

Entrepreneurship and Strategic Management Nexus: A Multi-Disciplinary Amplification

¹Francis Deinmodei W. Poazi & ²Ebipiri Mahlon

Timi

^{1&2}Department of Business Administration,
Niger Delta University,
Amassoma, Bayelsa State

Abstract

This paper was commissioned to examine entrepreneurship and strategic management nexus as well as establishing a multi-disciplinary amplification with a view to intentionally build a holistic creation of ideas, opportunities, wealth, innovation and strategic actions targeted for the utilization, transformation, and sustainability of opportunities and ideas with a view to gain competitive advantage for organizations. In order words, the ultimate objective of this paper was to establish a relationship between entrepreneurship and strategic management. Also to look at the independent and dependent concepts and coalitions of thoughts of entrepreneurship and strategic management. Interestingly, a context analysis approach or methodology was meticulously applied to scrutinize, derive meaning and give analytical views of extant views of authors and literature of the concepts been understudied. Upon the review and analytical thoughts of entrepreneurship and strategic management, it was clearly found out that, there is a connective line of thoughts between entrepreneurship and strategic management. Although, given the distinctive and robust nature of these fields, the study conclusively alludes and validates to the fact that entrepreneurship and strategic management are knitted in many ways. Again, what still gives strength to the study in aligning these two fields together is owed to the fact that entrepreneurs' may be somewhat flooded with numerous ideas that require strategic management practices to streamline ideas and opportunities into purposeful organizational driven ventures. Notwithstanding, there is a thin line that exists between entrepreneurship and strategic management.

Keywords:

Amplification,
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Corresponding Author:

Francis Deinmodei W. Poazi

Background to the Study

The essence of this discourse is to x-ray various standpoints or position statements to see if there will be a point of convergence as well as establishing a relationship between entrepreneurship and strategic management or they are at variance. To this effect, it is instructive to note at this point to look beyond the individual concepts of entrepreneurship and strategic management thinking rather than critically looking at how both entrepreneurship and strategic management can be merged. It is pertinent to note at this point, that at the end of this study, it will be revealing if these fields have common ground or not or perhaps if these fields should be treated distinctively. It is very indicative that entrepreneurship and strategic management are very crucial for both new as well as established organizations reason been that there is snowballing environmental dynamics as well as intensifying competition globally not minding sizes, when and where organizations are cited but indeed compelling organizations to now building and refocusing on entrepreneurial strategies with a view to compete and survive sustainable (Hitt, 2009; Meyer 2002). In order words, entrepreneur and strategic management are in many ways are quite connected to influence and better the performance of an organization. According to Meyer (2002) and Hitt (2009) entrepreneurship is involved in the identification of ideas or opportunities, whereas strategic management thinking is concerned with shaping such ideas or opportunities into more sustainable ventures in order to gain competitive advantages.

The essence of establishing a connection of entrepreneurship and strategic management actions cannot be overemphasized. However, this writes up is more concerned with the integration of thoughts and philosophies between entrepreneurship and strategic management with a view to forming a new line of thinking and knowledge about these two fields. In order words, we envisaged a positive result of this mix-blood of ideas and thoughts between entrepreneurship and strategic management.

Notably, over the years, entrepreneurship and strategic management have both uniquely made some valuable contributions to the field of management. Even although, their emphases and actions may differ in pursuant of idea generation and opportunity utilization, yet both to an extent are unavoidably connected interrelated, and in many ways complement each other (Ireland, Hitt and Sirmon 2003). In fact, according to Meyer, Neck, and Meeks (2002) entrepreneurship and strategic management are have the link that cannot be easily separated as they but are seen as two sides of the same coin. Nevertheless, the evident intersection between these two research fields has been largely left uncovered so far.

According to Sascha, and Ilkka (2009) the obvious point of connection between entrepreneurship and management so far has been fundamentally left uncovered. Thus, this writes up is concerned with developing a new paradigm of entrepreneurship and strategic management with a view to fashion a better understanding of the intersection. Thus, this writes up will attempt to create an intellectual meeting point of entrepreneurship and strategic management with a focus to contribute to an existing body of knowledge in the field of management.

Conceptualization of Entrepreneurship

Entrepreneurial Perspective

"Entrepreneurship is the process of putting together all the required resources to bring a product or service to the marketplace at a price above the cost of production" (Fems, Poazi, and Abara, 2016: 2). Heretofore, entrepreneurship has been in existence over the years and indeed is a discipline on its own emboldened the frontiers of knowledge over time in the field of management. Entrepreneurship is more than a course of action one may pursue but more than a mindset in an organizational stage, as entrepreneurship create, seize and drive opportunities for the entirety of all of the operations within and outside the organization (Morris et al., 2008). Thus, in some instances serves as an integral part of an organizational core and corporate strategy (Kuratko, Ireland, and Hornsby, 2001).

While some authors see entrepreneurship has a primary focus of innovation, idea identification, creating opportunities, identifying/creation new markets as well as trying to expand existing markets (Kuratko and Audretsc, 2009). While Ireland, Hitt, and Sirmon (2003) and Zahra and Dess (2001) also alluded to the fact that entrepreneurship is primarily aimed at identifying of an opportunity as well creating new markets for expansion. Whereas, at the mercantilist perspective, an entrepreneur is one who identifies an opportunity as well as one who is poised for wealth creation. So at the perspective of mercantilist is about wealth creation. Whereas Ventakaraman (2010) argued that what qualifies or add color for one to be an entrepreneur is if he or she can know how to craft strategies with the aim of making the identified opportunities or ideas generated to be viable one and be able to create wealth. More so, Venkataraman and Sarasvathy (2001) were more concerned about the capacity to put resources together by the entrepreneur.

Entrepreneurial Resource Application and Utilization

In discussing entrepreneurship base on the resource aspect of it, it is not even enough to put resources together because they are so unique on their own, so if not properly managed, they might not necessarily give the needed desired goal to the organization (Barney and Arikan, 2001). They went further to ask several questions; what is the nature of resources? Is it the one that will add tremendous value to the existing products or services? Are there product or service that intend to render or opens up an entire frontier of the new market altogether? Barney and Arikan (2001) propose that what makes resources so unique is the imitability as well as the rarity of the resources that are not easily found everywhere or copied by other organizations. Because if it is easily copied or found everywhere, then the competition is wide open for all and such market is classified as free for all. And the only way resources can be unique and have the level of imitability and not be necessarily and easily copied by other organization is through strategic management actions (Banney and Arikan, 2001).

Jens and Thomas (2013) called rarity of resources as "idiosyncratic" which means that resources are drawn out of the thinking and peculiar to the organization alone organization and are not readily available to another organization to imitate or copy. This will create the rarity of such resources of the organization. Although, some organizations

do not care or mindful of the rarity of their own resources; for instance, FC Barcelona is not mindful of the rarity of Lionel Messi and that is why they were recently humiliated by PSG in the first leg of the European champions league even though they did unthinkable in the second leg. And gradually many clubs around the globe are now tapping on their star players like Lionel Messi, Neymar Jnr. etc. Also the Brazilian team in France 98 world cup were not mindful of the rarity of Ronaldinho, Neymar Jnr. and the likes; which is why the team was embarrassed and humiliated by opponents during and after the World Cup of France 98. Same scenario can be applicable to organization that may have unique products, innovation, technology and even human resources, but did know until if there is some sense of innovation and technological revolution and within a twinkle of an eye competitors introduce technology to outwit such complacent organization in terms faster or smarter customer service oriented package (Chris, 2017).

Notwithstanding, irrespective of how organizational resources can strategically incline and be rarely born out of competition, it does not give that organization to go bed and rest because some organization can be complacent with their old strategies thinking and rarity yet been overpowered by their old foes or competitors. Reason has to be that an organization imitability can be eroded and competitors can gain the competitive advantage if organizations are nonchalant and not taken adequate protection of their resources. The major discourse in strategic management, is proper utilization of resources as well as the uniqueness of those resources that will make an organization competitively outstanding (Poazi; Jasmine and Fems, 2017).

On the other hand, Venkataraman and Sarasvathy (2001) were more concerned about the capacity to put resources together by the entrepreneur. In strategic management, proper utilization of resources is the major discussion and issues as well as the uniqueness of those resources that will make an organization competitively outstanding. Meanwhile, strategic management main focus is about strategy crafting and application of strategies into a useful venture with a view to attaining sustainable desired goals. Furthermore, Venkataraman and Sarasvathy (2001) went ahead to talk about the capacity to put resources together by the entrepreneur. In strategic management, proper utilization of resources is the major discussion and issues. So the major focus is on the uniqueness of those resources that will make the organization outstanding in terms. Whereas Kuratko and Audretsc (2009) point of view concerning entrepreneurial resource utilization perspective is the ability for an entrepreneur or organization to envision all available resources as well as the core capabilities of an organization in terms of how such resources might be uniquely combined to create new sources of value.

Conceptualization of Strategic Management

Strategic Management Perspective

Notably, though, strategic management was indeed born out of the failure of not having the adequate implementation of raw materials, ideas and opportunities in the organization and society at large became much heightened (Mintzberg, 1994). This actually was a concern to many people to think of what best way to salvage the mess already in an

organization as well as the society. As the early school of management was a concern only about the internal aspect of an organization. But the emergence of strategic management that brought about looking at the external environments as well as the internal environment (Mintzberg, 1994).

According to Sascha, and Ilkka (2013), there has been a new phase and central point of researches looking at the strength for organizations to navigate through these several challenges facing a business environment in terms of entrepreneurship and strategic management. Sascha and Ilkka (2013) studies have birthed new thinking and concept called "Strategic entrepreneurship". This move and conceptualization by Sascha and Ilkka (2013) are again directed to change the narrative of entrepreneurship and strategic management into a more directional concept called entrepreneurial strategy. An entrepreneurial strategy is one that is organization-wide vision-oriented with a view to incorporate purposefully entrepreneurial behaviour and continuously rejuvenates the organizational scope of operations through the recognition and exploitation of entrepreneurial opportunity ((Morris, Kuratko, and Covin, 2008). In order words, the entrepreneurial strategy perspective is more focus on the application of creative entrepreneurial thinking to develop a core strategy for the organization.

Strategic management is a process that guides how the basic framework and approach of the organizational strategies with a view to ensuring a continuous renewal and growth of an organization into achieving a more competitive desired results (Kuratko and Audretsch, 2009). Strategic management is the focus in value creation, innovative transformation to derive organizational desired goals (Ireland; Hitt; Camp; and Sexton, 2001). In order words, strategic management is another area of discipline that has emboldened the frontiers of knowledge over time with a view to bringing additional value to whatever the opportunities that have been identified so that the organization can achieve its desired goals. In identifying ideas and creating opportunities, establishing new products and markets, rendering new services, the primary focus is aimed at bringing to bare of creating wealth and nothing more. Nonetheless, this wealth creation that is been talked about can only be made feasible or manifest when strategic management actions or thinking are deliberately and genuinely inputted into the entrepreneurial process.

Furthermore, Mintzberg (1999) and Ansoff (1965) sees strategic management thinking as a way of taking deliberate strategic actions that will make it possible for even competitors not to be able to outwit the organization in the business environment that organization operates. These relevant strategic inputs are resultant as a result of analyses of both internal and external environments for possible formulation and effective implementation of organizational strategy. To this effect, the prerequisite for achieving organizational desired goals/targets and gain strategic competitiveness in the ever-changing business environment is tied in the formation and application of strategic management actions in the day to day running of entrepreneurial processes. In all sense seriousness, strategic management has a primary concerned in deciding the future direction of an organization. According to Hitt, Ireland, and Hoskisson (2009) identified five basic steps that must be followed in strategic management actions:

- i. Examination of internal and external environment: This takes care of the strength and weakness of the organization as well as mitigating or reducing the threat so as to gainfully access the opportunities. It is believed that organizational strategic actions need to be external focus than that of the internal (Kuratko and Audretsc (2009).
- ii. Formulation of long and short-term strategies in form of mission, objectives, and policy trusts in achieving the desired goals of the organization.
- iii. Then implement the strategic plans and actions like budgeting and procedures.
- iv. Evaluation of the performance of the strategy that was applied to know or see if actual meet the present result of the organization.
- v. Then take follow up action via continuous feedback.

But again, from Mintzberg (1973) branded entrepreneurial strategy as an entrepreneurial orientation which has its roots in the strategy making process. Mintzberg according to studies is the originator of the word strategy crafting and his own point of view strategy revolves around 5P's namely: pattern, ploy, perspective, plan, and position (Mintzberg, 1973). A strategy is about concerned with the unification and integrative approach were all departments have a commonality of strategies to breed some levels of synchrony amongst various departments to achieve desired collective objectives of an organization. Thus, strategy leaves us with a serious way of doing business in the ever competitive business environment due to the integrative nature and uniformity of functional departments in achieving desired organizational goals. This informs the position of Hart (1992) that strategy making is an occurrence for almost organization that integrates the aspect of planning, analysis, decision making, and other areas which border on culture, value system, and mission in an of an organization.

Lumpkin and Dess (1996), Hitt and Ireland (2003) discussed entrepreneurship as a strategy in relation to entrepreneurial orientation which allows organization or individual to be willing to risk taking, thinks proactive, thinks innovation as well as incorporating corporate venturing possibly with a view to expanding in diversifying the business to create new ventures that will add up to the portfolio of products that are been offered and the same make them gain competitive advantage so as to achieve sustainable organizational profit level. While a strategy of an entrepreneur perspective is the focus of an entrepreneur crafting a strategy to guide or protect entrepreneurial activities taking place within and out of the organization or business. Thus, in this instance, a strategy for an entrepreneur is to determine how an organization is entrepreneurial in order to stay competitive in business. More so, the strategy of an entrepreneur differs from one entrepreneur to another; because one entrepreneur or individual may be willing to focus on price as a strategy to gain market share while others might go for other factors. Hence, the strategy of an entrepreneur is specific but an entrepreneur as a strategy is more holistic.

Lumpkin and Dess (1996) went further to suggest two additional dimensions of entrepreneurial orientations as competitive aggressiveness and autonomy. The competitive aggressiveness according to Lumpkin and Dess (1996) is that entrepreneurial

intensity of an organizational effort to outgrow or outwit competitors in the business environment with vibrant competitive ambiance and aggressive responses to forestall competitive threats around the business environment. Whereas the dimension of autonomy looks at the independent action undertaken or change of mindset by entrepreneurial organizations or leaders targeted at bringing about a new venture, idea and seeing it to fruition. For instance, the 2016 report of Cable network news (CNN) withdrawal of the Paris climate accord by Donald Trump's led the USA is a clear example of entrepreneurial autonomy of states, leaders of industries.

Additionally, entrepreneurial orientation is an organizational mindset or policies trust as well as actions that characterize the organization into making entrepreneurial decisions and actions. Entrepreneurial orientation based on Miller's (1983) conceptualization are three dimensions namely: Innovativeness, Risk-taking, and pro-activeness.

- i. Innovativeness: This involves the creativity of an entrepreneur or organization to introduce new products/services, technological leadership via R&D into the market.
- ii. Risk taking on the other hand deals with taking a bold step to venture into the unknown, to committing significant resources of an organization or entrepreneurs into the uncertain business environment.
- iii. Pro-activeness dimension is about opportunity-seeking, forward-looking that characterized organizations to introduce new products and services ahead of the competitive business environment as well as having stand-in measures in anticipation of futuristic demand for products and services.

The Essence of Strategic Management

Strategic management itself plays a major role in industry analysis no doubt about it. Strategic management is basically concerned with creating a competitive advantage that will make organization so unique in their products, services and even in human resources that competitors cannot overnight imitate or copy or have but gives such organization leverage ahead of others. So even though the competitive scope of organization increases or become broad as a market leader, consumers will wait for your products in terms prize and quality because the old one met their satisfaction which has in a way made them be cognitively inclined or convinced to the products or services rendered (Chris, 2017). It is a fact of statement that irrespective of the extent which competitors want to try to muscle MTN, Coca-Cola and the likes, they will still be leaders in their own rights as they have overtime overpowered competition because of first entrant marketing philosophies (Chris, 2017). Above all, consumers and customers overtime have been cognitively inclined to products of these two and other big players in the markets, they are not quick to shift ground to patronize others even there is an economic downturn. Because some of these products are not readily available for competitors to copy or produce just the case of Coca-Cola.

Hitherto, most entrepreneurs are just interested in bringing new products available to the market to make more profit as it were but strategic management actions are of the view of making that product or service so unique to be sustainable over time in the market (Chris,

2017). More importantly though, as entrepreneurship activities are poised to create ideas and catch in on opportunities, such situations can be muddled up and confusing, thus calls for the essentialities of strategic management thinking to really prune ideas and opportunities without wasting unnecessary energy and scarce resources with a view to achieving best possible sustainable desired goals.

In all of this, organizations that are competitively advantageous takes efficiency and effectiveness in high premium, although it may come with an extra cost the organization is willing to go through the line. So even if competitors want to copy such products, they may ask themselves a hard question if they can match in terms of cost, quality and all that (Chris, 2017). Again, in strategic management, there is differentiation and diversification to uniquely invest in other related services and products to put pressure on potential competitors and investors. Although, it takes an organization that is strategically inline to open their doors to be vulnerable. Because at the level of strategy by Ansoff (1965) reasoning, an organization has moved from the ordinary mundane latitude to something much more serious to behave strategic actions to really protect their strategies from others.

This is where entrepreneurial alertness comes to play which is a resource by any standard. The entrepreneurial alertness is when an organization very cognizance with whatever happening within and around the ever busy business environment relative to competitors. Furthermore, Entrepreneurial mindset should be an interest in an organization, hence needs to be vigorously pursued at all level. In entrepreneurship is alertness as whereas in strategic management is about been vigilant about the business environment. Banney and Arikan (2001) pointed out that entrepreneurship alertness is a resource on its own to an organization and these resources often times are classified as intangibility assets which organization banks on to succeed. And if these intangible assets are not properly managed, in no distance such organization will be lacking innovative ideas, hence knowledge management which is one strong instrument of strategic management practices become so imperative.

Strategic management in a way moderate the extent of rivalry amongst competing competitors as well as making one strategy safer at every given point in time and levels. So at the strategic level, organizations are mindful of what resources including human resources are privy to use or employ, hence critical audit is conducted around that line to be very sure before using or employing with a view to creating inimitability in order to capitalize on the fortune tomorrow will bring (Banney and Arikan, 2001). In order words, what strategic thinking management or manager will do in this kind of scenario is to strategically think and put some appropriate strategies to guide against loss of such important and rare employee that might open up the organization to some weaknesses. It is very important to note here, that in course of adopting any strategy to outsmart competitors, there should be a connection between the strategy and the underlining philosophy organization, and should be strictly followed in achieving the desired goals. Because, if the underlining philosophies are not strictly conveyed or create a connection between the strategy and the underline philosophy of the organization, then at the end of

the day such strategy may find it difficult to remain sustainably competitive. Hence, an organization should be mindful of the kind of innovation, networks, alliances or partnerships with other organization in order not to sabotage the core values or the underline philosophy of the organization. Factually, it is through strategic management actions and practices that allow organizations to be proactive and to do the cost-benefit analysis before delving into any new alliances or innovation.

Entrepreneurship and Strategic Management Nexus

There exist a thin line between entrepreneurship and strategic management, there is a need to re-echoes what Henry Mintzberg talked about, that ab initio when discussing strategic management, entrepreneurship already exist or ab initio, the person had entrepreneurship mindset when crafting the strategy given that strategy is seen as a ploy. This implies that entrepreneurship was inherent in plotting any strategy. Hence establishes entrepreneurship and strategic management connection.

From Ireland (2003) standpoint all what organization does are concerned with is to survive which is classified as corporate entrepreneurship, hence, called on managers to think entrepreneurial for the organization to survive. But again, in thinking innovation there needs to do a bit of strategic management thinking to maintain steady inflow on income and wider market share. Because even a product or service that seems obvious in the eyes of the organization at the initial point, the product might not sail through into the market and consumers just because some strategic management actions were overlooked upon.

Entrepreneurs have a major target of creating innovation (new product or markets), whereas the strategic management thinkers are focused on creating a competitive advantage for the organization gain unequivocal lead in the market space. Entrepreneurship, as it were, is beyond profit or wealth creation making because there are a lot of issues that draws from entrepreneurship from the point of ideas generation in order to drive such ideas into fruition. More so, if entrepreneurship goes beyond that, then we might need to draw from perhaps strategic management thinking philosophies to be able to manage cultivate and engage new dimensions or perspective.

Recently though, some authorities are now concerned with the collaborative ventures of entrepreneurship and strategic management to better organizational sustainability. This has necessitated the move for entrepreneurial activities to wear strategic management thinking from the point of idea crafting so as to pursue strategic entrepreneurship with a view to exploring the different perspectives of an emerging concept (Kuratko and Audretsc, 2009). Yet, most of the pieces of literature reviewed were not concerned with the intersection of these two distinct fields but were more interested in their individual and unique abilities in influencing organizational growth and sustainability.

Entrepreneurship and Strategic Management Integration

Entrepreneurship and strategic management according to Kuratko and Audretsc (2009) are both crucial and dynamic in organizational performance processes. Kuratko and

Audretsc (2009) went ahead to posit that strategic management is concerned for organizations to be strategically positioned to gain competitive advantages in order to outwit other competitors. On the hand, entrepreneurship is a focus to promote and search for competitive advantages via product, process, and innovative markets. These competitive advantages are gained based on opportunities created that benefit an organization with a given available strength.

Notwithstanding, the integration of entrepreneurship with strategic management, as a matter of fact, be consciously aware of the term "dominant logic" which means the way managers conceptualize the business and critically make decisions in relation to resource allocation to a particular product or department (Bettis and Prahalad,1995). The dominant logic of an organization is an effort to capture the predominant mindset in order to drive the general focus as well as sifting and interpreting it's routine and guides the strategies of the organization. As a result of this, managers will often study and consider only relevant information about the organization's predominant logic with the mind to create entrepreneurship upon which organization thinks through for allocation of resources in order to increase strategic dexterity, flexibility, creativity, and continuous innovation (Morris, Kuratko, and Covin, 2008).

Whereas the other perspective of the integration of entrepreneurship with strategic management is the need for the development of a strategy to specifically to guide entrepreneurial processes and actions taking place in the organization. Although, this raises the question: to what extent is the entrepreneurial focus in the organization that of growing new business within the organization as against transforming already existing venture into a more profitable venture? The second question is: Is there clear direction in terms of the types of innovation expected at each level?

It is becoming clearer that, the approach of inclusive integration for entrepreneurship and strategic management is grabbing attention and recently becoming one of the new paradigms in the field of management. This is owed to the fact that both entrepreneurship and strategic management are poised in value creation, knowledge, and innovative transformation to derive organizational desired goals. Over time, there has been a fundamental interest of studies in strategic management in clarifying differences of organizations in their bid to create value (Ireland; Hitt; Camp; and Sexton, 2001). Of course, this interest is obviously gaining tremendous increase and shared by researchers in the field of both entrepreneurship strategic management.

Lastly, the integration of entrepreneurial (opportunity-seeking) activities and strategic management (advantage- seeking) actions seems to be a trending and prevailing contemporary management approach, and no doubt a necessary pattern for coping with the effects of the new competitive landscape of businesses. More so, both entrepreneurship and strategic management are very much critical and essential for value creation, given that neither of them is sufficient on its own (Ireland et al., 2001 and McGrath and MacMillan, 2000).

Discussions

The general objective of this paper was to establish a multi-disciplinary nexus of entrepreneurship and strategic management. To this effect, the paper reviewed some extant pieces of literature applying a context analysis about the subject matter which some authors that inform the following discussions in no particular order:

- i. Based on the analytical thought process, it became obvious that entrepreneurship primarily focuses on idea identification and creation, creating opportunities, product innovation, identifying/creation new markets as well as trying to expand existing markets. On the other hand, that strategic management actions are basically poised to create value, innovative transformation to derive organizational desired goals. This revelation is also aligned to the position of Mintzberg (1999) and Ansoff (1965) which says that strategic management thinking as a way of taking deliberate strategic actions that will make it possible for even competitors not to be able to outwit the organization in the business environment.
- ii. On the part of the integration of entrepreneurship and strategic management is about breeding entrepreneurial opportunity-seeking activities as well as strategic actions that drive competitive advantage with a view to effects a new competitive business landscape. In order words, the integration of entrepreneurship and strategic management actions are very essential tools for the creation and addition of the value of organizational products and services. Further, the integration base on the studies of Sascha, and Ilkka (2013) birthed a new concept called "Strategic entrepreneurship" with a view to change the narrative of entrepreneurship and strategic management into a more directional concept called entrepreneurial strategy.

Conclusions

Based on the above views by various authors and scholars surrounding entrepreneurship and strategic management, it is clear that entrepreneurship and strategic management play a critical part in achieving desired organizational goals. More so, from the point of view of Mintzberg's were he said that ab initio, at the point of discussing strategic management, there exist an entrepreneurship mindset even when crafting the strategy given that strategy is seen as a ploy. Nonetheless, this paper is that the complementary role played by strategic management and entrepreneurial activities in organizational settings is questionable to a large extent and reasons. The reason to this line of thought is anchored upon the premise that the application of strategic management and entrepreneurial actions and objectives may differ in many instances were some SMEs may not be buoyant enough in terms of sizes, structures, personnel, technological know-how, and other factors. In order words, the interwoven and complementary roles played by entrepreneurship and strategic management actions cannot at all times work in a dynamic business environment where as a matter of fact, some organizations or SMEs were flexibility and responsiveness are vital for their survival (Mintzberg, Quinn, and Ghoshal, 1995). For instance, the small-scale business owner in Swali or Tombia market may not need some strategic management to pursue the entrepreneurial mindset of making a

profit for the sustenance of family needs. Thus, in that instance, entrepreneurship and strategic management actions can be simultaneously applied and not be complimentary.

Another example why entrepreneurship and strategic management cannot be complimentary all the time and situation is based on strength, weakness, opportunity, and threat (SWOT) analyses which a strategic management tool to analyze an organizational internal and external business environment. To a large extent, strategic management tool of SWOT analyses is very critical and applicable to scan through the business environment of large organizational entrepreneurial activities, but using SWOT analysis to analyze small medium enterprises (SMEs) may be unrealistic and doubtful considering majority of SMEs differ from large enterprises in their amount of resources, it is doubtful in personnel as well as the cultural, organizational, and financial conditions. Hence both entrepreneurship and strategic management needs to use their respective activities and actions or channels for greater entrepreneurial and strategic awareness for both large organizations and SMEs independently. Although, and respectfully, align if necessary to advance the course of both fields to actualize the desired goals or either small or large organizations.

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