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Master thesis in management sciences

Option: Strategic Management International

dissertation :

**The relationship between entrepreneurship and
projects (Small and Medium sized Enterprises)
Empirical study of hotel contractors in Algeria**

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Dedication

This work is dedicated to my dear parents for their patience, help, understanding and support during all the years of my studies To my brother and my sisters Also, I dedicate this work to my best friends: Bouaza M, Delmi A, Ben Naceur, Haidra A, Ahmed Fouatih A, Ghanissa A. It is dedicated to all whom I love without exception

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Summary

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General Introduction

General introduction

General introduction

In order to uphold economic growth and employment in the districts and nationally, one is dependent on small and medium enterprises. These represent the majority of firms and are a vital source for new creativity and development in both traditional and new sectors. How one should promote entrepreneurship and innovation among these companies has been a central theme in political debates.

Innovation has been the change driver around the world-intervening to provide accessible and affordable solutions to meet ever-shifting consumer needs. Exemplars from around the world clearly depict the role played by innovative solutions in increasing national economic growth and improving standards of living. China for example, has a recorded significant growth in gross domestic product over the past few decades. South Korea has also vastly improved its economic status since the 1980s, by promoting the inward transfer to foreign technology and by developing its domestic capacity to digest and improve through reverse engineering and foreign license-followed by significant investments. And we confirm the strong correlation between innovation and revenue growth at the enterprise level.

However, many small and medium enterprises have yet to understand the importance and benefits to their business of strategic planning. The absence of formal strategic plans among SMEs is hardly surprising given the fact that what plans there are often exist solely as an outline in the mind of the entrepreneur founder and change rapidly in accordance with evolving market conditions. However, in view of cost implementation time, and the significance information technology to most businesses. SME management should develop a strategic plan even if the company's strategic business plan is not yet fully documented. The dynamic discussions prompt the company to develop its strategic business plan to produce a win-win situation for all stakeholders.

Objectives of our research work are, so, to give a glimpse to the important role of Entrepreneurship in the economic development. Then to show the value of Small and medium enterprises in increasing the national growth.

General introduction

Following the scale of the importance of entrepreneurship, SMEs and the creation of enterprises for the economy in general and individual in particular. By treating the following issue :

-What is the relationship between Entrepreneurship and SMEs ?

In order to answer the issue and achieve our objectives, we investigate Entrepreneurship and SMEs to find answers to the following questions :

- 1- How Entrepreneurship is seen among academician ?
- 2- What is Small and Medium Sized Enterprise ?

To begin our study it is hypothesized that:

- 1- Entrepreneurship is a complex economic concept that is not limited to the creation of an Enterprise.
- 2- Small and Medium Enterprises are businesses whose personnel numbers fall below certain limits

We adopted a descriptive analytical methodological approach based on the hypothetico-deductive approach.

We have divided our work into three chapters. In the first chapter, we will study the concept of Entrepreneurship, Entrepreneurs and the meaning of innovation and creativity, The second chapter deals with a look at SMEs and projects , Then the third chapter we have carried out a quantitative study, based on statistical techniques, to assert or reverse the hypothesis of the studies and to have an answer to the problem.

Chapter 01: Entrepreneurship as a concept

Chapter01 : Entrepreneurship as a concept

Chapter 1: Entrepreneurship as a concept

Introduction :

In the first chapter, we tried to explain and define entrepreneurship from many points as: history, benefits, role and strategies.

Then we will discuss the innovation and the creativity in the “entrepreneurial environment”.

For this purpose, we have split this chapter into three sections, in the first section, we develop the concept of entrepreneurship and entrepreneur. In the second one, we highlight the meaning of innovation and creativity, and in the third section, we try to give a glimpse on the entrepreneurial environment.

Chapter01 : Entrepreneurship as a concept

Section 01: Entrepreneurship and Entrepreneurs:

1-1-1 Definition of Entrepreneurship

Entrepreneurship, according to Onuoha (2007), "is the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities." Schumpeter (1965) defined "entrepreneurs as individuals who exploit market opportunity through technical and/or organizational innovation". For Frank H. Knight (1921) and Peter Drucker (1970) "entrepreneurship is about taking risk". Bolton and Thompson (2000) have defined an entrepreneur as "a person who habitually creates and innovates to build something of recognized value around perceived opportunities". Hisrich (1990) defined that an entrepreneur is characterized as "someone who demonstrates initiative and creative thinking, is able to organize social and economic mechanisms to turn resources and situations to practical account, and accepts risk and failure". Thomas and Mueller (2000) argue that the study of entrepreneurship should be expanded to international markets to investigate the conditions and characteristics that encourage entrepreneurial activity in various countries and regions. It is reasonable to expect that entrepreneurs reflect the dominant values of his or her national culture and national culture has definite effect on entrepreneurship.¹

The word entrepreneur originated from the French word, 'entrepredre' which means "to undertake" (Akanni. 2010). In business context, it means to start a business, identify a business opportunity, organize resources, manage and assume the risk of a business or an enterprise. It is also used to describe those who (took charge) lead a project, which would deliver valuable benefits and bring to completion. In other words, those who can manage uncertainty and bring success in the face of daunting challenges that would destroy a less well-managed venture

¹ OSMAN EROGLO and MURAT PICAK, "Entrepreneurship National Culture and Turkey", Article in International journal of business and social science, Vol. 2 N° 16, September 2011, Viewed on p146.

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re. Hornby (2006) defined an entrepreneur as a person who makes money by starting or running businesses, especially when this involves taking financial risks. Drucker (1995, quoted in Jimngang, 2004) defined an entrepreneur as someone who shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.¹ Entrepreneurs identify an innovation to seize an opportunity, mobilize money and management skills and take calculated risks to open markets for new products, processes and services. American human psychologist, Abraham Maslow, sees the entrepreneur as someone who can “discern change, enjoy it and improvise without being forewarned”. According to him, the entrepreneur is a here-now” creator, an improviser, who is not afraid of being viewed as operating in dissonance with general practice and belief (Stephens, 2000). To say it in another way, the entrepreneur is someone who perceives of senses opportunity where others fear rejection; he will not talk of obstacles but challenges. His mindset is tuned to success, and failure though he is aware of the possibility, does not preoccupy him. Drucker (1985) defined an entrepreneur as one who fills the role of an entrepreneur (a dreamer who does accept hands on responsibility for creative innovation in an organization) outside the organization. The entrepreneur dreams, invents, creates and figures out how to convert an idea into a profitable reality. This person is usually primary motivated to satisfy a personal need for achievement by bringing into the world new products / services that are meaningful to self and the market. The entrepreneur is an agent of change and societal hope for tomorrow. This is a person who demonstrates the capability to see and evaluate business opportunities, to gather the necessary resources to take advantage of them and initiates appropriate action to ensure success. The entrepreneur is an action oriented, highly motivated and takes calculated or moderate risk to achieve goals. An entrepreneur is an individual who is willing and able to take business risks for gainful purposes. Entrepreneur has been defined as the willingness and ability of an individual to seek out investment opportunities, establish and run an enterprise successfully (Amacchina & Nwaddozie, 1995). The idea of entrepreneurship is not new to Nigeria because it used to be a no paid employment prior to the coming of the colonial masters. Thus, entrepreneurship is associated with different

¹ Kennedy Imafidon, “ Entrepreneurship Development For Sustaining Economic Growth in Third World Nations”, Journal of Emerging trends un Economics and Management Sciences, Nigeria, 2014, p102.

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kinds of activities that have to do with the establishment and operation of business enterprises. Such activities may include identification of investment opportunities to exploit for profit, promotion and establishment of the business enterprise, pooling of the various scarce resources needed for production and distribution of goods and services, organization and management of the human and material resources for the attainment of the objectives of the enterprises, risk bearing and innovation.¹

1. History of entrepreneurship:

Entrepreneurial activities are substantially different depending on the type of organization and creativity involved. Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. Many "high value" entrepreneurial ventures seek venture capital or angel funding in order to raise capital to build the business.² Many kinds of organizations now exist to support would be entrepreneurs including specialized government agencies, business incubators, science parks, and some NGOs. In more recent times, the

The term entrepreneurship has been extended to include elements not related necessarily to business formulation activity such as conceptualizations of entrepreneurship as a specific mindset resulting in entrepreneurial initiatives e.g. in the form of social entrepreneurship, political entrepreneurship, or knowledge entrepreneurship have emerged. The entrepreneur is a factor in microeconomics, and the study of entrepreneurship dates back to the work of Richard Cantillon and Adams Smith in the late 17th and early 18th centuries, but was largely ignored theoretically until the late 19th and early 20th centuries and empirically until a profound resurgence in business and economics in the last 40 years.

In the 20th century, the understanding of entrepreneurship owes much to the work of economist Joseph Schumpeter in the 1930s and other Austrian economist such as Carl Menger, Ludwig Von Mises and Friedrich Von Hayek. In Schumpeter, an entrepreneur is a person who is

¹Kennedy Imafidon," , Op.cit, p102.

²IBID, p103.

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willing and able to convert a new idea or invention into a successful innovation. Entrepreneurship employs what Schumpeter called “the gale of creative destruction” to replace in whole or in part inferior innovations across markets and industries, simultaneously crating new products including new business models. In this way, creative destruction is largely responsible for the dynamism of industries and long run economic growth. The supposition that entrepreneurship leads to economic growth is an interpretation of the residual in endogenous growth theory and as such is hotly debated in academic economics. An alternate description posited by Israel Kirzner suggests that the majority of innovations may be much more incremental improvements such as the replacement of paper with plastic in the construction of a drinking straw. For Schumpeter, entrepreneurship resulted in new industries but also in new combinations of currently existing inputs. Schumpeter’s initial example of this was the combination of a steam engine and then current wagon making technologies to produce the horseless carriage. In this case the innovation, the car was transformational but did not require the development of a new technology, merely the application of existing technologies in a novel manner. It did not immediately replace the horse drawn carriage, but in time, incremental improvement which reduced the cost and improved the technology led to the complete practical replacement of beast drawn vehicles in modern transformation.¹ Despite Schumpeter’s early 20 century contributions, traditional microeconomic theory did not formally consider the entrepreneur in its theoretical frameworks. In this treatment the entrepreneur was an implied but unspecified actor, but it is consistent with the concept of the entrepreneur being the agent of x-efficiency. Different scholars have described entrepreneurs as, among other things, bearing risk for Schumpeter, the entrepreneur did not bear risk: the capitalist did. According to Schumpeter “without innovations, no entrepreneurs, without entrepreneurial achievement, no capitalist returns and no capitalist propulsion”. Echoing McGraw (1991), Santarelli and Pesciarelli (1990) comment that interest in the theory of entrepreneurship in general and Schumpeter in particular is burgeoning. While Santarelli and Pesciarelli take Schumpeter’s work on economic development as their primary concern, their work sheds additional light on

¹ Kennedy Imafidon, Op.cit p104.

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Schumpeter's influence on the concept of entrepreneurship. In particular, they point to Schumpeter's assertion of the importance of the individual and individual effort in entrepreneurship. While Schumpeter does not provide a great deal of detail on the characteristics of successful entrepreneurs (Long, 1983), he did state that entrepreneurs must expend great energy and possess a strong will to be successful. Taking an historical perspective, Long (1983) concludes that three traits have, to varying degrees, been included in the definition of entrepreneurship: "uncertainty and risk", "complementary managerial competence", and "creative opportunism". He argues that to ignore any of these areas is to risk repeating, rather than learning from, the history of the concept of entrepreneurship.¹

2. Entrepreneurship development:

Owning an enterprise is a great dream for those who look jealous at people who have made it from nothing to vast riches. It often remains just a dream for some, but some others can turn the, dream into action. Many ventures do not fetch returns more than subsistence wages that too after a lot of hard work and worry. It is often that the person trapped in such a business turns out to be a dreamer than a pragmatist, "when he/she gets into the venture. A small business venture can be a boon provided one gets into it by the right way, and knows what to expect and do, otherwise it can be a dreadful nightmare. Few know exactly what they want and why, and how they will do it. Some do not dream of riches, but of an interesting and fulfilling life style, which often translates into self-employment in trade or profession, or turning a recreational hobby, into a business. More often, the one who has made a good business out of a hobby had never entered the venture with dreams of riches."²

Vast riches are for the few, but it is probable to plan and look forward to self-employment where you can earn better than a living wage. On the other hand, there is little reason to stay self-employed if you can work for someone else at better wages than your own venture returns. When we see

¹Kennedy Imafidon, opcit, p104.

²" Entrepreneurship Development and New Enterprise Management", Directorate of Distance Education, Guru Jambheshwar University, Hisar,p41

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entrepreneurs, we find that some turn their business successfully called 'successful entrepreneurs' while others do not. Then, a question arises what makes the entrepreneurs successful. In other words, what are the qualities or characteristics of the successful entrepreneurs. The possession of certain knowledge, skill or personality profile called 'entrepreneurial competencies' or 'traits' help the entrepreneurs perform well.

In simple terms, a competence is an underlying characteristic of a person which leads to his/her effective or superior performance in an job. A job competence is a good combination of one's underlying characteristics such as 'one's knowledge, skill, motive, etc. which one uses to perform a given jobwell. It is important to mention that the existence of these underlying characteristics may or may not be, known to the person concern. This implies that the underlying characteristics may be unconscious aspects of the person. The underlying characteristics possessed by an entrepreneur which result in superior performance are called the 'entrepreneurial competencies' or 'traits'.¹

3. Entrepreneurship benefits:

Entrepreneurs play a key roel in economic development, the EU Green Paper on Entrepreneurship (European commission 2003) outlined the benefits of Entrepreneurship as:

- Entrepreneurship contributes to job creation and growth.
- Entrepreneurship is crucial to competitiveness.
- Entrepreneurship unlocks personal potential.
- ntrepreneurship and societal interests.

¹ " Entrepreneurship Development and New Enterprise Management", Directorate of Distance Education, Guru Jambheshwar University, Hisar, opcit, p.p41,42.

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The 2007 Forfas report, Towards Developing an Entrepreneurship policy for Ireland, summarised the potential benefits for Ireland as strategic, economic, spatial, social, and personal (table1).¹

Table 01: Summary of Potential Benefits for Ireland

Strategic	Contributing to the strategic poisoning of Ireland as a knowledge economy, strengthening the base o Irish companies, complementing and leveraging the contribtion of foreign direct investment
Economic	Contributing to real increases in productivity, innovation, competitiveness and employment creation.
Spatial	Playing a significant role in urban regeneration, and in rural and regional development, while enriching the quality of life throught the country and enhancing consumer choice.
Social	Contributing to social cohesion through the engagement of the more marginalized individuals and groups within society through gainful entrepreneurial endeavour.
Personal	Means to greater material benefits (wealth and dtatus) as well as fulfillment (freedom, independence, challenge) through unlocking personal potential.

Source: Colm O'Golman, "Entrepreneurship in Ireland", Opcit,p2.

1-1-2 The concept of Entrepreneur:

The word "Entrepreneur" is derived from the French verb *entrepredre*. It means to undertake. In the early 16th century, the Frenchmen who organised and led military expedition were reffered as "Entrepreneur". In the early 18th century French economist Richard Cantillo used the term entrepreneur to business. Since that time the word Entrepreneur means one who takes the risk of starting a new organisation or introducing a new idea, product or service to the society.

¹ Colm O'Golman, "Entrepreneurship in Ireland", Chapters From Rural Economic Development in Ireland, Rural Economy and Development Program, Teagasc, 2014, p2.

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According to J.B. Say "An entrepreneur is the economic agent who unites all means of production, land of one, the labour of another and the capital of yet another and thus produces a product. By selling the product in the market the pays rent of land, wages to labour, interest on capital and what remains is his profit". Thus an Entrepreneur is an organiser who combines various factors of production to produce a socially viable product.¹

According to Joseph Schumpeter, "An entrepreneur is advanced economy is an individual who introduces something new in the economy a method of production not yet tested by experience in the branch of manufacture concerned, a product with which consumers are not yet familiar, a new source of raw material or of new markets and the like". The function of an entrepreneurship according to Schmpeter 1.Introduction of new product, 2.Introduction of methods of production,3. Developing new markets and finding fresh source of raw material , and Making changes.

According to catillon "And Entrapreneur is the agent who byes factores of production at certain prices in order to combine them into a product with a view to selling it at uncertain prices in future".

To conclude An entrepreneur is the person who bears risks, unites various factors production, to exploit the perceived opportunities in order to evoke demand, create wealth and employment.²

¹ S.Anil Kmar, S.C Poornima, Mini K. Abraham, K jayashree , " Entrepreneurship Development", Department of Commerce NMKRV College For Women Banglaor, New age International, 2003, p1.

² S.Anil Kmar, S.C Poornima, Mini K. Abraham, K jayashree, opcit ,p2.

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Table 02: Personal Entrepreneurial Characteristics Characteristics and Traits of entrepreneurs:

Core competencies	Entrepreneurial activities
1. Initiative	1. Does things before asked to by events and acts to extend the business to new areas , products or services.
2. Percieving opportunities.	2. Identifies bsiness opportunities and mobilized necessary resources to make good an opportunity.
3. Persistence	3. Takes repeated or different actions to overcomeobstacles.
4. Information gathering	4. Consult experts for business and technical advice. Seeks information on clients or suppliers needs. Personally undertakes market research and make use of personal contacts or information networks to obtain useful information.
5. Concern for quality work	5. states desire to produce or sell a better quality product or service.Compares his performance favourably with that of others.
6. Commitment to contractual obligations	6. Makes a personal sacrifice or expands extraordinary efforts to complete a job, accept full responsibility in completing a job contract on schedule, pitches in with workers or work in their place to get the job done and shows almost cocern to satisfy the customer.
7. Efficiency orientation	7. Finds ways and means to do things faster. Better and economically.
8. Planning	8. Various inter-related jobs are synchronized according to plan.
9. Problem solving	9. Conceives new ideas and finds innovative solutions.
10. Self-confidence	10. Makes decisions on his own and sticks to it inspite of initial setbacks.
11. Expertise	11. Possesses technical expertise in areas of business, finance, marketing, etc
12. Self critical	12. Aware a personal limitations but tries to improve upon by learning from his past mistakes or experiences of others and is never complacent with success.
13. Persuasion	13. persuades customers and financiers to patronize his bsiness.
14. Use of influence strategies	14. Develops business contacts,retains influential people as agents and restricts dissemination of information in his possession.
15. Assertiveness	15. Instruct,reprimands or disciplines for failing to perform.
16. Monitoring	16. Develops a reporting system to ensure that work is completed and quality norms.
17. Credibility	17. Demonstrates honesty in dealing with employees, suppliers and customers even if it means a loss of business

Source: Sangram Keshari Mohanty," Fundamentals of Entrepreneurship", Institue of Entrepreneurship Development, Bhubaneswar,Delhi, 2017,pp9,10.

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1. Different views on the role of the Entrepreneur:

In order to understand the contemporary entrepreneur, it is productive to examine the literature review of the leading theorist on the concept of entrepreneurship. The entrepreneurship school of thought can be divided into two approaches: scholar defining entrepreneurship as an economic function, and those focusing on the individual characteristics (Stevenson et al, 2000p4). This section will synthesize the work of major theorists who belong to the economic approach and who tried to answer the following question: does the entrepreneur play a central role in the economic growth?

Since the early industrial Revolution many scholars have contributed views on the topic of entrepreneurship. The aim of this is not to discuss the theories of all contributors, but instead present the work of the key economic writers on the role of entrepreneurship.¹

A-Cantillon and say:

Cantillon and say were two significant French writers who belonged to the French school of thought, named "physiocrats" (Dakin and Freel 2003. P4) The two French economic writers recognize the entrepreneur as " An organizer of factors of production (Dakin and Freel 2003. P3).

Richard Cantillon identifies the entrepreneur as a key player in economic development . His theory on the role of entrepreneur is based on individual property rights. For Cantillon entrepreneurs represent the first class of three, while the other two classes were property-owners and workers (Dakin and Freel 2003). He recognizes an entrepreneur as a risk-taker, one who is determinate "To buy at a certain price and sell at an uncertain price "(Swedberg,2000,p78). In short Cantillon's entrepreneur is motivated to anticipate risk for the search of profit. Concerning this aspect, Brush(1992,p12)refers to the works of Sexton and Bowman(1986 ,1990) who identify gender based differences concerning risk. The conclusion

¹ Erika bendixen, Emma miglioni, " Entrepreneurship and Women: The making of a Business Plan For The Creation Of a Distribution Business in Denmark", MasterThesis, Academiv Supervisor, Kai Kristensen Arrhus school of Business, April 2006, p11

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drawn by their studies is that women entrepreneur has a " lower risk-taking propensity" compared to their male counterpart.¹

"Ever since the 18th century, the notion of risk-taking is embodied in the definition of entrepreneur. This notion is still valid nowadays, e.g . Olson (2001,p56) underlined that "entrepreneurship requires a willingness to take calculated risks- both personal and financial" and Dictionary.com defines "the entrepreneur as a person who organizes , operates and assumes the risk for a business venture" .

Jean Babtiste Say, who get inspired by his compatriot Cantillon, also recognize the central role of the entrepreneur in economic change and growth. Say defines the entrepreneur not as an innovator but as a trader of the innovation.

B-Kirzner:

Kirzner studied entrepreneurship from a cognitive approach, to understand the intrinsic stimuli which influence the entrepreneur's behavior (Das and Teng, 1998). Kirzner supports a theory of creative alertness, where the focus is on the entrepreneur's aptitude to discover and utilize opportunity that others do not witness. In other words, Kirzner's entrepreneur is opportunistic in planning and showing evidence of low risk-overting behavior.

C- Schumpeter:

" Classified as Austrian economist, Schumpeter is one of the most acknowledges figures in the entrepreneurship's theory.

Schumpeter's entrepreneur is an innovator who develops new technology. The entrepreneur is neither an "economic man" who takes short term actions nor a "non-hedonic nature entrepreneur". He is 'forward- looking' and thus thinks long –term. From a gender-based perspective, this aspects leads to the following questions: Do women entrepreneurs reflect the Schumpeterian entrepreneur? It seems that women Business owners do not fall

¹ Erika bendixen, Emma miglioni, opcit, p 11.

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under the Schumpeterian definition. Typically, male entrepreneurs have a long-term strategic management style, whereas women entrepreneurs have "limited vision" and think "in terms of the short-run". This influences the authors to conclude that women entrepreneurs are in general not entrepreneurs in the Schumpeterian way".¹

"Furthermore, the Schumpeterian entrepreneur is a hero, in the sense that all the steps he undertakes turn out to be successful. He is at the same time the creator of new business entities and a fundamental catalyst for economic change. This latter role is characterized by the entrepreneur's ability to disturb the economic status quo through innovations. Schumpeter perceives innovation as the primary internal element in the evolution of capitalism. Innovation, or what Schumpeter defines as the carrying out of new combinations designates "the introduction of a new good, or of a new quality of a good, the introduction of a new method of production, the opening of a new market, the conquest of a new source of supply of raw material or half-manufactured goods, as well as the carrying out of a new organization of an industry. On that matter, Schumpeter underlines in his work on the instability of capitalism that "what we unscientifically call economic progress means essentially putting productive resources to uses hitherto untried in practice, and with drawing them from the uses they have served so far. The unique qualities of the entrepreneur guide him in his motivation process. The Schumpeterian entrepreneur does not follow the so-called circular flow, which reflects a steady economy, Schumpeter employs the notion of circular flow to designate a period of transition occurred by the force of innovations. Concerning the aspect of innovation, Hisrich and Bruch (1983) conclude that the majority of women entrepreneurs prefer not to engage in innovative activities in products or services, but rather compete in existing markets. One more time this finding raises the question: could we qualify women entrepreneurs as being Schumpeterian? From this point of view the author answers is No.

Concerning investment and entrepreneurship, Schumpeter expresses that in order to carry out a new combination, financing and credit are essential. On that matter Schumpeter talks

¹ Erika Bendixen, Emma Migliorini, Op.cit, pp11,12.

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about “means of payment” which acts as “ready money for trade land by bankers also called the exchange economy.

Another essential aspect for the Schumpeterian entrepreneur is to accomplish his goal, regardless of time and effort. One of the gals of the Schumpeterian entrepreneur is to reach a better social positions in this world. This aspect needs to be viewed from a gender-based perspective. Women entrepreneur’s main motive to enter into entrepreneurship is to reach a certain degree of flexibility between family and work and less for an economic motive compared to their male counterparts .

It can concluded that the essence of the Schumpeterien entrepreneur is to be found in the carrying out of new combinations. As Bruyat and Julien wrote, the Shumpetrierien entrepreneur is purely functionalist: Entrepreneurs are people who perform the function of performing revolutionizing the productive system, and they conteneue to be entrepreneurs only for as long as they continue to perform that fnction”.¹

2. The relationship between Entrepreneurship and Entrepreneurs:

To conclude Entrepreneurship is set of activities performed by an Entrepreneur thus, Entrepreneur proceeds Entrepreneurship

The relationship between Entrepreneurship and Entrepreneur is given in the following table.²

¹Erika bendixen, Emma migliorini, Op.cit, p13.

² S.Anil Kmar, S .C Poornima, Mini K. Abraham, Op.cit,p8.

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Table 03: The relationship between Entrepreneurship and Entrepreneur

Entrepreneur	Entrepreneurship
Person	Process
Visualiser	Vision
Organiser	Organisation
Decision maker	Decision making
Innovator	Innovation
Risk bearer	Risk bearing
Motivator	Motivation
Creator	Creation
Leader	Leadership
Manager	Management
Initiator	Initiation
Planner	Planning
Technicien	Technology
Communicator	Communication
Administrator	Administration

- Source: S.Anil Kmar, S .C Poornima, Mini K. Abraham, Opcit,p8.

1-1-3 Entrepreneurial Strategies:

Strategy as convincing answer to the question: Why anybody in the long run should buy Market offerings from us, although:

- most markets are rather constant than emerging
- the competitors intend to achieve similar objectives
- the pressure of competition is constantly increasing
- some trends are contradictory to our interests
- our resources will be limited in any case

As established companies follow the segmentation/targeting/positioning-approach when entering into new markets to answer the above questions, start-up companies are very much

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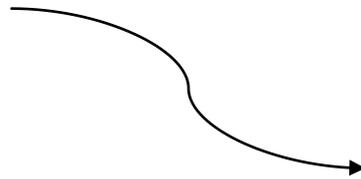
focused on the entrepreneurial opportunity and start from there:¹

Figure 01: Stages of entrepreneurial strategies

Stage one :

identify business opportunities :

- identifying possible business opportunities in different fields and different shapes
- recognizing an opportunity after a trail-and-error phase, often based on intuition.



Stage two:

build up the first customer base:

- identifying the first ten customers (techies), sometimes others than expected in the plan: reality is not following plans
- learning from their experiences with the market offering

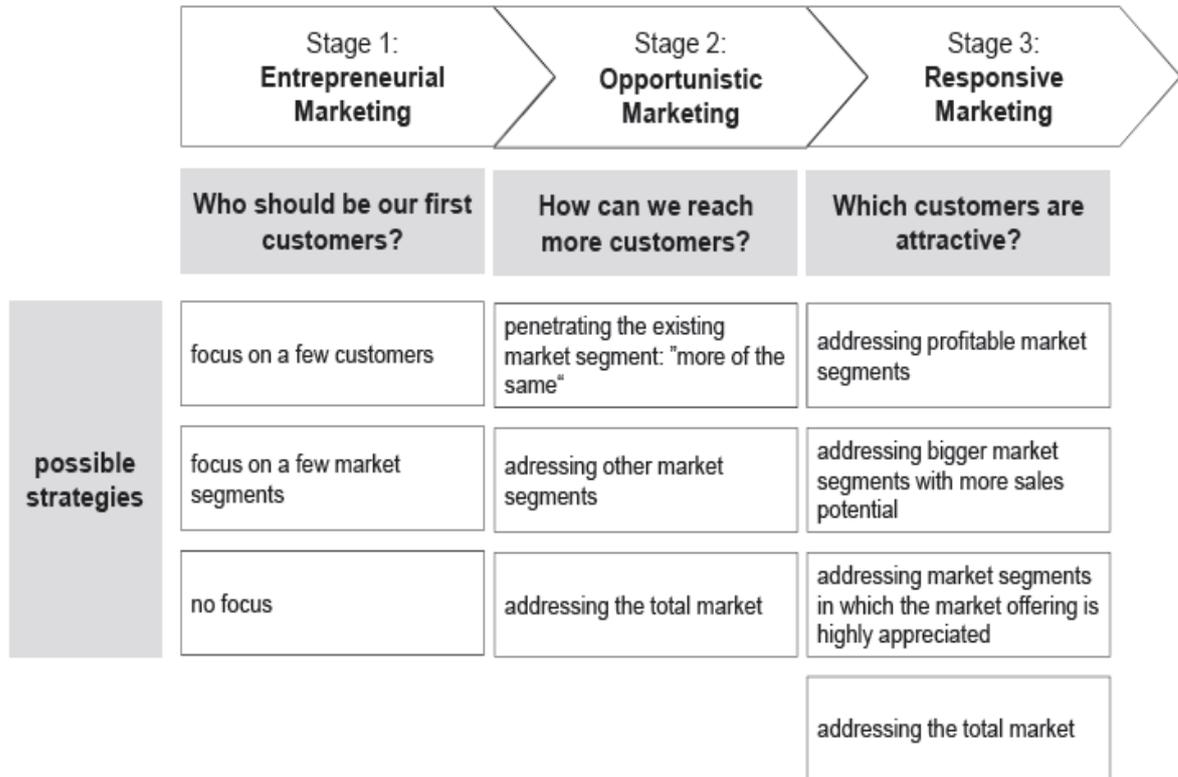
Source: Ibid, p 134

In the next step, the company continues with expanding the customer base, often based on recommendations by previous customers. Still the entrepreneurial company will focus on a few market segments at this stage only and try to grow with the current customer base. This will change later.

s

¹ Helmut Kohlert, Ing Dawud Fadai, Hans Ulrich sutchs, "Entrepreneurship For Engineers", Oldebourg Verlag, Deutschland, 2013 p 134

Figure 02: Changes of the strategic marketing approach over time



Source: Helmut Kohlert, Ing Dawud Fadai, Hans Ulrich sutchs,Op.cit, p135.

Section 2: Creativity, Innovation and Entrepreneurship:

1-2-1 Definition of Creativity and Innovation:

A- Innovation:

The term innovation comes from the Latin Innovare meaning 'to take something new'. Modern- day understanding is that innovation is a process of turning ideas into new opportunities for value creation and pting these inti widely used practice.¹

- Types of innovation:

¹ David Stokes, Nick Wilson, Martha Mador, "Entrepreneurship, South Western", 2010, p48.

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“ Joseph Schumpeter was the first economist who clearly identified innovation as an outcome of entrepreneurship (Schumpeter ,1934). Early in his career, Schumpeter argued that an entrepreneur disrupts markets and causes new ones to be formed in circular flows. The ‘True’ Entrepreneur causes a radical change that is discontinuous with the previous flows by obtaining and using information caused by these ‘tides of creative destruction’. There are periods when uncertainty and resistance are substantial, but eventually standardization or acceptance occurs as the innovation is diffused. Although Schumpeter changed his views in later life to a somewhat different position, he remains influential to this day conceptualising innovation.

We probably think of innovation first and foremost in terms of those products and services which are released onto the market and appear to be genuinely ‘new’. Very often these innovations have the potential to transform the marketplace, or at least have a radical impact on existing competitors. But there are many different possible innovation outcomes. New ideas come in many shapes and sizes. A new idea applied to the work-place might make some minor difference to daily routines (The scheduling of a weekly team-meeting, for example)- an incremental process innovation –or it might radically affect the nature of the organisation and the industry it competes in (e.g as in example of Amazon and the book trade). We can think of innovation as happening across a wide continuum –from incremental to transformational – and within a very wide set of contexts- including product, service and process innovation (see figure1)

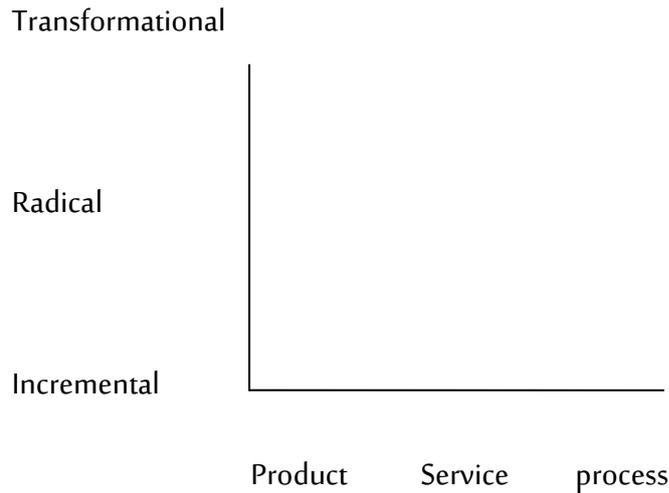
From a strategic point of view, firms seek to innovate so as to be able to compete successfully in their industry. This can involve undertaking incremental product, service and/or process innovations. Or it might be focused on achieving transformational innovation, where the very rules of the competition are changed in the firm’s favour (as in the example of the first telephone insurance service in the UK- direct line, introduced in 1985).

Other types of innovation include technological, organizational and strategic innovation. The latter two categories occur in both the organizational behavior and strategic management

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literatures applied to large firms and are increasingly associated with corporate entrepreneurship in firms in mature or maturing industries” .¹

Figure 03: The dimensions of innovation



Source: David Stokes, Nick Wilson, Martha Mado, Op.cit, p50.

B- Creativity:

Creativity has been defined in many ways. Webster’s Dictionary defines it as the ability or power to create, to invest with a new form, to produce through imaginative skills, to make or bring into existence something new. H.H. Fox, an influential researcher in the field, defines creativity as any thinking process in which original patterns are formed and expressed. E. Paul Torrance, an educator and creativity researcher, focuses on the fluency of ideas, flexibility and originality of thinking, and sometimes elaboration. Other definitions include the ability to make new combinations of social worth, imagining familiar things in a new light, digging below the surface to find previously undetected patterns, finding connections among unrelated phenomena, and the ability to use different modes of thought to generate new and dynamic ideas and solutions.²

¹David Stokes, Nick Wilson, Martha Mado, Op.cit, p50.

²Dafna Kariv, “Entrepreneurship : An International Introduction”, Routledge Taylor & Francis Group, London, 2011,p 54.

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In the entrepreneurial realm, creativity can be defined as an idea or product that is original, valued, and implemented, as well as the ability to respond adaptively to the need for new approaches and new products. It is in essence the ability to bring something new into existence purposefully, though this does not necessarily have to be an innovative product that has never existed. Moreover, creative ideas must somehow influence the way business is done and implemented, in terms of developing a product or service, creating a new way to approach process, or penetrating a new market that has never used a specific product. In essence, creativity is considered by many entrepreneurial researchers and practitioners as the mental part of the entrepreneurial process.¹

1-2-2 The difference between creativity and innovation

Considering the complexity of the concept of creativity, it is necessary to distinguish the concept of innovation and creativity. Kuntz (1988) said innovation is application of new ideas from cited creativity and believes that innovation can be a new product, new service or a new way of doing something, but creativity is ability of creating new ideas and innovative thought. Albrecht (1987) told about Creativity and Innovation and distinguished them such that creativity is an intellectual activity to create new idea, and innovation is converting creativity to action or result (profit). He knows innovation as process steps required to conclude a new mastermind. From this point, the creative person can be noninnovative and have new ideas, but cannot supply or sell them. So often creative person is innovator, but all creative people are not necessarily innovative.²

Section 3: The Entrepreneurial Environment:

While microenvironment has a direct impact on the business activities, the macro environment is a general business environment, which influences all business groups at large, so we define the Microenvironment as the nearby environment, under which the firm operates. And in the other side, the Macroenvironment refers to the general environment, that can affect the working of all business enterprises.

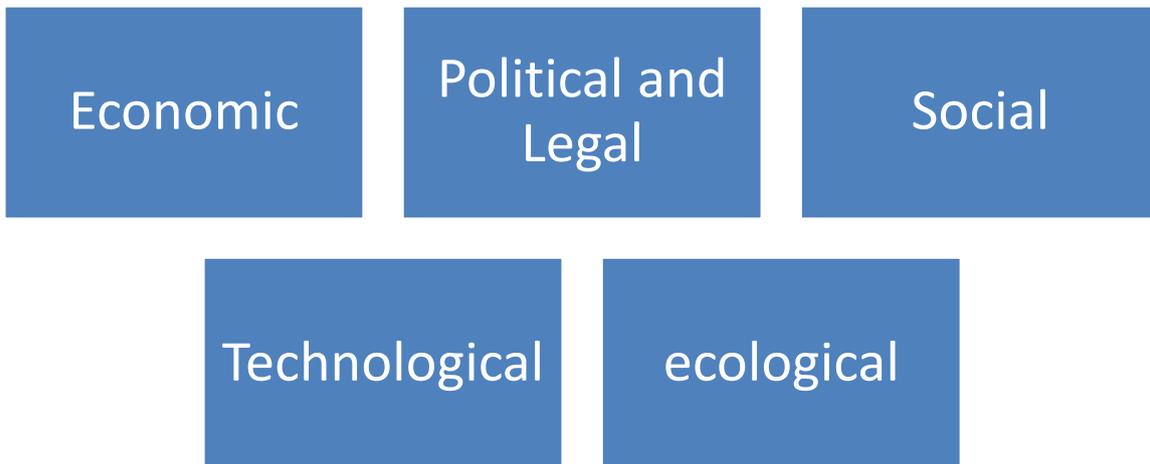
¹ Dafna Kariv, Op.cit, p55.

² Akbar Fadaee, "Explaining the relationship Between Creativity and Entrepreneurship, International journal of Economy Management and social sciences, December 2014, p3.

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1-3-1 The Macro Environment

Figure 04: The macro Environment.



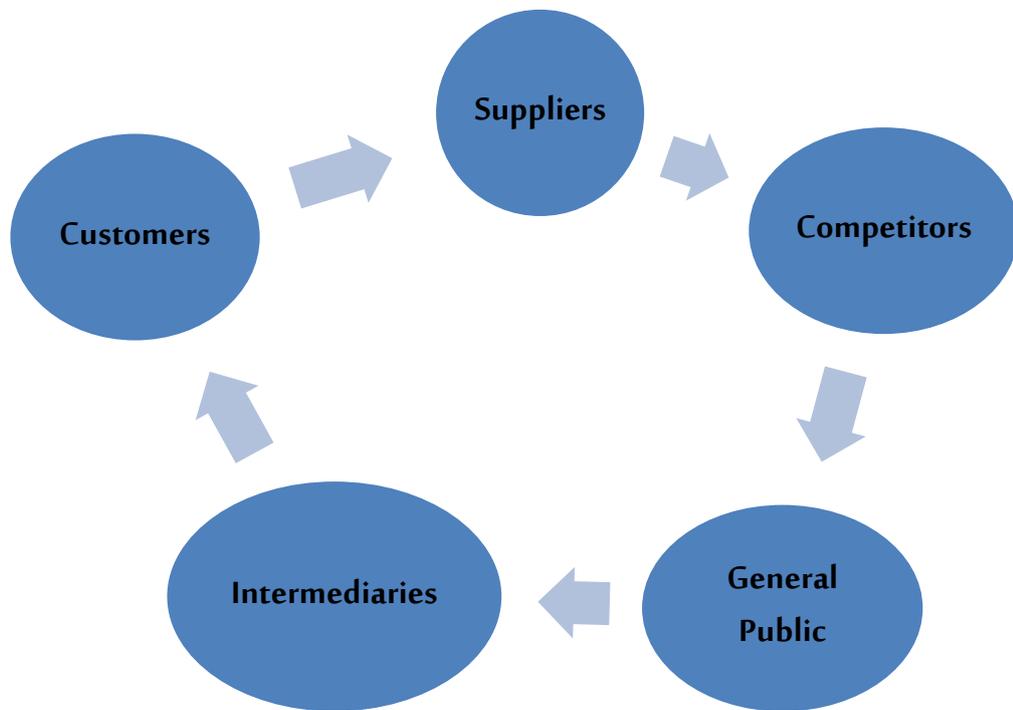
Source: by the Student.

- **“Economic environment:** Includes Interest rates, Inflation, Business cycles, Unemployment, Disposable income and energy availability and cost.
- **Social and cultural environment:** Includes population demographics, social mobility, income distribution , lifestyle changes, attitudes to work and leisure, levels of education and consumerism.
- **Ecological factors:** Includes the ways in which the organization can produce its goods or services with the minimum environmental damage.
- **Technological factors:** is influenced by government spending on research, new discoveries and development, government and industry focus of technological effort, speed of technological transfer and rates of obsolescence. Government stability
- **Polical environment:** includes Taxation policy and foreign trade regulations.”¹

¹ <http://www.learnbse.in/ncert-solutions-class-12-entrepreneurship-entrepreneurial-opportunity/> viewed on 22/2/2017

1-3-2 The Micro Environment

Figure03: The Micro Environment



Source: by the student.

- **“The suppliers:** Suppliers can control the success of the business when they hold the power. The supplier holds the power when they are the only or the largest supplier of their goods; the buyer is not vital to the supplier’s business; the supplier’s product is a core part of the buyer’s finished product and/or business.
- **The resellers:** If the product the organisation produces is taken to market by 3rd party resellers or market intermediaries such as retailers, wholesalers, etc. then the marketing success is impacted by those 3rd party resellers. For example, if a retail seller is a reputable name then this reputation can be leveraged in the marketing of the product.

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- **The customers:** Who the customers are (B2B or B2C, local or international, etc.) and their reasons for buying the product will play a large role in how you approach the marketing of your products and services to them.
- **The competition:** Those who sell same or similar products and services as your organisation are your market competition, and the way they sell needs to be taken into account. How does their price and product differentiation impact you? How can you leverage this to reap better results and get ahead of them?
- **The general public:** Your organisation has a duty to satisfy the public. Any actions of your company must be considered from the angle of the general public and how they are affected. The public have the power to help you reach your goals; just as they can also prevent you from achieving them.”¹

¹The Impact Of Micro and Macro Environment Factors on Marketing

<http://blog.oxfordcollegeofmarketing.com/2014/11/04/the-impact-of-micro-and-macro-environment-factors-on-marketing/>
18/05/2017.

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Conclusion:

At the end of this chapter we have highlight different notions on entrepreneurship, thereby making it possible to better understand this new concept in our environment.

We conclude Entrepreneurship as a multidimensional phenomenon and heterogeneous. Researchers have actually studied and explained it. So we define Entrepreneurship as a new creation, action on new innovations to develop the economy.

On the other hand, it's not to assume a commercial activity but it's the creation. For this, there is so much strategy to follow in a concept of organizer and a coordination between the Entrepreneur, Enterprise and spirit of undertake.

Chapter 02 : SMEs and entrepreneurial projects

Chapter 2 : SMEs and Entrepreneurial project

Chapter 2: SME's Management and Entrepreneurship

Introduction:

In the second chapter we will try to explain and define Small and Medium Enterprises, beginning from the importance to the characteristics of it then we will move to define management and its functions with details.

After that, we will discuss about projects, steps to effective one, and the relationship with entrepreneurship.

We will split this chapter into four sections. In the First section we will develop the concept of SMEs. Then the second section, we will highlight the definition of management with the functions. In the third section we will try to give a glimpse to the project management with the analysis . and the finally in the fourth one we will show the relationship between SMEs and Entrepreneurship.

Chapter 2 : SMEs and Entrepreneurial project

Section 1: Small and Medium Enterprises:

2-1-1 Definition of SME:

1-The acronym "SME" refers to Small and Medium Sized Business. While a broad generic definition can be taken for SMEs, note that some countries have a very specific definition for what types of enterprises can be called an "SME". For example, the European Commission¹ defines an SME as "An enterprise which employs less than 250 people; has an annual turnover of less than 50m and/or balance sheet assets of less than 43m; and has no more than 25% of its capital or voting rights owned by a larger firm or public body".

SMEs are defined by three keywords - small, single and local:

- Small - SMEs are small in nature - either in terms of number of (a) employees - 10 persons for 'small' to 200 persons for 'medium', depending on the country's laws, (b) capital and assets - limited working capital and assets and (c) turnover - the overall turnover of the enterprise is small, compared to larger businesses.
- Single - Most SMEs have a single owner who could also be the sole employee. While this may predominantly be the case, definitions set 250 to 500 employees as the limit for enterprises to be called an SME. The 'single' also refers to single products produced or service provided.
- Local - SMEs are essentially local in nature - their market is usually localized to the area where they are located (same city, district or state); or may be 'local' in the sense that they operate from a place of residence - also called SOHO [Small Office Home Office]

A key factor that distinguishes an SME from enterprises in the "Informal Sector"³ is the fact that they are legally registered companies/businesses.

Another related term that is sometimes used interchangeably with SME is that of a 'microenterprise'. Variations of the definition of a microenterprise is quite similar to an SME.¹

2- There is no universally accepted definition of an SME. The simplest is that an SME is a business with fewer than 250 employees. This definition is used, for example, in the Department for Business, Innovation and Skills (BIS) Business Population Estimates for the UK

¹ <https://www.gdrc.org/sustbiz/what-are-smes.html> viewed 08/05/2017.

Chapter 2 : SMEs and Entrepreneurial project

and Regions 2012 (BPE 2012). This defines “micro” businesses as those with less than 10 employees, “small” businesses as those with between 10 and 49 employees and “medium” sized businesses as those between 50 and 249.¹⁴ The Companies Act 2006 defines SMEs (for the purposes of accounting requirements) according to number of employees, balance sheet and turnover. For example, a “small” company is one that meets at least two of the following conditions: annual turnover of not more than £6.5 million, a balance sheet total of not more than £3.26 million, and not more than 50 employees.¹⁵ The EU similarly applies a complex test. An SME is a company with fewer than 250 employees, with either a turnover of less than €50 million or a balance sheet of less than €43 million.¹⁶

-The fact that there are different definitions of SMEs has not presented us with any difficulties with regard to our inquiry. Our conclusions and recommendations do not depend on a specific definition save that, in preparing this report, we have in mind businesses below 250 employees.¹

2-1-2 Importance of SMEs in “normal times” and in times of crisis:

SMEs and entrepreneurs play a significant role in all economies and are the key generators of employment and income, and drivers of innovation and growth. In the OECD area, SMEs employ more than half of the labour force in the private sector. In the European Union, they account for over 99 % of all enterprises. Furthermore, 91 % of these enterprises are micro-firms with less than 10 workers. Given their importance in all economies, they are essential for the economic recovery.

Even in ‘normal’ economic conditions governments have recognised that, to survive and grow, SMEs need specific policies and programmes – hence the comprehensive range of SME measures currently in place across the OECD members. However, at the present time, SMEs have been especially hard hit by the global crisis. These firms are more vulnerable now for many reasons: not only has the traditional challenge of accessing finance continued to apply, but new, particularly supply-side, difficulties are currently apparent. It is important to stress that SMEs are generally more vulnerable in times of crisis for many reasons among which are:

-it is more difficult for them to downsize as they are already small;

¹ “Roads to success : SME Exports”, , Pblished bythe Authority of the House of Lords , Report of Session 2012-13, London,p11.

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- they are individually less diversified in their economic activities;
- they have a weaker financial structure (i.e. lower capitalisation);
- they have a lower or no credit rating;
- they are heavily dependent on credit and
- they have fewer financing options.

SMEs in global value chains are even more vulnerable as they often bear the brunt of the difficulties of the large firms.¹

2-1-3 Characteristics of SMEs:

The term used by SMEs in the European Union and other international organizations to refer to small and medium enterprises – companies that have a limited number of employees is determined. The United States often use the term SMB, for small to medium business. Classification as an SME based on the number of employees, as a rule, from 10 to 250 to 500, depending on the country where the business is set up. All small and medium-sized enterprises have common features, regardless of the industry and local markets.²

1. Dependence on Few Employees

Many Myanmar SMEs companies are quite small and have only a few employees. This is a limited time to perform all the necessary tasks, such as innovation, manufacturing, marketing, sales and accounting for all business-required personnel; for example, a business owner can also be a manager, who oversees all aspects of the company. This can be a disadvantage if the workers do not have the necessary skill sets to perform several tasks well; Nevertheless, this type of business structure contributes to the long-term stability, rather than concentrating on short-term results.³

2. Relationships

“Relationships Most small and medium-sized enterprises concentrated in a small number of products and services; This limited approach allows these companies to establish strong

¹ “The Impact of The Global Crisis on SME and Entrepreneurship Financing and Policy Response”, Center For Entrepreneurship, SME and Local Development, Organisation For economic Co-Operation and Development, 2009, p6.

² <https://www.quora.com/What-is-the-characteristics-of-SMEs> viewed 08/05/2017

³ Ibid..

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relationships with its business partners, which in turn, provides stability for small and medium-sized businesses. Small and medium-sized businesses, as a rule, makes the necessary changes to their services or products that are tailored to customers' needs; The downside of this is that SMEs are mainly based on existing partnerships and may suffer financially if the relationship ends .

Simplicity

Simplicity Small and medium business is a simple business structure that allows us to be very flexible and make the necessary changes quickly and without requirements such as address or boardmembers shareholders for approval. This flexibility, however, does not necessarily mean that the company is in compliance with local and national regulations advice or legal team of a larger organization to consider before putting the changes into place ."¹

Size

Size The small size of the company can be an advantage when it comes to specialization and fill niche markets with products. However, size can be a disadvantage when it comes to obtaining financing for the business. Many SMEs based on the personal assets of the owners and management to finance companies. Resource limitations also affect the marketing and the ability to enter new markets with their products, due to budgetary constraints .²

¹ <http://www.authorstream.com/Presentation/BaganMart-2952502-characteristics-smes/> Viewed on 08/05/2017.

² IBID.

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Section2: The concept of Management

2-2-1 Definition of Management:

Management is the process of designing and maintainin an environment in which individuals, working together in groups, accomplish efficiently selected aims. This basic definition needs to be expanded:

- As managers, people carry out the manageria functions of planning, organizing, staffing, leading, and controlling.
- Management applies to any kind of organization.
- It applies to managers at all organizational levels.
- The aim of all managers is the same: to create a surplus.
- Managing is concerned with productivity that implies effectiveness and efficiency.¹

2-2-2 key characteristics define the process of management:

- First, management is a process of continuing and related activities. Each of the functions is related to each other and the functions complement each other. It is hard to consider the functions in isolation, as management requires each activity to complement one another. When you as a manager engage in one function, you in effect also start the process of another function.²
- The second core characteristic of management is about it involving and concentrating on organizational goals. Management is largely focused on achieving the key mission of the organization, its vision. Whilst there are detailed objectives it might focus on, management is mainly interested in identifying the wider organizational goals and using the different

1

https://www.google.dz/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwiH4_yqouDTAhVF0hoKHw6nBjsQFggmMAA&url=http%3A%2F%2Ffaculty.ksu.edu.sa%2Famirza%2Fis440%2FShared%2520Documents%2FIntroduction%2520to%2520Management.doc&usg=AFQjCNEB4XAO3FQBbSYarA9tsp-4f6w3WA&sig2=jlaLcMg_qclubQV2mFHqXA
viewed 08/05/2017

² <https://www.cleverism.com/functions-of-management-planning-organizing-staffing> viewed 08/05/2017

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functions in order to achieve the objectives. Each function takes the organization closer to achieving its vision.

- Finally, management achieves the organizational goals by working with people and organization resources. You might use different financial resources or physical equipment as part of the process, while also directing and guiding the staff towards the objectives. The manager is in charge of supporting the people and connecting the right person with the right resources.¹

2-2-3 Functions of Management:

There are several different processes of management, but the most common key Functions are identified as: planning, Organizing, staffing and direction.

Planning

Planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their organization and forecast future conditions. It also requires that managers be good decision makers.

Planning is a process consisting of several steps. The process begins with environmental scanning which simply means that planners must be aware of the critical contingencies facing their organization in terms of economic conditions, their competitors, and their customers. Planners must then attempt to forecast future conditions. These forecasts form the basis for planning.

Planners must establish objectives, which are statements of what needs to be achieved and when. Planners must then identify alternative courses of action for achieving objectives. After

¹ <https://www.cleverism.com/functions-of-management-planning-organizing-staffing> viewed 08/05/2017 Op.cit

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evaluating the various alternatives, planners must make decisions about the best courses of action for achieving objectives. They must then formulate necessary steps and ensure effective implementation of plans. Finally, planners must constantly evaluate the success of their plans and take corrective action when necessary.¹

There are many different types of plans and planning

Strategic planning: involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. Strategic planning generally includes the entire organization and includes formulation of objectives. Strategic planning is often based on the organization's mission, which is its fundamental reason for existence. An organization's top management most often conducts strategic planning.²

Tactical planning is intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning.

Operational planning generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them. Operational planning is short-range (less than a year) planning that is designed to develop specific action steps that support the strategic and tactical plans.³

Organizing

The second of the managerial functions is **organizing**. This step requires Melissa to *determine* how she will distribute resources and organize her employees according to the plan. Melissa will need to identify different roles and ensure that she assigns the right amount of employees

¹ Principles of Management, Libraries, <https://open.lib.umn.edu/principlesmanagement/chapter/1-5-planning-organizing-leading-and-controlling-2> viewed 08/05/2017.

² Creative Commons, Management Principles, December 20, 2012, p28. <https://2012books.lardbucket.org/books/management-principles-v1.1/s05-04-planning-organizing-leading-an.html#>

³ p29

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to carry out her plan. She will also need to delegate authority, assign work, and provide direction so that her team of sales representatives can work towards higher sales numbers without having barriers in their way.¹

Staffing

The staffing function of management controls all recruitment and personnel needs of the organization. The main purpose of staffing is to hire the right people for the right jobs to achieve the objectives of the organization. Staffing involves more than just recruitment; staffing also encompasses training and development, performance appraisals, promotions and transfers. Without the staffing function, the business would fail because the business would not be properly staffed to meet its goals.²

Directing

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals. Direction has following elements:

- Supervision
- Motivation
- Leadership
- Communication

Supervision- implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

Motivation- means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

¹ <http://study.com/academy/lesson/four-functions-of-management-planning-organizing-leading-controlling.html> viewed 08/05/2017.

² <http://smallbusiness.chron.com/five-functions-management-leading-56418.html> viewed 08/05/2017

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Leadership- may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

Communications- is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.¹

Controlling -The controlling function of management is useful for ensuring all other functions of the organization are in place and are operating successfully. Controlling involves establishing performance standards and monitoring the output of employees to ensure each employee's performance meets those standards. The controlling process often leads to the identification of situations and problems that need to be addressed by creating new performance standards. The level of performance affects the success of all aspects of the organization.²

¹ http://www.managementstudyguide.com/management_functions.htm viewed 08/05/2017

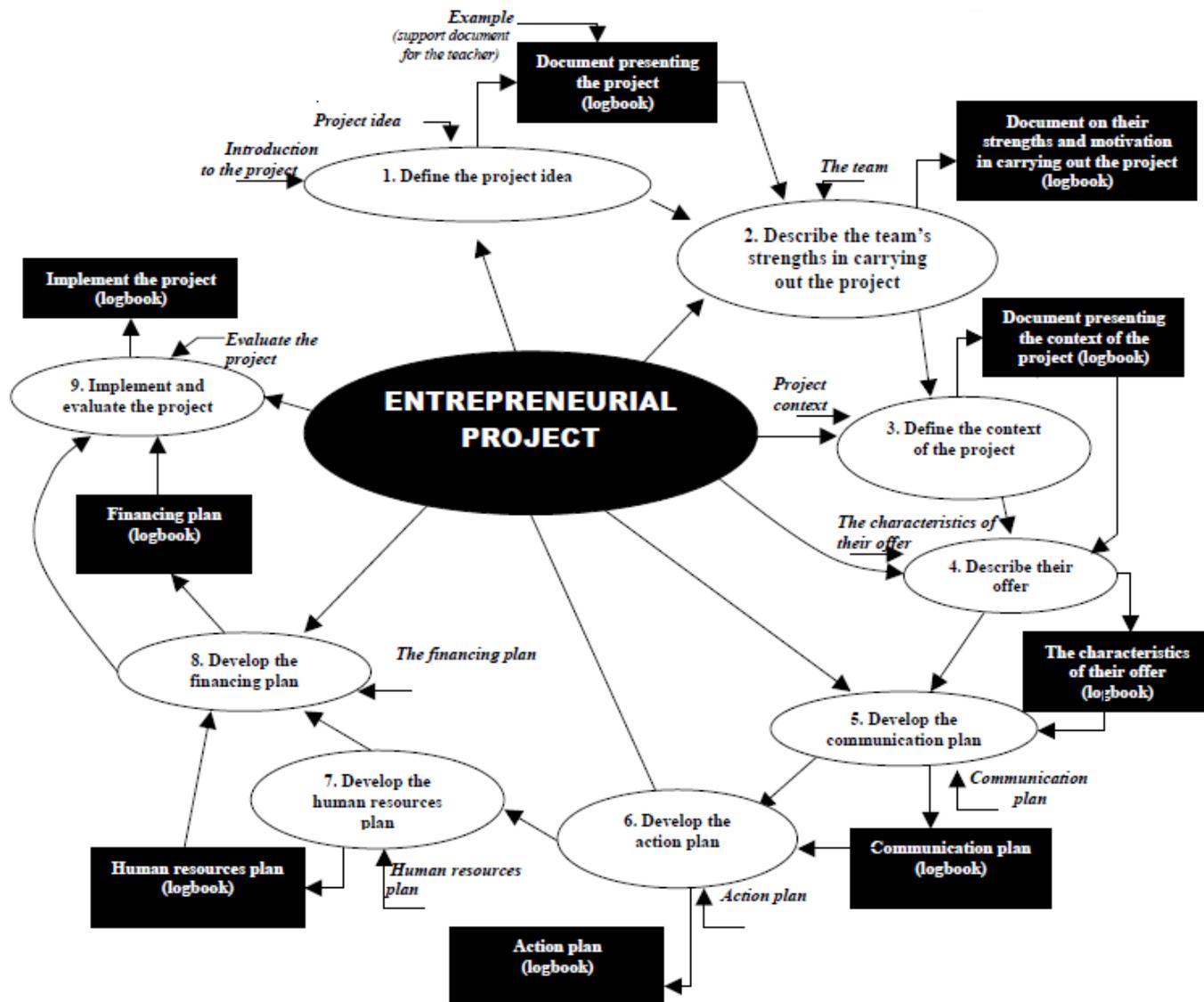
² <http://smallbusiness.chron.com/five-functions-management-leading-56418.html> viewed 08/05/2017 Op.cit

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Section 3: Projects

2-3-1 Steps of an Entrepreneurial Project:

Figure N° 06: Entrepreneurial Project – Suggested Procedure and Useful Documents



Source: Entrepreneurial Project Enterprising Projects in the Classroom, Entrepreneurial Spirit in College 2007 , Gouvernement du Québec Ministère de l'Éducation, du Loisir et du Sport, 2007, file:///C:/Users/PC-27/Downloads/ang_nc-4328_projet.pdf, p29.

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2-3-2 Project Management:

Project management means exactly what the two terms suggest. It is effectively working to coordinate and manage individuals to work towards a common goal or objective to complete a task. Project management requires that one apply their personal knowledge, skills, tools, and techniques towards an activity in order to meet the requirements of a project assigned. Project management involves planning, scheduling, and controlling of all of the combined activities in order to ensure successful completion of project objectives. There are three concepts that are part of any project no matter what type of project is being worked on. These three concepts include project processes, project life cycles, and project management systems.¹

2-3-3 Project Design:

Project design is one of the earliest stages in the life of a project (exactly when it occurs varies by organization). During project design, an outline of the project is created, including:

- The organization(s) responsible for completing it
- A description of the project
- Goals, outcomes, and objectives, and when they will be completed
- Major deliverables, products, and/or features
- Success criteria, and/or monitoring and evaluation guidelines
- Budget estimates²

2-3-3-1 Steps to Effective Project Design

Specific industries need a design projects, Regardless of the industry, However, there are basic steps that must be followed during the project design phase.

These steps help to create an effective project design.³

1. Define Project Goal

First and foremost, you should meet with your team and key stakeholders to define the ultimate goal or outcome of your project. This might be the product that is going to be developed, the service that will be provided, or the problem your project will solve.

¹ <http://www.brighthubpm.com/project-planning/53125-key-concepts-in-project-management> viewed 16/05/2017

² <https://www.smartsheet.com/project-design-any-industry> viewed 19/05/2017

³ By me

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Consider the needs and expectations of all stakeholders and/or beneficiaries when determining your goals, and get their approval early on. Make sure your team members weigh in on the accuracy and feasibility of the goals you define, as well. Remember, the more of this you can figure out ahead of time, the easier your project will be to manage later.

2. Determine Outcomes, Objectives, and/or Deliverables

After the primary goals have been established, break each down into smaller, more manageable pieces. In some industries, such as nonprofit and education, these pieces are objectives or outcomes—for example, solutions to problems that have been identified for the population you're trying to help, or learning goals that students need to achieve. In other industries, such as project management and software development, the smaller pieces may be deliverables, such as a marketing plan, or a prototype of the software.

During the design phase, some organizations break down outcomes, objectives, and/or deliverables even

further into the tasks and activities required to complete them. Others save the task/activity breakdown for a later phase of the project life cycle, such as during project scheduling. It's up to your organization to decide what works best.

Whatever your process, it's helpful to use the SMART acronym when identifying outcomes, objectives, and/or deliverables. Make sure they are:¹

SMART Goal

A S.M.A.R.T. goal is defined as one that is specific, measurable, achievable, results-focused, and timebound. Below is a definition of each of the S.M.A.R.T. goal criteria.

- **Specific:** Goals should be simplistically written and clearly define what you are going to do. Specific is the What, Why, and How of the S.M.A.R.T. model.
- **Measurable:** Goals should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the

¹ The same above

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project, but there are usually several short-term or smaller measurements built into the goal.¹

- **Achievable:** This focuses on how important a goal is to you and what you can do to make it attainable and may require developing new skills and changing attitudes. The goal is meant to inspire motivation, not discouragement. Think about how to accomplish the goal and if you have the tools/skills needed. If you don't currently possess those tools/skills, consider what it would take to attain them.
- **Relevant:** Relevance refers focusing on something that makes sense with the broader business goals. For example, if the goal is to launch a new product, it should be something that's in alignment with the overall business objectives. Your team may be able to launch a new consumer product, but if your company is a B2B that is not expanding into the consumer market, then the goal wouldn't be relevant.
- **Time-Bound:** Anyone can set goals, but if it lacks realistic timing, chances are you're not going to succeed. Providing a target date for deliverables is imperative. Ask specific questions about the goal deadline and what can be accomplished within that time period. If the goal will take three months to complete, it's useful to define what should be achieved half-way through the process. Providing time constraints also creates a sense of urgency.²

3- identify risks, constraints, and Assumption:

Now that you've determined what you want your project to achieve, identify anything that could stand in the way of its success. Document any risks and constraints on budget, time, or resources that could affect your team's ability to reach goals, milestones, and outcomes. Then try to resolve as many of these problems as you can. This will help prevent delays once the project is underway.

It's also good practice to document any assumptions made during the project design phase. These will come in handy when you create a Statement of Work (SOW) and/or project schedule, and will also help you estimate costs more accurately.

"Look out for assumptions," says Loneragan. "All projects are built on assumptions, and smart

¹ Writing S.M.A.R.T. Goals, http://www.hr.virginia.edu/uploads/documents/media/Writing_SMART_Goals.pdf

² <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals> viewed 16/05/2017.

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project managers know this. At the start of the project, the scope for assumptions is unlimited. Smart project managers capture these within the design process, then deal with them in a very disciplined manner.”

For example, if you assume that a necessary piece of equipment will be available when the project reaches the installation phase, this should be noted. That way, if the person who makes the schedule discovers the equipment isn't available until a later date, you'll be informed and can adjust the timeline and budget accordingly—*before* the actual work begins.

4. Prepare a Visual Aid

Once you've determined your goals, outcomes, and risks, you can prepare a visual aid to represent part or all of the project. Visualizations are particularly common in the creative, construction, nonprofit, and software development verticals. However, using visualizations can be useful when managing any type of project since they provide team members and stakeholders an easily understandable snapshot of the project's goals, outcomes, deliverables, products, services, and/or functionality.

Visual aids may include:

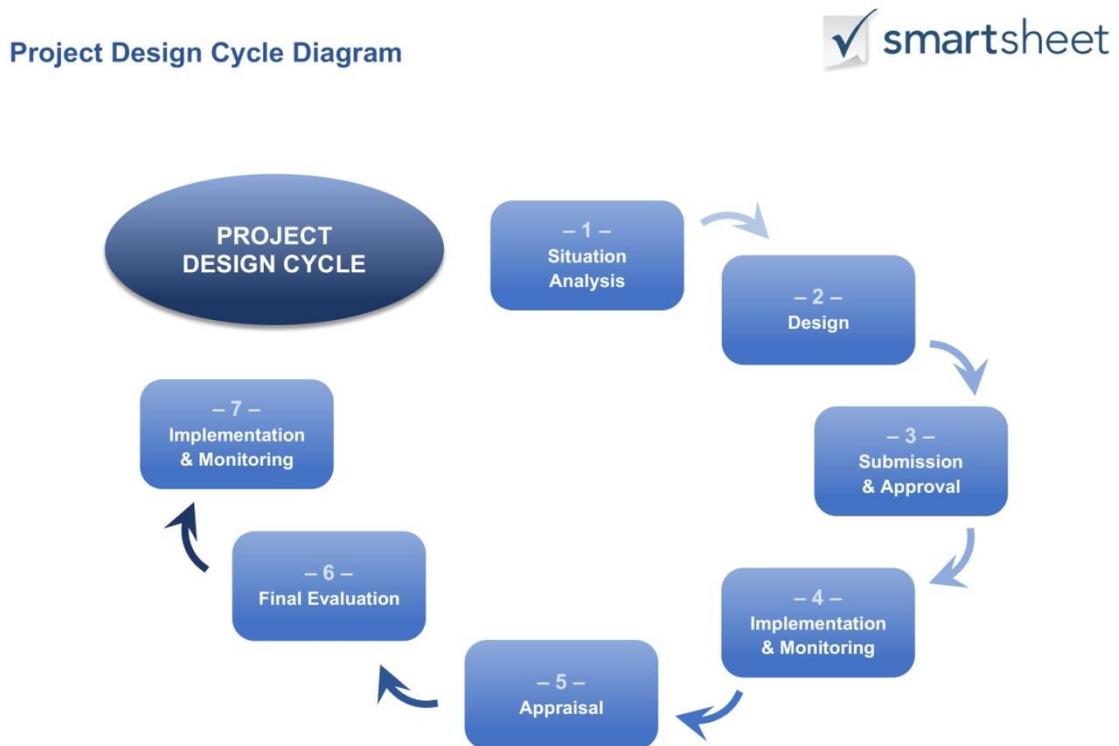
- ✓ Sketches or drawings
- ✓ Plans, schematics, or rough blueprints
- ✓ Flow charts
 - Site trees
 - Gantt charts
 - Screenshots or screen designs
 - Photos
 - Prototypes
 - Mind maps
 - Whiteboard drawings

The type of visual aid you choose may depend on your industry. In project management, Gantt charts, mind maps, and whiteboard drawings are often used to visualize early-stage project designs. In software development, diagrams, trees, charts, or maps of the software architecture and/or functionality are common (more on this in the software development section below).

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Prototypes or models may be created for product development projects. While flow charts are common in the nonprofit realm.

Figure N°7: Project design cycle



Source: <https://www.smartsheet.com/project-design-any-industry> , 17/05/2017.

In construction project management, blueprints, drawings, schematics, and/or plans are produced, which are then reviewed by an engineer or architect. Once approved, working drawings are created out of the preliminary plans, which are used when performing the actual construction.

5. Ballpark Your Budget

It's important to know the budget right from the start. Even if you don't have a complete picture of the costs and incomes your project will generate, create a budget in as much detail as you can. The clearer you can be about your budget during the project design phase, the less likely you are to experience unexpected cost overruns later.

Estimating your budget will also help you determine the feasibility of the project. If the cost is more than your client, customer, funding source, or partnering entity can spare, the

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project can't realistically be undertaken.

6. Determine Approval and Monitoring Processes

Now that you have a picture of the project's goals, risks, and budget, decide how success will be determined. List the criteria you'll use to judge whether deliverables, outcomes, and the final product have been achieved. You should also determine what processes must be followed in order for the project and its elements to be approved, and who is responsible for approval.

"The goal of the design phase is to have a definite understanding of what success looks like to the project sponsors and key stakeholders," says Dave Wakeman, Principal at Wakeman Consulting Group. "What I want isn't important. What the sponsors and stakeholders want is. So I spend a tremendous amount of time understanding what success means to them."

For projects that are quite technical or complex, you may also want to add a stage for "proof of concept." This allows the preliminary design of a product or service to be tested for viability before the project advances to the next phase. Performing this stage can save a lot of time and money if the test isn't successful. If your proof of concept is feasible, this can reassure clients, stakeholders, and/or funding sources they have made a good investment.

7. Use Proper Project Design Documents

Of course, you must also use the proper documentation to capture all this information. In project management, the output of the design phase may be as simple as a Gantt chart, flow chart, work chart, or hierarchy chart that is carried into the project planning phase. However, many projects do not have a formal design phase. Instead, there is an initiation phase, in which a detailed project plan, project charter, or project initiation document (PID) is created. The approach you take will depend on your organization.¹

¹ <https://www.smartsheet.com/project-design-any-industry>, viewed 17/05/2017.

Chapter 2 : SMEs and Entrepreneurial project

Section4 : The relationshipbetween SMEs and Entrepreneurship

2-4-1 The Conceptof Business Success in SMEs :

The goal of every business is to be successful and success is defined in various different ways. But the literature showed inconsistencies of what constitutes measure of success. Some researchers focused on use of financial indicators while others considered non-financial indicators of success. The former asserted on traditional financial measures of performance such as turnover of sales, profitability, return on investment to predict the success and failure of a firm (Bruderl & Preisendorfer, 1998). The researchers who prefer financial measures of success usually argued that for the success of the organizations, it is vital to generate profits and to show some level of growth which is represented by volume of their sales (Perren, 2000).Wiklund (1999) suggested that both aspects of performances i.e financial and nonfinancial

complement each other and indicate the actual performance of business. Thus, it is not sufficient to focus only on financial performance while neglecting the other measures that indicate the business success as well (Buttner& Moore, 1997). Murphy et al. (1996) argued that both the financial and non-financial dimensions of organizational performance are needed to be emphasized in the future studies to capture total organizational performance. Thus, this paper also includes both financial as well as non-financial indicators of SMEs business success in its proposed conceptual model.¹

1- Similarities :

Two major areas of similarities between SME and entrepreneurship, First and foremost, the both SME and entrepreneurship aim towards the same objective. They both have been noted for job or employment creation, economic growth, economic development and economic transformation. They also play significant role in socio-politico-economic transformation of the nation economies.

Second, they are affected by the same factors. By this, it means that their success or failure is being determined by some set of similar factors. that factors such as: environment, culture,

¹ Shehnaz Tehseen, "Entrepreneurial Competencies and SMEs Business Success:The Contingent Role of External Integration", Universiti Kuala Lumpur Business School (UNIKL BIS), Mediterranean Journal of Social Sciences MCSER Publishing, Rome-Italy, January 2015 p54.

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location, individual characteristics, firm characteristics etc all affect both SMEs and entrepreneurship development. In the study of SME and entrepreneurship development, these factors cannot be neglected as they greatly determine the outcome of both concepts.

Furthermore, the SME owners (Owner-managers) and entrepreneurs tend to possess the same or similar characteristics or traits for business management. Both possess traits such as: Initiative (self initiated individuals), Perseverance (strong determination, patience), Emphasize on high standard of work, Commitment to agreement/contract, Orientation towards perseverance (patience), Systematic Planning, Creative problem solving, Self-confident, Firm, Convincing, Use Influencing strategy (able to influence other people), Commitment, determination and perseverance, Drive to achieve success, strive for growth and expansion, Take initiative and personal responsibility, Persistent problem solving, Integrity and reliability, Realistic; Seek and use feedback (Rebecca et al. 2009, William, 2009, Ogundele, 2007). This list is by no means exhausted. These traits have assisted both SME-Owners (Owner-Managers) and entrepreneurs to effectively and successfully excel in their various endeavours.¹

Differences :

Both entrepreneurship and SMEs have in many occasions been used interchangeably (Darren et al. 2009), that is, each of this concept has been used synonymously. Darren et al. (2009) note that SME firms have been generally used as a proxy for entrepreneurship. However, this is wrong as both concepts differ considerably in many areas. First and foremost, entrepreneurship is crucial to point out that not SME and SME is not an entrepreneurship. Entrepreneurship is a process that leads to creation of SMEs while SME are just firms or business ventures that are being managed by individuals or Owner-managers as they are often called. Therefore, in terms of purpose, entrepreneurs discover, innovate and establish businesses. They seek for and discover business opportunities, and then exploit these business opportunities whereas the SME-Owners capitalized on managing their businesses or firms. They hardly engage in looking business opportunities like the entrepreneurs. Hence, they produce, buy and sell goods and

¹ Is Small and Medium Enterprise (SME) an Entrepreneurship?, College of Business, University Utara Malaysia, Malaysia, International Journal of Academic Research in Business and Social Sciences January 2012, pp348,349.

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services. Second, the different and special skills used by entrepreneurs and SME Owners. They both seem to possess different and unique skills. For instance, the entrepreneur possesses the skills to discover and innovative which allow them to always seek for new businesses or ventures whereas the SME-Owners possess the managerial skill that enable them to effectively and properly manage their firms or businesses without much problems.¹

¹ Is Small and Medium Enterprise (SME) an Entrepreneurship?, opcit , Pp394.350,

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Conclusion:

At the end of the chapter, we have highlighted different notions on SMEs and, the different functions of management on it, and the creation of Entrepreneurial projects.

We conclude SMEs as An enterprise which employs less than 250 people; has an annual turnover of less than 50m and/or balance sheet assets of less than 43m; and has no more than 25% of its capital or voting rights owned by a larger firm or public body. On the other hand, we can say that SMEs have some similarities with Entrepreneurship.

Chapter 03 : Empirical study of hôtels contractors in Algerie

Chapitre 3: Empirical study of hotel contractors in Algeria

Introduction:

The aim of this chapter is to represent the characteristics and the factors of success and motivations of the economic agent "Contractor" at the hotel level. We will explain the sample size studied the process and the treatment of the questionnaire and the analysis of the questionnaires.

Section 1: Hotel Economics

"Since 2001 the tourism sector in Algeria was ready to take its first steps, after a black period during the 1990s during which tourism was fuzzy in society, and which delayed the development of infrastructure and discouraged good Number of tourists to stay existent.

Algerian tourism is currently mainly aimed at businessmen. The development of tourism infrastructure is beginning to be felt. The majority of airlines now serve Algeria, as well as ferries. The national hotel park includes either luxury hotels or modest hotel rooms. During the first half of 2012, Algeria welcomed 1.498 million tourists, an estimated growth rate of 25% compared to the same period in 2011.⁶⁷ According to the National Tourism Office, Algeria is counting on \$ 530 million in tourism revenues in 2015, thanks to an increase in the hotel capacity of more than 75,000 beds, which will accommodate more than 3 million visitors per year.

Indeed, it can be argued that the hotel industry is closely influenced by a number of factors that determine both its occupancy rate and its profitability. It is in this sense that we are interested in this research in the study of the hotel business in Algeria.

Hotel groups are gradually seeing business opportunities surrounding the collaborative economy: revenue diversification, new consumer interactions and more effective monetization of their services. They move closer to these competitors or complementary service providers, as investors or business partners.

Section 2: Research Methodology and Organizations

For the purpose of our work, we conducted a survey on the national territory from a sample of hotel contractors.

3.2.1. The sample size:

In fact, the method which consists in respecting the proportionality of the elements constituting the sample, we choose a sample according to the probabilistic technique; it is of the type "simple random sample". Our choice of the dimension of this sample relies on the availability of entrepreneurs to respond to our questionnaire.

Our sample consisted of 11 hotel contractors out of a population of 15 individuals, we were able to retrieve 11 questionnaires out of the 15 contacted, and only 9 are exploitable, which represents a response rate of 82 %.

Table N°4: the sample size of Our Survey

Number and questionnaire	Number of enterprises in the sample	Rate (%)
Recovered	11	73
Not recovered	4	27
Distributed	15	100

Source: Directed by the student

Table N°5: The size of the sample studied

Number and questionnaire	The sample studied	Rate (%)
Workable	9	82
Not workable	2	18
Total	11	100

Source: Directed by the student

Chapter 3: Empirical study of hotel contractors in Algeria

Restrictions on our sample are mainly due to:

- The unavailability of some hotel contractors
- The refusal of certain contractors to reply to the questionnaire

3.2.2. The course of the Questionnaire:

The survey was launched at the beginning of March 2017. To complete the questionnaire we followed several methods. First, the questionnaire was administered according to the "Face to Face" type. We traveled to the hotels to personally meet the managers and owners of these hotels.

This allowed us:

- Credibility of responses
- A good observation of the attitudes and behaviors of the interviewees
- The possibility of maintenance

The possibility of maintenance the unavailability of the questionnaire hotel managers for reasons of time, we opted for a second method that to deposit the questionnaire at the levels of the hotels to be filled and recover later.

The questionnaire was satisfied by some entrepreneur who gave us time to talk about their personal use, their motivations, their characteristics and their entrepreneurial spirit.

During our investigation, we encountered enormous difficulties in convincing contractors to receive us and to answer our questions. Indeed, we can note the resistance of some entrepreneurs who refused to cooperate without a valid reason, be a constraint for the completion of our investigation.

3.2.3. Processing of questions:

We chose a computerized treatment for better data processing. The questionnaires have been verified and codified to form a database from which statistics have been or are being performed using Microsoft Excel language.

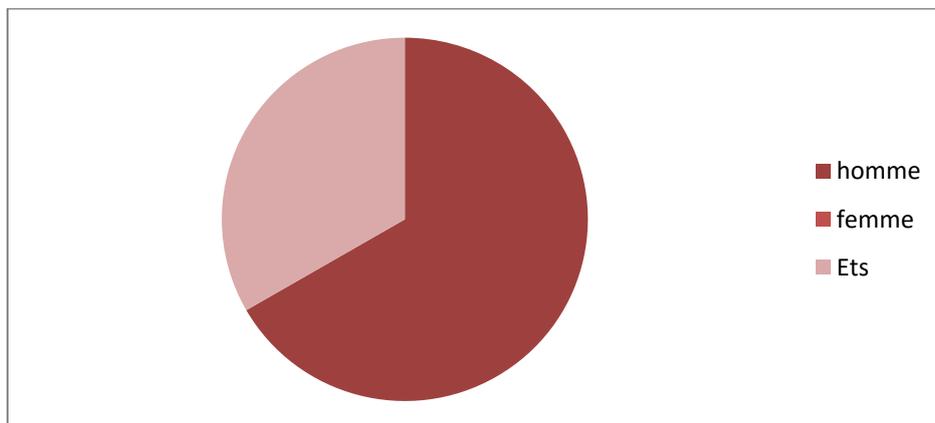
By collecting statistics that allow us to analyze our database through the frequency tables, and finally to get the results and answers from the questionnaire.

Having thus presented the methodological approaches of our survey, we will present and analyze the field survey that will be the subject of the second section.

Section 3: Questionnaire Analysis

1- Identification of contractors

Figure N°7: Breakdown of entrepreneurs by sex



Source: Directed by the student

Following the distribution of the questionnaires, we found a number that is zero for women who promote entrepreneurship, except that men have an ambition to this quality of business. Then the legal form "Company" exercising entrepreneurship is less than men.

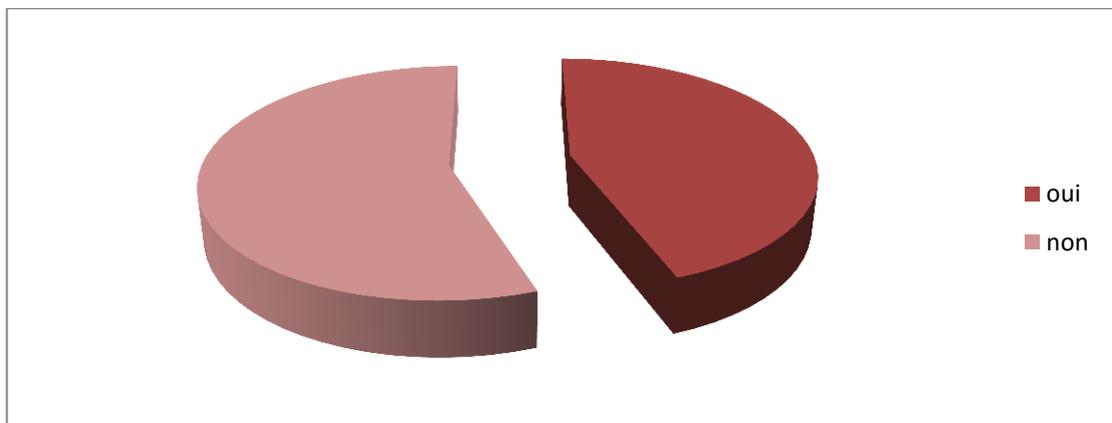
Table N°6: Level of training

Level of training	frequency	Percentage %
University education	3	33
Professional training	2	22
Higher education	3	33
Other	1	11
Total	9	100

Source: Directed by the student

According to the 9 institutions visited and questioned on the level of founders, we note that more than half of the entrepreneurs are academics and others have graduated. The rate of 22% having vocational training, the rest of the entrepreneurs (11%) have the middle and secondary level, we then find that the majority of entrepreneurs have a high level.

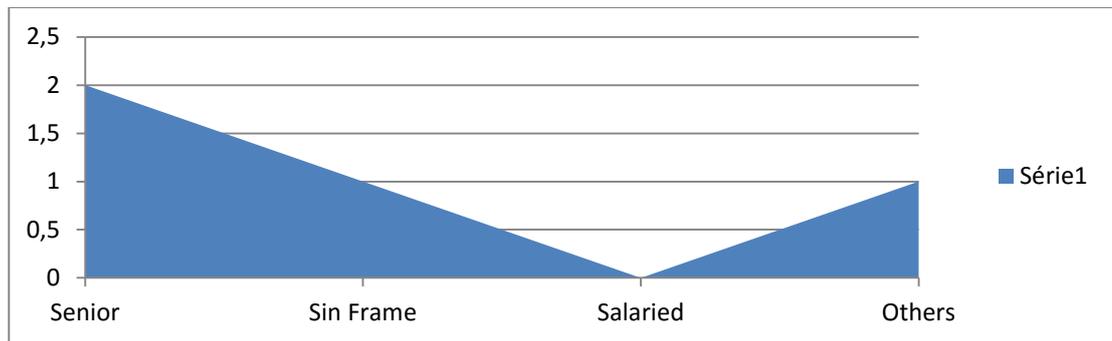
Figure N°8: presentation of the professional situation before creation



Source: Directed by the student

Among the entrepreneurs who had occupations before the creation of a business were four, three had enterprises of buildings and the other exercised its professions in the field of public works.

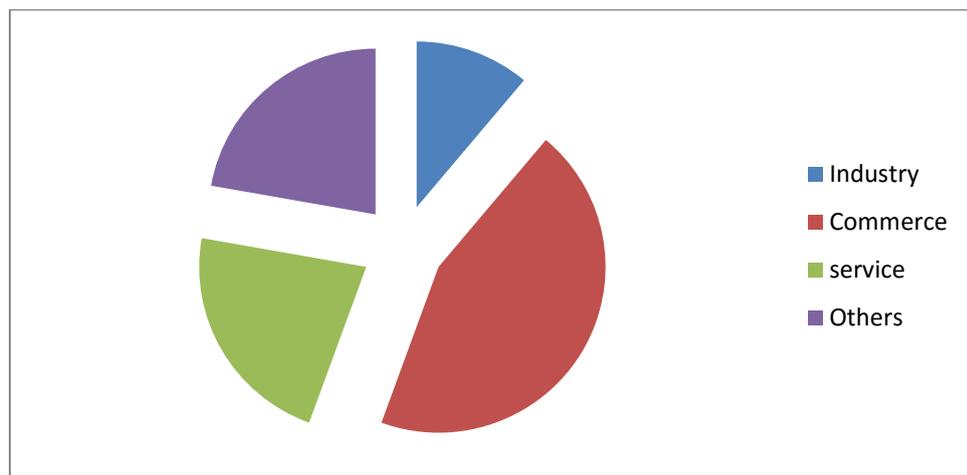
Figure N°8: Status of entrepreneurs in their previous occupation



Source: Directed by the student

So we have contractors who were formerly senior executives in other institutions than the hotel business or simple executives, or other functions except salaried.

Figure N °9: Sector of activity

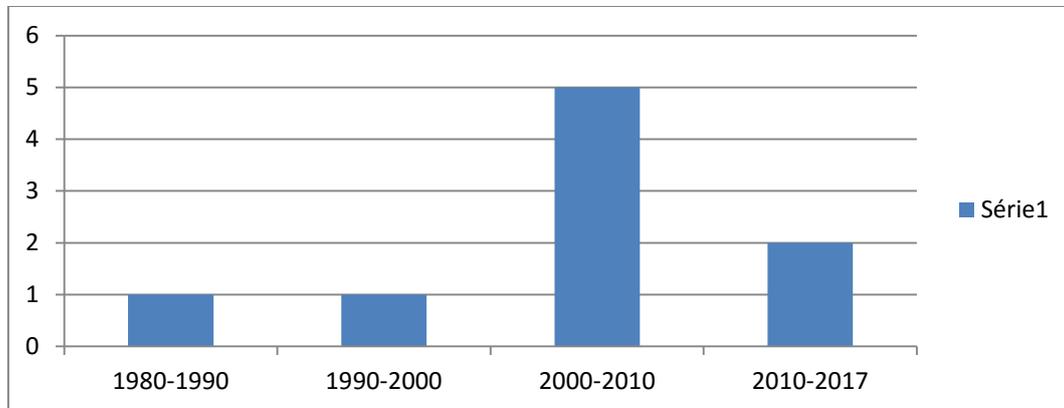


Source: Directed by the student

By, our 9 questionnaire entrepreneurs, (44.44%) reported their business activities, (22.22%) as service and others who did not mention their sector of activity, (11.11%) mentioned Their sector of industry activity.

Characteristic of the contractor:

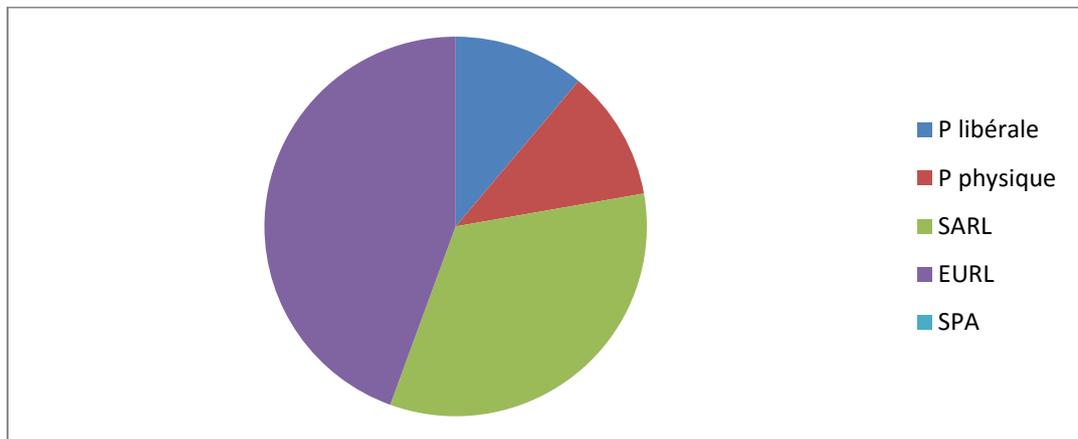
Figure N°10: The year of creation



Source: Directed by the student

According to our questionnaires, from 1980 to 2000 the creation of the hotels was monotonous and a little weak, it increased by five times more from the year 2000 until 2010 have created 3 times less of hotel business .

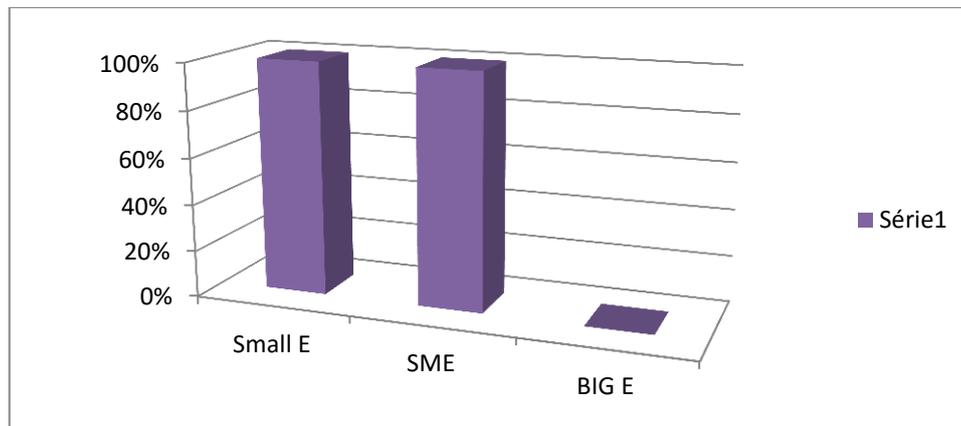
Figure N°11: The legal status



Source: Directed by the student

We noted from our research that the EURL status is the most impressive for the creation of a company, followed by the status SARL in second position and after physical and liberal person.

Figure N°12: Type of enterprises



Source: Directed by the student

We have only one hotel that considered its company as TPE (all small business) and the others as small and medium enterprises.

Figure N° 13: The financing of the project



Source: Directed by the student

According to our survey the majority of the hotels were financed by their own personal contribution, if not a bank credit, and a minority is passed by the ANSEJ, ANDI, ANGEM ... etc.

1- Motivation for the creation of a company:

Table N°7: "Are there Eco-entrepreneurs"

Answers	Frequency	Percentages %
Yes	3	33
No	6	67
Total	9	100

Source: Directed by the student

Table 9 presents the 1/3 of entrepreneurs have Co-entrepreneurs (family) and 2/3 do not.

Table N °8: The incentives to launch this project

The aims	Frequencies	Percentages%
Being a boss or a business man	2	13,33
Tailor-made work	1	6,67
Self-realization	4	26,67
Realizing a dream, taking up a challenge	3	20
Create jobs	5	33,33
Others	0	0
Total	15	100

Source: Directed by the student

This table shows that the motivation of entrepreneurs is:

- To create the jobs is of 33.33%.
- For self-realization is of 26.67%.
- To achieve a dream and take up a challenge is of 20%.
- To be boss or business man is of 13.33%.
- And to have a custom work is of 6.67%.

Table N°9: Entrepreneurship in Algeria

Entrepreneurship in Algeria	Frequencies	Porwenatges%
Complicated, in compared to the constraints of the environment	5	50
Presents a lot of opportunity	5	50
In development, thanks to several tools of promotions of the entrepreneurship	0	0
Others	0	0
Total	10	100

Source: Directed by the student

Hotel entrepreneurs believe that entrepreneurship in Algeria presents a lot of opportunity in recent times as a factor of economic growth, job creation and social cohesion. At the same time, entrepreneurship in Algeria is complicated in relation to the constraints of the environment, that is to say the initiation of the entrepreneurial project is difficult with regard to these phases (realization and exploitation: To the start-up of the project.)

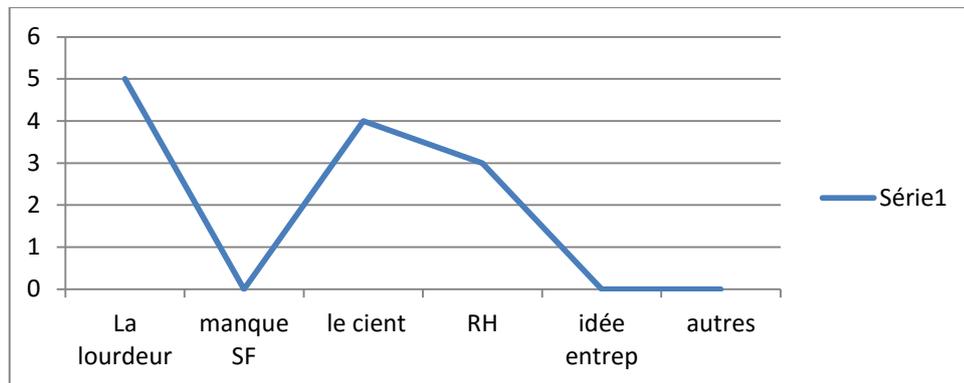
Table N°10: "Are there disappointments"

Answers	Frequency	Percentages %
Yes	7	77,8
No	2	22,22
Total	9	100

Source: Directed by the student

Selon le tableau 11 sur beaucoup plus de déception.

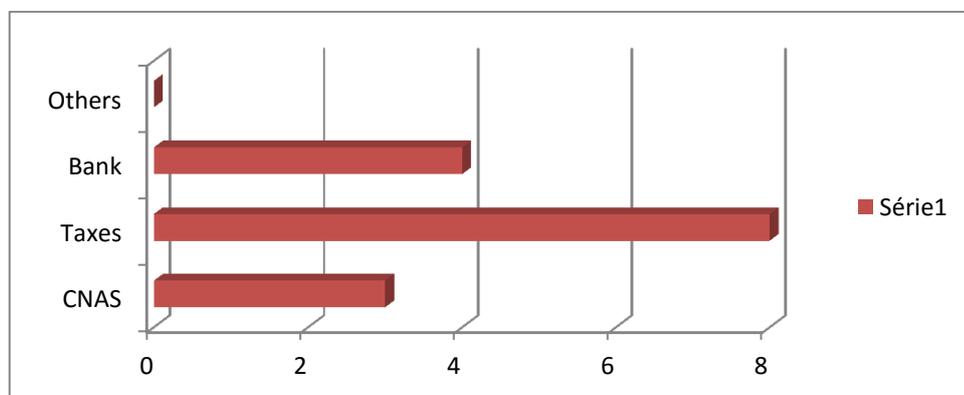
Figure N°14: "the disappointments"



Source: Directed by the student

The graph shows the disappointments that induced entrepreneurs when starting a business. There are administrative constraints such as the lack of customers for certain hotels which represents a rate of 33.33%. Also, for some disappointments, the skills of human resources are lacking.

Figure N°15: The most penalizing loads



Source: Directed by the student

The most important burdens on the entrepreneur are the IBS tax (corporate income tax) and the IRG (total income tax) and the bank, while the CNAS tax charges are detrimental but less than the tax other.

Table N °11: Factors that helped you to start a business

Factors	Frequencies	Percentages %
Skills in the field	4	40
The passion for the project activity	5	50
Others	1	10
Total	10	100

Source: Directed by the student

The main factors that helped entrepreneurs to create their businesses are psychological factors that consist of 40% of the skills in the field and 50% it was the passion for launching the project and other factors not cited that represents a Rate of 10%.

Conclusion :

Despite the measures taken by the government to encourage entrepreneurship, the latter faces significant constraints. Effect on the financing, training and measures taken by the state are struggling to achieve positive results. The reasons for this situation are numerous. First, the State is struggling to put in place effective measures to support the entrepreneurial project and it's financing.

Moreover, at the end of this chapter we were able to identify some characteristics of the Algerian entrepreneur as well as the key factors of success of the project and the constraints, the latter did not prevent it to realize its objectives of creation and Business development, through its determination, courage, perseverance, skill, guidance and guidance, as well as financial capital. The Algerian entrepreneur, successful with more or less difficulties, imposed his company at the national level

General conclusion

General conclusion

General Conclusion :

We discussed in this dissertation the relationship between Entrepreneurship and projects as an example SMEs. They both have been noted for job or employment creation, economic growth, economic development and economic transformation. They also play significant role in socio-politico-economic transformation of the nation economies. They are affected by the same factors too, Furthermore, the SME owners (Owner-managers) and entrepreneurs tend to possess the same or similar characteristics or traits for business management.

The entrepreneurial project and the entrepreneur acquired a new current of profitability in the current conjuncture. Thus, entrepreneurship becomes an important means to create jobs and wealth, in an economic context of competitions in the countries.

The importance of the entrepreneur in economic thought has long been relativized. Contemporary researchers such as SHUMPETER and R.CATNTILLON gave a different roles of the entrepreneur. They agreed that it had no consensus definition of the entrepreneur, while establishing multiple models from different angles and by establishing typologies that make it possible to identify it.

Moreover, following our research, we deduce the following results:

- Most of the Enterprises that we questioned Hotels about, are SMEs.
- The entrepreneur is a multi-faceted character. Indeed, it is considered as innovator, organizer, manager, etc.
- the both SME and entrepreneurship aim towards the same objective, they are affected by the same factors and possess the same or similar characteristics or traits for business management.

At the end of our study, we identified weaknesses. Among these weaknesses is the ecosystem of entrepreneurship in Algeria. As a result of the above, we make the following recommendations:

General conclusion

- Develop an entrepreneurial culture, and erase the image of an Algerian entrepreneurship of survival, encouraging innovation and highlighting business opportunities.
- Establishing banks specializing in financing for young entrepreneurs, which is designed to support the development of entrepreneurs by facilitating access to finance.
- Create entrepreneurial structures, such as entrepreneurial homes, career centers and make our business universities become entrepreneurial by offering entrepreneurship training, even for non university persons.

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Annexes

Questionnaire

1- Identification de l'entrepreneur :

1-1 sexe :

- Homme
- Femme
- Entreprise

1-2 Niveau de formation :

- Formation universitaire
- Formation professionnelle
- Etudes supérieurs
- Autres.....

1-3-2 Dans combien d'entreprises avez-vous travaillé ?.....

1-3-2-1 Ou ?.....

1-3-3 Quelle était la nature de votre contrat de travail ?

- Permanent
- Contrat déterminé
- Autres

1-3-4 Quelle était votre statut ?

- Cadre supérieur
- Cadre simple
- Salarié
- Autres.....

1-3-5 Dans quel secteur d'activité ?

- Industrie
- Commerce
- Service
- Autres.....

2- Caractéristiques de votre entreprise :

2-1 L'année de création

2-2 Le statut juridique ?

- Personne physique
- Professions libérales
- SARL
- EURL
- SPA

2-3 Quel type d'entreprise ?

- TPE "Travaux personnels encadrés" (-10 salariés)
- PME / PMI (50 à 249 salariés)
- Grande entreprise

2-4 Comment avez-vous financé votre projet entrepreneurial ?

- Apport personnel
- Crédit bancaire
- ANDI, ANSEJ, ANGEM, CNAC
- Autres.....

3- Motivations à l'égard de la création d'entreprise :

3-1 Y a-t-il des Co-entrepreneurs avec vous ?

- Oui
- Non

3-2 Qui sont-ils ? (vous pouvez cocher plusieurs réponses selon le nombre d'entrepreneurs)

- la famille
- Amis
- Autres.....

3-3 Quelle sont les motivations qui vous ont incité à lancer ce projet ?

- Etre patron ou business man
- Avoir un travail sur mesure
- La réalisation de soi même
- Réaliser un rêve, relever un défi
- Créer des emplois
- Autres.....

3-4 Comment pouvez-vous décrire l'entrepreneuriat en Algérie ?

- Compliqué, par rapport aux contraintes de l'environnement
- Présente beaucoup d'opportunité
- En développement, grâce à plusieurs outils de promotions de l'entrepreneuriat
- Autres.....

3-5 y a-t-il des déceptions lors de la création de votre projet ?

- Oui
- Non

Si oui citez ceci :

- Les lourdeurs administratives et fiscales
- Le manque des sources de financement
- Le manque de clients
- Le mauvais niveau de ressources humaines
- L'absence de l'idée de l'entrepreneuriat
- Autres.....

3-6 Quelle est la charge la plus pénalisante pour votre entreprise ?

- Les charges sociales : CNAS
- Les taxes d'impôts
- Banques
- Autres.....

3-7 Quel est le principal facteur qui vous a aidé à la création d'entreprise ?

Les compétences dans le domaine

La passion pour l'activité du projet

Autres.....

Merci