



SIFAT DASAR KEWIRAUSAHAAN (Lanjutan)



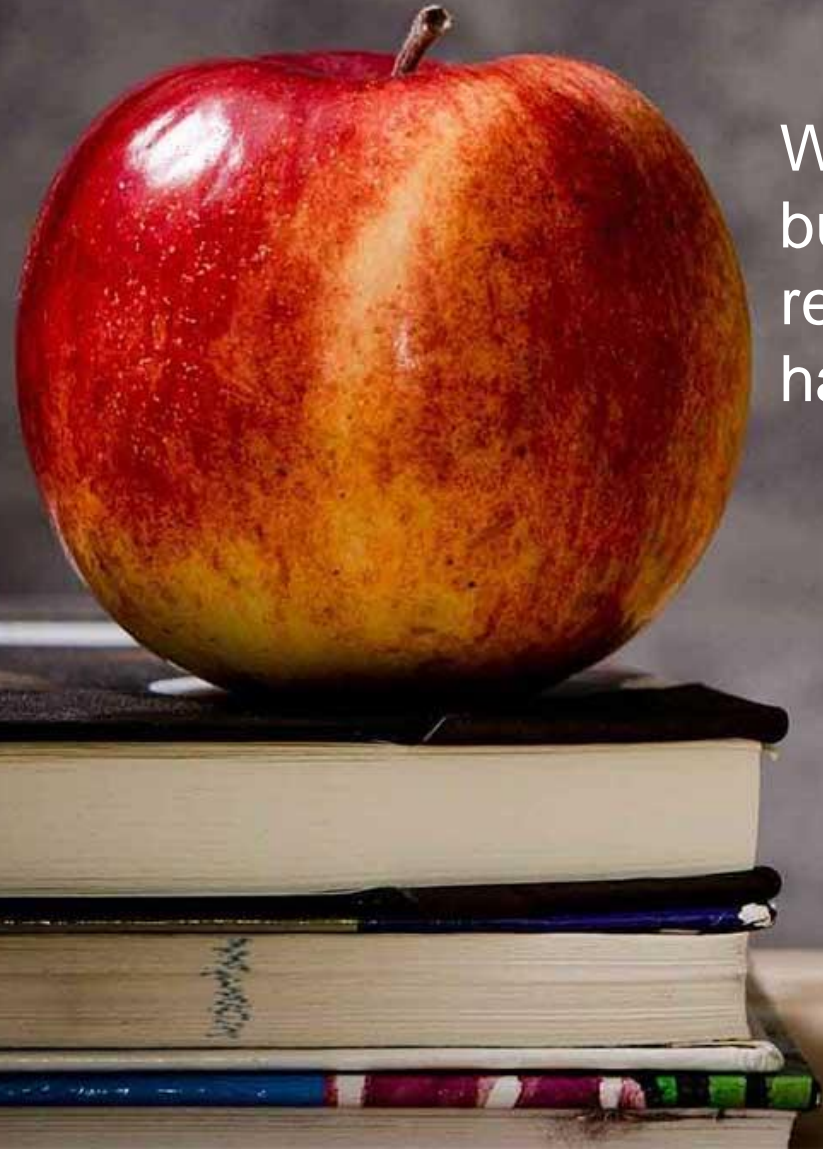
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The entrepreneur as a person



We are all different, not only in the way we look but also in the way we act and in the way we react to different situations. We talk of people having consistent personalities.



The great person

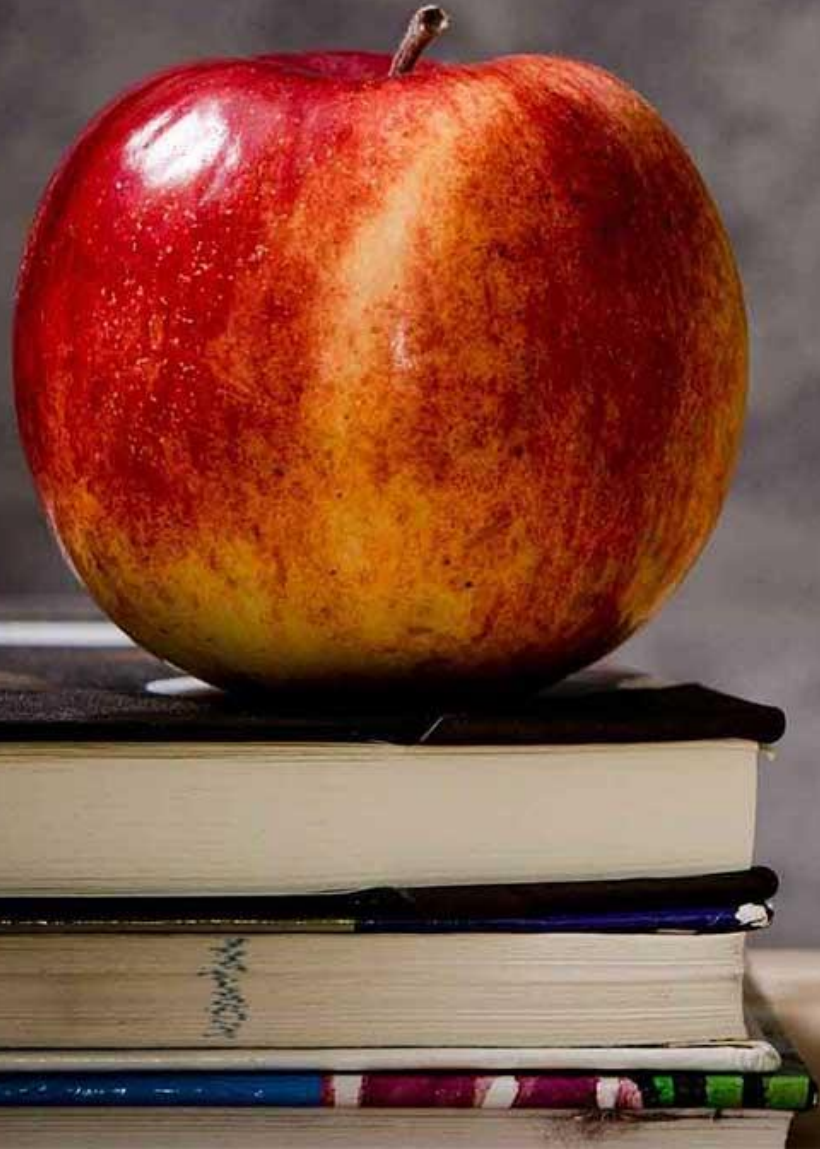


An immediate reaction when faced with an entrepreneur, or indeed anyone with influence and social prominence such as a leading statesman, an important scientist or a successful artist, is to regard them simply as being special: as a 'great person' who is destined by virtue of his or her 'nature' to rise above the crowd. Such people are born to be great and will achieve greatness, one way or another.

The 'great person' view can often be found in biographies (and not a few autobiographies) of entrepreneurs. It is a nice narrative and an inviting angle biographically or journalistically.



Social misfit



Another view which forms a marked contrast to the great person view but which also has a great deal of currency is the idea that entrepreneurs are social misfits at heart. In this view someone is an entrepreneur for an essentially negative reason: they are unable to fit into existing social situations. As a result the entrepreneur is driven to create his or her own situation. It is this that provides the motivation to innovate and build new organisations.



Personality type



The conceptual basis for the personality type view of entrepreneurship is that the way people act in a given situation can be categorised into one of a relatively limited number of responses. As a result, individuals can be grouped into a small number of categories based on this response.

For example, we may classify people as extrovert or introvert, aggressive or passive, spontaneous or reserved, internally or externally orientated, etc

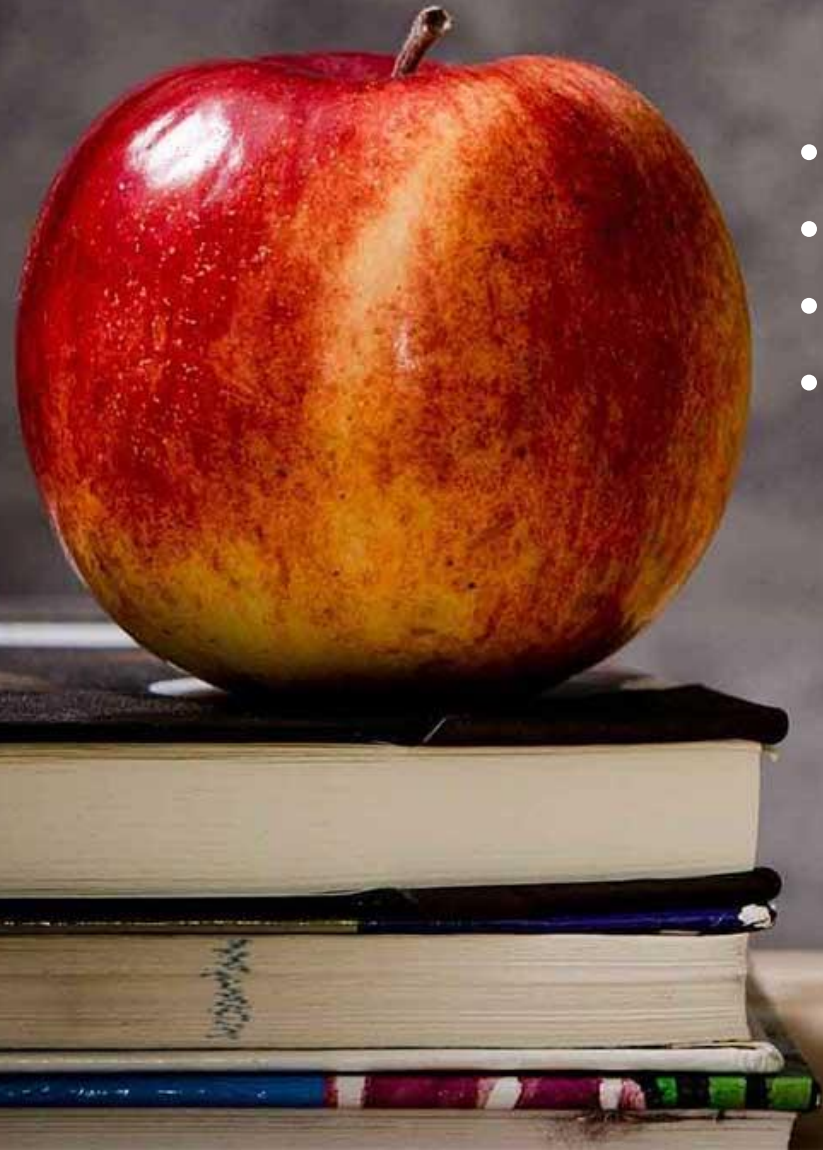


Entrepreneurship: a style of management

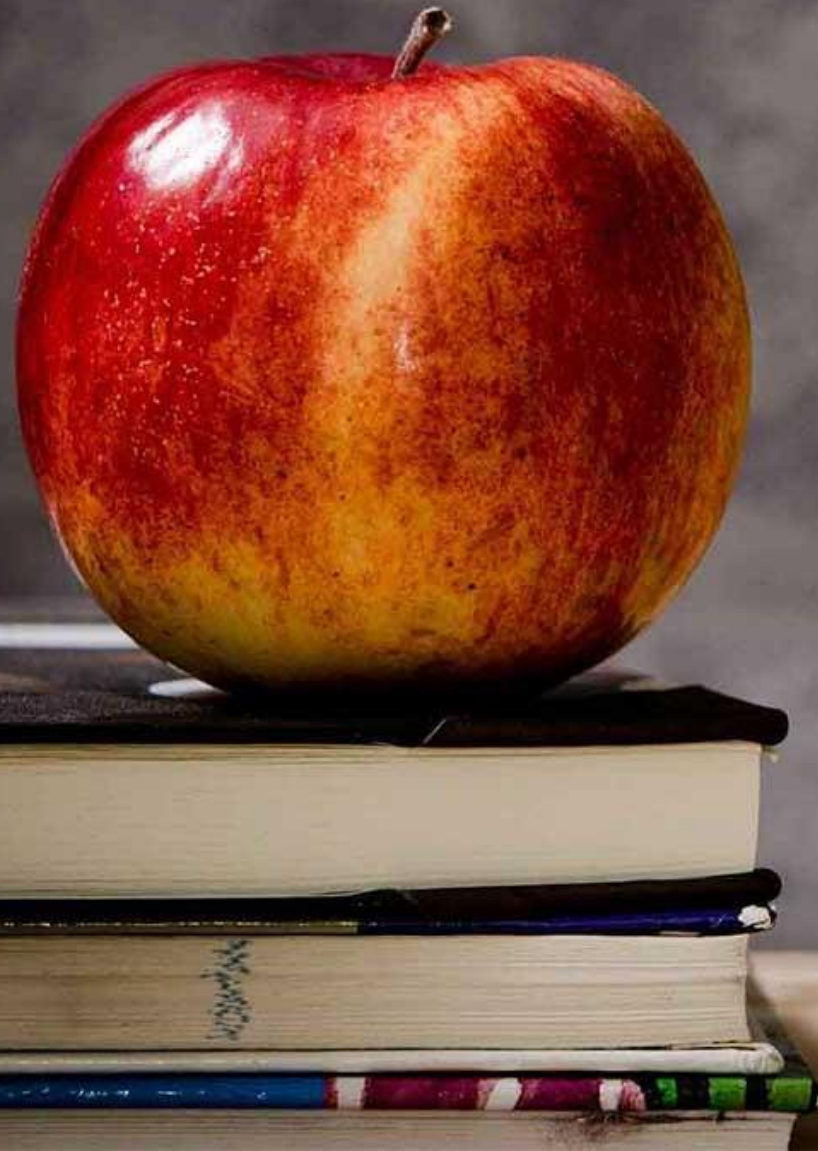


What we can say with confidence is that an entrepreneur is a manager. Specifically, he or she is someone who manages in an entrepreneurial way. More often than not they will be managing a specific entrepreneurial venture, either a new organisation or an attempt to rejuvenate an existing one. The entrepreneurial venture represents a particular management challenge.

The nature of the entrepreneurial venture characterises and defines the management that is needed to drive it forward successfully



- A focus on change
- A focus on opportunity
- Organisation-wide management
- Entrepreneurial managers as venturers



An illuminating characterisation of entrepreneurship is offered by Czarniawska-Joerges and Wolff (1991), who use the language of theatrical performance rather than economics to distinguish among *management*, which is:

the activity of introducing order by coordinating flows of things and people towards collective action

and *leadership*, which is:

symbolic performance, expressing the hope of control over destiny

and *entrepreneurship*, which is, quite simply:

the making of entire new worlds.



The human dimension: leadership, power and motivation

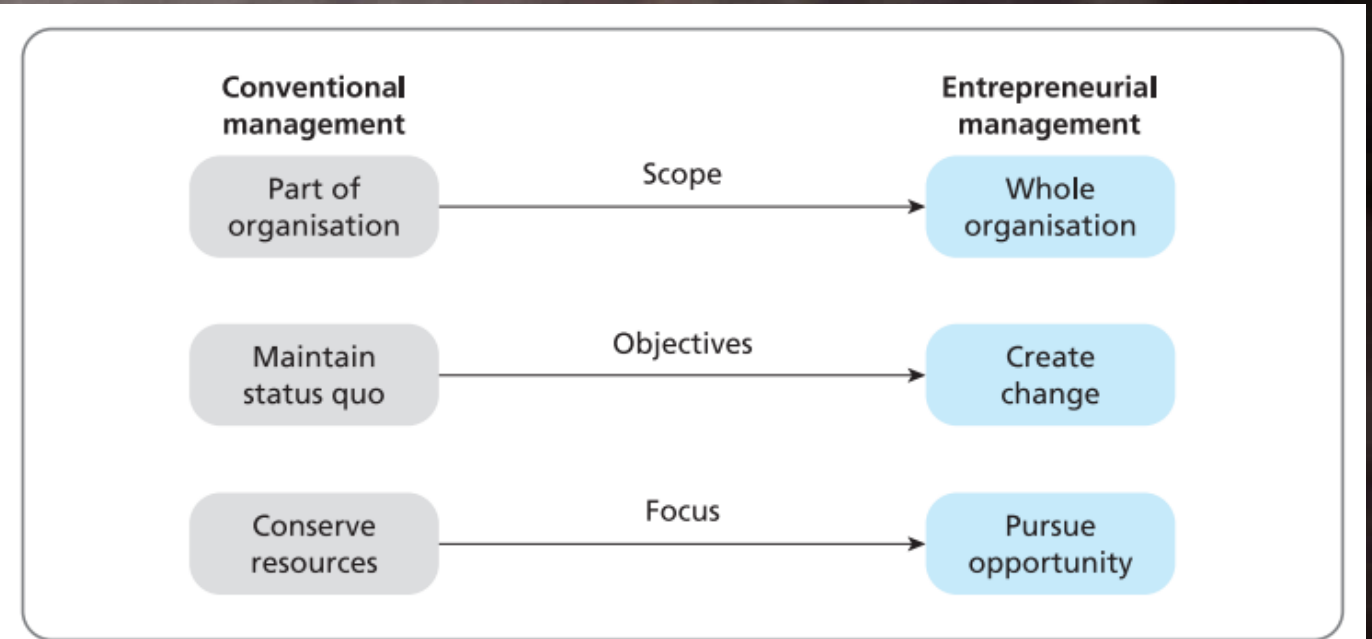


Figure 1.1 Conventional management and entrepreneurial management: a comparison

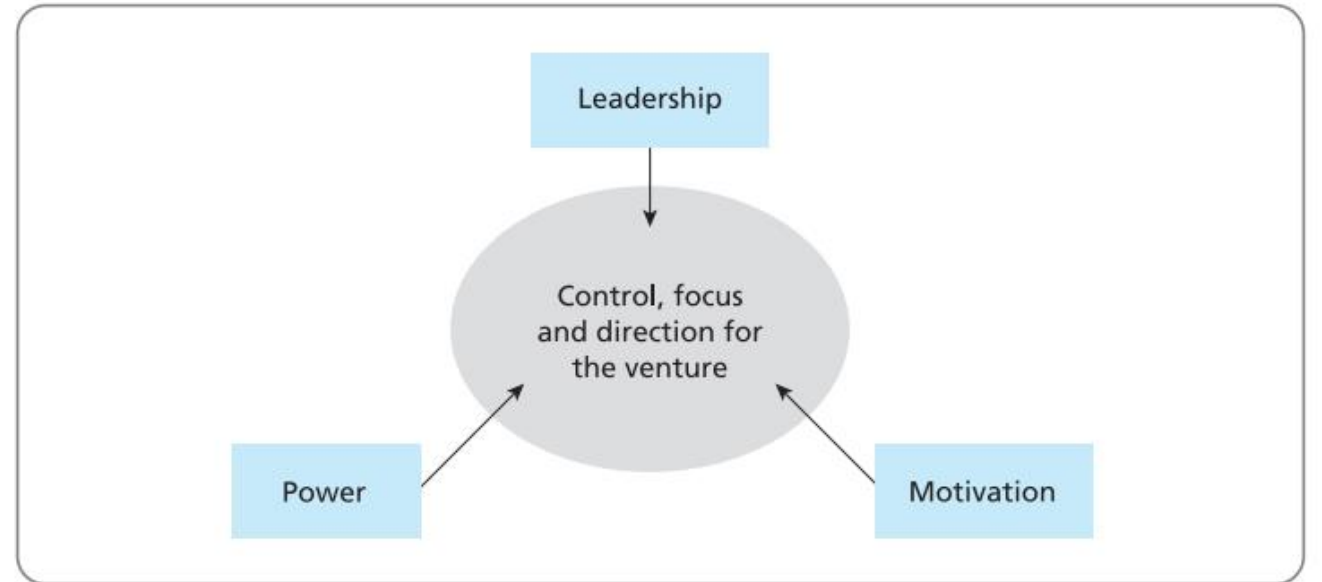
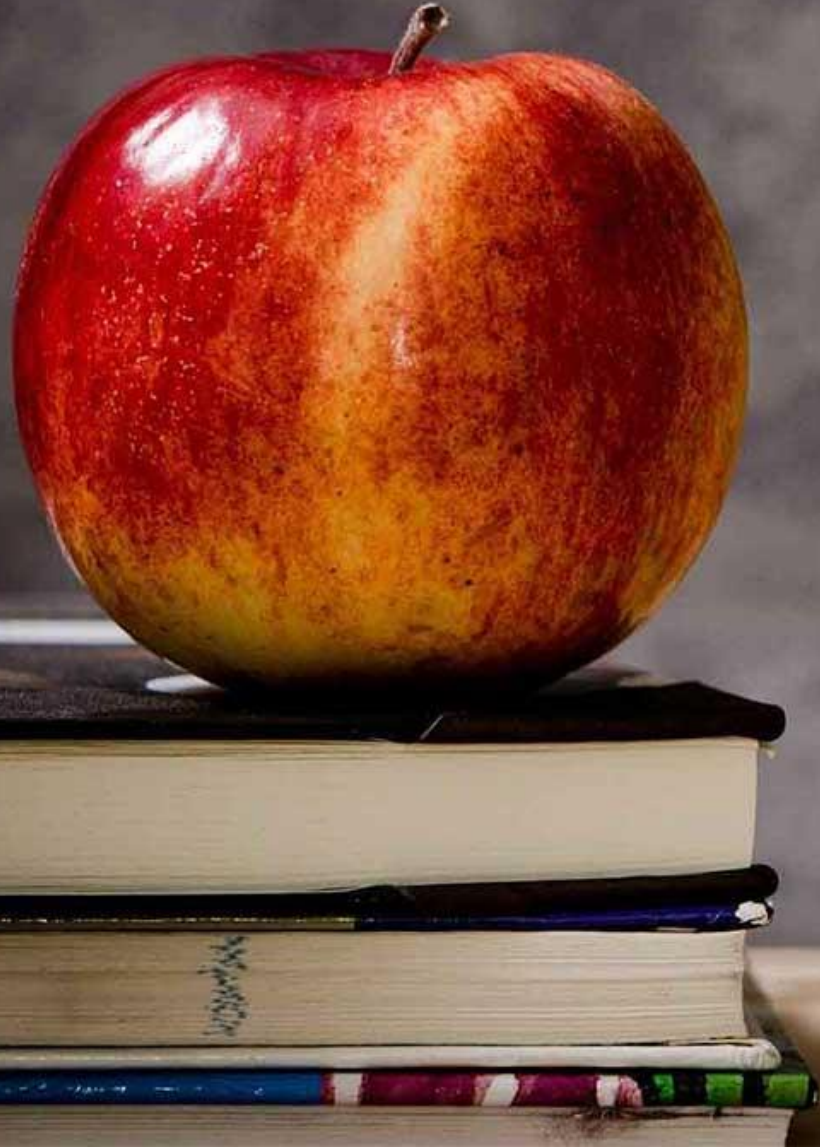


Figure 1.2 The dynamics of entrepreneurial control: leadership, power and motivation



CASE

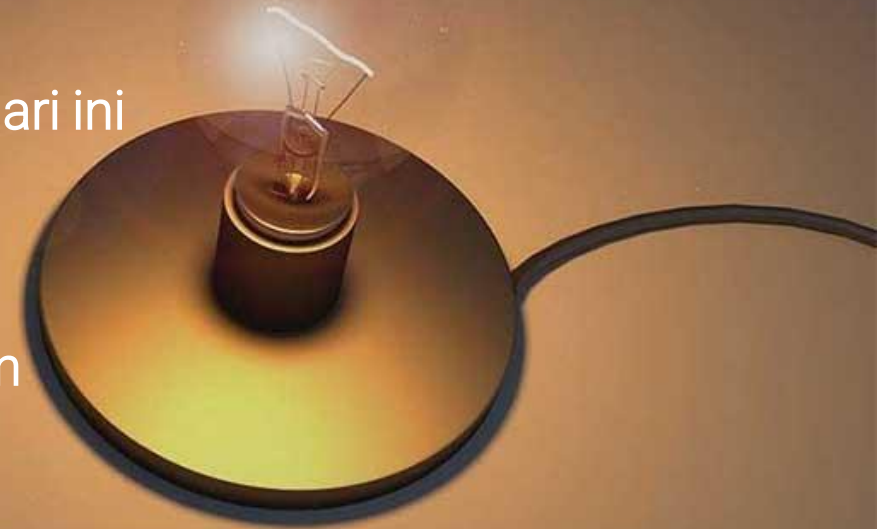


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