

ENTREPRENEURSHIP AS MARKET VALORIZED CREATIVITY

Dragan Gruevski, Ph.D.¹, Mirjana Cvetkovska, M.Sc.²

¹Associate Professor, University "St. Kliment Ohridski" – Bitola, Faculty of Administration and Information Systems Management, asprebt2@gmail.com

²Project Coordinator, Foundation for Small and Medium – sized Enterprises Development, mirjana@resc.org.mk

Abstract: *The period of transition of the society has left us richer for certain immediate experiences that will not remain without influence on future generations. The transition from the old paradigm (socialistic society) into the new one (entrepreneurial society), is uncertain and long lasting process, by the mere fact of his radicalism. Thus, this study aims at determining the size of the entrepreneurial resource for those who manage, operate with organizations, institutions, companies in the Republic of Macedonia, through determining the extent of some of their personal characteristics that are considered part of the profile of any successful entrepreneur. Inventive - creative potential, reliability, attitude toward change, attitude toward risk taking are those personal traits, in which we, in terms of management of human resources, are interested. It is said that they broadly represent, but not fully exhaust the entrepreneurial personality. The research comprises sample of 132 respondents from different levels and activities in Republic of Macedonia and the conclusions are made according to their results on the TTS test of Eugene Rodsep, the test for determining the confidence, the MI 1 test for measuring the attitude toward changes, and the questionnaire referring the level and attitude toward risk taking. The results from the research have shown that the managers in the Republic of Macedonia possess, more or less, the tested characteristics, but they are very unevenly distributed among individuals. In bottom line, this research aims to help the managers of different organizations to become aware of their "entrepreneurial spirit", the HR managers and the state authorities to develop it and set directions for further development of the entrepreneurship.*

Keywords: *Entrepreneurship, entrepreneur's profile, inventive – creative potential.*

1. INTRODUCTION

The period of transition of the society has left us richer for certain immediate experiences that will not remain without influence on future generations. The transition from the old paradigm (socialistic society) into the new one (entrepreneurial society), is uncertain and long lasting process, by the mere fact of its radicalism. Collectivism, averaging, closeness, redistributive ethic, rigidity, maintaining of certain social justice, require to be replaced with the values of the modern times. Market economy, pluralism of ideas and opportunities, private initiative, entrepreneurship promotion, etc., are the clear objectives that we have targeted. From here, the context of all contemporary developments, as much it seems hard to understand and accept, represents confrontation of the individual with reality and often means certain discontinuity of living. Thus, on the one hand, occurs a process of rejection of the negative baggage from the past, which is a measure of convergence towards the new. And on the other hand, it becomes more clearly that this change requires time - but not empty and unorganized, but filled with thought-out steps that will mean success. Hence, it is understandable that the period in which we live is a challenge to professional profiles of different facets of human activity. All of them from their own aspect are trying to observe and explore the entrepreneurship.

2. THEORETICAL FRAMEWORK AND DEFINITION OF THE KEY VARIABLES

Inventiveness and entrepreneurship are part of the key concepts, determinants of the development of any society. They can be understood if presented as interconnected elements, characteristic for those individuals who make change. Entrepreneurs are basically innovators, and innovation is the core of entrepreneurship. Hence, the determination of entrepreneurship inevitably will lead by setting the remaining terms, which constitute its essence. We start with innovation.

Innovation is a process of creating something new and as a phenomenon is a key determinant of the development of any society. Certain need that appears in a certain area of the human life and which can become a problem, inevitably requires adequate innovation (content, product, service).

“The term innovation under the proposed definition of the OECD include transforming an idea into a market product or service, new or improved production or distribution process, i.e. new way of social service.” (Petkovski, K. & Sulejmani, N., 2001:11)

“The innovativeness would mean:

- Renewal or expansion of the assortment of products and services, as well as, connecting the markets;
- Establishing new ways of production, supply and distribution;
- Introduction of changes in management, organization of work, working conditions and skills of the workforce.” (Kralev, T., 2001:32)

Previous determinations of the innovation put the emphasis on the outcome of the process. In another words, they focus on the consequences of it, while listing to what the innovativeness has led and where it is needed. However, we think that for practical reasons that would function in a certain meaningful treatment of the field of innovativeness fostering and development, in the determination of this term it is necessary to include some other more fundamental determinants (processes, capabilities, features) that will allow more accurate and bigger understanding of the innovativeness. Explaining the scheme of “the process of creative problem solving” by defining the characteristics of the person who does it - creatively solve certain problem, is the essence of the innovativeness, which, as was told, is the core of the entrepreneurship. (Figure 1)

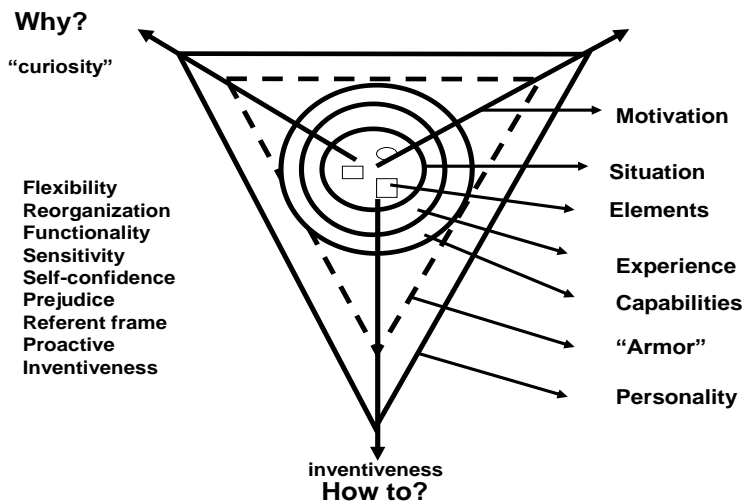


Figure 1: Process of creative problem solving (Gruevski, D., 2010: 119)

Hence, the phenomenon of creativity is not reduced only to a divergent production of ideas, but the process of creative problem solving fully and very concretely explains the essence which may have practical implications. As the professor Lj. Madzhar says: “In fact, the entrepreneurship by definition is capability and current practice of solving completely new, very nonstandard problems on which from the previous experience can be drawn only poor or no lessons.” (www.yurope.com / Republic, Sources of entrepreneurship in transformed Serbia, pg.1)

Thus, is started from some emerging unmet needs, which by themselves represent a particular problem whose solving through a creative process answers the following questions: “why”, “what” and “how to”, in a certain constellation of structural elements of a particular creative person, acting in suitable conditions, leads to innovation that he or someone else, the market, may valorize. In fact, **entrepreneurship is only applied and market valorized innovativeness - creativity.**

Actually, if we recall the development of scientific thought and aspects that were crucial in explaining the concept of entrepreneurship, given in the review made by professor Petkovski, we will get to the following: “the risk taking”, as the main determinant of the entrepreneurs: “the 'entrepreneur is one who takes risk, unlike the person who provides the capital.”; “development carriers”, not only about “risk carriers”: “the entrepreneur is an innovator and instigator of growth.”; “The entrepreneur has the ability for creation and situation assessment.”; “The entrepreneur takes initiative, organizes social and economic mechanisms and assumes the risk of losses in the activity that he realizes.”; “The entrepreneur is one who sees the opportunity for gaining a profit.” etc. At the end we will come to the determination which is most acceptable and understanding to us – the explanation of Peter Drucker, who emphasizes “the economic valorization of

creativity”, as crucial: “Entrepreneurship is based on recognition of the opportunities for innovation and their fastest market and economic evaluation.” (Petkovski, K. & Jankulovska, P., 2001)

Of course, what is not completely clear is the answer to the question whether the process of creativity and the process of its economic valorization is identical and is present as personal category in the same person to call him entrepreneur or it is about two processes - one of generating creative ideas that later someone else manages until their economic valorization? Or, we can speak about the entrepreneur only when the two abilities (creating and management until the economic valorization of the creation), are clearly expressed?

Thereby, the answers to this question are probably already given by some authors. Yet according to us, they are not clearly defined. For example, according to Ljubomir Madzhar: “Entrepreneurship is very heterogeneous and complex mixture of ingenuity, the ability to predict or even presentiment about future events, the ability to accept unusual and unconventional ideas, courage, persistence and other natural gifts, and on the other hand it is the result of some favorable ambient conditions largely related to factors and constellations that reduce the uncertainty.” (www.yuope.com / Republic, Sources of entrepreneurship in transformed Serbia, pg.1)

On the other hand, indeed there are many ambiguities and misconceptions regarding the determination of the essence of the matter, which have negative practical implications for the attempts to systematically encourage and develop, reminds professor Vljeko Petkovic, who summarizing the various definitions and understandings of entrepreneurship talks about misconceptions about the term:

First delusion: Entrepreneurship is not just forming a new company, but also introducing a new activity, creating a new product or service. Entrepreneurial may be even those enterprises established in the past century, if in their work are introducing major innovations which are of general importance and interest.

Second delusion: Relating of entrepreneurship to small commercial ventures. The large firms, even the largest state enterprises, may be entrepreneurial. It is about making something new, unknown or not used in the practice.

Third delusion: Refers to the ownership of the entrepreneur. The entrepreneurship can be developed in all enterprises regardless of their ownership status.

Fourth delusion: It refers to the relating of entrepreneurship only to commercial enterprises. The entrepreneurship also exists in the non-profit activities (science, education, health, information, etc.). (www.ekof.bg.ac.yu / Economic chronicles, Entrepreneurship and entrepreneurs, pg. 1-2)

Besides the economic and social aspects in defining of the entrepreneurship, retention to the characteristics of personality and behavior of typical entrepreneurs would mean special approach and contribution. Through the literature can be found lists of characteristics of individual entrepreneurs (profiles). They highlight various characteristics among which dominate the following: high level of motive for achievement, small fear of failure; strongly expressed sense of self-control and self-criticism; capability of dealing with uncertain situations, great confidence, optimism, determination - commitment, great energy, emphasized individualism, etc.

This, it can be said that for the entrepreneurial person is characteristic a certain set of manifesto and recognizable behavior, which would amount to: orientation to goals setting, commitment to those goals, persistence in their achievement; constantly decision making, calculated risk, acceptance of responsibility, innovativeness.

Quite understandably, besides defining of the concept, the next crucial question that arises and which is of special interest for each country refers to the possibility of a systematic approach to any organized attempt to **encourage the development of entrepreneurial consciousness and culture**.

Namely, if we know that the development of entrepreneurship is an essential factor for acceleration of the economy and rapid development of every country, every state must to encourage its development with various measures. The factors - determinants that affect the development of entrepreneurship, various authors divided into: “objective - subjective, internal - external, personal factors of the environment. Some have divided them into: economic, psychological, sociological, legal, information, technical - technological.” (Ibid, pg. 1-2)

According to Professor V.Petkovic, it is more useful to elaborate the basic conditions for development of entrepreneurship, which are exhausted by the existence of a) Free market; b) State deregulation in the economy; c) Innovative culture, climate, tradition. Also other authors listed factors, activities that can be placed in the previously mentioned, conditions.

“There are various forms of state aid for development of entrepreneurship. These include: providing legal certainty to entrepreneurs, infrastructure and above all, stability of the economic system and democracy. Also, one of the forms of state aid is the promotion of entrepreneurship and stimulating of young talents to pursue a career in small business, the establishment of institutes and special forums, which should contribute to removing barriers that hinder the development of entrepreneurship. Particularly, the state should help in creating of a stable and reliable framework for managing.” (Ibid, pg. 4)

“It is necessary first to create conditions for competition in the economy, which represents the most favorable climate for entrepreneurship development. That would mean building a market infrastructure, institutional and public infrastructure, which includes primarily agencies and funds for development of entrepreneurship and running a stable economic policy.” (Ibid, pg. 5)

On the other hand, the professor Lj. Madzhar lists the as well the international sanctions and the economic blockade, as appropriate mechanisms and environment for entrepreneurship development. Of course, not forgetting this phenomenon to be named as “often mistakenly targeted and exploited entrepreneurial energy and resources”, characteristic for him is that he does not believe in the possibility of systematic development of entrepreneurship through the forms of any formal education: “Unlike the management in the business and other organizations, the entrepreneurship is not a factor that would thoughtfully and meaningfully grew through learning and educational activities, least through some formal education, where courses in the area of entrepreneurship would have a central place.” (www.yuope.com / Republic, Sources of entrepreneurship in transformed Serbia, pg.4)

Of course, this attitude is extremely questionable and calls into question concepts and theories of education and socialization. And precisely this dilemma opens the question that we have set as a problem. Namely, who is an entrepreneur? The one who is a creative person, or the one who successfully and quickly manages a creative idea to its economic valorization, or both? It seems interesting because both of them through education and socialization processes surely can be systematically developed and encouraged.

3. PROBLEM – SUBJECT FRAMEWORK OF THE RESEARCH

The fact that all proposed activities, concepts, strategies, methods of development of entrepreneurship are based on the assumption of the existence of individuals with their personal characteristics apart from others and who can properly use such opportunities given and constructed, leads to the question of personality of the entrepreneur and the possibilities for systematic action in the direction of fostering, encouraging and developing certain abilities, traits, values, attitudes and beliefs from their early age through the education system and families.

Because, the inventiveness, creativity is defined as the core of entrepreneurship, for which we said that it is nothing else than “applied creativity found its market valuation”, we think that nurturing, encouraging and maintaining the inventive-creative potential through thoughtful treatment represents a form of support and development of entrepreneurship. On the other hand, also the confidence of the person, as characteristic of the image for himself, the “self concept”, over which can be directly acted and it can be shaped through the process of socialization and by imitation and which is mentioned as characteristic of the entrepreneurs, represents a point of interest in this study.

The support and attitude toward change is another important dimension which is different for entrepreneurs (initiators, leaders, innovators, non-conformists, flexible) and the others that hinder, and prevent the development, and that is the goal of this research. Hence, it is focused on: determining the extent and certain diagnosis of the inventive-creative potential, reliability, attitude to change and the attitude toward risk taking of those who successfully manage, operate with organizations, institutions, companies in Republic of Macedonia and for who exist indicators of their entrepreneurial trait, with the main goals:

- To verify which of the personal traits that make “the entrepreneur profile” given in the literature are present in individuals who manage their own business or manage with other organizations in Republic of Macedonia;
- To set the foundation for building of an experimental model - system for encouraging and developing of the inventive-creative entrepreneurial potential in children and adolescents of school and adolescent age;
- To test the use value and validity of some psychometric instruments and procedures used in this research.

4. METHODOLOGY OF THE RESEARCH PROCEDURE AND INSTRUMENTS

In terms of methodology, the research can be placed in the group of preliminary researches with the main objective to verify, determine the level, to diagnose the situation and as such it is part of a wider activity towards trying to establish a system to encourage and develop entrepreneurial awareness and culture where the values obtained will be useful for certain profiling of the local entrepreneurs as the basis for future recommendations and analysis.

In the research was used the test procedure by using validated instruments such as: the TTS test of Eugene Rodsep (test for determining the confidence), the MI 1 test for measuring the attitude toward the changes, and the questionnaire referring the level and attitude toward risk taking.

The test for measuring the **attitude towards creativity – TTS** is authorship of Eugene Rodsep and it has been already used in research on creativity in Republic of Macedonia. It is quite extensive with 50 offered attitudes and a few words that are chosen through several alternatives. The processing and scoring is made according to a key on the given scale of creativity: from 21 to 14 / uncreative, from 15 to 29 / under average creative, from 30 to 55 / average creative, from 56 to 84 / above average creative, from 85 to 109 / highly creative, from 110 to 140 / extremely highly creative.

The test for measuring the **confidence CC/C** is adapted to the needs of some researchers in Macedonia (K.Petkovski, 2001). Its metric features are not fully tested on our soil. It contains list of given statements with which the respondent may agree or not, the test is easy to check and evaluate by elaborated key. It provides rough indicators on the extent of one's confidence – non confidence on the confidence scale: from 0 to 15 / unconfident, from 16 to 24 / confident, from 25 and more / very confident.

The test for measuring the **reaction towards change - MI-1 (RTCI)** is proposed as a simple and fast tool for identifying the degree of acceptance / repulsion towards change (Smilevski, C., 2000: pg. 529). It contains 30 words referring the change. The preference of certain words that are most often associated with some changes, allows using prepared key and scoring system, to calculate the certain score which then is seen on a scale of acceptance of change: 40 and over / strong support, from 20 to 30 / moderate support; from 10 to -10 / subjection to change, from -20 to -30 / moderate resistance to change; of -40 and less / strong resistance to change.

The **attitude towards risk taking**, recognized through direct response to the question “To what extent do you take risk?” on a scale from 1-7, where the rounded answer no. 1 means: “I often take risks by exceeding the positions that are previously defined, set out, agreed”. And the other extreme under no.7 means: “I almost never take risks by not going beyond what I had previously scheduled, planned, conceived”.

5. DYNAMIC AND STREAM OF THE RESEARCH

As previously mentioned, the study is focused on sizing the entrepreneurial resource of those who manage, operate with organizations, institutions in the Southwest region in the Republic of Macedonia (municipalities of Bitola, Prilep, Demir Hisar, Krusevo, Resen), through determining the extent of some of their personal characteristics that are considered part of the profile of every successful entrepreneur. Hence, the sample consists of 132 managers, owners of private companies and a number of heads of public sector organizations. The choice has been made based on several criteria: a) persons who started and run their own business (in any area); b) persons who applied and participated in the realization of projects connected with the promotion and development of entrepreneurship; c) people who were / are customers of business start - up centers or other development foundations, associations, NGOs working in the area.

Given the nature of the research, the type of research procedures, the usual closure of the business world for the researchers - especially with this type of research, the field work of the research was done on several occasions and it is mainly done in part of the free sessions at several training, seminars, in whose realization we participated. Hence, the overall process of collecting data, with certain interruptions, lasted several months in 2010 and 2011.

6. RESULTS FROM THE RESEARCH

This research focuses on sizing the entrepreneurial resource for those who represent certain example of successful individuals who manage, through determining the levels of their inventive - creative and confidence dimension, as well as the attitude towards risk taking and acceptance of change.

After the conducted research, the results obtained are presented qualitatively and quantitatively, and is used a statistical methodology for concluding by calculating the indicators of the descriptive statistics (measures of central tendency and measures of variability and dispersion) (Table 1). These indicators clearly show the extent to which each of the examined entrepreneurial characteristics is present among managers from private and public sector in Macedonia, which actually is the aim of the study.

After processing of the results a ranking of the respondents was made, separately for each test and for all tests together, collecting the achieved scores for each respondent. The results indicate that there are certain variations in the range of respondents on different tests. Given the deviations in the scores we consider that they are significant and show that very few (about 15% of the total number of respondents) are those who achieved high scores on all tests. In others there is variation in matter that on some tests they achieved extremely high, and on others - extremely low scores.

Table 1 Descriptive statistics' indicators of the examined variables

	TTS	SS/S	MI 1	Risk
Measures of central tendency				
\bar{Y} - Arithmetic mean	60.64	15.13	17.42	4.09
Me – Median	60.00	15.00	20.00	4.00
Mo - Mode	59.00	17.00	30.00	6.00
Measures of variability and dispersion				
Min. – Minimum	29.00	5.00	- 30.00	1.00
Max. – Maximum	95.00	24.00	50.00	7.00
Range	66.00	19.00	80.00	6.00
σ^2 - Empirical dispersion	122.03	16.04	381.10	3.43
σ - Standard deviation	11.05	4.00	19.52	1.85
Kv – Coefficient of variation	18.22	26.47	112.04	45.25
Ka – Coefficient of asymmetry	0.41	- 0.09	- 0.34	- 0.11
n – Sample size	132	132	132	132

From table 1 is obvious that when speaking of the first variable - the **attitude towards creativity (TTS)** the largest part of the respondents fall into the category of "creative above average" ($\bar{Y} = 60.64$). It is confirmed by the graph (figure 2) in which 64% of respondents fall into this category. The relatively high value of standard deviation, however, is a sign that the scores of the most respondents are different i.e. have major deviations from the arithmetic mean value.

In the results for the variable - **confidence (CC / C)** the average score achieved $\bar{Y} = 15.13$ indicates that most respondents are on the limit between "unconfident" and "confident". Most respondents, 53%, were unconfident. As for variability and dispersion can be said that exists pretty high variability, especially considering the values of standard deviation, variance and the empirical coefficient of variation.

As for the **reaction towards change (MI 1)**, the average achieved score $\bar{Y} = 17.42$ indicates "moderate support for change" as characteristic of most respondents. Majority of the - 46% have that attitude towards change. From the range of sores it is evident that with respect to this variable there are big differences from "strong support", to "strong resistance" to change, confirmed by the fairly high value of standard deviation.

The indicators for the fourth investigated variable - **the attitude towards risk taking** - indicate that the most respondents have average willingness to take risk ($\bar{Y} = 4.09$) on a scale from 1 - 7. Here, respondents are fairly divided by "often taking risk" to "not taking risk at all", for which speak the indicators of variability.

All this is concisely presented in the following graphs:

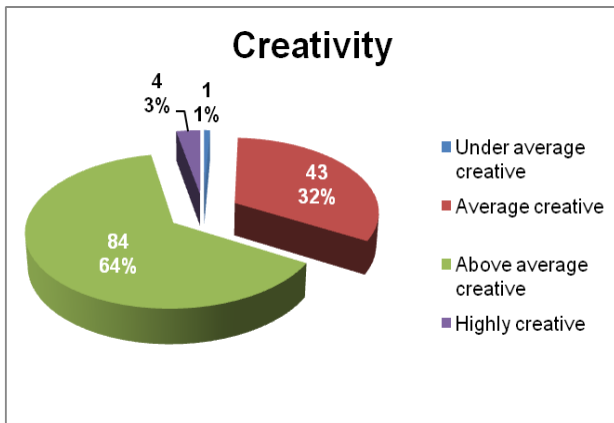


Figure 2 Distribution of "Creativity"

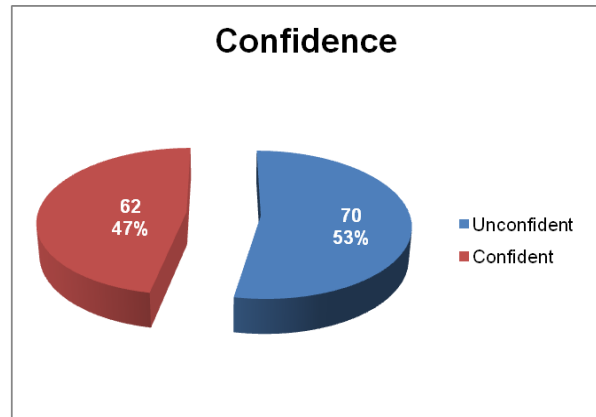


Figure 3 Distribution of "Confidence"

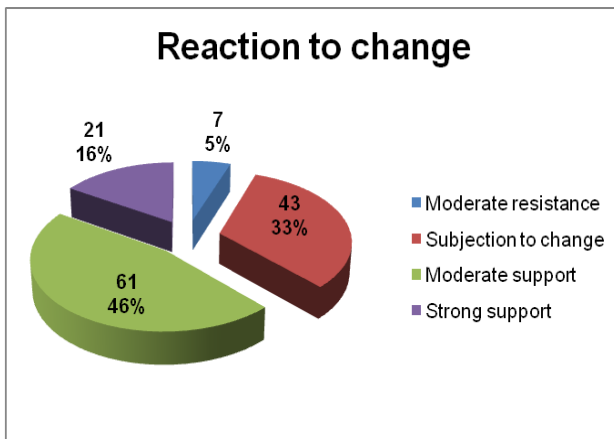


Figure 4 Distribution of "Reaction towards change"

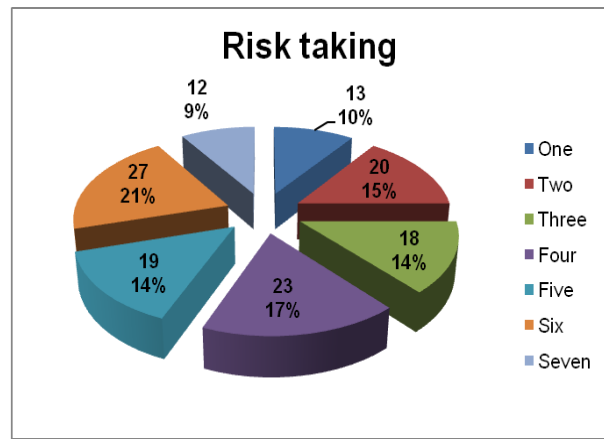


Figure 5 Distribution of "Attitude towards risk taking"

7. CONCLUSION

Given the fact that in Republic of Macedonia do not exist similar researches aimed at determining the levels of these delicate personal parameters, our discussion will remain focused on the indications of some authors from which indirectly can be drawn certain conclusions.

In addition, although it was not subject of this research, however lacking in other studies related to other parameters that we measured, we intentionally focus on the exploration of "the achievement motive" realized in our country. We say intentionally because:

- It is a subject that is of scientific interest since the time of socialism and offers certain comparison;
- It is known that it is a gained motive which is subjected to development and change;
- It is a key of the entrepreneurial profile and
- Its structure includes the attitude towards risk taking and towards change which are variables of our interest. (McClelland according N.Rot, 1987).

Namely, the research conducted in the former Yugoslavia pointed to its low level, compared with levels in the population of developed countries. (Havelka & Lazarevic, 1981) and (Nikolovski, 1991). But its more recent measurements suggest that living in the transition has not remained without influence on the socialization of new generations. Specifically, it is claimed that it has an upward growth and tend to be equalized with the same levels set in the same population of the Western countries. (Donevska, 2010)

Hence, it appears that the issue regarding the risk taking, based on our results, as it was expected, the propensity to take risk is average - $\bar{Y} = 4.09$.

Finally, we can conclude that:

- The results indicate that it is necessary every eventual strategy for encouragement and development of the entrepreneurial potential to contain adequate, adjusted contents and activities which will be implemented under the supervision and guidance of specially selected and trained individuals -

synergists, mentors, especially in the structure of values and attitudes (attitude towards change and risk taking). Even more, given the model and structure of the human capital in which, among other, are distinguished the values for which the famous author and researcher in this field M.Rokic spoke as for "cognitive represent of the connotative." (according Kolevski, N. & Kotevska, M., 1992: 331)

- There are individual cases in the group of respondents who possess personal characteristics regarding all investigated parameters, which can be considered as positive role models that might try to establish certain future cooperation, and the modeling system to encourage and development of the inventive - creative and entrepreneurial potential in our environment.
- By registering of the relatively high score in the attitude towards creativity, in Republic of Macedonia is reinforced the conviction that entrepreneurship is nothing but "market valorized creativity" and is easily explainable with some contemporary concepts and models of the relationship of creativity with other variables (Renzuli) .

Taking into consideration the opinions of the authors Petkovic and Madzar, regarding the definition of the concept and its differential separation from something it is not, which is summarized in the text as "delusions about the concept " we consider that the criteria" successful business " and even more "wealthy boss" often used in the context of determining the level, development, directions, tendencies, etc. of the entrepreneurship, are not fully appropriate in situations when is needed to identify or distinguish models of people - entrepreneurs. Of course, this is due to the existence of many other intervening variables that is obviously difficult controllable in an attempt to define "success, wealth," and ways of getting them. Hence, we believe that our attempt: the models of successful entrepreneurs with who in the future we would like to cooperate, on the way of fostering and development of the entrepreneurial awareness and culture, to choose the group of those who meet a certain level of characteristics described throughout the literature is entirely justified and appropriate. Of course, the variables emphasized in this research are one of the key in that profile.

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