

## **Modern entrepreneurship and strategic management - Strategic entrepreneurship for SME's in Kosovo**

**Shpresim Vranovci**

### **Abstract**

This manuscript describes the role and importance of strategy in the modern enterprises that operate in fast-changing business conditions. It gives the conceptual definition for the strategic entrepreneurship and its broad application not only to small enterprises but also to large companies and companies in the public sector. It describes the key characteristics of modern strategies with an emphasis on the necessity of strategic analysis of business opportunities and possibilities. This paper creates a model of strategic enterprises to show the relationship between modern entrepreneurship and strategic management. Special attention is paid to clarify the domain of strategic enterprise-wide applications and to display and involve the concept in modern business practice.

**Keywords:** strategic entrepreneurship, strategic analysis, model, modern economy.

### **Introduction**

Strategic entrepreneurship for Kosovo's (SMEs) is very important for the economy since there are many well organized companies, but because of their small size and lack of financial strength, they are not able to independently compete in the international market.

However, SMEs very often have insufficient capacity and inadequate resources, and this is becoming an increasingly serious obstacle to modern thinking and strategy of sustainable development of Kosovo SMEs. Strategic linking and networking is a necessity in modern business, and it allows expansion of business cooperation, better access to resources, and increases the flexibility, speed, and quality of business.

Combined with virtual business, where physical presence and the performance of business activities become irrelevant, networking allows overdraft until recently all physical constraints are expelled from business activities.

On the other hand, virtualization enables connecting various business activities that previously were not connected. Today, business networking is widely accepted in the developed world. Networking and globalization have enabled numerous and complex possibilities of acquiring and combining business resources. Today, companies can temporarily hire additional staff or lease to another company for a partial or total performance of business activities. They can unite their resources with the resources of other companies through partnerships and strategic alliances.

If Kosovo SMEs want to survive in the global economic environment, it is necessary to define the areas in which they can achieve superior results, and then focus their business towards goals. To build a competitive advantage, SMEs need to develop a cooperative relationship with their partners as envisaged in the new concept of entrepreneurship.

## **Definition of modern entrepreneurship and strategic management (strategic entrepreneurship)**

Entrepreneurship, by definition, is an activity that aims at identifying entrepreneurial opportunities and exploiting them. How entrepreneurial opportunities arise from the market changes at the modern and fast-changing business environment is a potential landscape for theoretical entrepreneurial activity. However, only a strategic analysis of these opportunities through the lens of a long-term perspective allows entrepreneurs to conduct their quality assessment and selection of the best business opportunities in accordance with their own competitive advantages. Until recently, the strategy and entrepreneurship represented two independent disciplines. The role of strategy in business has long been neglected. Before the existence of the Strategic Entrepreneurship, the terms entrepreneurship and strategic management in practice focused in different fields of study, depending primarily on the size of the company. While entrepreneurship is primarily bonded in small business, terms strategy and strategic management were almost reserved for large enterprises. Today, the integration of entrepreneurship and strategic management is a necessity. While entrepreneurial activity focused on value creation, strategic planning and the management of the company is focused on exploiting and building competitive advantage. For this reason, entrepreneurship and strategy are keys to success in business development and growth, as well as economic growth in general. In essence, these two concepts are the basics of strategic entrepreneurship.

Modern enterprises are often too busy with current business issues and ignore the strategic aspect of entrepreneurship. On the other hand, large and well-established companies in the market are concentrated on maintaining their competitive advantages and are much less able to notice and take advantage of an entrepreneurial market opportunity. The concept of the strategic entrepreneurship dictates the necessity of linking entrepreneurial and strategic actions in order to achieve long-term and sustainable success of the enterprises, and in the same time remain profitable and continue further development of the enterprises. Implementation of entrepreneurial and strategic actions should be complementary and not in conflict. Integration of ideas in the strategy is the driving force of the strategic entrepreneurship, and the way in which the strategy is integrated into an enterprise adds strength and creates new value. Therefore, the strategic concept of entrepreneurship has a very wide range of applications in all aspects of entrepreneurship, starting from individual entrepreneurship in small and medium-sized enterprises, to corporate or so-called entrepreneurship large companies, but also called social entrepreneurship, which are entrepreneurship companies in the public sector.

### **Conceptual definition of strategic Entrepreneurship**

Changes in business are regular, but in modern time, they are occurring faster. Changes are an inevitable companion of entrepreneurship, and their scope and impact are often underestimated, un-adopted, and surprising, even from individuals

and organizations engaged in innovation.

The task of strategic entrepreneurship is the best means to proactively manage change by using theoretical knowledge and practical knowledge to overcome the barriers that might appear.

Strategic entrepreneurship is the integration of regular entrepreneurial activities in search of entrepreneurial opportunities and taking strategic action on the basis of competitive advantage and all this from a strategic perspective, the strategic plan and with the help of an entrepreneurial strategy (Hitt et al, 2002). Strategic entrepreneurship is a combination of several complementary and economic segments. These segments are primarily the strategy, creativity, imagination and vision, technological progress, innovation, risk and uncertainty, market changes and opportunities, behavioral characteristics of entrepreneurial activity, entrepreneurship, economic development, and the social role of entrepreneurship.

Strategic entrepreneurship includes entrepreneurial managers who have the motivation to execute their visions and ideas into practice within large companies. This leads to creative improvements in existing products and creating valuable inventions and innovations. The examples of valuation of entrepreneurial activities within large companies are still rare. This is why Strategic entrepreneurship supports the widespread use of an entrepreneurial way of doing business and entrepreneurial activities in companies of all sizes and industries, emphasizing the role of the individual abilities of talented individuals who represent a valuable human capital for businesses. Strategic entrepreneurship should be allowed and encouraged also in organizations that profit is not the primary goal, but they are focused on increasing the quality of life for society as a whole (social entrepreneurship).

Social Entrepreneurship includes entrepreneurial efforts and activities in the designing product and services for public use. Through its social role, strategic entrepreneurship promotes the idea that public companies also need to be entrepreneurial, because it contributes to the ability of such organizations to provide better services to citizens. For the implementation and promotion of entrepreneurial activities in such organizations, it is necessary to understand the people lead and their willingness to employ changes and innovation. All this leads to significant changes and improvements within the organizations where strategic entrepreneur operates, and in the community who benefits from it.

### **Characteristics of strategic enterprises**

Willingness to take risks is the first key characteristic of entrepreneurs. Entrepreneurial visions mean a desire to take a calculated risk, to take all possible efforts, and to reduce the possibility of failures. Uncertainty is also an essential feature of entrepreneurship. A strategic approach to entrepreneurship significantly contributes to the reduction of risk and reduces uncertainty in entrepreneurial activities. Strategic entrepreneurs have the ability to create a vision and a high level of energy to initiate and build new businesses, or create an entrepreneurial team within an existing organization

Strategic entrepreneurs have the ability to create an entrepreneurial team with complementary individual skills and talents. They have a "feel" for finding business

opportunities where others see chaos and confusion; they have an ability to achieve business success from virtually nothing, and skills for finding, management and control of resources, which are often owned by others (Donald and Hodgetts 2007). From the strategic business owners, whether it is the individual, corporate, or social entrepreneur, it is expected to have the ability for creativity, imagination, and vision to identify these capabilities and make them better than the most of the competitors and make them visible to the consumers. The primary goal of strategic entrepreneurship is to increase the effectiveness of long-term and sustainable enterprises. In this aspect, strategic entrepreneurs need to create and build competitive advantage.

Theoretically, strategic entrepreneurship defines only their ability to visualize and imagine. However, to achieve success, entrepreneurs and entrepreneurial managers need a proper estimation of their capacities and market opportunities of their company. The key to success lies in specialization on core competencies, the identification, and utilization of those that company already owns, and building and developing new competitive advantages.

The importance and the role of entrepreneurs are recognized in creating new jobs, as well as economic growth and development of different countries and regions. The core strategic entrepreneurship is launching an entrepreneurial company that makes and creates changes in society by encouraging the launch of the whole chain of new interconnected companies. In order to contribute further to this objective, institutional support and appropriate government policy that supports and encourages the growth of connectivity and networking of business activities are required

### **Model of Strategic Entrepreneurship**

Numerous authors, who pioneered this concept, emphasize the strong relationship between business and management strategies (Meyer and Heppard, 2000, Hitt et al, 2002; Gundry and Kickul, 2007th, etc.). In the concept of strategic entrepreneurship, the link between entrepreneurship and strategic management is clear and logical. It is clear that entrepreneurs should have certain managerial skills and knowledge to manage their businesses. However, modern managers must have some entrepreneurial characteristics, such as the ability to find and create new business opportunities, innovative spirit, willingness to take risks, etc. Therefore, the roles and tasks of modern entrepreneurs and managers are very interdependent. Both of the aforementioned tasks are a great help to resolve the application of the concepts of strategic enterprises.

The task of the traditional enterprise is creating new value and creating profits for entrepreneurs. Individual enterprise deals with the management of small and medium enterprises. Traditional management has the task of managing large enterprises, in order to increase business performance and generate profit for shareholders. Social Entrepreneurship includes entrepreneurial activities, so it can create value and increase quality for the benefit of all citizens. Strategic entrepreneurship encompasses all these disciplines combining their activities, connecting them to each other, and creates a compiled a new way of thinking in business and management.

## The domain of strategic enterprises

Key features of Strategic entrepreneurship are creating new values for society and changing social life in such a way that it leaves significant, sustainable, and lasting consequences. Strategic entrepreneurship is focused on creativity, innovation, and strategic development of entrepreneurial activities. Entrepreneurial mindset, entrepreneurial culture, entrepreneurial management, strategic management of resources, and creativity in the development of innovation are important entrepreneurial dimension integrated into the concept of strategic entrepreneurship (Floyd and Wooldridge, 1994; Kuratko, Ireland, Covin and Hornsby, 2005). To better understand the concept of strategic entrepreneurship, the whole concept breaks down to their core domain of observation. According to Hitt et al (2002). Strategic entrepreneurship consists of six main domains:

- Finding Resources;
- Innovation;
- Strategic linking and networking;
- Strategic leadership;
- International Entrepreneurship;
- Growth and Development;

**Finding resources** - Entrepreneurship is an innovative activity that aims to produce new products and services to meet current human needs and encourage new ones. In doing so, a modern entrepreneurial activity carried out using different types of competencies and capabilities supported by all kinds of resources and assets that are available to the company. The biggest change in the modern enterprise denotes the fact that a critical business resource is no longer any physical or financial capital, but this has become an intellectual capital. On the basis, capital companies today build their business success on their intellectual capabilities (which is especially true for small businesses, poor traditional forms of capital). Intellectual capital means intellectual property, which when materialized and/or formalized makes source revenues. Intellectual property is an intangible property, it has no solid form as property nor has obvious financial value. Because it is difficult to identify and mark its economic value, intellectual capital is characterized as a "secret" asset of the company. Intellectual capital consists of human, structural, and consumer capitalism. Broadly speaking, intellectual capital includes the sum of all knowledge within companies and other intangible assets of companies (organizational structure, patents, licenses, brands, trademarks, know-how), but also the corporate culture and the relationship with their customers and suppliers. Maximum value concept of intellectual capital lies in bringing encouragement of entrepreneurs to identify hidden and perhaps the underutilized intangible resources and their mobilization, recruitment, coordination, maintenances, and restoration, in order to create a new value for the company. Therefore, the management of intellectual capital has become one of the major tasks of modern entrepreneurs and management. Despite the extreme importance of intellectual capital in the modern business, the role of other forms of capital should not be underestimated, such as the dynamic exchange between all forms of capital. The share of each type of capital in the company depends largely on the specific

industries in which the company operates. A new value is created by the interaction of all forms of resources, including the firm's capital. This is in the company's concept a new way of compiling and succeeding in the concept of strategic entrepreneurship.

**Innovation-** The modern business world is moving forwards rapidly. The life cycle is getting shorter and shorter and the time release of new products to market is becoming very short. This is why the permanent monitoring development and innovation processes and the implementation of new technology are becoming a key factor of competitiveness of enterprises of all kinds. Innovation is very often considered as the basis of entrepreneurship, a driver toward of enterprises sustainable performance and growth (Schumpeter, 1932; Davidsson, 2004). There are two basic strategic options in the innovation of a business:

- Development of their own innovations and technological solutions and turning them it into a competitive advantage of their own businesses, and/or
- The development of technological knowledge incorporated in technological support.

Innovation means any renewal of design, quality, or some characteristics of a product or service that is being implemented, in order to strengthen the competitiveness of enterprises and provide a long-term sustainable competitive advantage in the market. Therefore, many enterprises today allocate substantial funds in the research projects. The aim is the development of innovation and/or improvement of existing technologies and technological solutions, and the search for new methods and techniques. The key to every innovation is its recognition by consumers. Innovations come in different forms, some in the individual characteristics some are valuable only in combination with others, while some are of importance for the whole society. It is broadly recognized that the stimulation of innovative activity is vital for the competitive advantage, growth of enterprises, and the country's economy.

Even though some innovations may be extraordinary technological achievements, most of the innovations in modern societies are small incremental improvements that come from day-to-day learning. Therefore, one of the fundamental tasks for Strategic entrepreneurship management is the innovation process. On the other hand, incorporation of technology is implemented by purchasing ready-made technological solutions (patents and licenses) developed by other companies or research institutions. The application of such a strategy is certainly cheaper but often carries weaker business results. In parallel with the development of technology, the need for education and training for employees is growing in order to be able to employ new technology, improve, and promote new business possibilities and opportunities. It should be noted that in today's global business environment with competition characterized by highly developed technology, the strategy for exploitation research efforts of other companies, so-called Technological imitation, is a very lucrative business. Therefore, companies and organizations engaged in innovation are trying to set up barriers to expanding innovation and new technologies, and its illegal applications. One of the factors is becoming entrepreneurs is intellectual property protection. Patents and other intellectual property protection measures are used to protect innovators against imitation, and also have the ability to create value based on

their own innovative efforts. Managing these processes and activities is an important strategic role of entrepreneurs in finding new methods, techniques, and technology business, but also in establishing a supportive environment for innovation, evaluation of innovative employees, management and exploitation of innovation and quality management of new products, and services that are a result of innovation. On the other hand, adjustments to the changes that have sparked from innovation and technology incorporation should not be neglected.

**Strategic networking** - The 21st century, when the market competition is truly global, the success of individual companies depends not only on their own actions and their own supply chains, but it also is becoming more important for connecting and networking with other businesses. Strategic linking and networking became one of the most important aspects of modern enterprising.

Recognizing the benefits of cooperation and connectivity for modern businesses is becoming a necessity if one wants to maintain or achieve a new competitive advantage and achieve strategic objectives.

While participating in these forms of cooperation, enterprises can achieve better results in the strengthening of their market positions, gain benefits (lower the costs), acquire new technological knowledge and various skills (design, production, and marketing), etc.

The success of strategic linking and networking depends on the interaction between members, which very often were yesterday's competitors in the market.

Defining the areas in which companies can achieve superior results, competitors are becoming partners, and interdependent, so the final product or service cannot be realized without the skills and techniques obtained in the joint partnership. Through such cooperation, all partners are achieving their aimed interests in alliances. These alliances created a synergistic effect enhancing the competitive position of individual participants.

Strategic linking and networking has a range of formal joint ventures in which two or more companies have equal shares, short-term contractual arrangements, agreement on short-term co-operation on certain tasks (such as the development of new products, winning new markets, etc.), long-term contractual arrangements, emerging organizational forms ( strategic alliances, partnerships, networked and virtual companies, clusters, etc.), etc.

Strategic linking and networking is a necessity in modern business enterprises and organizations of all sizes and industries. Large enterprises are enabling the extension of business cooperation, better access to resources, and the increase of flexibility, speed, and quality of business. Combined with the increasing use of information and communication, technology is becoming more a "virtualization" of business interaction, while the physical presence in the performance of business activities is becoming less relevant.

This allows the formation of the network and the "virtual organization" to cross all the physical barriers for expansion and dispersion of business activities. On the other hand, it allows different business activities that were previously separated to connect and create a network of compatible companies, formally independent

companies, suppliers, consumers, and even yesterday's rivals associated with the modern information and communication technologies to achieve common objectives through sharing skills, costs, competencies, and markets. This organizational model is also suitable for SMEs. The task of strategic enterprises is to link the key specialties of various specialized small and medium enterprises compatible with their specific skills to achieve certain goals. Every small and medium-sized business, a member of the network organization, focuses its efforts only on the performance of their part of the total joint activities and increasing the quality of their only part of the total product, while the leaders of the company focus on increasing the placement of the final product or service in the market. The cluster concept goes even further. Besides linking chains of value creation and compliant company, it is being brought to their connections with the providers of financial and consulting services. Clusters of such affiliated companies extend their networks even to universities and research institutes in their region. Such cooperation enables the increase of intellectual and technological capital companies within the cluster. Adding and creating value through cooperation, they all become shareholders (stakeholders) in a joint final product.

**Strategic leadership Strategic management** - is the process by which the entrepreneur/manager coordinates the activities of employees, in order to influence their work towards the achievement of strategic objectives and the achievement of the business plans of the company. Strategic management is an ongoing task of strategic enterprises and a successful management considers it fundamental and the most important factor for achieving sustainable efficiency of the companies. When the entrepreneur is a successful leader, he has an important impact on others and in this way, he helps them to achieve their mission and goals. When the entrepreneur is not a leader he/she does not help but often hinder others to achieve their goals. Therefore, every entrepreneur should have strategic characteristics of a leader. These characteristics include the following: the ability to create and pass vision and enthusiasm, the ability to coordinate group activities, the ability to manage and resolve conflicts, achievement of strategic objectives, a creation of a positive climate, evaluation of the contributions of individuals, etc. It was thought that the only source of a successful entrepreneur relies specifically on the person and that a good entrepreneur can only be born with a talent and the ability to lead since it cannot be learned. A modern approach to entrepreneurship has based on that assumption that the management of more complex activities that are necessary for entrepreneurial success. The innate leadership qualities of entrepreneurs and education play an important role in the success of entrepreneurial skills. There are numerous scientific papers that prove a strong correlation between education and success of entrepreneurship. Studies conducted in Massachusetts Institute of Technology (MIT) have shown that entrepreneurs with the higher level of education, in general, initiate entrepreneurial projects with a higher level of value-added (Roberts, 1991, Cooper et al, 1994, etc.). Strategic entrepreneurship is extending this concept with entrepreneurial activities with contemporary entrepreneurial options and strategies to make sure that new entrepreneurs have success while existing businesses become even more successful.

**International entrepreneurship**- Processes of internationalization and globalization



encourage entrepreneurs to expand their business activities in the international market. International entrepreneurship increases the possibilities of making profits and increase business. International entrepreneurship generally indicates the performance of business activities across national borders with the intention to achieve the strategic goals of the company, expanding its activities, and increase profitability.

Entrepreneurs expand business activity into the international market trying to create a profit by selling their products and services in markets where the domestic producers do not or cannot produce at high-quality, at low cost, or in sufficient quantity. For small businesses, entering into the international business activity makes sense if the company owns valuable core competencies that domestic competitors on the international market do not have, and if the legal framework of that country is acceptable. In such circumstances, the strategy of international business activities can be very profitable.

The strategic approach to international entrepreneurship requires a detailed analysis of power, potential, and level of readiness for international business operations. It is also necessary to analyze the conditions for participation in a foreign market, in order to facilitate the decision about different international market options. Based on the analysis of the conditions in the international market, the entrepreneur must make three basic strategic choices:

1) Which market to enter? 2) When to start operating there? 3) Which form of entering will be used?

While the choice of markets depends primarily on the assessment of the economic growth and development, the profit potential of the target market and a proper assessment of the time entering the market also affect the final result of the entrepreneurial action. Proper "timing" depends on a number of factors related to the additional business support in the target market (banks, insurance companies, and transport and shipping companies). Different ways of doing business in a market require different levels of business experience and financial investment. Initially, operating in a foreign market an entrepreneur can rely on export activities in order to gain a foothold in this market. If the entrepreneur decides for a longer period of activity and the higher level of investments he/she may choose for direct foreign investment or for the international joint venture with the foreign partnership.

**The growth and development** - having successfully started their own business and taking a certain (starting) position on the market, usually business owners/managers must deal with the question:

Which direction should the company take in order to further grow and develop?

Strategic entrepreneurship provides specific strategies that are available to be undertaken as alternatives that can be decided, in order for that company to continue to grow and develop. They can be divided into three basic types:

- **Expansion strategy**- This strategy is based on the existing activities and the existing range of products and services. The achievement of competitive advantages is realized by directing the capital, information, human, natural, and other resources of the company toward existing business activities, well-known industry, and the

known market. The entrepreneur/manager should not represent any problem for creating a new, higher-quality product or service, or innovation in existing products or services due to the familiarity of existing market. On the other hand, the strategy of expansion into new markets makes entrepreneurs extend their performance and impact on other geographic markets by accumulating knowledge and experience. The company may also decide to conquer new market segments or niche markets that will not emerge.

- **Vertical and horizontal integration strategies** -Vertical integration is a development strategy that aims at achieving control in related industries, customers, and suppliers. Conducted to further strengthen the market position of companies, it also ensures and strengthens the competitive advantages. We identify vertical integration as upwards, which integrates corporate customers, and the vertical integration of the downwards, which integrates with enterprise vendors. Advantages of vertical integration are reflected in the following elements: coordination of manufacturing economies of scale and development, better quality control, saving on production costs, the inclusion of the profitable businesses and markets, and the protection and increase of technological innovation. An alternative form of vertical organization is horizontal integration. In horizontal integration, the company through various forms associated with one or more competitors in the market and in the industry attempts to acquire a more favorable (monopolistic) competitive position.

- **The strategy of diversification** –is a development strategy in which a company enters into the new activity. Growth on the basis, diversification is beneficial for the company when there are possibilities for expanding the business beyond the existing one. There are two ways of implementing diversification strategies: Concentrated (related) diversification strategy, which introduces new products or services that are essentially similar to the existing one, and conglomerate (unrelated) diversification, which is based on the development and introduction of a completely new product or service, with help of new technology, manufacturing processes, or new ways of marketing business.

In addition to these three forms of development, strategic entrepreneurship introduces some forms of strategies. In case of emergencies, the entrepreneur should calmly and objectively consider any factor of such situation and weight each option as a solution. The strategy of shrinking the market – is at contrary to the growth and development strategies companies. It aims to reduce market share and/or withdraw from the local market, in order to consolidate the resources available, acquire new financial and human resources, etc

Turnaround Strategy – is used to stop the movement of the negative business. It requires a change in leadership of the company with the aim of measuring, improving, and/or restoring the strategic position

Strategy liquidation disinvestment - the result of its strategy is the withdrawal from some markets or from certain business project with the least costs that accompany such activity and against a greater cash flow, i.e. draw funds.

As a preliminary conclusion of the analysis “Strategic Entrepreneurship,” it should

be noted that this field individually represent basic guidelines and strategies that need to be implemented effectively and integrated into existing business and also in future business, and to which extent to use them, depending on the type of course and activities of individual companies. The success of their application lies in hands of entrepreneur/manager and his know – how the ability to make the best use of it.

## Conclusions

In the modern and rapidly changing global economy, a new entrepreneurial approach is gaining special importance. Strategic entrepreneurship is a new concept that offers much more than everyday entrepreneurial activity and ongoing management. Strategic entrepreneurship begins with imagination and vision of entrepreneurs on new and better ways of finding and using resources in the emerging market opportunities. This leads to creative improvements in the production of existing products and the creation of valuable inventions and innovations. Strategic entrepreneurship dictates the necessity of linking small and individual entrepreneurs, but equally talented, and entrepreneurial companies that have a reason to share their ideas and resources with others in various forms of strategic linking and networking. Thanks to modern information and communication technology, national boundaries and geographical distance is no longer a problem. Strategic entrepreneurship is applied by talented and well- educated entrepreneurs and managers who have the freedom to express their visions and ideas into practice within large companies. Strategic entrepreneurship should be allowed and encouraged also in organizations where making a profit is not the primary task, and it is designed to increase the quality of life in the society (nonprofit organizations). All this leads to significant changes and improvements, both within organizations where strategic entrepreneur operates and in the community that benefits from it. Strategic entrepreneurship connects theoretical and practical knowledge of modern business with the emphasis on both search and exploitation of entrepreneurial business opportunities, and it develops and increases competitive advantage in terms of value creation in the future. In this, strategic entrepreneurship represents a step forward from the traditional entrepreneurial thinking which is mainly focused on the current situation and opportunities. The concept of strategic entrepreneurship, due to its connection with strategic actions, aims to be connected simultaneously with the realized profit, but it also takes care of the further development and growth. This is valuable news for Kosovo businesses and opens new opportunities for businesses of all shapes. The mission of this concept is to meet current and future entrepreneurs with new economic knowledge , concepts and business models, and many other entrepreneurial options (new economy) , in order to contribute to the development of new business ideas and innovation, the development of an entrepreneurial culture and awareness of the need for strategic planning at all levels of business decision-making , and the exploitation of knowledge as the most valuable and yet not enough used resource in Kosovo.

## References

- Abraham S. 2005. *Stretching strategic thinking*. *Strategy and Leadership*, 33 (5):5-12.
- Amabile TM. 1998. "How to kill creativity." *Harvard Business Review*, Sept/October: 77-87.
- Alvarez, S., & Barney, J. 2004. Organizing rent generation and appropriation: Toward a theory of the entrepreneurial firm. *Journal of Business Venturing*, 19(5): 621-635.
- Alvarez, S., & Barney, J. (2000). Entrepreneurial capabilities - A resource-based view. In G. D. Meyer & K. A. Heppard (Eds.), *Entrepreneurship a strategy - Competing on the entrepreneurial edge* (pp. 63-81). Thousand Oaks, CA: Sage.
- Analoui, F., & Karami, A. (2003). *Strategic management in small and medium enterprises*. London: Thomson.
- Ahuja, G., & Lampert, C. M. 2001. Entrepreneurship in the Large Corporation: a Longitudinal Study of how Established Firms Create Breakthrough Inventions. *Strategic Management Journal*, 22: 521-543.
- Belkahla W, Triki A (2011). Knowledge-enabled innovation capability: proposing a measurement scale. *J. Knowl. Manage.*, 15(4): 648-674.
- Bouchard V. 2001. "Exploring Corporate Entrepreneurship": A corporate Strategy Perspective.
- Cooper, A. C., Gimeno-Gascon, F. J. I Woo, C. (1994) "Initial Human, and Financial Capital as Predictors of New Venture Performance", *Journal of Business Venturing*, 9/55, str. 371- 95.
- Graetz F. 2002. "Strategic thinking versus strategic planning: towards understanding the complimentary." *Management Decision*, 45(5):456-462.
- Gundry, L. K. I Kickul, J. R. (2007) „*Entrepreneurship Strategy – Changing Patterns in New Venture Creation, Growth and Reinvention*“, Sage Publication.
- Hitt, M. A., Ireland, R. D., Camp, S. M. I Sexton, D. L. (2002) "Strategic Entrepreneurship: Integrating Entrepreneurial and Strategic Management Perspectives".
- Fink A, Marr B, Siebe A & Kuhle JP. 2005. "The future scorecard: Combining external and internal scenarios to create strategic foresight". *Management Decision*, 43(3):360-381.
- Hisrich RD & Peters MP. 2002. "Entrepreneurship. 5th Ed. New York": McGraw -Hill / Irwin.
- Hitt MA, Ireland RD, Camp SM & Sexton DL. 2002. "Strategic Entrepreneurship: Creating a new mindset." 1st Ed. Oxford: Blackwell.
- Meyer, G. D. I Heppard, K. A. (2000) "Entrepreneurship as a Strategy – Competing on the Entrepreneurial Ege", Sage Publication.
- Meyer, G. D., Neck, H. M. I Meeks, M. D. (2002) "The Entrepreneurship – Strategic Management Interface", iz: Hitt, M. A. (ur.) "Strategic Entrepreneurship – Creating a New Mindset", Blackwell Publishing.
- Roberts, E. B. (1991) "Entrepreneurs in High Technology; Lessons from MIT and Beyond", New York, Oxford University Press.
- Richard M. Hodgetts, Donald F. Kuratko, Margaret "Small Business Management". Publication Date: March 16, 2007.
- Wickham, P.A. (2006). „*Strategic Entrepreneurship*“, Pearson Prentice Hal.