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Verica Babić, Ph.D.**

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THE ROLE OF ALTERNATIVE CORPORATE ENTREPRENEURSHIP ORGANIZATIONAL FORMS IN ATTAINING SUPERIOR COMPETITIVE POSITION

Jelena Erić, MSc¹

Verica Babić, PhD¹

Jelena Nikolić, MSc¹

Abstract: *Corporate entrepreneurship is a business activity driven by organizational vision and based on entrepreneurial initiative that continuously rejuvenates organization and shapes its operations through exploitation of identified business opportunities. This concept encompasses new business creation within the existing business activity or organizational transformation incorporating redefinition of key organizational values and attitudes. Encouraging internal innovative activities is a prerequisite for new values to be created, resulting in enhanced performance and viability of the organization, aimed at attaining a superior competitive position.*

The management structure is willing to establish favourable organizational environment, ready to embrace and support corporate entrepreneurial activities only if potential outcomes are perceived as positive and satisfactory. Management plays a crucial role in promoting corporate entrepreneurship especially in terms of establishing effective communication through synthesizing and dissemination of information, initiating and encouraging entrepreneurial initiatives, and obtaining resources for their implementation. It is necessary to study the complex nature of corporate entrepreneurship more thoroughly, with special attention paid to heterogeneity of organizational forms, classified in this research paper according to two key dimensions, corporate ventures and strategic entrepreneurship. In the final section, further research directions will be outlined, especially the potential for application of single forms to different organizational contexts, as well as the influence corporate governance mechanisms have in promoting corporate entrepreneurship.

Keywords: *corporate entrepreneurship, competitive advantage, corporate ventures, strategic entrepreneurship*

Introduction

In last two decades, organizations have been facing dramatically changing environment, leading to transformation of the core essence of competitiveness. Never ending changes are forcing management to reconsider the organizational mission and become more flexible in meeting the stakeholders' interests. Organizational culture traditionally based on principles of subordination, minimizing errors and performing activities within defined working procedures has become an obstacle in attaining adequate level of flexibility and creativity. It is necessary to build the entrepreneurial culture that will enhance inventiveness, initiative, taking risk and responsibility. One of the key preconditions for building such a system of values is the commitment and active support provided from the overall management structure. The ability of thinking and acting in entrepreneurial way, constantly innovating and encouraging *creative destruction* process in the organization is becoming one of the main sources of competitive advantage (Morris, Kuratko, 2008).

This research is focused on analyzing and giving contribution in understanding key organizational prerequisites for stimulating entrepreneurial behavior, as well as to point out possible impacts alternative organizational forms of corporate entrepreneurship might have on competitive position of organization.

¹ Faculty of Economics, University of Kragujevac

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