Strategic management and development of university-based entrepreneurship models to promote the University of Entrepreneurial Organizations

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Abstract

The aim of this study was to design strategic Brmdyryt development model to improve the university-based entrepreneurship is an entrepreneurial organization. The methodology of this research is descriptive - analytic. This study identified factors and variables entrepreneurship and seeks to form an analytical model that explains the relationship between these variables, and results have shown The development of entrepreneurship through the development of strategic management plans, designing strategic vision in the field of corporate entrepreneurship phenomenon is significant; In addition, the organization entrepreneurship development program (University) landscape planning based on sustainable development model of the country have a direct effect on academic entrepreneurship through the development of effective entrepreneurial management organizations. The findings indicate that the use of strategic management at the University of evolution, the university in terms of performance, using indicators developed strategic plan Corporate entrepreneurship development model based on strategic management, change the organization and promotion of entrepreneurial university model is an effective and pragmatic.

Keywords: entrepreneurship, structural model. Evolution of strategic management, entrepreneurship, academic, entrepreneurial organization.
Introduction:
Today, entrepreneurship as an engine of economic development in the information age, plays a central role in individual and organizational activities. Since the organization's economic, social, and cultural and sustainable development of these communities is massive and pervasive. The organization of traditional and bureaucratic to entrepreneurial organizations become very important and critical. On the other hand, according to the aforementioned points, what is certain is that Iran has failed in its role in the sustainable development process is as worthy of the name; And that could play through entrepreneurial revolution of the benefits of entrepreneurship in their organizations to take appropriate Therefore, we conclude that entrepreneurs in the organization is not optimal (et al, 2009 & Yaghoubi Farani).

Accordingly, almost all organizations with an interactive environment, rapid changes in technology, short product life cycles and the globalization of the characteristics of those considered to be confronted. In such an environment, organizations, especially organizations that are Fnavrmhvr, more creative and innovative than before to survive, to compete (Gumusluoglu & Ilsev, 2009) and the development of entrepreneurial culture are considered as an important mechanism ((Woollard et al, 2007) The third program in higher education and economic development, social and cultural, with regard to the issue of entrepreneurship is Approved plan of development of entrepreneurship in universities (Karad) carried out the activities in the country has led some universities (Taliban and unique,, 1387). Clark 1 as one of the scholars most of the first people entrepreneurial university in Europe the belief that in the new millennium University of dynamic universities that entrepreneurs and be able to value technical and managerial integrate (Ahmadi, 1390). Basically, the concept of entrepreneurial university entrepreneurial action strategies, structures and functions is University (Fakoor, 1387) The motivation for the development of creativity and innovation and new ideas are created in it (Barker and RezaiaZadeh, 1390). Entrepreneurship literature review reveals one of the most important factors in achieving this, behavior management. The role of leadership in promoting entrepreneurial organization too important an institution to which some researchers have tried to show this, by combining these two (managerial and entrepreneurial behavior), to apply the kind of leadership that called entrepreneurial management be (2005, Tarabishy et al; Gupta et al, 2004). Including managerial behavior that can be an indicator of entrepreneurial leaders, change management is (Wen & Yang, 2008) Therefore, this article specifically, analyzing the dimensions of change management and promotion of entrepreneurship in universities is the University of the Nations And any relationship between the management style of expression and the promotion of entrepreneurial ability of the organization exists or not Has been examined.

A review of the research literature on change management or leadership change, the end of the century (1978) by Burns as a result of descriptive research on the analysis of the political leaders (Amir et al., 1385). Bench and basic premise of the theory of change management is to motivate his followers to fulfill the obligations beyond the expected returns Kirshnan, 2004); & et al, 2008 (Givens.
This type of management occurs in which the leaders to awareness and acceptance of the goals and mission of Group created (Krishnan, 2004 followers raise to their own interests towards collective interests are (Riaz et al, 2011) and in addition, managers and followers, together with higher levels of motivation and morality lead Givens, 2008)) and later idealized influence,
Managers of the importance of working and enthusiasm, excitement, emotional attachment and commitment to common goals emphasize (. (Riaz et al., 2011 after intellectual stimulation, assumptions transformational leaders and their followers challenged to rethink about old problems in new ways takes motivate motivational dimension, 2008) Modassir & Singh; Ilsev, 2009 Gumusluoglu &) after inspirational motivation to develop and make a comment or a goal challenge is related to (. (Modassir & Singh, 2008 Finally, after individual considerations, managers of individual followers of personal communication and the different needs, skills and aspirations of their individual take heed. (Gumusluoglu and Ilsev, 2009)

Entrepreneurial university has different interpretations in the literature, (1998, Clark) and (1999, Van vaught) University innovative 1997), Leslei & Slaughter) University of market capitalism and academic, 1998) (Ropke entrepreneurial university as entrepreneurial organization considered and their views on three categories: first, the university as an organization, entrepreneurial management style is to work; second that its members act entrepreneurial third, the entrepreneurial model to interact with their environment follow.

Methodology
This research purpose and method of collecting data through library resources, documents, internet and scientific and research papers have been collected and descriptive - analytic. Due to these issues, organizations need to improve their performance applied to a model of entrepreneurship development in the field of sustainable development. Therefore, the fundamental question of this study is that version which is suitable for entrepreneurship in universities. In this paper, a model for entrepreneurship in sustainable development process has been developed that contains five parts of the requirements, process, process, context and results. It is hoped that the proposed model facilitates activities in the process of sustainable development and this organization (University) to assist in achieving its mission in the field of entrepreneurship assistance, but she should say that the theoretical foundation of the model based on the model 2001) Antoncic & Hisrich,) is designed, in other words, the foundation of a model study (Figure 1) model for entrepreneurship, Ntvnsyk and Hysrych up. On the other hand, proposed model in this study as a model for entrepreneurship ((Heinonen & et al, 2003 with the pre-requisites such as context, processes, phenomena and results.

A) The phenomenon model
In the present study, the phenomenon of entrepreneurship at the University of the fact that the strategic plan is based on change management. The researchers suggest that the development of
entrepreneurial ideas, methods, processes and new opportunities within already established organizations refers (Hough & et al, 2008) In other words, entrepreneurship is a multidimensional concept that activity of the organization to innovate, take risks, and strategic renewal initiative leads. (Miles & et al, 2009) by different dimensions of entrepreneurship in an organization consists of innovation, leadership, and strategic renewal risk know of (Scheepers, 2008; (Kreiser & et al, 2002 in this study, the purpose of entrepreneurship is a multidimensional concept that organization's activities to innovation, risk-taking, and strategic renewal initiative leads. innovation and productivity create new products, services, processes, technologies and new business models refers Morris & et al, 2002); (Hough, 2008 .pyshgamy as a prediction of the behavior of the search for future needs and opportunities(Hough, 2008) strategic renewal entails a modification of the organizational mission, organizational restructuring and changes in the system of an organization (Zahra 1991, 1993; Henionen & et al, 2003). According to the literature, the phenomenon of entrepreneurship research in the field of sustainable development in terms of four dimensions or fundamental component checks include: 1. Innovation in the field of sustainable development; 2. pioneer in the field of sustainable development; 3. Strategic renewal in the field of sustainable development; 4. calculated risk in the context of sustainable development.

B) Prerequisites

Prerequisites In fact, as factors influencing entrepreneurship model in the organization. Various researchers have tried to identify the factors that can affect entrepreneurship in the organization. In this way, the factors including employees' personal and professional factors such as entrepreneurial characteristics and their demographic characteristics (Kuratko & et al, 2005; Mckeran, 2002; Brockhaus, 1980), organizational control system (Heinonen, 1999), leadership style (Hough, 2008), supported by managers (et al, 2002 (Hornsby, organizational culture, 2008) Hough & (Morris, organizational structure (Goosen, 2002; Morris, 1998; Lumpkin & Dess, 1996), the system remuneration (Ireland, 2006; Kreiser & et al. 2002), employee motivation (Heinonen & et al, 2003), organizational dynamics (Antonicic & Hisrich, 2001), and the demand for new products and services (Zahra, 1993; Ireland, 2006) were identified as factors influencing entrepreneurship. according to available literature, study the factors affecting organizational entrepreneurship in four general categories is summarized as follows: 1. vam1 individual employees (including demographic and Details entrepreneurial employees); 2. structural factors (including organizational structure, support and management support, rewarding employees, organizational control system); 3. vam1 behavior (including organizational culture, motivation, leadership style) 4. environmental factors (including organizational dynamics in the external environment and demand for new production).

C) The Process Model

The organization entrepreneurship development program (University) In this study, the process of actually writing the plan for strategic management model of entrepreneurship development at the university. Among these are, in shaping the landscape of entrepreneurship in business organization and mobilization of resources to develop entrepreneurship in the organization (Morris et al ,; Chandler & et al, 2002), the development of mechanisms to support entrepreneurship in the organization ( & et al, 2002 (Hornsby and overcome barriers to
entrepreneurship in the organization noted Barth, 2006; Hwengere, 2003; Chrisfoxinc, 2003; Hwengere, 2003 Moghimi, 2005)).

D) the field of model
(Prospects in the context of sustainable development) Indeed, as the environment or context model is mentioned,) in order to identify suitable sustainable development perspective in the context of sustainable development with appropriate mechanisms to adjust their weaknesses and strengthen your abilities (Mcnab, 2007). Researchers develop appropriate mechanisms Paydtrakafryny in three dimensions: social, economic and environmental classify (al, 2004 Kim, 2003; Mendis & et; Hellegers & et al, 2004).

E) results and outcomes model
Researchers consequences in terms of entrepreneurship in organizations such as financial results, (orris & et al, Schumpeter), product innovation Morris & et al, 1934)), satisfaction, 1997; Lumpkin & et al, 2005), Miner), improving the organization of employee commitment (Lumpkin & et al, 2005), products, services, new processes (Morris & et al, 2009), improving organizational performance (Zahra, 1991; Antoncic & Hisrich, 2001), organizational development and new business models (, 2003 Morris & et al, 2009 Adonisi) summarize. This research results in the field of sustainable development and entrepreneurship consequence of short and divided in five categories: 1. satisfaction in the field of sustainable development; 2. Providing new processes; 3. sustainable organizational development; 4. sustainable economic performance; 5. sustainable organizational performance.

Figure 2. Conceptual model of research (researcher)
According to the conceptual model Figure 2 shows the relationships between variables., discusses how entrepreneurs and entrepreneurial action by the university (aqueducts, et al, 1389) in this regard Clarke examine five leading European universities, the organization changed paths to become entrepreneurial university in creating a core of strong leadership, Open structural boundaries, creating an entrepreneurial culture in the university organization, creating a strong academic base and to diversify funding sources knows (Clark, 1998), Fakoor (1387) also believes
in the transformation of universities to be entrepreneurial university model of dimensions of the structure, management and cultural change and the development of the required infrastructure, provide grounds for taking on new functions Kratky et al (1990) after analyzing and studying entrepreneurship, management support, reward systems, resources, organizational structure and finally taking them into three groups, namely management support, organizational structure and rewards and access to resources grouped (Smdaqayy, 1378), in addition, the results showed that universities are not successful in promoting the organization entrepreneur largely to the inherent nature of large organizations such as the nature of impersonal relationships, hierarchical structure, organizational culture, conservative, need to control and adherence to rules and procedures, compensation, etc. are improper methods. (Kirby, 2006) with respect to interact dimensions provided by different researchers, in a category better, it can be said, what distinguishes University of traditional academic entrepreneurs from other patterns, such as the size, structure, culture and common management organization is: the organization determines (Shaemi et al., 1387). Organization to achieve its objectives linked to each other. Having an entrepreneurial structure means that the structure toward dynamism, flexibility, decentralization, delegation of authority and an empowered employees is moving (Jahed and adorned, 1390) 2.bd management: the tendency of managers to facilitate the transformation of this dimension entrepreneurial, providing support entrepreneurial values and roles that provide financial resources, refers (Shaemi et al., 1387) 3.bd culture: the culture of entrepreneurial organization, the culture of entrepreneurial flexibility, change and innovation, risk, organizational learning, foresight, teamwork, honesty and mutual trust, fun to work with passion, competitiveness and customer orientation will support (Smdaqayy, 1387). The findings show that most university administrators to convert the university into entrepreneurial university, requires a review of the organizational structure and working methods and capabilities and professional skills academics (Sieghel et al, 2007) have shown investigations. Among reducing agents organizational change management exercise the greatest impact on the formation and establishment of entrepreneurial universities (Safarzadeh et al., 1388). Change management and entrepreneurial way Entrepreneurial organizations have a fundamental role in the transmission of traditional organizations et al, 2009) (Karesten. Operating inadequate leadership and management style, along with other factors such as employee performance, course content and financial administrative system the most important obstacles attitude.
Abstract

Figure 3 should be noted entrepreneur with descriptions of common recurrent theme in innovation management research and higher education policy research in the past few decades (et al, 2007 & Rothaermel). But the literature, it has not been huge. More important than this issue, the University entrepreneur from an organizational perspective as well as specialized rarely been studied, so the dimensions of corporate entrepreneurship will be continued to create influential entrepreneurial university.

Strategic change management, entrepreneurial organizations is very important for strengthening entrepreneurship and entrepreneurial organization's entrepreneurial activity depends on strategic change management (& Slevin, 1991 Covin). Creating an environment in which all students and staff tend to move towards innovation and development, corporate entrepreneurship is central to an effective strategy (Championship et al., 1390). Also, universities should understand innovation as a vital component in develop their strategy. Some researchers, chaotic and unplanned way of innovation have been introduced, while others consider it the main systematic. Due to the nature of innovation, both of these perspectives can be true.

Another variable is the organizational structure of entrepreneurial activity influential University. Eliminating focus on the power and responsibility, thereby increasing the likelihood of frequent and effective communication of staff throughout the organization.
Based on this analysis, the University should create a system of support, because without support, little hope for the conversion of traditional culture to an entrepreneurial culture in the organization (University) not (Fry, 1993). The results Haytvn and Kelly (2006) showed that "pay according to performance" individuals or teams involved in innovation increases. the entrepreneurial culture of empowerment are important universities and allow them to get creative and take advantage of its capabilities. When the concentration of power and responsibility will be reduced, employees can decide on the best interests of the company and also as a result of their activities are accountable (2006, Ireland et al).

The researchers suggest that higher levels of distrust, requires management practices more flexible, more innovative and more entrepreneurial (1995 Bettis & Hitt.). By analyzing the literature, we find from an organizational perspective on entrepreneurship in three main sets of factors are: 1. Create new business or changing the present business 2. nvsazv and rehabilitation organizations through the revitalization of key areas business creativity and innovation ((Hornsby et al, 2002).

Based on the above analysis, variables entrepreneurial university based on two main hardware components and software are classified. Hardware-oriented aspects include: 1. the creation of technology parks spread scientific 2. 3. attract resources for research activities patent 4. 5. 6. creation reproductive research contracts 7. Flexible organizational structure.

Based application also covers these aspects: 1. Quality of graduates 2. macro management organizational culture 3. 4. 5. Characteristics of students, professors entrepreneurial attitude 6. course content. Then, based on the formation of Model No. 4. Each dependent variable dimensions to be examined separately.
According to Figure 4 models, organizational structures of organic, flexible component are important in such entrepreneurial university. There are oriented structures in the hardware and software change management levels can lead to facilitate entrepreneurial activity University. Also, public management contracts, research contracts with businesses, research contracts and research contracts with government breadth and diversity as well as the factors affecting the creation of entrepreneurial university is detected. In terms of financial resources, should attract indicators of state aid, fundraising to support student thesis, fundraising independent institutions, attracting funds from corporate, absorption capacity of funds from foreign sources University noted the large number of sponsors. Another important aspect of the entrepreneurial university senior management. After commissioning in science and technology parks, businesses satisfaction park, technology park development level, the level of interaction based companies in the park, active Science and Technology Park Science and Technology Park and size, factors that should be considered in order to create entrepreneurial university be taken. University entrepreneurship in the field of theoretical and scientific scope for diversity of supplies, applicability and benefits of publications for the University of supplies that are also factors in
creating entrepreneurial university can have a significant role. In addition, aspects of entrepreneurship is academic software. The results show for the creation of entrepreneurial organization, course content should be applied and hold a workshop on this topic can also have an impact. The teamwork and participation in the discussions, including measures that should be seen in the content of courses. In the field of culture, culture can be said to support innovation and adoption of new ideas factors that can have an influence on the formation of entrepreneurial university. Also, engaging in work culture, another contributing factor has been identified. In this context, it should be said to engage in work, is a new concept in recent years (almost two decades) into organizational issues, because students and employees engaged in work, happy people, energetic and interest Vrhstnd a great desire for effort and their hard work shows. In this context, the general level of business skills of graduates, the ability to absorb graduates, graduates of entrepreneurial activity level, ability to adapt to labor market needs and skills of graduates with theoretical graduates including important criteria are the following. Also, senior management support and motivate entrepreneurship and to allocate the resources necessary in this context, their entrepreneurial approach and strategies of entrepreneurial management can lead to entrepreneurship university. To increase the effectiveness of entrepreneurship education, the intention of students, consciousness of students and the record also features important to business startups students. One of the most important factors for creating entrepreneurial university, professors approach on entrepreneurship. Just theoretical discussions by professors can be a good way to entrepreneurial university and practical approaches, is necessary for the formation of entrepreneurial university. University professors, entrepreneurs must have a high entrepreneurial knowledge and this knowledge must include various aspects in this field. Also, professors entrepreneurial experience is an important measure because of the absence of such an experience makes teachers look at the actual business and not the country-specific practical training transfer student entrepreneurs. Based on these findings, the entrepreneurial university model from the perspective of corporate entrepreneurship According to the results presented in Figure 5. Transformation model of strategic management, corporate entrepreneurship performance shows, based on this model, underlying and structural factors in shaping the environment are effective innovation and business entrepreneurs with the identification of environmental opportunities, start their entrepreneurial activities.
In the next version, Figure 6 At the University of change management, corporate entrepreneurship performance is shown. a. Evaluating the results of the implementation of business plans for feedback to improve returns to all stages.
Abstract

Figure 6: The university-based entrepreneurship, strategic management of change (self-made)

Strategic management cycle evolution of the organization (University) and performance evaluation criteria based on the type of entrepreneurial activity, has a life cycle, when an organization provides a product with the following steps in the life cycle: introduction, growth, maturity, stable and decline. If an organization has several product offerings and any of the products life cycle stages are located in one of Barrett & et al 1997; Welsch & Harold. 2004). In this case, the composition of the life cycle of products, life cycle states the measure.

Conclusion:

Universities, if they want the entrepreneurial approach. For the purpose of survival and growth, you should change the model of strategic management and structural factors underlying conditions provide for the behavior of their corporate entrepreneurship. To implement the right strategy, entrepreneurship, strategic management tool should be used for entrepreneurship or business plan.
Management model that supplies the necessary knowledge in terms of nature, they can hardly be imitated, these assets can be determined and effectiveness of the organization's key sustainable competitive advantage. This knowledge through elements such as culture and corporate identity, policy, procedures, documentation, systems and employees in running the organization is that it is inimitable (Alavi and Lydner, 2002).

This strategic model at the 1-capture and convert ideas, innovation and sustainable jobs is to produce 2-to achieve regional development in the country. (3) to promote the commercialization of research and innovation and technology will help produce raw products and services. 4. The use of scientific and technical expertise and capabilities to meet the needs and goals of faculty in the country's development and will provide Ts-hl. 5-to empower graduates to enter the business world. 6-Synergy provides a wealth of knowledge. 7-increasing employment and economic development causes. 8-enhancing technology innovation and development to its release. 9-to reduce the monopoly of big companies and the decentralization in the country. 10. Increased private sector participation in the economy of the concept. 11. to increase exports and the country's economic competitiveness and development in science and practice of market efficiency as an organization will help entrepreneurs.

Academic reward system for faculty and students to be considered a way that is stimulating entrepreneurial activity. Also, the university attracts professors who have an entrepreneurial approach and a high entrepreneurial Astadhayy use that knowledge. The criteria for choosing
teachers, experience, entrepreneurial activity and innovation be considered acceptable. University administrators entrepreneurial approach is an important factor that must be considered, because the lack of senior management support entrepreneurship, a major obstacle in the field. Entrepreneurial strategies, change management, should be clearly articulated and, if necessary, information to be published at the University. Course content in a way that is practical entrepreneurship training and increase students’ participation and teamwork. Some lessons can be holding a workshop. It is proposed to increase the scope and diversity of the University in the field of entrepreneurship and the supplies lead to the publication of Applied Science. Also, pay attention to the profitability of supplies. A feature of the entrepreneurial university into entrepreneurial organization, create fledgling companies. In this context, according to research findings, the necessity of increasing reproductive businesses is enormous and shall be responsible for universities with full support in this regard, to make arrangements.

Faculty and students to establish businesses tend reproductive and promotion criteria must be considered. Innovation within the university created for reproductive company to develop and to commercialize driven. Company acceptance criteria in terms of innovation and ability to commercialization. The level of interaction with students and faculty to increase companies based in the park. The general level of business skills students acquire knowledge and skills assessment, and in the absence of reproductive workshops, special courses taught to students before graduation. Increased ability to absorb graduates and graduates as entrepreneurial activity level points to continue their education to be considered by Lotter.in this study to promote the University of entrepreneurial organizations intelligently planned change management.
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