

## Evaluating the ability of the Arab Businessmen to take Entrepreneurial decision Case study

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### Abstract

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The local and global environment of contemporary firms is characterized by ambiguity and uncertainty and its need to take risk when they making any investment decision, and this make a difficulty facing the businessman in Iraq and the Arabian Gulf When they making investment decisions ,Therefore, the research will attempt to assess the ability of the Gulf businessman in general to make a successful decision in such circumstances., And the results are important in all cases for the businessmen who are the subject of this study ,Because it explore the strengths and weaknesses of the businessmen who are the subject of the study ,This helps to evaluate and improve the performance of these businessmen, to make successful entrepreneurial decisions in complex and high-risk circumstances, and this reflected positively on improve national economics decisions and sustainable development ,The purpose of research is to assess the extent of the ability of businessmen in Iraq and the Arab Gulf to take Entrepreneurial decisions in complex and high-risk conditions .In order to improve their performance in various investment fields. For this reason the paper tries to answer this main question of problem : To what extent can the Arab Businessmen make a successful decision in the circumstances of risk and environmental uncertainty? ,the study community is determined by available businessmen in Iraq and the Arabian Gulf ,The study adopted the case study method, using for collecting data, ready check list, Prepared by the CIMA Institute under the sponsored of SAP, its dedicated to the same subject, ,For the purpose of the analysis, some statistical methods were used, according to the need of the study. The paper is expected to reach sum of outcomes that can contribute to developing of Arab entrepreneurs' ability to make decisions that tend to succeed in ambiguous and complex circumstances.

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Key words: entrepreneurship, Entrepreneurial decision, Businessmen

### 1- introduction

The circumstances of the contemporary universal stage are characterized by enormous technological development, growing and complexity of competition, which has resulted in the difficulty of the ability of business men and managers of industrial organizations to make a successful business strategic decision, because the local and global environment is characterized by ambiguity and uncertainty and its need to take risk when they making any strategic decision. This clarified the key role of Businessmen as entrepreneurs, because entrepreneurship means (thinking about creating new industrial projects discovered by entrepreneurs, as well as identifying new opportunities and mobilizing resources), and providing a future perspective that contributes to broadening the scientific understanding of economics, psychology, sociology and other areas that causes Uncertainty in the decision environment, The major contribution of strategic forces with entrepreneurship has led to the development of a new theoretical structure involving entrepreneurial strategic planning, all of which are form an integral part of the flows related to both strategic literature and entrepreneurship, and are less relevant in economics arising from the characteristics of entrepreneurial decision and the circumstances in which it was adopted, and determinants Which opposes the choice of the entrepreneurial decision itself , because it's Based on the differences between the impact of internal and external factors , the internal determinants that most relevant to the formation of entrepreneurial decision are personal characteristics, and perceptions that tend toward success, and the desire for independence and flexibility that form the virtual aspects of the phenomenon ,On the contrary, "external determinants" are market opportunities that arise from responding together to profitability and industry which form the structural perception of determinants ,Signals relating to market conditions, environmental factors associated with prices, taxes and wages (Daniela Greco, 2007) , (the main purpose of the Businessmen is to assess the value of investment opportunities, These are carried out through a forward-looking approach to valuation

based on rationality in investing opportunities, By focusing on the transformation of researcher orientation from the development and testing of theory, which revolves around the new concepts of risk and guidance,

To pluralistic concepts based on a preference for the distinctive types of entrepreneurial processes (Kent D. Miller, 2011), Businessmen as entrepreneurs should be able to make decisions in risky and uncertain circumstances, so they are called a risk taking decisions in complex and unusual circumstances. and they need to have an independent thinking and vision for the business future .This requires from them extensive study of the social and institutional environment that forms the basis for entrepreneurship orientation. In light of this, it is possible to estimate the ambiguities and the associated risks, The decisions in this circumstances involve undiscovered and unused challenge situations, and the theory of entrepreneurship is a necessary element in any comprehensive synthesis of the theories of the company (Casson, 2003) , Determining the characteristics of Businessmen as entrepreneur helps to make decisions based on judgments, Because an entrepreneur is a person whose judgments differ almost exclusively from others ,and his decisions are characterized as "comprehensive, investment-oriented, and special nature". Involves undiscovered challenges and unused situations by others, and it's influenced by the internal and external conditions of the business environment, which often characterized by ambiguity and speed of change ,The problem addressed in the paper revolves around the ability of a businessman in Iraq and the Arab Gulf to make successful decisions in complex and high risky circumstances ,The problem was defined by the following question:

To what extent can the evaluation of the capabilities of the Iraqi and Gulf businessman reflect the possibility of making successful entrepreneurial decisions?

the research paper follow in its structure and orientation descriptive approach, Adopting the inductive method where (presentation, analysis, discussion and abstraction) in the theoretical side, And the deductive method where (quantitative analysis with statistically supported) on the field side of the study .The study adopted the case study method, using for collecting data, ready check list, prepared by the CIMA Institute under the sponsored of SAP, its dedicated to the same subject, For the purpose of the analysis, some statistical methods were used, according to the need of the study.

The research paper was structured into introduction and 5) sections, first :the research methodology ,second Conceptual Frame work, third: framework and methods of study , fourth :Field study, fifth conclusions & Recommendations,

The research paper is expected to reach sum of outcomes that can contribute to the development of Arab entrepreneurs' ability to make decisions that tend to succeed in ambiguous and complex circumstances.

## **1 – the research methodology**

### **1. The research problem:**

The process of developing comprehensive sustainable development, and economic reform in Iraq and the Gulf countries requires investment decisions characterized by entrepreneurship and creativity, , However, the decision-making process for these specifications is affected by levels of uncertainty, and the degree of risk associated with each level, As well as the expected economic and social benefits, The problem which face businessmen is determined by the internal and external business conditions that they deals with, and its ability to make a successful decision under these complex and ambiguous circumstances, So businessmen evaluation should be focus on his awareness of what comes next:

First: The nature of the contemporary environment, which is characterized by the complexity and speed of change, and the consequent difficulty in predicting its future prospects,

Second: a clear and broad knowledge of the concept of entrepreneurship and its practices,

The third: the ability to make risky decisions under conditions of ambiguities and uncertainty.

The problem was summarized with the following questions: -

- To what extent are the conditions of the contemporary Arab environment characterized by ambiguity and uncertainty ?
- To what extent does the Iraqi and Gulf businessmen have the potential to know and understand the concepts and practices of entrepreneurship ?
- To what extent can be assessed capabilities of the Iraqi and Gulf businessmen in making successful entrepreneurial decisions under conditions of risk and environmental certainty ?

### **2- Objectives**

- Discovering the characteristics of the business environment that the Arab businessmen deals with at the contemporary stage.

- Revealing the level of the Arab businessmen understanding the concepts and practices of entrepreneurship in the field of business.
- Comprehensive assessment of the ability of businessmen in Iraq and the Arab Gulf to take entrepreneurial decisions

### 3 - importance

- provide to academics, researchers and students information and data that helps them to have a comprehensive vision of entrepreneurship and entrepreneurial decisions in the field of business.
- Encouraging researchers to search and expand in the field of entrepreneurship and entrepreneurial decisions at Iraqi and Gulf investment projects.
- The ability of businessmen to make successful entrepreneurial decisions enables for improved economic performance and sustainable development

### 4 - Determinants

- The wide geographical area makes it difficult to define and control the distribution and receipt of information from businessmen.
- Difficulty obtaining the historical background of the businessmen under study
- Lack of knowledge and experience of businessmen who are the subject of study in making investment decisions in difficult and complex circumstances.
- All the above points present difficulties when conducting a careful evaluation of the businessmen who are the subject of the study.

11: (Conceptual Frame work)

### 1 –Review some previous literature

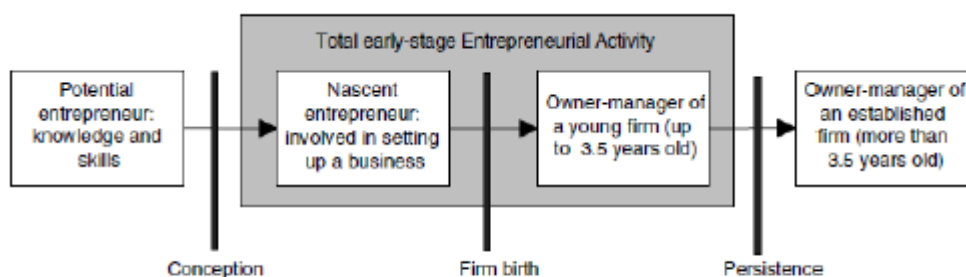
In his book "Entrepreneurship and Creativity: Practice and Principles," Drucker noted that (society needs more leadership and creativity in economy , and the public service institutions more than to the need for business organizations, the relationship between entrepreneurship and creativity is not the relationship of root and branch, but they are one case), He added That there are two areas where the entrepreneurial community requires great social innovation. (1) care for surplus or non-interested workers; (2) systematic abandonment of obsolete social policies and obsolete public service institutions.(Martin Koudstaal et al,2014), in his article entitled Leadership, Risk and Uncertainty: A Field Experience, explained that "What distinguishes entrepreneurs is the positive attitude towards risk and uncertainty, and study of (Mehdi Aman Allah et al., 2011), which titled (entrepreneurship and risk) showed that: (Entrepreneurs and Risk- taker are associated with each other in entrepreneurship literature, entrepreneurs are risk- taker , one of the most important success factors for entrepreneurs is riskers, entrepreneurs must be risks to achieve their ideas).(Michael Hilb et al.), In their study (Leadership Strategy: Risk vs. Uncertainty, Dialogues Bridging the Gap between Leadership and Strategy: A Case in the Private Sector) noted that main( contribution between strategic forces and entrepreneurship has led to the development of a new theoretical structure and the development of Entrepreneur strategic planning, all of which are an integral part of the flows related to both strategic literature and entrepreneurship, and to a lesser degree in behavioral economics, About uncertainty).The study of (Mathieu Villot, 2011), titled "Entrepreneurship and the Role of Risk" mentioned :That "entrepreneurs have a willingness to take the double risk compared to non-entrepreneurs, and the entrepreneurs of social projects are more afraid of financial risks than entrepreneurs). (Kent D. Miller (2011), in his study entitled: Risk and Guidance in Entrepreneurship, :mentioned That (the main purpose of the business is to assess the value of investment opportunities ,These are carried out through a forward-looking approach to valuation based on investment opportunities, By focusing on the transformation of research orientation from the development of theory and testing, which revolves around the new concepts of risk and guidance , To pluralistic concepts based on a preference for the distinctive types of processes that are used in the field of entrepreneurship, (Jeffrey S. McMullen, et al., 2006) in his study (pilot actions and uncertainties in entrepreneurship theory) indicated: The entrepreneurship provides promising phenomena for those interested in studying the economic, psychological and social cases of human work, As well as a deep contribution to the understanding of theoretical issues such as the nature of opportunities and the possibility of philosophical consensus among the leading scientists ,The study of (Jarosław Kaczmarek, 2015) titled (Risk and uncertainty in investment decisions), indicated that: the effectiveness of investment enterprises are determined by the future economic conditions, Which consists of a series of complex factors that difficult to predict or determine their direction and strength of its impact, This means that they are characterized by uncertainty and risk), and therefore cannot be eliminate their risk completely, But the right direction is to accept it at the point where it is expected to achieve the highest amount of profits, The study of (Daniela Grieco, 2007), (Management Decision: Theories, Limits, Limitations) indicated : To the need for link all the characteristics of the entrepreneur decision with the circumstances in which

it was taken, And the objectives of classification determinants of this choice based on the differences between internal and external factors, Among the factors that most relevant to the formation of entrepreneur decision is the role of internal determinants such as personal characteristics, The biased perceptions of success, the desire for independence and flexibility that form the formal aspects of the phenomenon ,On the contrary, "external determinants" as market opportunities for profit and industry, The timing of the industry that forms the specific structural picture, The existence of signals related to market conditions and the environmental factors associated with prices, taxes and wages. The study of (Daniela Grieco, 2007), (Management Decision: Theories, Limits, Limitations ) indicated : To the need for link all the characteristics of the entrepreneur decision with the circumstances in which it was taken, And the objectives of classification determinants of this choice based on the differences between internal and external factors, Among the factors that most relevant to the formation of entrepreneur decision is the role of internal determinants such as personal characteristics, The biased perceptions of success, the desire for independence and flexibility that form the formal aspects of the phenomenon, in conversely , "external determinants" as market opportunities for profit and industry, The timing of the industry that forms the specific structural picture, like existence of signals related to market conditions and the environmental factors associated with prices, taxes and wages. The following was derived from the above : -

- Entrepreneurs are able to make decisions in risky and uncertain circumstances and risk making decisions in complex and unusual circumstances. They have an independent thinking and vision for the business future.
- Defining the goals of entrepreneur decision requires sufficient knowledge of the organization's internal and external circumstances that are complex and rapidly changing .
- The development of a new social and institutional environment should be a basis for entrepreneurship decisions, taking into account the difference in risk acceptance between trading entrepreneurs and social entrepreneurs.
- This requires a comprehensive evaluation to reveal the capabilities of the Iraqi and Gulf businessman to know the extent of his capabilities to take entrepreneurial decisions

## 2 –Businessmen and Entrepreneurial decision-making:

Recent definitions of entrepreneurship have been described as involving the creation of new projects and that entrepreneurs are the founders or the "explorers" of these projects, That the re-emergence of entrepreneurs in economic theory explains at least partly the forces that drive the developing of economic development (Elissaveta Ivanova et al: 10) ,A great effort has been made to understand the psychological and social dimensions of entrepreneurship (Mehdi Aman Allah et al, 2011) , Entrepreneurship is approaching its concept of "risk tolerance, innovation practice until the establishment of the new project" , Britain encyclopedia is defined as the person who organizes and manages a job or an economic body with certain risks. Entrepreneurship is defined as the process undertaken by entrepreneurs to discover and establish new projects. Entrepreneurship is also defined as the “Entrepreneurship works in pursuit of Entrepreneur initiatives such as creating new works ”(*Cramer et al. (2002)* , Brockhaus (1980) defined the entrepreneur as the owner and principal manager of the business, which does not work elsewhere (ibid., P. 7) Hornaday and Aboud (1971) identified a successful entrepreneur as: a man or woman who starts a new job that no one has preceded before, and has at least two qualified workers, and the age of the project is at least five years (*Dees, G. J., et al , 2001* ) as shown in Figure ( 1 ).

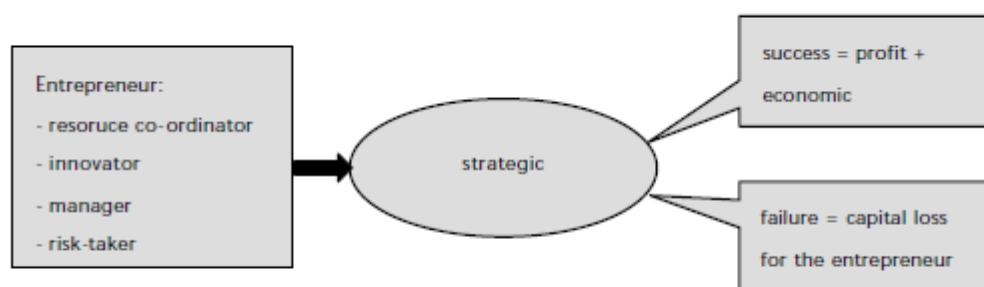


Source: Reynolds et al (2005), p. 209.

Figure: (1 ): The entrepreneurial process and definitions of the entrepreneur.

The job of entrepreneur is to deal with the actual "uncertainty", Which main (predicting the needs and desires of customers) ,As well as the difference capacity and ability among individuals entrepreneur to bear the risks of uncertainty, Because the risk factor is an important determinant of project success , Thus, the risk function has

played an important role in the early theories of entrepreneurship, According to the modern perspective, businessmen work on two tasks simultaneously (economic benefits and social benefits) for the entrepreneurial project, That is, the outputs of entrepreneurial project should involve both physical benefits (products, customer service, and money generation) , And (social benefits including improving quality of life, happiness and social well-being in general) , Social entrepreneurship and economic entrepreneurship share the process of value creation. entrepreneurship is a promising phenomenon for expanding the scientific understanding of economics, psychology, and sociology in human work) ( Jeffery S. McMullen et al, 2006). Decision-making is one of the important characteristics of entrepreneurs, and to dimension of entrepreneurship that classifies entrepreneurs, they are reflected in the characteristics of the strategic decision of both ( Resource Coordinator, Innovator, Manager, Risker), which describes the relationship of entrepreneurship with the economy, the economic feedback of entrepreneurial activities is (profit and loss) (Elissaveta Ivanova, 2003: 14) , as shown.



Source: EIM, 2003.

Fig ( 2 ) Conceptual scheme of the entrepreneurial nature with its impact on strategic decision-making

The decision of an entrepreneur can be becoming understood in its wholeness only, if we consider the other meanings that this peculiar decision assumes. from the industrial organization point of view, the entrepreneurial decision corresponds to a firm 'specific case of real business investment. and from a labor market point of view the decision is the result of a specific career choice in favors of self-employment ( Daniela Grieco , 2007 : 2 ) , Entrepreneurship decisions are attributed as non-routine decisions, In order to assess the ability of businessmen to take the entrepreneurial decision in light of the risk and uncertainty, and the extent of ability has to (imagine) the possible future situation, ,The opportunities maybe not an objective existence independent of the discoverer, but emanates from the imagination of entrepreneur (Shackle (1970),the challenge of Entrepreneurship decisions is it ( *unrecognized and unused situations*), *Entrepreneurship theory is a necessary component of any comprehensive synthesis of corporate theories* (Casson, 2003), Determining the characteristics of the entrepreneur can be help to make decisions based on judgments, Because an entrepreneur is a person whose judgments differ from others about events, entrepreneur decisions are characterized as (inclusive, investment-oriented, and it's especially for the employer) , These require that the entrepreneur able to be achievement (McGrath, R., I et al , 1992), Independent in the initiative and achievement, has the insight that enables him to see all aspects of industry and markets, that Cannot be seen or understood by others, This excellence in cognition calls for optimism ( Elissaveta Ivanova et al , 2003 : 15 ) , This excellence in cognition calls for optimism, and for control over some part of the environment ,Especially foreign environment in side , and to obtain information that would help to shape the best approach to develop opportunities in the other side, because the environment which Iraq and gulf businessmen invest characterized by complex an high risk , so its need businessmen who have ability to take Entrepreneur Decision .

conclusion from the previous presentation set at the following:

- Entrepreneur means a person who starts a new job that has not been preceded by any one before, that he has at least two workers, and the project is at least five years old.
- entrepreneur's role is to pursue entrepreneurship initiatives for engage in new and undiscovered business activities.
- The entrepreneur project should achieve both expected economic and social benefits
- the risk function has played an important role in Entrepreneur decisions.
- Entrepreneur Decision-making is one of the important characteristics of entrepreneurs.

- Entrepreneurship decisions are attributed to non-routine decision, they characterized by risk and uncertainty ,It can appear in the present or future time.
- This lead to assess the ability of Iraq and gulf businessmen to take the entrepreneurial decisions,

111:FRAMEWORK AND METHODS of STUDY

The research depended on its structure and orientation on the case study approach ,Using the inductive method (presentation, analysis, discussion and abstraction) in the theoretical side, ,the study community included businessmen in (Iraq and the Arab Gulf) , Because of the large size of the study community and the wide geographical area over which it is distributed, which makes it difficult to estimate or control it, That’s why the 80 (community) available was taken from the community used to collect ,data tool: check list titled (Making a success of your business Essential checklists ) Prepared by the CIMA Institute under the sponsored of SAP ,The purpose of designing this checklist is to help you to understand how well your priorities which aspects need attention and Providing useful resources to help you make investment decisions whenever you want it, the characteristics included in this check list helps to estimate the level of entrepreneur’s ability to make an entrepreneurial decision. So it was adopted in order to assess the ability of businessmen to take the entrepreneurial decision.

1V:field study

For assessing many businessmen, finding the time to stand back from the day-to-day running of their business to take stock of performance and longer-term strategic issues, can be challenging. However, reviewing your progress and understanding how to get the best out of your business and where to take it next can be hugely beneficial. The purpose of this toolkit is to help businessmen to understand how well your organization is performing against these key areas, priorities which aspects need attention and provide useful resources to assist you with the next steps., for this reason the success of businessmen investment according to these criteria means their abilities to take entrepreneurial decisions. These criteria are: -

1 - Your financial position

Understanding your financial position is a critical first step in evaluating the health of your business. Cash is the life-blood of any organization and must be closely managed to ensure the business can survive and grow effectively. Understanding the basic concepts of cash flow will help you plan for any unforeseen eventualities that may

Do you know:

Question	Few	Relatively many	Many	direction	Notes
1 - How much do you owe?	57 %	zero	43 %	Tendency towards low indebtedness	The amount of indebtedness is relatively low
2 - How much inventory level you can keep with it ?	14%	72%	14%	The tendency toward inventory is relatively much	The tendency toward inventory is relatively much
3 - Your daily cash position and where does your take?	zero%	100 %	zero %	The tendency to keep cash is relatively more than required	Cash is some what more than required
4 - How much bank balance?	low zero%	Relatively High 100%	high zero %	Tendency towards a relatively high Bank balance	Bankbalance is slightly more than required
5 - How much is your debt to your customers?	Low 43 %	Relatively high 57%	High zero %	A tendency towards a relatively high indebtedness to customers	Debt to customers is a little more than required
6 - How much money do you spend in your work?	33%	zero %	67%	A tendency towards spend more cash on	The amount of cash spent on business work is more than required

				business work	
7 - How to finance your capital needs Daily?	Borrowing zero %	Sale of property zero %	Other 100%	tendency towards using other finance means	Use of other means of financing other than those mentioned
8. Is the bank and other funding sources sufficient to meet your needs?	Enough 100%	Relatively adequate zero%	not enough zero%	Sources of funding tend to be adequate	Sources of funding are adequate
9. Where are you looking for other funding sources?	Banks zero %	financial institutions zero %	Partnership with others 100 %	Great tendency towards partnership with others	Partnership with others
10 - - What is the cost financing your business?	Low 66%	Relatively high zero %	High 33%	Financing costs tend to decline	Relatively low
11. Customer credit history?	Short period 50%	relatively long period 50%	Long period zero %	Tend towards short time periods	The period time is relatively short
12. Risks of foreign exchange / interest rate?	Low 50%	Relatively high 50%	High zero %	The risk of Change tends to be low	The risk of change is relatively low
Total ratio	30%	40%	30%	weak tendency towards the ability to finance business	Weak Control over the movement of funds to ensure continuity of funding

The cost of financing the firm tends to decrease, and the cash retention ratio is relatively high, with a tendency to maintain a low level of inventory, and a reduction in indebtedness to customers, while maintaining an acceptable balance in banks. Financing depends on partnership, there is no fear of currency change risk, this indicates that firm control over the financing movement, with a high margin of reserve to avoid loss.

The result 1: the weak ability of a businessman to managing his business, to ensure the possibility of repayment of any debts may appear in the future

## 2 - Your company ownership and internal organization

Selecting the right business structure is one of the most important decisions a business owner can make, affecting personal liabilities, taxation and levels of control in the business. The wrong business structure can act as a constraint on the development of your business and cause you problems. The right financial structure is vital for effective management. Having the right information should enable you to determine the right structure for your business.

Question	yes	relatively	no	direction	Notes
1 - Sure that the shareholders/partners/others involved in your business are contributing to it as you expect?	67%	25%	8%	The tendency towards acceptable contribution	Contribute according to the expectations of the businessman
2 - Sure that the ownership of your company will enable it to develop as you planned?	67%	33%	zero%	The tendency towards evolution is as follows Planned	Evolution of ownership of businesses according to the planned plan
3 - Sure that the ownership and structure of the business is not leading to unbalanced growth expectations?	17%	83%	zero%	The tendency towards balance between property and Business structure	Balance property with Business structure
4 -Making the most of non-executive directors?	83%	17%	zero%	The tendency towards relative use of	Relative benefit from Executives Managers

				Executives Managers	
5 -could you can control the determining your business structure and its development?	50%	50%	zero%	tend towards controlling Business structure and Developing it	Possibility of developing the business structure
6 - Distorting your business through being prevented from or pressured into using further equity injections from potential new shareholders?	75%	25 %	zero%	The tendency toward little knowledge of the subject	Limited knowledge of the importance of continuing to inject shares into the life of the company
7 - Managing the whole business (not just one of its functions)?	57 %	39 %	4 %	The tendency towards a complete business unit management	The possibility of managing business unit by a businessman
Total ratio	57 %	39 %	4 %	A relative tendency towards adopting the appropriate business structure of the company	Financial structure and business structure is relatively suitable for the company

- 1 - The structure of the company's business and its ownership structure is relatively appropriate to the success of the company's business, as a result of the expectation of an increase in the contribution that enables the company developed according to its plans, and develop the ability of the businessman to manage them successfully.
- 2 - Most of the companies' subject to this study are closer to medium - size of Arab business organizations ,whose business is managed by a single owner or one manager supported by some partners.
- 3 - The Result 2: Financial structure and business structure is relatively suitable for the company.

### 3 - Your company's vision and values offering

Businesses need to understand the value in their proposition to customers, including the tangible and intangible benefits their products or services bring. This checklist looks at the importance of clarity of vision and values in a company's offering.

### Does your company:

Question	yes	relatively	no	direction	Notes
1 - Have a vision/mission statement of what your company wants accomplish?	93%	7%	zero %	Strong tendency to ward adoption vision an mission	Clarity vision and Mission of Company
2 - Know what the key values of your business are?	93%	7%	zero %	Strong tendency to ward Adoption business values	Work according to BusinessSpecific Values
3 - Use its values to challenge regularly the culture and behavior of the organization and to inspire everyone to improve continuously?	79%	14%	7%	Tendency toward firm capability to orient there values toward member culture and behavior	oriented values to modifyMembers' culture and behavior
4 - Focus on end-to-end, value-added processes to maximize business returns, rather than on individual tasks?	36%	57%	7%	Low tendency toward concern on operations that generate added value	The company does not focus muchOn processes that generateAdded Value
5 - Collaborate with customers to design new processes/products?	86%	7%	7%	Tendency to ward Customer participation In design of new products Making process	The company cooperates with Customers in design NewProduct manufacturing processes



6 - Continuously review its processes to simplify them and remove bureaucratic procedures?	86%	14%	zero %	Firm tend toward simplify its procedure	The company is trying eliminate The bureaucracy procedure as possible
7 - Value employee input and reward people for process innovation?	86%	7%	7%	Firm tend toward grant reward according evaluation results	Grant rewards based Onresults Evaluation
9 - Integrate its processes with its supply chain partners?	64%	29%	7%	Firm tend toward integration its supply chain with partner	Combined Supply chain operationswith other partners
10 - Evaluate its competitors to understand what they do better, wh y and how what they do can be incorporated into your business?	72%	14%	14%	Tend toward evaluation Competitors business to inforce Firm business	Evaluate the business of competitors To Combined some of them with the works of Company
Use benchmarking as a tool for evaluating what competitors do, what customers value and how different techniques meet those needs?	36%	64%	Zero%	Tend toward not using Any scientific standard To evaluated activities of others	Do not use any scientific criterion to evaluate the activities of others
Total ratio	73%	22%	5%	Tend toward develop Firm vision and values That lead firm member Culture and behavior	The company's vision and values are oriented towards unify the company's culture and the behavior of its members

1 - The companies of businessmen provided the procedures that establish to develop the vision and values of the company, which focuses on the culture and behavior of employees, and trying through Simplify procedures, cooperate with customers, encourage innovation, evaluate according to comparison with competitors, in order to transform the vision and the mission into plans and executive procedures that will help the continuity of the company's survival and development. Result 3: The businessmen organizations in question tend to establish and manage procedures to develop vision, strategy, and directions to achieve outstanding performance, and to turn them into plans,projects, and procedures covering all the activities of the Organization

4- Getting value from your business

Understanding the value drivers in your business is essential for maximizing your company’s potential. This checklist looks at the factors that can improve or destroy .value for your business

Question	yes	relatively	no	direction	Notes
Spreading your buying/selling contracts too widely over time?	43%	21%	36%	A relatively weak tendency to expand contracts	Limited contract expansion
Hostage to just one or two buying/selling contracts or customers/suppliers?	36%	28%	36%	A relatively weak tendency to comply with the implementation of a contract or two	The Company does not have specific criteria for determining the number of contracts and the number of contracts executed
Sure your purchase/sales order books are firm and go forward far enough?	79%	21%	% zero	A strong tendency towards checking the registration and sending requests	The Company shall verify the registration and dispatch requests

Buying/selling on a growing/declining trend in real terms?	58%	28%	14%	Relative tendency towards Continuity of sale Despite periods of inflation or deflation	Continuous sales throughout the year
Buying/selling any products at a loss?	28%	36%	36%	Weak tendency to sell at a loss	Rarely firm sells at a loss
Using cross-selling and up-selling techniques to improve sales?	50%	36%	14%	Tend to sell by available methods	Use all available selling methods
using cross-selling and up-selling techniques to improve sales?	64%	29%	7%	The tendency to follow customers' receipt of sales with the specified quality and time	Follow up customers' receipt of the product with the specified quality and time
Satisfied that your suppliers' terms, and your own terms to customers, are competitive?	64%	29%	7%	The tendency towards competitive contracts with customers	Most contracts with customers are competitive in nature
Aware of the financial implications of your pricing policy?	<b>71%</b>	<b>22%</b>	<b>7%</b>	The company tends towards clear knowledge of its financial policies	The company is aware of its financial policies
Loyal to good customers/suppliers?	71%	22%	7%	Customers and suppliers tend to be loyal to the company	The loyalty of customers and suppliers is clear to the company
Scheduling orders to obtain better terms?	93%	7%	zero%	Strong tend towards scheduling orders	The firm operates according to organized schedules of orders
Developing your competitive position?	86%	14%	zero%	Strong tendency towards developing firm financial position of the	The firm is developing its financial position
Fostering your company's reputation and brand values?	86%	14%	zero%	A strong tendency towards enhancing the firm's reputation and brand	The company is working to enhance its reputation and brand
Developing your business processes to create more value?	79%	21%	zero%	The tendency towards development Processes that Produce added Value	Develop processes that Produces value added
Enhancing staff skills to improve your competitive advantage?	79%	14%	7%	Tend towards Promotion Staff Skills to improve the e Competitive advantage	Work on improving Staff skills for improvement Competitive advantage
Total ratio	66%	22%	12%	Relative tendency Towards firms Activities that produces add Value	The firm is directing Its activities toward Produce add value

1 - There is a certain expansion in sales channels, follow-up procedures to deliver sales to customers, with the emergence of a clear loyalty to the customer, acceptable financial center and reputation, all linked to the development of staff skills in order to achieve the expected value of improvement.

2 – Result 4 : Businessmen decision offers a relatively high value added, because they directing firm's activities toward Produce add value .

## 5 - Managing innovation

Innovation is essential for business survival in highly competitive markets where it is increasingly difficult to differentiate products and services. This checklist covers the areas that you should consider to ensure your company manages innovation effectively.

**Do you :**

Question	yes	relatively	no	Direction	Notes
Systematically look for opportunities to innovate through: developments in technology?	71%	29 %	zero%	Strong tend Toward searching for Opportunities for innovation	Pursuing technology for innovation
regulatory changes?	57%	36%	7%	A relatively strong tendency to monitor change	The company some times monitors Change
benchmarking business processes?	50%	50%	zero%	A weak towards using scientific standards in business processes	The company rarely uses scientific standards in business processes
collaboration with suppliers?	100%	zero%	zero%	Full cooperation With Suppliers	Full cooperation with Suppliers
Understand how customers use your products/services and what they like/ dislike, the alternatives they consider and the complementary products/ services they buy?	93%	7%	zero%	A strong tendency towards understanding Full customer perspective on the company's products	The firm fully understands customers' perception of their products and services
Actively encourage and reward ideas and suggestions for new or improved products and services?	79%	21%	zero%	A strong tendency To encourage and reward ideas and suggestions	Encourage and rewards ideas and suggestions
Have an awareness of current issues and trends that are relevant to your business?	79%	21%	zero%	A strong tendency to have good ideas	The firm practices a variety of operations to ensure access good ideas
Have processes for capturing and communicating good ideas within your business?	75%	23%	2%	The firm is aggressively oriented innovation towards value-added	The firm is aggressively oriented innovation towards value-added
Total ratio	75%	23%	2%	-----	The firm is aggressively oriented innovation towards value-added

- 1 – The businessmen tries to find and sponsored creative ideas by providing products that respond to the needs and expectations of customers,
2. result 5: the businessmen promote and sponsored innovation, and their firms oriented this innovation towards value added.

## 6 - Managing your physical assets

Effective asset management helps to improve productivity and performance and reduce costs. This checklist covers the areas that you should consider to optimize your company's use of assets.

Are you --

Question	yes	relatively	no	Direction	Notes
Using your production capacity effectively?	51%	21%	28%	The tendency towards relatively efficient use of energy	Use of energy in its normal state
Minimizing production times?	36%	43%	21%	tend towards the production times remain the same	The production times remain the same
Minimizing material usage?	64%	21%	15%	The tendency to retain quantities of materials used as is	Keep the materials used as they are
Minimizing investment in work-in-progress stocks?	50%	28%	21%	A tendency towards a relative reduction of in process inventory	Relative reduction of In process inventory
Aware of just-in-time (JIT) procedures?	86%	14%	zero%	Strong tendency towards timely delivery of request	Delivery of request at specified times
Buying and disposing of major assets in a way that is consistent with your business objectives?	72%	28%	zero%	Strong tendency toward buying and disposing of assets according to a specific plan	Keep the assets for long periods of time
Using shift work effectively?	79%	21%	zero%	Strong tendency towards effective use of shift work	effective use of shift work
Subcontracting in and/or out?	79%	14%	7%	Strong tendency towards subcontracting	The subcontracts
Planning for replacement of physical assets?	64%	22%	14%	Relative tendency towards the programmed replacement of physical assets	Material assets are not replaced within programmed periods
Producing stock in the right proportion to sales?	64%	22%	14%	Relative tendency towards producing goods that fit sales	The goods produced are relatively well suited to sales
Selling everything you produce?	50%	36%	14%	A relative tendency towards not selling all that is produced	rarely Product batch are sold in full
Maintaining your assets properly to cope with demand?	79%	14%	7%	Strong tendency to keep assets that match with demand	A often retained assets that respond to customer request
Total ratio	64%	24%	12%	-----	management Attempts to improve productivity and overall performance

Normal use of available energy, due to constraints imposed by other relevant factors such as (length of product waiting period, relative increase in stocks in process, poor utilization of work shifts), as well as the inability to sell all produced products.

2 – Result 6: Relative weakness in the managing of physical assets and monitoring its performance. This leads to a review of ways to improve productivity and overall performance.

## 7 - Your market

Getting a good understanding of how your market is expected to develop is essential if your business is to make the most of its opportunities and remain competitive. This checklist looks at the competitive dynamics in your market.

Do you know:

Question	yes	relatively	no	Direction	Notes
Who your competitors are?	64%	36%	zero%	Relatively strong tendency Towards Know competitors	Knowledge is relatively strong With competitors
Your competitors' pricing policies?	43%	57%	zero%	relatively weak tendency Towards knowledge of Competitors policies Pricing	Limited knowledge of competitor's policies Pricing
Your competitors' strengths and weaknesses?	43%	36%	21%	A weak tendency towards Knowledge of competitors strengths and weak	Lack of searching for Strength and weakness points of competitors
How your competitors' products compare to yours in terms of functionality, appearance and any other criteria?	64%	22%	14%	Relatively strong tendency towards Comparison with products Others	Attempts to compare with Other products to improve firm Products
What your competitors' marketing activities are?	57%	29%	14%	Relatively weak tendency Towards knowledge of competitor's activities Marketing	Limited search to find out Marketing activities of competitors
What your competitors' supply sources are for products?	50%	36%	14%	The tendency is relatively Weak Towards knowledge Sources of competitors products	Limited search to find out Sources of competitors products
Your market share?	51%	28%	21%	The tendency is relatively weak Towards knowledge firms share in the market	Limited search to find out firm's share in the market
If there is good continuing demand for your product?	43%	43%	14%	Demand is not continuous On the company's products	Demand is not continuous On the company's products
If there are new entrants to the market?	50%	36%	14%	Weak tendency towards Enter new investors to Market	Rarely enter New investors to the market
If there are areas where you could turn competition to co-operation?	64%	36%	zero%	Relatively strong tendency Towards Cooperation with others	Strong attempts to build a Collaborate relationship with others
Your product range and lifespan?	72%	28%	zero%	Relatively strong tendency To wards Satisfaction with the field of Sale Product and product lifetime	The sale of products Markets is satisfactory As well as the age of the product
The effects of technological change on your business?	50%	36%	14%	Weak effects of change Tech on Business	Weak effects of change Tech on Business
Whether the quality accreditation as a 'preferred supplier' would improve your market opportunities?	86%	zero%	14%	Strong tendency to adopt quality improvement processes	The firm adopts quality improvement processes to win market opportunities
Whether you can enlarge your market?	79%	zero%	21%	Relatively strong tendency towards the possibility of	The company has sufficient capabilities to expand in

				expansion in market	market
If there is any forthcoming legislation that may affect your market?	50%	43%	7%	A relatively weak tendency to Expect emergence of legislation affecting markets	It is unlikely that legislation will affect the market for the foreseeable future
Total ratio	56%	29%	15%	-----	The possibilities and circumstances indicate a possible relative expansion in the market

1 – (modest attempts by the firm to improve its products, and know the direction of its competitors, and the possibility of cooperation with them, and Monitoring the expansion of the market), which resulted in a relative expansion in the firm's target markets.

2 – Result 7 : The businessmen have limited information about demand, competition and market, which has resulted in limiting possibility to planning to best marketing strategy leading the firm.

#### 8 - Continually improving your business

Best value requires businesses to ensure continuous improvement in their performance, and to demonstrate a commitment to sustainable development. This checklist looks at the factors affecting quality in your business to examine where there may be opportunities for improvement

Do you

Question	yes	relatively	no	Direction	Notes
Consult your customers on the quality of your products?	65%	28%	7%	A strong tendency to consult customers about improving quality	The firm is consulting its customers on quality improvement issues
Keep records of customer complaints?	93%	Zero%	7%	The firm maintains record of customer complaints	The firm maintains record of customer complaints
Have clear quality standards for your business?	43%	36%	21%	A relatively low tendency to adopt global standards for the quality of its products	The company does not adopt any international standards to improve the quality of its products
Monitor your performance to identify scope for improvements in or through quality improvement discussions/programs?	57%	43%	zero%	A relatively weak tendency towards monitoring performance for improvement	The company does not use performance monitoring results to make the required improvements
Keep up-to-date with what your competitors are doing?	44%	28%	28%	A relatively weak tendency towards the speed of knowing what competitors do	There is a slowdown in knowing what competitors do
Know what it is that your customers value in your product/service?	71%	22%	7%	A relatively strong tendency towards knowing customers' evaluation of products	The company knows well the customer evaluation of its products
Build consideration for continuous improvement into each activity/new development?	57%	36%	7%	A relatively low tendency to pay attention to continuous improvement in all new product activities	Relatively low interest in continuous improvement of all new product improvement activities
Ensure that the information you gather for monitoring your business drives continuous improvement?	79%	21%	zero%	A good tendency towards collecting information that drives towards continuous improvement	Try to gather information that drives towards continuous improvement
Total ratio	64%	27%	9%	-----	Limited attempts to collect This leads to a review of ways to improve productivity

1. There are modest attempts to collect information that drives continuous improvement based on ( customer consultation and analysis of complaints, as well as knowledge of customer evaluation of product quality) .
2. result 8 : The business men have relative availability of information that helps to adopt continuous improvement, which drives to ward sustainable development plans.

#### 9 - Your management and staff

Good people management is at the heart of achieving a successful, high performance of business. This checklist looks at the key criteria for achieving success through people.

Are you

Question	yes	relatively	no	Direction	Notes
Developing a multi-skilled workforce?	79%	21%	zero%	A strong tendency towards developing a multi-skilled workforce	The firm has a multi-skilled workforce
Using the right staff in the right place?	79%	21%	zero %	A strong tendency to ward put the right man in the right place	The firm aspires to put the right man in the right place
Properly training and encouraging staff?	93%	7%	zero%	A very strong tendency towards providing appropriate training for employees	The firm provides appropriate training for employees
Delegating and empowering your staff?	57%	43%	zero%	Relatively weak tendency towards delegation and empowerment of staff	The firm authorizes and empowerment some of its employees
Monitoring labour efficiency?	86%	14%	zero%	Strong tendency towards monitoring performance	The firm constantly monitors its performance
Obtaining adequate feedback from your sales force?	57%	29%	14%	A relatively weak tendency towards obtaining information from salesmen	Get insufficient information from salesmen
Encouraging communication across activities?	86%	14%	zero%	A strong tendency to encourage horizontal communication among employees	The firm has best direct communication between employees
Defining the purpose of the job, job duties and responsibilities?	79%	21%	zero%	A strong tendency towards identifying all job requirements	Clear definition of job objectives, duties and responsibilities
Defining performance goals with measurable outcomes?	58%	21%	21%	A relatively weak tendency towards the development of labor output metrics	Limited attempts to develop metrics for business performance outcomes
Defining the priority of each job responsibility and goal?	93%	7%	zero%	A very high tendency towards defining goals and responsibilities according to their priorities	The firm sets goals and responsibilities according to its priorities
Holding interim discussions and providing feedback about employee performance?	86%	14%	zero%	A strong tendency to discuss performance in order to improve it	The firm holds sessions to discuss performance improvement
Providing coaching and mentoring to staff to help them achieve their full	93%	7%	zero%	A very strong tendency towards training and to investment full capacities	Practice training and directing it towards the full investment of the employee's capacities
Total Ratio	79%	18%	3%	-----	Good orientation towards Work and compliance with successful performance measurement standards

1 - The businessmen apply the standards of successful performance to all employees, in order to improve their overall performance.

2- result 9 :They Organizing and directing administrative activities towards maximizing the contribution at successful of Organization.

#### 10 - The summary .

Question	Relative Weight	Direction	Notes
1 - Your financial position	35%	A weak tendency toward the ability to finance business	Weak Control over the movement of funds to ensure continuity of funding
2 - Your company ownership and internal organization	48 %	A relative tendency towards adopting the appropriate business structure of the company	Financial structure and business structure is relatively suitable for the company
3 -Your company's vision and values offering	48%	Tend toward develop Firm vision and values That lead firm member Culture and behavior	The company's vision and values are oriented towards unify the company's culture and the behavior of its members
4 - Getting value from Your business	43%	Tend to ward collect information about the possibility of expanding in the markets	The possibilities and circumstances indicated to relative expansion in the market
5 - Managing innovation	50%	The tendency towards employing creativity to achieve added value	<b>The firm is oriented innovation aggressively towards value-added</b>
6 - Managing your physical assets	44 %	The management is working to take advantage of improved productivity to improve overall performance	management Attempts to improve productivity and overall performance
7 - Your market	44%	A relative tendency for the firm's activities to achieve added value	The firm aims to oriented its activities towards achieving added value
8 - Continually improving your business	48%	A tendency to develop vision and values that guides the company's culture and the behavior of its employees	The firm's vision and values are tend towards unifying the firm's culture and the behavior of its members
9 - Your management and staff	50%	A tendency to Work and compliance with successful performance measurement standards	Good orientation towards Work and compliance with successful performance measurement standards
the average	48%		Result 10 : The ability of Businessmen subject of study to make entrepreneurial decisions is relatively weak

The summary above reveals the level of ability of businessmen under study to take decisions in complex and high risk environment .The interest of businessmen, subject of study in all nine fields, is relatively weak, Despite of appearance of very small differences between the ratios of interest.

Result 11 : The ability of Businessmen subject of study to make entrepreneurial decisions is relatively weak.

Discussion the results of the check list data: The level of qualification of employers and managers of small companies is estimated to make success full entrepreneurial decisions ,by assessing their business performance, and other related strategic issues in the long term ,to detect progress that can be achieved, understand how to get the best results from work, and what can be done in the future ,this will lay the foundations for assessing the businessmen as entrepreneurial decision making .among the things that should be observed in the evaluation are (driving business in the right direction, Reveal the strength of competitors facing the project's presence in the competition market, providing the best performance possible in the market compared to competitors, adjusting the administrative and financial directions of the business project, pursuing environmental changes and investment opportunities in the environment. The value added of operations activities, performance analysis and utilization of feedback for improvement purposes), The assessment of the overall results of the evaluation depends on the level of response to the criteria in the table under discussion ,the results of the check list, which aims to assess the level of readiness of Iraqi and Arab



gulf businessmen under study to be entrepreneurs in the future, as the following:

- Most of the businessmen involved in the study deal with an environment that is characterized by relatively stable and slow to change. As a result of limit influenced by global environment variables, it is rarely characterized by situation of Ambiguity and uncertainty, this environment helps on the possibility to know the market and the possible expansion in this market. This provides the answer to the first question of the problem: To what extent are the conditions of the contemporary Iraqi and Arab gulf environment ambiguous and uncertain?
- The businessmen have relatively limited information about the general perception of the business, with regard to (the company's vision and values, the nature of the markets and their conditions, pursuing the requirements of continuous improvement, methods of work towards value-added, performance evaluation for improvement), making their perception and perception limited at The planning and administrative aspects that qualify him to be a successful entrepreneur.
- The businessmen are currently working under semi - stable and known environmental conditions, which leads to a significant reduction in the degree of risk that can be exposed when making investment decisions, this making them difficult to predict the ability to make successful decisions under conditions of high risk and uncertainty. Therefore, the above analysis provides answers to the last two questions

The result : Businessmen in this business environment tend to make successful investment decisions under this environmental conditions, because they deal with it and according to the material and human resources available to them. However, they need more information and practice to be at the level that leads them to make successful decisions. Under the conditions of the contemporary global environment.

- the level of ability of businessmen under study to take decisions in complex and high risk environment is relatively weak, because The interest of businessmen, subject of study in all nine indicators , is relatively weak.

## V. conclusions & Recommendations:

CONCLUSIONS: Many business owners and small business managers need to review their day-to-day management for performance assessment and strategic issues at long Term, so review the progress of the company's management, understand how to get the best results from the business and where it will go in the future, this is important and useful when there are new changes in the business, markets or economic environment in which the businessmen work ,according to what was mentioned , accordingly, the following conclusions have been developed: -

- Businessmen under study tend to make successful investment decisions in light of the environmental conditions they deal with, and the material and human resources available to them.
- Businessmen under study need more information and practice to be at the level that enables them to make successful decisions. in shade of the contemporary global environment Conditions.
- Businessmen under study environment is almost stable and tends towards relatively slow change,
- Businessmen under study tends to be a businessmen rather than a business entrepreneur.
- The interaction of the risk with uncertainty affects the ability of the Businessmen under study to make successful decision.

### Recommendations:

Recommendations were summarized in the following main recommendation:

(Working to improve the capabilities of the Iraqi and gulf businessman to be a capable of making decisions under the circumstances of risk and uncertainty) through the mechanisms of implementation:

- Review the basics of business, understand how to improve performance, remove any unnecessary costs, and focus on the right strategy to stay and keep progress in business.
- Full awareness of the characteristics and the overall environmental changes that the businessman deals with (using the analysis of the environment and strategy).
- Develop a comprehensive strategy and action plans that will determine the movement in the right direction towards the future.
- Identify appropriate markets to compete in the products and services of the businessman.
- Develop a plan to make maximum use of market positioning, and deliver the best competitive performance in it.
- Develop an integrated plan to use a proper mix of assets, skills, finance, infrastructure and relationships to deliver valuable and good outputs to customers
- Reduce costs that add little or no add value.
- Continuously review and measure performance to detect the current level of performance, and the positive or negative results, in order to determine the main reasons for the future strategic initiative.

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