

Developing Advanced Integrative Structure for Enterprise: Case Studies

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Abstract:

Purpose- To adds comprehension of the correlative ideas of a business enterprise and advancement through an exact investigation of different associations and to builds up an integrative structure of the communication among business enterprise and development.

Structure/Philosophy/Approach- The investigation adopts a subjective strategy in investigating the cooperative energies among business and development and in examining the variables that cultivate collaboration between the two. Contextual investigations of six enterprising and inventive associations and top to bottom meetings with ranking directors were led to supplement a thorough writing audit of business enterprise and development.

Discoveries- The examination has discovered that business enterprise and development are emphatically identified with one another and interface to push an association to nourish enterprise and advancement are corresponding and a blend of the two is fundamental to authoritative achievement and maintainability in the present dynamic and evolving condition; business enterprise and development are not restricted to the starting phases of another endeavor rather they are dynamic and all-encompassing procedures in pioneering and inventive associations and hierarchical culture and the board style are critical elements influencing the advancement of enterprising and development conduct in associations.

Inventiveness/Esteem- Entrepreneurship and advancement ought to be viewed as continuous, ordinary practice in associations, and this paper has added to the improvement of such an attitude. This observational examination adds to a comprehension of the current speculations and practices of business enterprise and development in associations.

Keywords: Entrepreneur, Innovation, Integrative, Development.

1. INTRODUCTION:

This paper contends that a mix of business enterprise and advancement holds the way to hierarchical maintainability in this time of quick change and non-direct elements. The examination explores the connection among enterprise and advancement. An audit of the writing uncovers that a few investigations have managed the procedure, structure, and methodology of either business enterprise or development (Littunen, 2000, Cornwall and Perlman, 1990, Caird, 1988; Casson, 1982), and that others have addressed the applied connection between the two (Schumpeter, 1934, Drucker, 1994, Legge and Hindle, 1997, Kanungo 1999, Sundbo, 1998). Nonetheless, there have been not many experimental examinations that investigate the cooperative energies between the two.

The examination tends to two fundamental research questions:

- (1) How are business enterprise and advancement identified with one another?
- (2) What are the urgent elements influencing the improvement of business and advancement, and how does connection between them influence the commercialization of developments?

2. LITERATURE REVIEW :

There has been no agreement in defining business enterprise and development in the leaving writing. A few examinations have managed business enterprise and advancement by exploring the character and brain science of business people and trailblazers (Littunen, 2000, Caird, 1988; Casson, 1982). Others have discussed the idea of business enterprise and advancement in associations (Goffin and Pfeiffer, 1999; Martin, 1994). This writing survey abridges an assorted range of perspectives about business enterprise and advancement and the connection between them. The audit additionally addresses social issues since they have a significant influence on the improvement of business enterprise and advancement (Herbig et al., 1994).

Business enterprise

Business enterprise, in its tightest sense, includes catching thoughts, changing over them into items and, or administrations and afterward constructing a dare to take the item to advertise (Johnson, 2001, p. 138). An observable pattern in the investigation of enterprise as of late has been away from the subject of independent company essentially towards the idea of business enterprise (Cornwall and Perlman, 1990, Chell, 2001). The present examination reflects this pattern by accentuating the idea of enterprise itself, as opposed to the character or brain science of private venture business visionaries. Business enterprise speaks to hierarchical conduct. The key components of business enterprise incorporate hazard taking, proactively, and advancement (Miller, 1983). Notwithstanding, Slevin and Covin (1990, p. 43) have contended that the three components are not sufficient to guarantee authoritative achievement. They kept up that "an effective firms takes part in innovative administrative conduct, yet in addition has the proper culture and hierarchical structure to help such conduct". The present paper receives a comparable methodology and treats business enterprise as hierarchical conduct that is identified with change and advancement.

Business visionaries and entrepreneurs

Business visionaries are unique in relation to entrepreneurs. Festoon et al. (1984) and Steward et al. (1998) contended that entrepreneurs were concerned fundamentally with tying down a pay to meet their quick needs and that they didn't more often than not take part in development, while business people had higher accomplishment inspiration and hazard taking, and were slanted to advancement and change. This paper introduces a related point of view in contending that business and development are firmly related and reciprocal.

Corporate business enterprise or enterprise endeavor

Drucker (1994) made a significant commitment to the hypothetical develop of enterprise in enormous associations when he alluded to "corporate business" or "enterprise endeavor". Antoncic and Hisrich (2003) contended that business endeavor goes on inside associations, paying little mind to their size. Enterprise endeavor research has examined the individual ambitious innovator, the development of new corporate endeavors, and the attributes of pioneering association (Antoncic and Hisrich, 2003). In the present paper, enterprise incorporates corporate business and enterprise endeavor.

Advancement

For the greater part a century, innovative work (R&D) has been intently connected with mechanical development (Miller and Morris, 1999). Creation is the tightest definition of development. Drucker (1994) kept up that there are seven fundamental wellsprings of chances to enhance. Just one of them is to do with creating something new. Development is in this manner more than innovation, and does not need to be specialized. There are various instances of social and monetary advancements (Drucker, 1994). Development is a proposed hypothesis or plan idea that integrates surviving learning and procedures to give a hypothetical premise to another idea (Sundbo, 1998; Bright, 1969). Development accordingly has numerous features and is multidimensional. The most conspicuous advancement measurements can be communicated as dualisms: Radical versus gradual; Item versus process; and authoritative versus innovative (Cooper, 1998). Advancement can be radical and steady. Radical developments allude to way breaking, irregular, progressive, unique, spearheading, fundamental, or real advancements (Green et al., 1995). Steady advancements are little upgrades made to improve and expand the set up procedures, items, and administrations. Be that as it may, this contradistinction does not "really [correspond] to the more fine-tuned reality" since "radicality is a continuum" (Katila, 2002, p. 307). "Item development", as the name recommends, "reflects change at last item or administration offered by the associations, [whereas] process advancement speaks to changes in the manner firms produce final results or administrations" (Utterback referred to in Cooper, 1998, p. 498). A few scientists have sorted advancement into mechanical and managerial developments. Mechanical development is about "the appropriation of another thought that straightforwardly influences the fundamental yield forms, [whereas] regulatory advancements incorporate changes that influence the arrangements, allotment of assets and different elements related with the social structure of the association" (Daft 1978 indicated in Cooper, 1998, p. 497). With the end goal of the present examination, development is defined extensively to incorporate new items, new procedures, new administrations (counting new employments of built up products, processes and administrations), new types of association, new markets, and the advancement of new aptitudes and human capital.

The theoretical connection among business and development

The theoretical connection among business and development has been talked about in the writing for a long time. The financial matters of advancement, specifically, have pulled in expanded consideration as of late (Grupp, 2001, Arora et al., 2002, Stoneman, 1995). Sundbo (1998) outlined the fundamental speculations of the financial aspects of development and identified three contending ideal models in the current hypothetical talk of advancement:

- (1) the business person worldview;
- (2) the innovation financial matters worldview; and
- (3) the key worldview.

The business person worldview can be followed back to the 1930s when Schumpeter (1934) initially endeavored to build up a linkage among business visionaries and advancement in principle, what's more, saw the business visionary as trend-setter. He kept up that development contributes to the development of the economy since business people produce advancements. The idea of the business visionary as trend-setter supports the business visionary worldview in which the job of the business visionary is featured in the advancement procedure. As indicated by this worldview, just an individual who establishes another organization based on another thought can be called a business visionary. Business enterprise is seen as an inventive demonstration and a development.

Business is tied in with making something that did not already exist. The creation increases the value of the individual and the network, and depends on seeing and catching a chance (Johnson, 2001). Bygrave and Hofer (in Legge and Hindle, 1997) held comparable perspectives. They viewed business enterprise as a difference in express, a dynamic procedure, and an interesting occasion. Legge and Hindle (1997) accepted that individuals who lead groups and associations to present developments are business people.

Business visionaries look for circumstances, and developments give the instrument by which they may succeed. Corporate business enterprise frequently alludes to the presentation of a new thought, new items, another authoritative structure, another generation procedure, or the foundation of another association by (or inside) a current association. As Herbig et al. (1994 pp. 37 and 45) have watched: "Advancement requires three essential segments: the framework; the capital; and the pioneering limit expected to make the first two works".

Advancement is the specific instrument of enterprise by which business people misuse change as an open door for an alternate business or administration. There is impressive cover among enterprise and advancement (Kanungo, 1999, Sundbo, 1998, Drucker, 1994, Schumpeter, 1934). Additionally, advancement needs to address market needs, and requires business enterprise in the event that it is to make business progress (Zhao, 2001).

Social issues applicable to business and advancement

National culture and authoritative culture have a significant influence on the degree of business enterprise and development in associations. Culture is an essential determinant of enterprise and advancement (Herbig et al., 1994). Hofstede (1980) defined national culture as the aggregate mental programming of a people of a specific country.

2. THE METHODOLOGY AND MODEL :

Research design

Information for this subjective investigation was gathered from three sources, utilizing different techniques.

- To start with, the writing audit (see above) was embraced.
- Second, six semi-organized meetings were directed to inspect the view of ranking directors with respect to business enterprise and advancement, and the elements that add to the improvement and coordination of business enterprise and development.
- Third, contextual analyses of six associations were attempted to investigate authoritative practice and conduct, and the relationship between business practice enterprise and development in associations of different size divisions and notable foundations.

Sampling

A little purposive example was chosen to give data rich cases. As Patton (1990, p. 169) has watched: "Data rich cases are those from which one can gain proficiency with a lot about issues of focal significance to the reason for the exploration". The criteria for choice were that: the organizations must be effectively occupied with enterprise and development exercises; and the organizations must be of various sizes in various industry areas, and of various ages (long stretches of foundation). Six associations situated in India were chosen for the investigation. A semi-organized meeting with a ranking director from every association was led and the discussions were recorded and in this way interpreted.

Content investigation was utilized to process the first messages of organization reports and the transcripts of meetings led. Nvivo programming (a subjective information investigation IT apparatus) was utilized to compose and classify the huge measure of subjective information gathered from archives and meetings. To make preparations for

specious face legitimacy of substance examination, more noteworthy weight was given to an investigation of the inert substance or importance passed on, as opposed to a surface elucidation of the exacting substance (Berg, 1995).

3. THE FINDINGS:

Case study 1: A large world-leading electronics company

This world chief in electric designing and hardware works in excess of 190 nations. The yearly offers of its Australian organization totaled AUD\$1.1 billion of every 2001, and the organization utilized in excess of 2,200 workers. The organization had been associated with significant framework extends in Australia since 1872. The organization attempts to encourage an advancement domain that saturates the entire association, and development has turned into a common estimation of the organization. For a long time, the organization has run a prize for advancement in Australian schools and colleges, and this has empowered youthful Australians with designing ability to give development answers for enterprises when all is said in done, and for this organization specifically. The organization gives entrepreneurial preparing projects to its employees and a development site that urges individuals to send in new thoughts. The organization has therefore sent an unmistakable message of development to its representatives and the overall population. As indicated by the administrator and the organization's 2001 business report, top administration (the overseeing chief and the official group) have kept the enterprising soul alive and have driven advancement. This has been accomplished through improved business structures, adjustment of the business to market needs, and changes in its business portfolio. In 2001 alone, the organization built up seven new organizations to extend the extent of its business to meet changing business sector needs and increment aggressiveness.

Case study 2: A construction and building company

This is an organization with two features: a structure organization and a glass and aluminum organization. The firm introduces business windows and entryways in business ventures. Its yearly turnover is around AUD\$20 million, and the organization has roughly 50 workers. The overseeing executive began the organization 20 years back, in the wake of having worked in another structure organization for over 13 years. His profession change originated from a basic thought that he needed to maintain a business superior to anything he had seen in the structure organization that he used to work for. After five year, difficult a long time, the organization's business expanded each year, and it is currently offered contracts of up to AUD\$10 million through aggressive offering forms. The organization is continually searching for progressively powerful creative methodology to do development. The organization has a patent on a sliding-entryway framework that speaks to another Australian standard for sliding entryways. It required some investment for the organization to verify the patent and to have it acknowledged by the structure showcase in Australia. Presently the organization is trading the framework to various Asian nations and the USA. Unmistakably the organization is effective and has an upper hand because of its persevering quest for new item improvement.

Case study 3: A fruit-processing company

This is a youthful and dynamic organization that was set up three years prior by few producers who, as indicated by an interviewee from the organization, "were attempting to give themselves different choices in the business sectors". Grocery stores spoke to most of the new natural product advertise, however 40 percent of the yield was not needed by the markets, and cultivators couldn't find different purchasers. A little gathering of cultivators thusly began its very own organic product handling organization to process the rest of the harvest. The gathering was searching for a point of distinction from the huge natural product preparing organizations in Australia, (for example, IXL and Cottees). The new gathering subsequently utilized regular fixings and did not utilize hues and flavouring in its item. The gathering likewise utilized a customary technique for open-dish cooking which made their jam not quite the same as that of the huge players in the market. This purpose of contrast helped the organization to catch a portion of the market. Its business has developed significantly, and it has as of late protected a few contracts with enormous sustenance administration organizations, for example, the Dick Smith and Aldi. Following three years of consistent item advancement and looking for new markets for their items, the organization has now verified a 16 percent portion of the Australian jam showcase. This case plainly demonstrates that a little and youthful organization can win a piece of the pie through development and enterprise.

Case study 4: A vegetable-growing and export company

This organization was set up 20 years prior by a vegetable cultivator who cultivated and pressed vegetables, and who at that point sent the item to neighborhood bearers and an exporter available to be purchased. Having started as a genuinely

little cultivator, the organization is presently the greatest vegetable exporter and merchant in Australia. It flaunts a 50-60 percent portion of the Australian fare and-import vegetable market and a 30 percent portion of the Australian household vegetable market. The organization utilizes up to 500 individuals all the time, and more in season.

The fruitful development of the organization is because of its dynamic improvement of new items and markets. The organization has proactively made and accepted open doors. As indicated by the CEO (Chief Executive Officer) of the organization, the association is continually searching for little chances and better approaches for growing such chances. As of late, the organization has been searching for chances to send out fruits and grapes. As the CEO watched, "We're pushing the business all the time ... we take a stab at another 10 percent of development consistently".

Case study 5: A consulting company

This is a preparation and counseling organization that has worked in the UK and different nations for a long time. Its fundamental office is in London, and its Melbourne office was set up just two years back. The Melbourne office began as a preparation organization that offered single long periods of preparing, yet it has now turned into counseling and preparing organization that pursues greater shrinks by offering unmistakable items. The organization does not give "off-the-rack" administrations. Or maybe, it gives particular client custom fitted administration through its alleged "3D process" – analyze, structure, and convey. The organization is continually searching for uniqueness in its administrations. No standard program exists in this organization and no two projects are indistinguishable. The utilization of huge venues as a component of its preparation is a case of the organization's development and business. In contrast to most preparing organizations, who utilize institutionalized recordings and contextual investigations, this organization utilizes enormous performance centers to connect with its group of spectators in attitudinal change. This is more costly than standard preparing programs, yet has more noteworthy impact and has demonstrated to be an incredible achievement as far as dollar esteem. The organization energizes imagination. As the overseeing chief noted: "We wouldn't almost certainly keep [staff members] in the event that we couldn't give them something to be inventive with".

Case study 6: A premium wine company

The present organization came to fruition in 1998 subsequent to converging with a US wine organization that needed to get tied up with the Australian market. The organization was purchased out by the Fosters Group two years prior. The organization has experienced a momentous change in the manner it does its business following the merger and the obtaining by Fosters. Prior to the merger, the organization used to be a family-arranged business offering wines to nearby eateries, bottle shops, and wholesalers. Today, the organization has extended its business to in excess of 40 nations including Singapore, the UK, Canada, and the USA. It is presently getting ready to open offices in China. The organization professes to be a worldwide pioneer in premium wine, with yearly turnover of AUD\$500 million and roughly 500 representatives. The organization has actualized various changes in the course of recent years, including streamlined bookkeeping forms, an aggressive advertising methodology in Australia and abroad, new plan of names and bottles, and better approaches for selling wine. As per the chief of the organization, the way of life of the association is a "readiness to change and to attempt new things and getting individuals out of their usual ranges of familiarity"

4. RESULTS:

There seemed by all accounts to be a general agreement among interviewees that business enterprise and development are firmly related. Without a doubt, the two words were utilized reciprocally by the supervisors in portraying their associations. It is evident that a mix of enterprise and advancement is connected to the specific hierarchical condition and business execution of every association considered. The associations were ceaselessly making new items and administrations, ventures, new business openings, and markets- paying little respect to the size and the business area of the associations. They joined their vision of development into their innovative methodologies and activities.

Interviewee 1- Electronic "We need the majority of our new plans to work, we need to be in front of the pack. "Don't simply stay with the time tested. I believe that is the characteristic of the genuine business visionary – you're set up to go out on a limb and take a stab at something other than what's expected"

Interviewee 2- Building/development "Advancement to me in our structure organization is taking a gander at better approaches to complete development. "I don't know that is (business enterprise) a ton distinctive in my eyes from being imaginative. "We're continually pushing the limits to perceive how we can do things all the more viably, utilize new materials and spare time"

Interviewee 3- Food-handling "We take a gander at building up certain apparatus to give our item an alternate look and feel, as a type of development. We divert our produce into preparing and include the incentive there. I imagine that is a tremendous type of enterprise in light of the fact that the preparing arm took a ton of arranging and devotion for it to work"

Interviewee 4- Vegetable developing and fare "Advancement I assume is simply having the option to move with the occasions and build up your business sectors", "Business enterprise? I guess it's being an individual and doing things somewhat unique. To be out there without anyone else and be a market chief"

Interviewee 5- Consulting "Development means doing things extremely another way- thinking outside the square and seeing one of a kind approaches and seeing things that other individuals don't see. Business is having the fearlessness to get it going. So business enterprise is tied in with taking a gander at the way to convey the development, instead of having a splendid thought and sitting on it"

Interviewee 6- Wine deals "Business to me is the way that we're taking a gander at the entire market and attempting to arrive at abroad, taking a gander at new shores. As far as advancement, it's the fundamental word for us to endure. We're taking a gander at a great deal of changes in the framework to make cost investment funds, to streamline forms"

5. SUMMARY AND CONCLUSIONS:

Based on the contextual investigations introduced over, three principle suggestions about the connection among enterprise and advancement, and the natural components influencing their improvement, can be progressed. Advancement and business enterprise are correlative since development is the wellspring of business enterprise and enterprise enables advancement to flourish and understands its financial worth. The essential establishing motivation behind each of six organizations was to make and catch another market with another item or new administration, better approaches for working together and new administration systems. For instance, the electronic organization (Case study 1) touched base in Australia in 1872 to manufacture the first overland broadcast line from Darwin to Adelaide.

This furnished Australia with its first worldwide correspondence interface with the remainder of the world. The author of the organization was hailed as a remarkable creator, business visionary, and architect. The findings of the present examination bolster Schumpeter's (1934) business visionary worldview, and the idea that enterprise is tied in with making and building something that did not beforehand exist (Johnson, 2001). Enterprise utilizes development to extend business extension and lift development. In this manner, business enterprise and development are dynamic and all-encompassing forms that are not confined to the underlying phase of another endeavor.

Herbig et al. (1994) kept up that there is a high relationship between the production of new organizations and development potential, and that little new pursuits produce more advancements and carry advancement to the market more rapidly than do enormous organizations. The findings of the present investigation present an alternate story. The consistent quest for development supported the development of the six organizations considered. The majority of the associations, paying little mind to their size and history, demonstrated a comparable pioneering disposition towards advancement. They all exhibited ceaseless quest for chances to grow new items, new administrations, and new clients. They all showed steady development, proactively to showcase elements, and an ability to go out on a limb if fundamental (Slevin and Covin, 1990).

In spite of the fact that the present investigation was not able attempt a longitudinal evaluation of the degree of enterprise and development of the six firms at various phases of their lives, the enormous electronic organization (contextual analysis 1) illustrates how a built up enormous association can be continued through corporate business enterprise. It started IJEBR 11, 1 34 Downloaded by American University of Sharjah at 19:04 29 October 2015 (PT) seven new organizations in 2001 alone. The contextual analyses 2 show that business and advancement are dynamic and all-encompassing procedures that are not confined to the underlying phase of a startup. Business enterprise constantly searches for and makes openings, accordingly animating the age of developments. In this regard, Drucker (1994) has seen that (contextual analysis 3) McDonald's, a built up cheap food establishment, showed business enterprise when it significantly expanded yield from assets by making another market and another client. The vegetable developing and fare organization (contextual analysis 4) endeavors to accomplish 10 percent development in business every year by tapping new markets through the improvement of new assortments of vegetables. After over 15 years of exertion, the organization brought another type of asparagus called UC157 to the market, and this ended up being a tremendous achievement. The little counseling and preparing organization (contextual analysis 5) has confronted fierce rivalry from countless comparable counseling organizations since its beginning two years back. It has endure, developed reasonably, and accomplished impressive business turnover. As per the overseeing chief of the organization, the keys to its prosperity are its uniqueness and imagination in giving profoundly client custom-made items and administrations (contextual analysis 6).

The organization has built up a solid culture of advancement. Being special and imaginative are the essential criteria for staff enrollment, maintenance, and inspiration. Development is seen as everybody's duty, and as the wellspring of each representative's employment fulfillment. To win greater contracts and new clients, the organization is investigating another counseling model from an alternate point of view- "searching for things other individuals don't see" (talk with information from the present examination). These models demonstrate that enterprise and development are nonstop procedures in associations, and that enterprise and advancement are correlative in upgrading business execution. The improvement of business enterprise and advancement, and collaboration between them for the effective commercialization of development, require a hierarchical culture and an administration style that are advancement centered what's more, steady.

Chandler et al. (2000) found in their observational investigation of 429 representatives in 23 little to-medium organizations that there was no immediate relationship between a creative culture and business execution. In any case, when the focused condition turned out to be increasingly unique, organization's profits were expanded by a creative culture. The consequences of the present investigation represent the significance of an inventive culture to business execution.

To adjust to fast market changes, each of the six organizations have built up a hierarchical culture that advances and rewards new thoughts and better approaches for working together. The drive for development ordinarily originated from top administration, however representatives reacted decidedly. Despite the fact that the administration structure of the associations fluctuated from a formal various leveled the board structure (in the enormous electronic organization) to casual flat structures (in the other five littler organizations), the administration styles of the six associations shared much in like manner. They all compensated creative endeavors, dispensed the fundamental assets to market developments, and had comparative key vision as for advancement and business. They likewise shared an open frame of mind and a long haul seen as new thoughts and new pursuits. The findings are like those of Roberts et al. (1989), who investigated the connections among association size, innovation usage, and authoritative culture through an overview of 35 American and Canadian assembling firms. They demonstrated that there is much in like manner in the zone of innovative execution among huge and private ventures, and among various leveled and non-progressive associations issues and issues

Associations occupied with business enterprise and advancement face execution issues that are deserving of note. The primary issues unveiled by ranking directors in the present examination can be expressed as pursues because of some mechanical advancements, a portion of the organizations contemplated have as of late rebuilt, and this has prompted a significant loss of employments, lower staff assurance, and issues brought about by understaffed. None of the six associations has a formal specific structure set up for the usage of advancement and business, and none has set up an independent position of "development supervisor or enterprise administrator" or something like that. At the point when requested to clarify this, two directors said that advancement and enterprise were seen as a basic piece of their hierarchical activity and the board, and that there was along these lines no requirement for a discrete the board structure for these exercises.

The other four administrators showed that, at present, the frameworks of advancement and enterprise were very casual in their associations. It is difficult to quantify the results of development and enterprise since it is very difficult to isolate them from the general business of associations. "We adopt a comprehensive strategy to estimation of our business that is, by development and by the expansion in our piece of the overall industry". Financing can be an issue as one supervisor watched: "It is difficult for a little organization to be imaginative in item advancement since it is difficult to find the [funds] required to advance that item".

Chiefs don't care about losing control. As one interviewee saw from other directors' conduct in his firm, they can feel "somewhat of a danger on the off chance that you become excessively imaginative", and this can obstruct the advancement of development. Time, tirelessness, and hazard taking are required to get another item acknowledged by business sectors. Enrollment of staff and great individuals the executives are key issues confronting imaginative and innovative associations. It is difficult to secure individuals who can bring "fresh recruits, new thoughts, new reasoning and new skylines to the association" (unpublished meeting). Furthermore, holding them is much harder.

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