

**THE POSSIBILITY OF ACHIEVING THE EXCELLENCE PERFORMANCE OF TOURISM ORGANIZATIONS BASED ON THE DIMENSIONS OF STRATEGIC ENTREPRENEURSHIP**

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Abstract

This study aims to determine the dimensions of strategic Entrepreneurship and its impact on achieving excellence performance. The problem of the study revolves around the role of strategic Entrepreneurship dimensions in the success of the work of tourism organizations, as well as in achieving excellence performance. To achieve the aim of the study, a methodology was formulated that required building a hypothetical scheme that reflects the influence relationships between the dimensions of strategic Entrepreneurship in achieving performance excellence, which results in a set of key hypotheses that reflect the validity of those relationships. The study relied on a set of statistical tools and methods that were used to analyze the data. The study reached a number of conclusions, the most important of which That strategic Entrepreneurship in its dimensions is a concept that increases work efficiency and also works to reduce financial costs and other available resources.

Keywords: Strategic Entrepreneurship, Excellence performance, Tourism Organizations.

Introduction

Business This study represents an attempt to determine the dimensions of strategic Entrepreneurship in achieving the excellence performance of tourism organizations, as the subject is of great importance at the present time.

The interest in tourism organizations has increased due to the need for these tourism organizations to be more competitive and sustainable, because through strategic Entrepreneurship, tourism organizations will be able to achieve excellence performance.

If tourism organizations want to remain effective and sustainable in an environment surrounded by uncertainty, they must rely on their strategic capacity.

The study aimed to build an intellectual and field framework to define these concepts by describing and diagnosing their variables as well as analyzing these variables and presenting recommendations and proposals to tourism organizations and researchers on this topic in the future. Strategic Entrepreneurship in achieving excellence performance.

Section (1) The Methodology**1.1 The Problem**

The research problem can be identified by asking a set of the following questions:-



1. Does the management of tourism organizations in question have knowledge of the concept of Strategic Entrepreneurship and excellence performance?
2. What is the status of Strategic Entrepreneurship experienced by the currently researched tourism organizations in light of their performance and practices?
3. Is there a correlation and impact relationship between each of the Strategic Entrepreneurship, and the results of excellence performance in tourism organizations?

1.2 The Importance of the Study

The importance of the field study is reflected in the following indicators:-

1. Arouse the interest of tourism organizations to deal with such modern and vital topics by studying and analyzing them in order to benefit from them in Entrepreneurship and achieve excellence performance.
2. Providing recommendations to the owners of tourism organizations regarding knowing the impact of Strategic Entrepreneurship in achieving excellence performance.
3. Determine the effect of the relationship between the independent variable, the dimensions of Strategic Entrepreneurship, and the dependent variable, which is excellence performance.

1.3 Aims of the Study

In light of the problem of the study and its importance, the current study seeks to achieve a basic goal represented by an attempt to identify the impact of the dimensions of Strategic Entrepreneurship in achieving excellence performance.

In this sense, the study aims to achieve the following:-

1. Studying and analyzing the nature of the interrelationship between the study variables in tourism organizations and benefiting from the results of this relationship for the purpose of relying on them and drawing practical conclusions.
2. Diagnosis of the level of Strategic Entrepreneurship and the results of excellence performance.
3. What are the characteristics that tourism organizations must have in order for them to become pioneering organizations? What are the strategies that contribute to achieving excellence performance among tourism organizations.

1.4 The Hypotheses

1. The first main hypothesis: There is a correlation between the dimensions of Strategic Entrepreneurship (entrepreneurial culture, entrepreneurial Entrepreneurship, entrepreneurial mentality, strategic resource management) in achieving excellence performance.
2. The second main hypothesis: There is an effect relationship between the dimensions of Strategic Entrepreneurship (entrepreneurial culture, entrepreneurial Entrepreneurship, entrepreneurial mentality, strategic resource management) in achieving excellence performance.



1.5 The Sample of the Study

The study sample included a group of managers of hotels and travel and tourism companies operating in Baghdad, and a random sample of 90 managers was chosen.

1.6 Statistical Methods

The researcher relied on the following statistical measures:

1. Arithmetic mean
2. standard deviation
3. Relative importance
4. Simple correlation coefficient
5. Simple regression
6. Coefficient of determination (R²)
7. F-Test: It was used to test the extent of the influence of the independent variables on the dependent variable. If the calculated (F) is greater than the tabular (F), this indicates that there is a significant effect.

And the Researcher relied on the five-point Likert scale in the questionnaire.

1.7 Research method

The current study relied on the analytical descriptive approach, as the importance of the descriptive and analytical study lies in management through diagnosing and interpreting existing phenomena and predicting their results in the future, and in addressing their negative aspects by providing possible solutions to the problems experienced by tourism organizations. The descriptive study is a preliminary study of an unfamiliar problem about which the researcher knows little, and it begins with asking questions and then reaching other new perceptions about it.

Section (2) Strategic Entrepreneurship

2.1 The concept of Strategic Entrepreneurship

Strategic Entrepreneurship is a sub-field of organization leadership that includes entrepreneurial activities. It focuses on the future. In addition, it focuses primarily on the inner workings, on how employees can be creatively innovative and creative, and on building trust and responsibility. Through this, entrepreneurial organizations expect to improve business performance, and performance is linked to both behavior and strategic planning (Meyer & Meeks, 2002: 12). The basic idea on which Strategic Entrepreneurship is based is represented by the concept of strategy designed for the purpose of answering the following question: (Why do some organizations outperform others?) (Klein et al, 2012: 2)

Strategic Entrepreneurship was presented mainly as a meeting point of leadership with strategic management (Mathebula, 2011: 29) (Hinkler et al, 2009: 3). Accordingly, the link between the field of leadership and strategic management indicates the leadership of the organization, and that each field can learn from the other, and there are specific areas in the research and theory of strategic management related to many topics in Strategic Entrepreneurship that include the formation of new businesses, innovation, the search for



opportunities, the assumption of risk, organizational and global networks, and learning Organizational, flexibility, change and senior management work teams.

Table No. (1) The concept of Strategic Entrepreneurship according to the opinions of some writers and researchers

Researcher	Concept
Foss & lyngsie , 2011 : 1	It is an integration of the (opportunity-seeking) perspective and the strategic (feature-seeking) perspective..
Hitt et al, 2003:416	It is an entrepreneurial work with a strategic perspective, as the entrepreneurial work that uses the strategic perspective helps in diagnosing the most suitable opportunities for exploiting them and then facilitating the exploitation of opportunities to create a sustainable competitive advantage that leads to maximizing wealth creation.
Christensen, 2004:305	Inducing further changes in marketing or distribution, redirecting product development and shaping operations
Cooper,2007:145	Entrepreneurial behavior and the factors affecting that behavior

Source: Prepared by the researcher

2.2 The Barriers to Strategic Entrepreneurship

The Tourism organizations generally suffer in Strategic Entrepreneurship from the mentality and awareness of the official in senior management, and the basic structure of the work system at the present time tends towards understanding the barriers (barriers) that always stand in the way of progress in Strategic Entrepreneurship.

Below are the most important barriers to Strategic Entrepreneurship:

1. systems
As an example Misorientation of rewards and evaluation systems, Strict control system, The budget system is inflexible, Arbitrary (random) cost that is not based on necessity, logic, or rule of site systems, Stiffness and excess rigidity of the formal layout.
2. structures
As an example Organizational levels are too much, Limited control period, Responsibility beyond authority (authorization), Management from top to bottom, Restricted (limited) communication channels, Lack of explainability of responsibility.
3. management orientation
As an example Absence or lack of creative goals, Informal (formal) entrepreneurial strategy, There is no vision for the top management, Lack of commitment to implement precedents, There are no personal models and designs for entrepreneurship among senior management.
4. procedures
As an example The prolonged complexity of approval cycles, Many documents are required, Total reliance on unrealistic behaviors and rules of the founders (not consistent with the truth), Unrealistic performance scale



5. the individual

As an example Fear (anxiety) of failure, Resistance to change, field limited aberration, Protection and guarantee from the authority of the top management, Complacency is a short-term trend, Inappropriate skills and talents.

6. the culture

As an example Known values, Lack of vision regarding precedents, Lack of compatibility, Values that conflict with the requirements of entrepreneurship.

2.3 The Dimensions of Strategic Entrepreneurship

Four dimensions of Strategic Entrepreneurship can be identified, which are as follows:-

1. Entrepreneurial culture

An effective entrepreneurial culture is characterized by facilitating the organization's efforts to manage resources strategically, as it includes new ideas, encouraging risk or bearing failure, promoting learning, adopting product and/or process innovations, management, and continuous change as a vector of opportunities. Through the simultaneous importance of behaviors seeking opportunity and advantage, and for this reason it adopts an entrepreneurial culture and supports the continuous search for entrepreneurial opportunities that can be exploited with sustainable competitive advantage (Mc Grath & Macmillan, 2000: 165).

2. Entrepreneurial leadership

(Kuratko, 2007: 1) says that entrepreneurial leadership is the entrepreneur's ability to anticipate, visualize and maintain flexibility, think strategically and work with others to initiate changes that create a bright future for the organization.

And entrepreneurial leadership can generate pioneering behaviors for work groups that are cohesive together and linked to a common goal, and these behaviors encourage and enhance change and innovation among subordinates and strategic leaders who must have the ability to initiate, see and transform because their main role is represented by their ability to form dynamic logic, which is achieved through having Diversity in team management that provides various experiences and talents that allow competition in this competitive environment. And this leadership needs not only to rely on creativity and radical innovation, but also to instill initiative in the mindset of organizations and entrepreneurial culture, and without this strategic and cultural support, there will be a reason for imitation in business units, current projects, and future systems (Urban, 2010: 148).

3. Entrepreneurial mindset

The entrepreneurial mindset in entrepreneurship can be considered as an individual and collective phenomenon and is important for leaders and workers in organizations to think and act entrepreneurially (Mohutsiwa, 2012: 41). Experience can be viewed as a source of theorizing Strategic Entrepreneurship and includes two elements

Behavior expected from experience and perception:

1. The theorizing process of strategic entrepreneurship and the factors associated with it starts from the process of forming the expected belief and behavior, such as the ability of the entrepreneur to see perceptions and experience, to see the poor performance of other



organizations, or to see the problem of customers and their needs, and these views may encourage theorizing about alternative possibilities (Hsieh and et al, 2007: 1258).

2. Imagination of possibilities:

Imagination provides one of the main drivers of entrepreneurial theorizing. Entrepreneurs imagine possibilities for future courses of action, thus adding new possibilities to a range of observations and experiences.

4. Strategic Resources Management

Strategic Entrepreneurship allows the organization to apply knowledge and capabilities in the work environment while exploring opportunities to exploit them in the future through a new application of this new knowledge and capabilities. Therefore, we need to manage resources strategically, and these resources can be identified with at least four theoretical sources (the study of distinguished competencies, Ricardo economics, reflective economics, and the economics of studying the effects of differentiated trust) (Barney & Arian, 2001: 135).

Section (3) Excellence performance

3.1 The concept of Excellence performance

The issue of excellence performance at the individual level is one of the issues of organizational behavior and human resource management, specifically among the theories of motivation, and these theories constituted one of the most important topics that attracted the attention of managers.

Performance appraisal represents a vital position in management as a system that derives its importance from being the core of control, and it represents the analysis and study of feedback that determines the efficiency of the organization's resources in producing outputs, especially human ones, after which it operates and invests the rest of the resources. Especially those related to workers, such as confirmation in service, promotion, transfer, bonuses, training, etc. We will discuss a set of concepts for excellence performance, according to the opinions of writers and researchers, as shown in Table No. (2).

Table No. (2) It explains the concept of excellence performance from the point of view of some researchers

Researcher	concept
koller,2003:229	It is a performance that is characterized by several characteristics, namely flexibility, creativity and participation
Dewaal,2008:2	The process of adapting organizations, their activity, and flexibility in organization that leads to higher work performance.
Brown,2006:4	It is the performance that calls a set of practices practiced by management that tries to create an environment within the organization in which the employee feels a great sense of belonging and great responsibility.
Nicole,2005:11	The ability to maximize the benefit of the organization's most valuable resource, its people, in order to deliver sustainable results.

Source: Prepared by the researcher



3.2 The importance of the Excellence performance

Organizations excel among themselves through interest in developing sources of funding and interest in developing sources of human assets, since excellence in performance depends on the intellectual capital of human resources (Zayed, 2003: 426). (Lawler, 2001: 3) indicated the high level of competition between organizations and the nature of the environment in continuous change. Therefore, organizations require continuous improvement, and this improvement is through four basic areas:

1. Quality of goods and services.
2. The cost of producing goods and services.
3. Speed in providing products and services in the market.
4. Innovation in developing new services and products.

The importance of excellence performance is through focusing on the basic aspects of excellence performance, which are both (causes and outputs). The causes of excellence are the organizational capabilities that can achieve excellence, represented by (leadership, human resources, strategic management). As for the outcomes of excellence, they are achieved by organizations. From excellence represented by (customer satisfaction, market leadership), that is, focusing on the consumer and the market (Zayed, 2006: 18).

3.3 The Techniques for achievement Excellence Performance

Organizations seek to achieve excellence performance by providing the necessary supplies, following certain techniques, and creating an appropriate environment that helps working individuals to reach excellence performance. Therefore, achieving high levels of performance depends on the following elements (Youssef, 2005: 5):-

1. Understanding the managerial style and philosophy: by understanding the behavior of individuals, there are several theories that management can use to understand the behavior of individuals, including the theory (X, Y) of MacGregor, and the theory of the hierarchy of needs of Maslow, and the management of the organization can benefit from Maslow's theory in Improving performance and making it distinct, by linking the employees' job behavior with their own needs, as the workers are motivated to work, provided that this work meets their own needs.
2. Encouraging thinking about partnership in work: The desire of the organization to obtain the highest degree of motivation of the workers and their achievement of excellence performance and earning them as an important asset for the organization, should make the individuals feel and practice the work as owners or partners in the organization, and this feeling is generated by the individual who is keen on the organization and preservation and develop it for the better.
3. Linking incentives to performance: In this area, eight steps are put in place to push employees to higher performance, which are:
 - i. Assisting workers in continuous development and improvement.
 - ii. Setting clear standards and levels of work.
 - iii. Determine the extent of employee responsibility.
 - iv. Helping workers reach higher levels of performance.

- v.Documentation of performance information.
- vi.Determine the method of performing the work.
- vii.Periodic follow-up of performance.
- viii.Using the reward system according to the level of performance and the characteristics of the workers.

4. Motivating workers to assume and accept responsibility: This is done by giving individuals the responsibility to accomplish a specific work and delegating to them the authority to accomplish this work in their own way while encouraging them to feel strong, capable and self-confident, as the authoritarian method is no longer feasible because it makes workers grumpy.

5. Avoiding factors that discourage motivation: the management of the organization bears a responsibility to the workers, as it is responsible for instilling confidence in them.

Section (4) Statistical Analysis of The Study

In this section, the statistical analysis of the study will be conducted based on a set of statistical methods adopted in scientific research, in addition to the main tool, the questionnaire form, which was based on the five-point Likert scale.

4.1 Statistical analysis of the characteristics of the study sample

In this section, we will see the results of the statistical analysis of the characteristics of the study sample in terms of gender, age, academic achievement and years of experience.

Table (3) Distribution of sample vocabulary according to demographic Elements

By Gender			By Age			By academic qualification			By years of experience		
gender	R.	%	age	R.	%	academic qualification	R.	%	years of experience	R.	%
male	73	81%	21-30	19	21%	B.Sc.	62	69%	less than 5 years	3	5%
female	17	19%	31-40	22	25%	master	20	22%	From 6 - 10	10	11%
			41-50	18	20%	PhD	8	9%	From 11 - 15	13	15%
			51-60	16	18%				From 16 - 20	18	20%
			61 over	14	16%				21 or more	45	50%
Total	90	100	Total	90	100	Total	90	100	Total	90	100

Source: Prepared by the Researcher

4.2 The results of the statistical analysis of the response of the research sample towards the research variables.

In this part, the arithmetic mean, standard deviation, and the relative importance of the research variables will be extracted.



Table (4) results of the statistical analysis of the independent variable Strategic Entrepreneurship.

NO	Questionnaire paragraphs	average values	standard deviation	Importance
1	I have a clear philosophy about embracing promising ideas.	4.36	0.90	% 12
2	I have the ability to make workers in tourism organizations aware of the importance of external changes on our position in the market.	4.66	0.57	% 12
3	My good relations in the tourist organization help me to accept my decisions by the workers.	4.76	0.45	% 14
4	Tourism organizations are interested in my non-traditional abilities and qualifications	4.83	0.61	% 13
5	I rely on intuitive speed when I want to get entrepreneurial opportunities.	4.69	0.72	% 12
6	I always use my imagination to visualize the impact of my decisions on others.	4.77	0.79	% 13
7	I focus on distinct resources in the tourism organization.	4.31	0.60	% 12
8	My response is fast to the wishes of customers.	3.70	0.85	% 12
	Total	36.08	5.49	% 100
	Average response for all items	4.51	0.68	

Source: Prepared by the Researcher

The results of the descriptive statistical analysis of the paragraphs of the questionnaire related to the first variable (strategic Entrepreneurship) in Table No. (4) show that the trends of the research sample were positive towards all paragraphs, because the arithmetic averages for the performance of the study samples are greater than the average measurement performance, and the standard deviation is less than half of the arithmetic mean, and the relative importance was close and high, where the average response to the (strategic Entrepreneurship) variable was (4.51) and the standard deviation was (0.68). This indicates that I take into account the strategic resources to ensure a better future for the tourism organization.

Table (5) Results of the descriptive statistical analysis of the dependent variable (Excellence performance)

NO	Questionnaire paragraphs	average values	standard deviation	Importance
1	The tourism organization has a number of workers with skills and experience commensurate with the work.	4.50	0.80	% 11
2	The organization's board of directors provides various programs for the purpose of training and developing the skills of employees.	4.75	0.64	% 12
3	The tourism organization works to improve the reality of the results achieved from year to year in proportion to its reputation.	4.88	0.59	% 13
4	The tourism organization focuses on the use of modern technologies in the work.	4.90	0.56	% 12
5	The tourism organization has a perception and information about the services that customers need.	4.79	0.62	% 14
6	The tourism organization studies the needs and problems of customers and works to solve them.	4.71	0.83	% 13
7	The tourism organization is keen to increase the revenues achieved, whether tangible or intangible, through the diversity of its work.	4.46	0.76	% 13
8	There are many returns achieved by providing distinguished services to customers.	3.54	0.58	% 12
	Total	36.53	5.38	% 100
	Average response for all items	4.56	0.67	

Source: Prepared by the Researcher



The results of the descriptive statistical analysis of the paragraphs of the questionnaire related to the dependent variable (Excellence performance) in Table No. (5) show that the trends of the research sample were positive towards all paragraphs, because the arithmetic averages for the performance of the study sample members are greater than the average of the measurement tool, and the standard deviation is less than half of the arithmetic mean, and the relative importance was close and high, where the average response to the Excellence performance variable was (4.56) and the standard deviation (0.67), and this indicates that tourism organization exploits the available resources and capabilities with mechanisms that enable it to provide high quality services.

4.3 Test the study hypotheses

This section aims to test and analyze the correlation between the dimensions of Strategic Entrepreneurship and excellence performance (testing the first main hypothesis), as well as testing and analyzing the impact relationship between the dimensions of Strategic Entrepreneurship and excellence performance (testing the second main hypothesis).

4.3.1 Test the first main hypothesis

Table (6) indicates that there is a positive correlation between Strategic Entrepreneurship (X) and Excellence performance (y). The value of the correlation coefficient was (0.99) at the level of (1%). What supports this result is that the calculated value of (t) amounted to (100.1) at the same significance level.

Table (6) results of the correlations between Strategic Entrepreneurship and Excellence performance with calculated (t) values (N=90).

TABULAR VALUE	(T)	EXCELLENCE PERFORMANCE (Y)	DEPENDENT VARIABLE
2.37	0.98		INDEPENDENT VARIABLE
DEGREE OF CONFIDENCE	100.1		STRATEGIC ENTREPRENEURSHIP (X)
0.99	THERE IS A POSITIVE AND SIGNIFICANT CORRELATION AT THE 1% LEVEL FOR ALL INDICATORS OF EXCELLENCE PERFORMANCE		CALCULATED (T) VALUE
			RELATIONSHIP TYPE

Source: Prepared by the researcher

From the above table, it is clear to us that there are positive correlations between the independent variable Strategic Entrepreneurship in its dimensions and Excellence performance, and this leads to accepting the first main hypothesis.



4.3.2 Test the second main hypothesis

In order to prove the second main hypothesis, which states that there is a significant effect of strategic Entrepreneurship on the Excellence performance above, the (F) test was used, as shown in Table (7).

Table (7) Results of analyzing the impact of strategic Entrepreneurship on Excellence (N=90)

INTERPRETATION COEFFICIENT R ²	STRATEGIC ENTREPRENEURSHIP		INDEPENDENT VARIABLE
	TABULAR VALUE (1%)	(F) CALCULATED VALUE	(F) DEPENDENT VARIABLE
98.1	6.90	85.4	EXCELLENCE PERFORMANCE

Source: Prepared by the researcher

From the table it is clear that the value of (F) calculated for strategic Entrepreneurship (X) has reached (85.4), which is greater than the value of (F) tabular amounting to (6.90) at the level of significance (1%). This indicates that strategic leadership has a significant impact on Excellence performance.

Also, the value of the interpretation coefficient (R²) amounted to (99.1), and this means that the strategic Entrepreneurship (X) explains (99%) of the changes that occur in the Excellence performance (y), while the remaining percentage (2%) is due to the contribution of other variables Not included in the current study plan.

From the foregoing, it is clear that the second main hypothesis has been confirmed.

Section (5) Conclusions and Recommendations

5.1 The conclusions

1. The association of positive and moral strategic Entrepreneurship with Excellence performance means that tourism organizations can, and through that, set future plans through which both prestige and improvisation can be upgraded by strengthening strategic Entrepreneurship.
2. Limited use of the structural infrastructure, which reflects negatively on the level of strategic Entrepreneurship of those tourism organizations, which means that there is an urgent need for both social capital and human capital.
3. The dependence of tourism organizations on bureaucratic organizational structures, official structures, and routine and complex procedures, which confirms the lack of flexibility and required support, and thus negatively affects their ability to interact with their environment and compete, and thus achieve Excellence performance.
4. There is a moderate awareness of the concept of strategic Entrepreneurship and Excellence performance among the leaders of the tourism organizations, the study sample. The reason for this may be the difference in their cognitive abilities and their lack of knowledge of the literature of strategic management, and that this moderation came from the innate knowledge of their desire to outperform their peers.



5.2 Recommendations

1. Work to establish and strengthen an entrepreneurial culture, create a general environment supportive of investing in opportunities, and enhance the awareness of tourism organizations' departments of the contents of strategic Entrepreneurship and Excellence performance.
2. Increasing the interest of tourism organizations in research and development and following up on the public and private external environment.
3. Work to harness all the capabilities of the managements of tourism organizations for the benefit of workers, especially those who have entrepreneurial talents, capabilities and distinct capabilities, taking into account creating a state of guidance, encouragement and support for workers and seeking positive rapprochement with departments and decision makers in a way that contributes to reducing gaps and finding effective ways to reach strategic Entrepreneurship and Excellence performance.
4. Holding training workshops to analyze the contents of strategic Entrepreneurship and the foundations of its practices as a curriculum, art and profession, and thus reach Excellence performance

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