and subsequently; depend on the approach of strategic entrepreneurship to promote their abilities and focus on the entrepreneurship and strategic management in regard of how the organizations can make the change by means of exploiting the opportunities resultant from the doubts and speculations within the external environment. Therefore the organizations form fortunes from identifying the opportunities in their external environment, then, promote and exploit these opportunities (Hitt et al, 2002).

Thus; we conclude that strategic entrepreneurship is a result of merging the entrepreneurship and the strategic management, it include six domains as set by Ireland et al. : innovation represented in producing and implementing the ideas, networks which refers to the possibility to access the resources, internationalization which means the possibility of amendment in a swift and expanded way, the growth which is the stimulation to success and change as well as the institutional learning, high-administration team, governance which means to be sure of effectively choose and execute the strategies. Hitt et al reviewed these domains where they added the necessity to include the international relationships. While those two models include an emphasis on the networks, learning, and growth, Hitt et al reviewed the typical projects and added the importance of focusing on maximization of the sustained competitive advantage (Hitt et al, 2002).

Hitt and his fellows indicated that it is difficult to put one meaning to correlate between strategic entrepreneurship and the strategy of entrepreneurship, nevertheless; the strategy of entrepreneurship is associated with many components such as the approach of strategic entrepreneurship.

The strategies of entrepreneurship established on every new aspect, as well as to innovation, ability to adaptation, and the ability to competition, and achieving a competitive advantage. Therefore; the entrepreneurial organizations look for suitable opportunities to distinction, as the appropriate resource for winning these opportunities. Making use of gifted personnel and their entrepreneurial abilities should be taken into consideration as they help the organization achieves the distinction. On this strength, the maximization of abilities and skills of the personnel are promoted within the philosophy of investing in human resources. Thus; it is obvious that the strategies of entrepreneurship pay care to building an ability to realize the difference required between the cost and gain. The cost and distinction in business is the core of the entrepreneurial businesses, and in order to achieve this, the organization should employ the most qualified employees, train, motivate, support, and assign them to the suitable positions within the organization.

Many thinkers advocate the idea indicates that the strategies of entrepreneurship concerns itself with maximizing the

organization' skills, build and set new programs better than their competitors.

The previous literatures showed that both strategic entrepreneurship and strategy of entrepreneurship are the obverses of the coin represented in the new approach to promote the organization which mainly depends on the strategic entrepreneurship and its requirements.

4) Local, Regional, and International Entrepreneurship

The competitions over the entrepreneurship varied at different levels. There is a competition in entrepreneurship on the local level within which the organization operates where the organization seeks to surpass its counterparts in the local environment. Sometimes this does not lead to the entrepreneurship, therefore; some organizations try to compete on the regional level and to hold a place within the territory or region. Some researchers and authors have reservations and believe that is not amount to entrepreneurship, accordingly; we can call it regional entrepreneurship, as entrepreneurship is actually to compete and surpass on international level.

The regional and international entrepreneurship can be seen as to engage in different businesses across the national borders, i.e., the regional and international entrepreneurship is a combination of continuously renewable behaviors characterized by high risks taking place across the national borders. Many studies indicate that the businesses, whether on regional or international level, are not restricted to the major business organizations, as the small-size and middle-size projects forms, a noticeable percentage in different domains.

International and regional entrepreneurship was defined as the innovative process of discovering opportunities and exploiting them outside the local market in which the organization operates, for the purpose of achieving a competitive advantage. It is worth noting that they developed a complete model of regional and international entrepreneurship, indicating the basic factors for transform to regional and international competition represented in the organization's resources, and the features of the high-administration team. They also see that there are significant mediators in the relationship between the organizational factors and the regional and international entrepreneurship. The most important mediators are the environmental factors and the strategic ones. The first factors represent in : competitive forces, national culture, and the institutional environment that affect the involvement of the organization in regional and international entrepreneurship (Hitt et al, 2002).

5) Strategic Entrepreneurship Approach to Develop Public Organizations

The strategic entrepreneurship as a developmental approach means that the organization seeks to introduce new unfamiliar strategic programs, as it is an indication to regeneration and innovation within the organization (Sharama & Chrisman, 1999:17). Kemelgor defined the strategic entrepreneurship as a phenomenon surfaces in the organization that commits to generate radical and accumulative innovations to achieve the strategic goals

related to the organization's competitiveness, during which the tactic significance relevant to processes and treatments of the organization appear. The strategic entrepreneurship programs in the organization can occur on two levels, i.e., from lower level to upper one in the hierarchical structure for sake of building an organizational loyalty towards the entrepreneurship, otherwise; the entrepreneurship begins from the upper level relying on the collective, cooperative efforts of the basic employees in the organization, then move downward (Kemelgor, 2002:69).

Parker and some other researchers see that strategic entrepreneurship as a practice to develop a new project within the organization depending on exploiting the new opportunities and creating economic value (Pinchot, 1985). place the concept of strategic attitude of the entrepreneurship within the organization, as well as a general model for eh entrepreneurial organizational behavior, that could be applied to all organizations regardless of their size(Parker, 2009). All ways the organization accordingly operates could be seen as strategic entrepreneurial ways, relying to the following reasons (Covin & Slevin, 1991:8) :

- 1) The entrepreneurial effectiveness is a phenomenon on organization's level, and measured through the organization's performance.
- 2) The model of the strategic entrepreneurship in the organization emphasizes the behaviors, so the entrepreneurial leader couldn't be identified but through its behavior.
- 3) The organizational behavior based on strategic entrepreneurship is objectively measurable and could be directly viewed.
- 4) The organizational behavior is managed by generating organizational strategies, building structural bodies to its, preparing systems, and spreading the culture.

The main contributions of the strategic entrepreneurship in the organization represented in promoting the awareness, expanding the role the entrepreneurship plays in the interacting organizations, which extends to include revive the dynamics to these organizations and their organizational performance. The general model was put in that define three basic organizational properties for the strategically pioneer organizations (Harrison & Samson, 2002:50) :

- 1) The organization adopts the following the entrepreneurial strategies: ventures (to sustain ventures), pre-emptiveness (to focus on the preemptive action instead of reaction), and the administrative commitment.
- 2) The organization owns a flexible structure alongside the strategic flexibility in following a cooperative and concordant method.
- 3) Openness and cooperation through the organizational environment, spreading of truth and respect values among the personnel, reward against accomplishment, besides; the equality and distribution of authority.

We can point out that the organizations use the entrepreneurial approach in development characterize from other organizations with some characteristics, though they may share similarities in some aspects with them :

- 1) The organization operates according to a well-studied strategy based on scientific grounds all employees are

binding by them, achieving great competitive level on local, regional, and international level.

- 2) The entrepreneurial organizations adopt an organic organizational structure, facilitates the entrepreneurial behavior, as its enhances the communication, reduces the bureaucratic behaviors that impede the innovation, and enable the organization to swiftly respond to the requirements of the market.
- 3) Those organizations can pay more care to adaptation of entrepreneurial projects, and move quickly to undertake the required work.
- 4) Individuals in those organizations are the real source of innovation and pioneering.
- 5) The entrepreneurial organizations noticeably succeed in obtaining the information and data necessary in the market.
- 6) Those organizations got closer to their customers due to the quality of services they offer to them, comparing to other competitors.
- 7) The organization adopts the entrepreneurial employees of innovative leading gifts, encouraging their personal initiatives and risk acceptance.
- 8) The organization is keen in the values, particularly; the basic vision of the organization, that affects the quality of outputs.
- 9) The organization commit to the original line of its business, and not engage in any area of business it cannot handle.
- 10) Simple structure and few number of administrators, as the organization depends on simplicity and flexibility as main grounds for its administration.
- 11) The departments and sub-units are given independence and freedom to freely adopt entrepreneurial ideas.
- 12) The entrepreneurial organization is able to manage the risks, reduce the procedures of making decisions in the long term.
- 13) The entrepreneurial organization relies on innovation and creativity to introduce new products, as well as it connects between innovation and modernization to achieve competitive advantage among the organizations.
- 14) The entrepreneurial organization operates in accordance with the organization of the administration, financial barriers' philosophy, organization's culture, and the expectations and compensations of the employees.
- 15) The entrepreneurial organization has the ability of innovation and invention by presenting new products, bringing about new methods of production, exploring new markets, and applying new models depend on implementation of strategic management directed towards promoting the performance.

6) Elements and Models of Strategic Entrepreneurship

As previously stated, it became possible now to identify the elements contribute in setting, and assessing; the basic principles of the strategic entrepreneurship. There are six element specified and reviewed, in short; in this part : identifying the opportunities, innovation, accepting the venture, flexibility, vision, and growth. For more clarification; we discuss in detail these elements as follows:

- a) **Identifying the opportunity:** It is the main topic in the literature of strategic entrepreneurship, an a significant source of the competitive advantage (Hitt et al, 2002).

The study conducted by Ireland included the recognition of the opportunity originated from the entrepreneurial mentality (Ireland et al, 2003). While Bhide emphasized the importance of identifying the opportunity alongside with analysis, Judgment, and powerful skills of execution (Bhide, 1994).

- b) **Innovation:** The ability to innovate is one of the distinguished skills for any entrepreneurial program and the concept of creativity frequented in the literatures, as Ireland elaborated this concept, they view that the best effective way for the entrepreneurial project is to use to two factors: the venture and the innovation (Ireland et al, 2003). Innovation appears to be the main factor of strategic entrepreneurship which contribute in the strategic competitive advantage. The previous explanations refer to the innovation is to adopting new ideas, and innovative processes the lead to finding programs for new products and services or to try technological processes as a means for regeneration.
- c) **Venture:** The idea of venture can be explained better through understanding and perceiving the environment which based on individual conceptions. According to the concept of environment it may be said that venture is not necessarily fundamental to the entrepreneurial strategies or strategic entrepreneurship, but on the conception of that venture within the intellectual direction will differ from the general image venture, and its outputs, which requires a direct intervention from the leaders of the strategic entrepreneurship. Accordingly, the strategic entrepreneurial leader is not the one who attentively make the decision to participate in a situation of high risks, but his conception about that situation according to analysis, vision, and thought.
- d) **Flexibility:** The element of flexibility is the continuous promoting and improving the basic skills, and the well-studied adjustment and amendment if needed, is an important element in the strategic entrepreneurship. When presenting a number of strategies within the context of the strategic entrepreneurship; the companies should be able to swiftly respond to change (Eisenhardt et al, 2000), then; it is useful to focus on the flexibility as key principles of the strategic entrepreneurship.
- e) **Vision:** There is a necessity to lay a clear-cut strategic vision for the future (Mintzberg & Waters, 1982), as well as its important to this strategy to include the opportunity and advantage in this vision also; it includes the concept of the vision through the first specification of the opportunity and its exploitation. The vision concept can be described as basic element. Usually; the strategic vision helps in identifying the opportunity, innovation, venture, and flexibility, as it makes it easy to identify certain opportunities and innovative ideas of and allows the risks to be specified and evaluated by means of estimating the opportunity (Kirzner, 1997), and support the element of flexibility to specify the need to change and the significant alternatives is the change of the strategy is inevitable to preserve the competitive advantage. The vision of the entrepreneurial lead includes not only the creative ideas and formulation of integral strategies, but also the personal goal.
- f) **Growth:** The growth represents a key element in the strategic entrepreneurship as assured (Mintzberg, 1973). Still; this is a repeated topic in the entrepreneurial

literatures. The growth expresses the accomplishments which refer works not only innovative and creative, but also as strategic system that adopts such ideas in its works. So; the growths is considered as implicit recognition of success in achieving the objective and the strategy (Ireland et al, 2003).

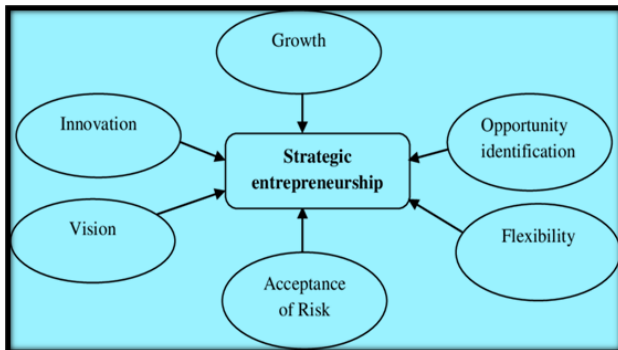


Figure 1: Elements and Models of Strategic Entrepreneurship. The source : (Ireland et al,2003) and (Hitt et al,2002)

7) The Public Sector and Adoption of Strategic Entrepreneurship Program

Most literature on entrepreneurship in the public sector combines between strategy and entrepreneurship, though the concepts of strategic management within the public context receive little attention focused on the strategic entrepreneurship. This perhaps attributes, partially; to the partnership of entrepreneurship with profit, and usually applied in the private institutions (Bahae & Prasad, 1992).

The role of government means also to providing the key public services which extends beyond the main functions such as setting and executing the standards. Fundamentally the level of those services differs from one country to another depending of the degree of market regulation, development of public institutions in each country. From the historical aspect, these services included the jobs, the major services such as : health care, education, electricity, water, and communication. The literatures covered the conceptions on entrepreneurship inside the public sector non-profit organizations. The concept of public strategic entrepreneurship in the public organizations is defined in many ways including the process of providing a value to the citizens (Fox, 2005:28).

In literature written about the public strategic entrepreneurship, the scholars stressed the importance of different strategies in promoting the total performance of the organization (Fox, 2005). The literature indicated that there are many elements of innovation and entrepreneurship in the public sector institutions, where was suggested that the government needs to re-formulate its role, and the public bodies can be transformed to entrepreneurial organizations by focusing on the results. Also; attention should be paid to orienting the costumers and the effectiveness and other market mechanisms. This was the new role the government had to play during the last twenty years, beginning from the early 1990s of the last century, where the voices raised to demand the re-shaping of public role to similar role the entrepreneurial leader plays in private sector production.

Kuratko say that the appearance of the word entrepreneurship and the term strategic entrepreneurship in the literature of public management increasingly was among the pioneers who have impact on the major change occurred in the public-sector organization. The factor that differentiates the public-sector forerunners from the ordinary managers is their ability to draw entrepreneurial strategies and change the current specialty of rare resources in order to achieve the strategic objectives. If we look beyond the job of anyone we find that there are other authors linked between the efforts made by the groups which great affect the re-distribution of resources in favor of the noticeable economic, political and social change. Strategic entrepreneurship is an international idea applicable in the institutions of public sector considering that these institutions faces an external environment full of problems, such as the unfair tax systems, the accountability, changing technology, the great mass of population who await the services. Therefore; the strategic entrepreneurship could be an integral element that lead to achieve the strategic goals, general alternative revenues, improve the internal processes, and over innovative solutions to meet the economic and social needs (Fox, 2005).

In 1999 a survey conducted to a wide sector of public-sector managers so as to identify the organizational characteristics associated the strategic entrepreneurship in public sector. A number of characteristics that distinguishes the entrepreneurial organizations in the public sector such as : the concentration on the costumer, the effective processes, and the existence of a lead on top of the administration, as well as good planning systems as basic characteristics for the entrepreneurial organization. Thus the survey offers the entrepreneurial independency as a flexible, dynamic and innovative approach to the process through which the complicated problems can be solved in a collective way, and the needs of the community fulfilled (Fox, 2005).

There was a study that conducted exploring the innovation, experimentation, and creativity in the public sector and public interest-organization. The research indicated that some studied the public strategic entrepreneurship, some conducted few research in management and economy, the nature of incentives, the restrictions and limits of entrepreneurship aimed to achieving general strategic ends and goals. The research set a framework in an effort to analyze the public strategic entrepreneurship and its relationship with the behavior of the private entrepreneurship. The research concluded that public and private strategic entrepreneurship shares substantial phenomena, but noticeably differ in terms of defining and measuring the goals, the natures of choosing environment, the opportunities to pursue money. The research classified a set of levels of analysis with the aim of studying public strategic entrepreneurship, additionally; the research provided some examples about that, and suggested new research attitudes (Fox, 2005).

The key principles of the strategic entrepreneurial approach within the government offer guiding lines that enable the government to operate accordingly, as it is concerned with the key functions, such as setting policies. Though these principles received inconsiderable attention, but they are not

new, as they are originated from works and studies conducted that viewed the public management as commercial activity. This opinion still remaining in the contemporary public management (Ropke, 1998).

8) Adoption of Strategic Entrepreneurship Idea in Universities

University is one of the most persistent institutions in the world. It passes a set of new, complicated tests in 21st century, as it suffers many changes at the level of international competition in undertaking its role and job in conducting applied research. Therefore; the university seeks to play a role in the entrepreneurship and innovation by means of involving projects to enhance regional and national development, the competitiveness on local and international level. Today; the university encounters competitive challenges force it to adopt the entrepreneurial strategies, where it directly compete to obtain the support, industrial contracts, scholarships, teaching staff, and best students. The strategic entrepreneurship has the ability to provide what is (Covin & Miles) call the sustained regeneration in form of chains of new products, programs, and services that can be offered to the markets, and attract new customers. University can, for instance, open new facilities, operates in new markets with new programs and new patterns such as electronic means which allow to deal with completely new customers (Covin & Miles, 1999).

Clark described "Strategic entrepreneurial universities" as institutions based on the organizational, strategic initiatives, not the ones that sacrifice their academic distinction for the sake of implementing the instructions made by politicians, but they are established on initiative and venture for the scientific values, and generate self-financial resources that enable them to maintain and enhance their academic position. By studying such cases, Clark concluded five key elements for the strategic entrepreneurship in universities. He stressed clearly the these five element need to correlate and interact together to provide a real entrepreneurial methods and gain results in favor of the university (Clark, 2004) :

a) Effective Organizational Structure

The managers have complete authorities in making decisions and directing the university in an organizational way, alongside an administrative structure able to merge the new administrative values with the old academic values. Clark stated that the central leading group should be powerful and desirable. The greatest challenge yet is the status of the proprietorship of innovation and the change in the academic department within which heroes can be found, driving the innovation to its maximum in the department agenda, which is not an easy task, as there is an evident suggest that the department over-concentrated on defending their position inside the existing institutional system, rather than on innovation (Clark, 2004), therefore; the major challenge in this regard is to establish the entrepreneurship on remarkable freedom all departments and individuals make vail from, which traditionally is embodied in the idea of community of scholars (Gibb et al, 2009:17).

b) Varied Strategy of funding to guarantee Independency

Clark points out, in terms of varied basis for funding, that the university which seeks to be entrepreneurial institution should free itself from the single dependence on the government, and to operate seriously to develop the third course of money. The third course could contain all the other resources, such as public resources other than ministry of higher education, like industries development funds, medical research funds, defense research contracts, ... etc., besides; the private institutions resources : unions, syndicates, charities, commercial companies, in addition to the income of the universities from tuitions, scholarships, endowments, and from the services the universities offer such as housing, licensing fees. He added that the university should look for self-reliance, and distinguished income, and to pay care for such endeavor for gaining good revenues from legal sources other than to transform the university to a commercial institution (Clark, 2004).

c) Promotion and Support of Developmental sphere of the Institution

There are advanced coalitions between the industry and the government as administrative units due to the promotion of the contractual research, contractual education, consultancies, and the expansion of the developmental environment of the university. This suggests the need to allow more intervention and bigger integration for the boundaries of academic disciplines, academic units, and the institution itself, and the affiliated institutions or the one join it in a joint project. Clark indicated that the educational work and the innovative programs and the research projects usually come from different disciplines, therefore, it is likely the developmental environment has a number of partnerships and coalitions of the industrial and commercial sector and the government at any time, and this may resulted in many untraditional units beyond the old boundaries (Clark, 2004).

d) Re-structuring the Academic Departments

The departments in the campuses, particularly; the sociological and sciences and humanities should be promoted and motivated, and changed. Clark points out that to maintain the departments and academic units dynamic and motivated is a crucial, as these departments need to achieve the international quality (Clark, 2004).

e) Spread and Advocate of Universal Entrepreneurial Culture

This requires an internal regeneration agrees with the external changes, and a culture believes in change, with wide commitment to entrepreneurial change and development from all employees of the university so as to be able to create a persistent force of support for making the university to succeed as an entrepreneurial institution. All thoughts,, beliefs and attitudes are considered to be part of the entrepreneurial culture. All employees should have high degree of these characteristics (Clark, 2004).

The strategic entrepreneurial university could be identified through a set of characteristics associated with each other (Gibb et al, 2009:17) :

- 1) To exploit the available knowledge as the grounds of economic and social progress, and; accordingly, maximize the role the university plays in the community.
- 2) To held a coalition between the university, the government, and the industry, which known as the concept of triple helix to express the relationships connecting the government, university, and the business community (Etzkowitz, 2004).
- 3) To achieve the required independency.
- 4) To establish mixed organizational structures, including business sector, to exercise the thought of the administration in the traditional universities.
- 5) The continuous regeneration for the internal structure of the universities, specifying the relationships with the changes occurred in the government and industry, and serve as a mixture to manage the tension that may manifested between the independency and the environmental reliance, and to embody the flexibility, and to embrace the persistent regeneration of the internal structures (Etzkowitz, 2004).

From what stated above, it is worth noting to refer that the application of the model of the strategic entrepreneurship in universities, in general, and in Arab universities, particularly; requires a set of conditions to be set:

- 1) Existence of an entrepreneurial leadership keeps the universities reaches to the standard of the international universities.
- 2) Availability of systems for monitoring regularly and accurately the performance indications in the university.
- 3) Presence of a mechanism for standard comparisons, which requires the presence of standard comparison system with the pioneering universities.
- 4) The financial support to the international initiatives such as sister university, polarization, and joint projects with pioneering international universities.
- 5) Simplification of financial and administrative system to achieve the required independency which in return helps the university to avail from application of the strategic entrepreneurship concept.
- 6) Presence of an effective mechanism, and specialized departments to motivate and adopt the promotional initiative and innovative ideas.

3. Conclusions and Recommendations

It is obvious that a that the strategic entrepreneurship, as a developmental approach, helps Arab universities to achieve the international pioneering and competition by relying on this modern competitive approach. The most significant conclusions identified are as follows:

- 1) The care paid to this approach is high, many researchers paid much attention to this concept in their works.
- 2) Many international universities adopted this concept and applied it in promoting their institutions and enhancing their competitiveness internationally.
- 3) There are many literature and different studies about the strategic entrepreneurship, and there is need to rise the support for more in-depth studies.

Upon studying and analyzing much more literature and studies, to draw the proposed model for adopting the

strategic entrepreneurship be universities, this paper suggests the following :

- 1) The strategic entrepreneurship to succeed depends on the necessity of handling it from the strategic management perspective. It should be an integral part of the general strategic planning of the organization.
- 2) The university should be completely prepared to merge between the international view of development in the higher education, and put that as an aspiration to achieve by adopting laying out strategic plans that enable these universities to realize the international entrepreneurship and competition on the international level.
- 3) Despite that the methods of development are varied, but the strategic entrepreneurship, as a developmental approach; proved to be successful in many cases, especially; in the development of universities due to the flexibility of the international competition which forces the these universities to respond to the requirements of the international competition, therefore; we recommend this approach be followed.

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