

ENTREPRENEURSHIP AS A BASIS OF SELF-MANAGEMENT ON THE WAY TO CAREER

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Abstract: The aim of the article is to present the issue of self-management in the context of the development of entrepreneurial characteristics and behaviors. In the theoretical part, the author briefly discusses the essence and concept of entrepreneurship. Then, describes an enterprising person focusing primarily on its characteristics and behaviors. The practical part of the article presents the concrete examples, showing how environment's operators, in what circumstances and how, they can affect the development of entrepreneurial attitudes. The author shows examples of how an entrepreneurial personality, at various stages of development, can be evolved, beginning from childhood, school years, up to a period of higher education.

Key words: self-management, career management, entrepreneurship, entrepreneurial characteristics and behaviors, conditions of entrepreneurial attitudes

Introduction

Management, and particular the self-management, is a particular type of human activity. Broadly understood entrepreneurship may be its basis. In the literature many studies showing entrepreneurship from different points of view can be found. The economist sees it as a factor of development, as a human activity, whose aim is economic projects' launching and developing (Carree and Thurik, 2003). The psychologists consider entrepreneurship as a collection of features and focus on the entrepreneur's personality, its way of thinking, reasons for the action, attitude to risk. The sociologists treat entrepreneurship as a phenomenon, which occurs in a social reality. They investigate the cultural background of its development, as well as the influence on societies' change and development. So entrepreneurship is a multi-faceted concept, which can be presented in many contexts of interpretation. Lack of a clear and widely accepted interpretation, leads to further analysis of the concepts and ideas connected with entrepreneurship. It is worth to note, that it is a concept which, over time, has evolved.

Continuous development of entrepreneurship determines the need for continuous classification and systematization of it. The arrangement allows for comprehensive interpreting and highlighting the complexity of the issue. Selected definitions of entrepreneurship are presented in Table 1.

To conclude the presented above entrepreneurial's approaches, it can be stated, that the primary determinant of activity undertaken by human is a desire to achieve certain benefits or success (Tomski, 2014). To achieve it, the entrepreneurial activity aims to meet the needs of receivers by offering them the desired products or services.

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Table 1: The Entrepreneurship definitions in terms of selected authors (*Author's own work based on: Kapusta, 2006, Kukowska and Pytel, 2007, Piecuch, 2010*)

Author of the definition	The Entrepreneurship definition
M. Bratnicki	It is such an activity of the entrepreneur, as a result of which, he gains richness, and at the same time, increases the pace of change in the economy, using his talent and luck.
R. Cantillon	It is an ability to foresee and willingness to take risks in the context of conducting activity.
P.F. Drucker	It is resources' collection and utilization, in order to achieving designated results, the ability to use arising opportunities. It is also a creation of new business ventures, having its source in innovations or its creative imitation.
R.W. Griffin	It is a process of organizing and running a business, as well as taking the associated risks. It means launching an economic project and perform an active role in its management.
R.D. Hisrich	It is a process of creating the new value, using the necessary resources and effort, taking into account the financial, psychological and social risk, aiming to achieve the material benefits.
T. Kraśnicka	It is a kind of people activity (acting individually or within the organization), using the appearing surrounded occasions, seeking to realize the projects, generating economic and/or non-economic effects to its entities and their surroundings.

The entrepreneurial behavior is associated with the need to incur certain expenditures and resources (both material and immaterial). It is worth to note that entrepreneurial activity requires to possess certain qualities, knowledge and skills, and the same activity is associated with a high degree of risk (hence not every project ends with a success). In the further part of the article, the author's attention will focus primarily on the person, which can be described as entrepreneurial. Its features will be analyzed, and how they are shaped by the external environment.

Enterprising Person as the Perpetrator of Entrepreneurial Activities

Like the entrepreneurship, the concept and essence of entrepreneurial person can be seen in different perspectives. For economists, it will primarily be an innovator that managing the available resources, reaches the intentional effects. From a sociological point of view, it will be a person, who focuses on meeting its own needs and aspirations. In turn, in the collectiva theory, enterprising person is, first of all, an entrepreneur, who creates new job positions.

Analyzing the available in literature definitions, can be summarized, that the enterprising person is the one that takes some activity to make a profit. In order to achieve certain benefits, He involves the available resources. The enterprising person often is identified with a person, who first creates and then manages the company (Brzeziński, 2007). B. Piasecki draws attention to the diversity

of functions, that entrepreneur performs. Among them are mentioned as: organization and coordination of economic resources (J. Say, Schumpeter, R. Cantillon, I. Kirzner), the supply of capital (A. Smith, L. Mises), independent decision making (R. Cantillon, J. Keynes, L. Mises, A. Marshall), creating new products (R. Hisrich, J. Thünen, J. Schumpeter), and the willingness to take risks in changing conditions of uncertainty (R. Cantillon, D. Miles J. Thünen, F. Knight, D. McClelland) (Piasecki, 1997).

A variety of functions and roles, that can be performer by enterprising person, indicates a high diversity of this population. It is worth to note that enterprising person has some, the specific personality characteristics. Table 2 presents a collection of entrepreneurial attributes according to selected authors.

Table 2. Entrepreneur's characteristics according to selected authors (*Author's own work based on: Otoliński, 1996; Bieniok, 1998; Milian 1997*)

Author	Entrepreneur's characteristics
A. Gibb	initiative, the high skills of persuasion, moderate propensity to take risks, flexibility, creativity, independence, the ability to perceive and solve problems, high need for achievement, leadership skills, willingness to work hard
E. Otoliński	mental acuity, intelligence, energy, innate leadership, courage in making difficult and risky decisions, and the ability to predict future events
J. Stankiewicz	adds the features such as: a positive attitude to new situations, initiative, ingenuity
T. Kraśnicka	adds to the above, the failure accepting
T. Gruszecki	draws attention to the wake of confidence in the environment ("must be more ethical than the average member of society")
L. Milian	initiative, self-confidence, courage, responsibility, proper knowledge about the market possession, the ability to organize, conduct and cooperation, negotiation skills, high career aspirations

Among the characteristics of an enterprising person, the author of the article pays particular attention to: activity, willingness to take risks, the ability to adapt to changing conditions, perception of opportunities and their use, innovation, self-reliance, ingenuity, tenacity of purpose, diligence, responsibility and high career aspirations. Because each of these features may be perceived differently, it is worth to briefly interpret them. The first is defined as an activity or dynamism, it can be understood as an attempt to change, and that will be beneficial for the entity. The willingness to take risks is focused on making the decision to join to the action, assuming an uncertain goal (Jencova et al, 2013). Another attribute of an enterprising person is the ability to adapt quickly to changing conditions, so immediate revision of action in the case when the initial conditions were changed. The enterprising person should also have the ability to perceive and use the opportunities in order to achieve the intended purpose. Innovation, in turn, can be

understood as a novelty, so an intentional act in a situation, where general conditions their use are not known. An extremely important feature is also a self-reliance, which evolves in the process of gradually achieving the operational control in pursuit of the goal. Enterprising person should also be inventive, so capable to create something new and to creative thinking. The author also draws attention to the perseverance and diligence, defined as involvement in the Project, despite unfavorable external conditions. In turn, the responsibility may be viewed as bearing the consequences of taken actions. The last characteristic relates to high professional aspirations reflecting the consistent pursuit of life's plans.

It should also be noted, that these personality characteristics, depending on changes in the environment, can vary in intensity, and thus varying degrees of effectiveness can foster entrepreneurial activities. Furthermore, despite many years of research on issues of characteristics and behaviors of entrepreneurs, still the pattern has not been identified and thereby define the commonly accepted attributes, that could distinguish the entrepreneurs (Piasecki, 2001). In the further part of this article, the concrete examples showing which entities, at what time and under what circumstances, can shape characteristics and entrepreneurial behavior will be presented.

Shaping the Entrepreneurial Characteristics and Behaviors

For many years, there has been a polemic whether entrepreneurship is an innate or acquired characteristics. Most discussing, however agree, to conclude that entrepreneurship can be learned. Shaping the entrepreneurial attitudes of a man is admittedly a difficult, but possible task.

The easiest is to influence on the youngest generation. Shaping the entrepreneurial attitudes in a child is not possible without education, where the environment of family home and the school, plays a special role. A child acquires the skills thanks to an innate curiosity about the world. The first teachers are, of course, parents. They shape, through the educational process, character's traits, important in an adult life. Even 5-year-old child can be taught how to become a leader or develop self-confidence. During play, you can show the children, how and why to set various goals, and how to strive for their implementation. Many adults cannot take advantage of appropriate opportunities, and children can be taught how to look for opportunities and how to respond when they occur. It should be given a chance to invent the different ways to solve the current problem, even when, it seems to be irrational to the adults, that in the future, instead of focusing on the problem – will be able to intuitively create its solution. Buying and selling are inseparable elements of everyday life. It is relatively easy to teach children making a favorable exchange – personalny made product can be converted into money or other product.

In the "adult business" they will use these skills while selling products and services, negotiating prices or acquiring investors. What is interesting, children brought up in wealthy families and hothouse conditions, are less predisposed to

the development of their entrepreneurship. Perhaps, due to the economic status, they have no need to acquire something. It is worth mention, that one of the important aspects of modern education is a Money management. It is commonly accepted, that children, at some point in their lives, get pocket money in order to early learn the ability to manage their money.

As a result, in the future, it is easier to plan, save and manage money - so he knows the basics of financial management. K. Rybinski says that regularly received pocket money, kneads at the children, a culture of regularly receiving money – so the culture of being a worker. While, in Turkey, being an entrepreneur counts, the success will refer not the one, who has a job, but who gives work to other people. Therefore, children are prepared for an employer's career. If they earn money thanks to their own ideas, they will get from parents as twice as much (Rybiński, 2010).

The next stage is the period of the school. A great opportunity to develop in children the skills of independent thinking, creating different ways of solving problems, are teachers who allow students to wander and independent search for the right way to obtain the correct answer. It is worth mentioning, that practically in every area an entrepreneurial attitude among young people can be shaped. Thus, for example, teachers of mathematics may allow for creative solutions of the problem, and and the polonists on any interpretation of the literary works. Time at school, is the period in which, such qualities as faith in their own abilities, personal courage, resourcefulness and the ability of creative and innovative problem solving are the easiest to develop. These features can be further developed by an enterprising adult. For several years, in secondary schools, a subject, which topics strictly applies to entrepreneurship, is realized.

The topics presented in the manual about the entrepreneurship, is obviously adapted to the youths' needs and opportunities. It teaches the ability to control their lives and make conscious decisions, and also encourages the entrepreneurial behavior in various spheres of life (such as family, companies, organizations, associations). The lesson from this subject is one of the forms of students' activation to use interesting educational projects. With the help, are coming here the academic institutions and foundations, that provide teachers with specialized materials, that are interesting didactic material. Students will be more likely interested in the subject, if they use a computer and the Internet's resources to create the educational projects of banking, economic or social subject, which of ten are quite labor consuming.

E.Osuch and W.Osuch present in their article, institutions providing the educational projects and materials (Osuch and Osuch, 2007). These include as follows:

- Foundations: the Junior Achievement Foundation, the Kronenberg Foundation, the Center for Citizenship Education, the Commander Foundation, the PZU Group Foundation,
- Banks: Narodowy Bank Polski (NBP portal), Citibank,

- Newspapers: Gazeta Wyborcza (Moje finanse z klasy do kasy),
- Local governments:
 - Local government institutions, eg.: the Malopolska Institute of Local Government and Administration (Business Junior contest),
 - Universities, eg.: Cracov University of Economics (the National Managerial Competition).

It is Worth to use a fact, that school children are interested in life, open and docile. So of ten, on these extracurricular activities, they can broaden their horizons, learn a teamwork and leading. Extra-curricular activities help in the self-development and shape, more conscious of their needs and abilities, an active youth.

The next step in the development of entrepreneurial attitudes is the period of study. Although, the basic task of universities is to provide knowledge, experience and research findings (in the form of lectures, seminars, labs and exercises), more often the students attention is directed to the activity that focuses on developing appropriate personality characteristics. Showing, where and how to find the necessary information, and then how to use them in practice, may be insufficient in their future careers.

Entrepreneurship cannot be learned in such way, unfortunately, cannot be remembered. Shaping the entrepreneurial attitudes, among students may be treaded through (Olearnik, 2007, Kurowska Pysz, 2014, Tabor, 2014; Ślusarczyk and Broniszewska, 2015):

- changes in the plans and programs of study, resulting from the education reform,
- selection of appropriate teaching methods,
- interest groups' and scientific circles' activities,
- apprenticeships as a result of cooperation between universities and the external environment,
- organizations and associations (eg. academic incubators, career offices).

It is worth to take a closer look at the activity of the two entities that in a special way shape the entrepreneurial attitudes. The career offices or academic incubators act at most universities. Their work focuses on supporting students in the field of self-development and self-improvement (Sroka, 2014). Can be distinguished here: realization of training courses and workshops, conferences, seminars, meetings with people who may be the authorities in the field, preparation of simulation games, where in a safe, often in virtual conditions, the business idea can be tested. Especially, popular are the soft skills trainings that enable students to recognize their strengths and weaknesses. During the self-management training in time, creative problem solving, effective communication, assertiveness and creativity, it is possible to better understand both, own capabilities and limitations.

Another aspect of the way to the development of entrepreneurial characteristics of students is the opportunity to improve communication skills in a foreign language, and to connect the business contacts, during the trips abroad, in the Erasmus program for example. To meet the students' needs, especially, those declaring their

intention to start their own businesses, universities, are adapting their curricula, in order to the best prepare them to start their own business.

The effects of education are therefore: development of entrepreneurial attitudes, creativity and innovation, and the acquisition of knowledge and practical skills to start and run the own business. However, the messages only, are not enough, because a precondition for starting a business is the possession by the creator, a personal entrepreneurship. This term is defined, inter alia, in the dictionary of the Polish language, and brings to the team of some human qualities, such as:

- independence,
- ingenuity, innovation,
- perseverance in pursuing goals, resourcefulness, diligence,
- taking initiatives and risks, willingness to act,
- quickness and efficiency.

In many Works, a mathematical model of personal entrepreneurship can be found. It is the sum of congenital factors (genes), intelligence (IQ), emotional intelligence, knowledge, background and motivation. Such a definition should be supplemented with a large dose of positive thinking. Many scientists believe, that entrepreneurship is an innate characteristic, depended on the family upbringing and in school, which can be developer or ceased. The personal entrepreneurship must be, therefore learned in school, to show the youths the opportunity to plan and manage their lives, constant selecting the right way to achieve their dreams and life goals. H. Bieniok points out that entrepreneurship requires optimism, and the life success depends on the mindset and attitude towards others (Bieniok, 2007). The optimistic judges its failure as a transitional state, which constitutes another experience on the road to success (Cassar, 2007; Gabrielsson, 2011). Additionally, high self-esteem and motivation are essential factors, necessary for the career management. It is also worth mentioning, that the decision about starting the own business, is not always linked with the possibility of receiving material benefits or profit. The motive of action is sometimes a choice between a wage labor, being unemployed and being a self-employed. Often, a work in own company, is treated as a Chance for success and self-development.

Conclusions

The entrepreneurship in the ordinary sense is understood as the team of entrepreneurial human's characteristics, who is most often, the owner of a thriving business. It is therefore taken as the basis for economic development. The modern exemplary citizen should be a perfectionist, with an open mind and self-discipline, innovative, active, courageous, critical, responsible and honest. Shaping characteristics and entrepreneurial attitudes, requires a lot of work from, both from the learner and taught. A special role the university plays, which in the fields related to the management and economics shapes the entrepreneurial graduate and citizen, capable to meet the requirements of a competitive environment. During the studies, traineeships, students can gain a first professional experiences, useful both when

running its own business, and during an employment. Thanks to studies, precise skills and analytical thinking are being developed, to use the theory to solve problems, in practically every area of life, in education, business or industry. An entrepreneurial attitude is useful not only when running the own business, but also when working on any paid employment.

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PRZEDSIĘBIORCZOŚĆ JAKO PODSTAWA SAMOZARZĄDZANIA W DRODZE DO KARIERY

Streszczenie: Artykuł ma na celu zaprezentowanie problematyki zarządzania sobą w kontekście kształtowania cech i zachowań przedsiębiorczych. W części teoretycznej autorka krótko omawia istotę i pojęcie przedsiębiorczości. Następnie charakteryzuje osobę przedsiębiorczą koncentrując się przede wszystkim na jej cechach i zachowaniach. Część praktyczna artykułu prezentuje konkretne przykłady wskazujące, jakie podmioty otoczenia, w jakich okolicznościach oraz w jaki sposób mogą wpływać na kształtowanie postaw przedsiębiorczych. Autorka wskazuje przykłady, w jaki sposób można rozwijać osobowość przedsiębiorczą na różnych etapach rozwoju jednostki, począwszy od dzieciństwa, lat szkolnych, aż po okres studiów wyższych.

Słowa kluczowe: zarządzanie sobą, zarządzanie karierą, przedsiębiorczość, cechy i zachowania przedsiębiorcze, uwarunkowania postaw przedsiębiorczych

企業家精神自我管理對職業的方式基礎

摘要：本文的目的是在企業特徵和行為發展的背景下提出的自我管理的問題。在理論部分，筆者簡要討論的本質和企業家精神的概念。然後，描述了一個積極進取的人，主要集中在它的特性和行為。製品的實際部分介紹具體的例子，說明如何環境的運營商，在什麼情況下，以及如何，它們可能會影響創業態度的發展。筆者演示了如何一個企業家的個性，在不同的發展階段，可進化的例子，從童年，學年開始，到一個時期高等教育。

關鍵詞：自我管理，職業管理，創業，創業的特點和行為，創業態度的條件