



## Indigenous Entrepreneurial Model of Rural Tourism in Iran (Case study: Bazm of Bavanat rural)

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### Abstract

Identifying indigenous entrepreneurship model which has been arisen in the ground of Iran's rural community is one of important factor for development of rural tourism. Rural tourism can play an important role in empowering local people, developing human resources, economic growth and also create career opportunities. For this purpose it is essential to design indigenous entrepreneurship models that are appropriate with economic, social and cultural situations of rural. In this paper we study various indigenous entrepreneurship models and recognition opportunity stage and with comparing these models, by Abas Barzegar, one of the Entrepreneurs of country, we presented an entrepreneurship model. Barzegar's entrepreneur-ship model is similar to Shin's entrepreneurship model could consider as a rural entrepreneurship model in entrepreneurship's literature.

**Keywords:** entrepreneurship, entrepreneurship model, recognize the opportunity, rural tourism

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## **1. Introduction**

Tourism industry has great potential for entrepreneurship and job creation. Opportunities Identification is considered one of the key factors for the entrepreneurial process and also organization success and survival. Despite crucial role of identifying opportunities for entrepreneurship literature, little contents about how and why opportunities identification not be found. Opportunities identification can be result of search and also analysis. But even entrepreneurs who recognize only the opportunity and don't dealing with systematic search and analysis to Identify opportunities, have special characteristic that called as entrepreneurial alertness. Factors such as communication with social networks, familiarity with the problems and needs of customers and familiarity with market mechanisms knowledge in a special activity, are among effective factors that cause this entrepreneurial alertness. Phenomenology of opportunities identification, in terms of entrepreneurship is important, because it is one of the most important steps in the process of creating every entrepreneurial business. In the most commonly used definition of entrepreneurship has been suggested that opportunity as a key to understanding entrepreneurial process and is the heart of it (Dlabarsa, 2002).

As noted earlier, opportunity is the most main component of entrepreneurship and its identification take place through understanding and recognizing things that others do not recognize it. Cultural, political, social, and values and in general terms the time and location conditions will be affect opportunities identification. This leads to different pattern of entrepreneurship in different community. Considering that, each of these patterns are consistent only with the environmental conditions of its community, thus copying the entrepreneurship patterns in other countries, irrespective of native conditions of the country that entrepreneurship paradigm has been implemented not generalize able and you cannot copy it to another country and culture. But we can find points of common ground between these patterns and use the experiences of others.

Besides tourism, especially rural tourism, by providing new economic opportunities, the social, economic, cultural and community life and giving a new life to the social, economic and cultural activity of local community and this could play an important role in rural development. Rural tourism and considering to its tourist attractions is capable evoke rural from current isolation and deprivation, with respect to economic, social and physical functions (Hassan Nejad & molayee, 2011)

Some researchers claim that all can be entrepreneurs in contemporary economic dynamics, and some argue that everyone should be exposed to entrepreneurship education (Gibb, 2002). Therefore, it is necessary the design model of entrepreneurship in rural tourism that appropriate with economic, social and cultural villages and attempt to research the exist patterns implemented by Iranian entrepreneurs is very important.

Identify the native entrepreneurship model that is made up of Iranian rural society bed is major importance for the development of rural tourism. Accordingly, in this paper, at first we provide definitions of entrepreneurship and entrepreneurial opportunity and then entrepreneurial models and its variants have been introduced. In the following, biography and personal characteristics of entrepreneurs in the field of rural tourism - Abbas Barzegar, Director of Village Tourism complex of Bazm village of Bavanat functions - has been referred and in the end, according to the provided models and given the personal characteristics of Barzegar, his entrepreneurship model is introduced.

## **2. Literature Review**

### ***2.1. Entrepreneurial opportunity***

Vankataramn of the first people to seriously consider the concept of opportunity an its position in entrepreneurship. He defines entrepreneurial opportunity consists of a set of ideas - of beliefs and

practices that provide ability of creation the future goods and services in the absence of current markets (Hossain et al., 2010). According to the definitions of Schumpeter, Shane and Vankataramn, entrepreneurial opportunities are situations in which introduced the goods, services, raw materials, markets and organizing practices through the creation of new instruments, aims or new relations of objective- tool (Halle & Julian, 2010).

Mac, Klein and colleagues (2002), known opportunity as a phenomenon related to environmental conditions, they believe that individual always have the opportunity and threat subjective pattern, and identifying a specific situation as an opportunity or a threat depends on the activation rate for each responsible pattern. However, the fast activation of either pattern depends on information and signals which received from the environment (Shakibae et al., 2011).

Timvounz (1997), has been used an interesting metaphorical for a better understanding of the opportunities. He *imagines* the formation of entrepreneurial opportunities is encountering the entrepreneurial and creative ideas to the real world thinks and writes about it: "In fact, opportunities like particle formation process in a nuclear reaction or a reproduction of fishes in the ocean after a storm. Entrepreneurial and innovative ideas encounter with real-world situations in a time point and the result of a collision, is an opportunity".

According to Shane and Vankataramn, cause of ability and inability for discovery of opportunity among individual depends on two issues: a) the possession of knowledge that is necessary to identify opportunities, b) cognitive features that are needed to evaluate opportunities (Vogue Halle et al., 2010).

## **2.2. Definitions and concepts of entrepreneurship**

Entrepreneurial Words originate from French "Entreprendre" means the commit and so, meaning an intermediary or broker-originated concept that has been studied from different and several perspectives, while in many cases this is a false notion has been defined as simply equivalent employment. Like other debates in the humanities, a different and individual definition of entrepreneurship has been provided (Ahmadpoor, 2001). Schumpeter is among the first economists who have studied the phenomenon of entrepreneurship. He emphasizes the classic definition of entrepreneurship - the entrepreneur take place through the combined resources with new procedure that leading to an imbalance in new economic system. Kirzner believes that the most important role of an entrepreneur is identifying and taking of the opportunities using benefit from economic imbalances through understanding and recognize things that others do not recognize them.

Stevenson is also has provided one of famous definitions of entrepreneurship, he know pursue opportunities as the most important component of entrepreneurship. According to Thompson (1999), entrepreneurship is a management process, which enables the individual to continually take advantage of the available opportunities to provide new ideas, and implement it. According to hysteric perspective, entrepreneurship is the process of innovation and extracts the opportunities with effort and persistence, together accepting the risks associated with financial, psychological and social, that of course is take place toward financial profit motivation, success-seeking, job satisfaction, and independence (Aqajani et al., 2007).

Smart and Koonant (1994), believe that Entrepreneurship is a purposeful and dynamic process during which individuals will through a combination of creative thinking, to identify new opportunities and market needs, and toward achieving the desired results, accepting a certain level of risk, proceed to resource take and management .

## **2.3. Entrepreneurship models**

Researchers efforts toward providing entrepreneurship models is take place in respect to the aspects and definitions of the behavioral approach and characteristics approach and entrepreneurship definitions. In respect to behavioral approach ,and characteristics approach aspects and definitions of entrepreneurship,

scholars divided entrepreneurship models are into two category: process and content models. In the content model, characteristics approach that lead to identify individual and personal is subjected and the aim is finding a psychological framework and providing entrepreneurship definition based on other individual characteristics. Process models can be divided into two categories: the events process and multidimensional process. According to events process perspective, entrepreneurship is a process where a person plan, implement and control all entrepreneurial activities. From perspective of the of multi-dimensional process, entrepreneurship is a framework that is multi-dimensional and complex that consist of all elements such as individual entrepreneur and his characteristics, skill and style management, culture, strategy, structure and the organization system is (Shah-Husseini, 2009).

### 2.3.1 Content models

All researchers working on the study of the characteristics approaches that lead to identify individual and personal characteristics is a part of this classification. What we need to consider is the purpose of the researchers in characteristics approach and content models was finding, psychological framework, and provide a entrepreneurship definition based on the other individual features ,that in respect to research limitation for examining and definitive statement about these individual characteristics, providing a comprehensive model has been uncompleted .Based on it, researchers have been turn into process models rather than characteristics approaches and behavioral approaches (shahhosseini,2009).

### 2.3.2. Process models

Process models consist of two main types of models that will study in following:

- **Occurrence process**

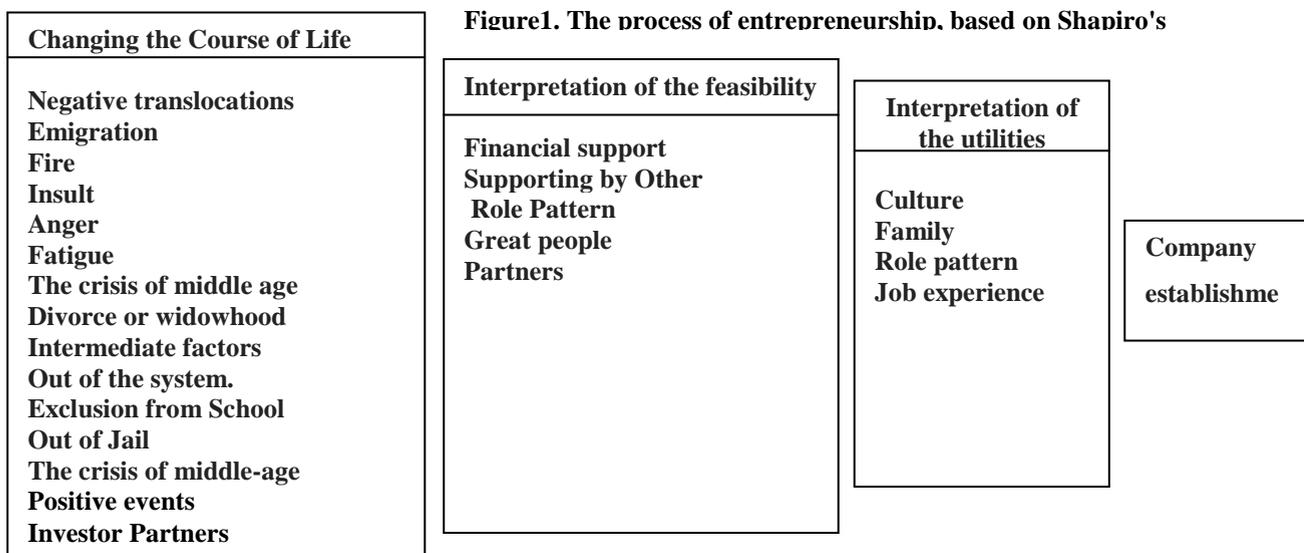
In this perspective, entrepreneurship is a process that in which individual plan, implement and control all entrepreneurship activities. In addition, there are concepts that influence to every event in entrepreneurial process. Advocates of this perspective believe that some environmental factors and their influence on individual, has significant role in his decision to be entrepreneur. We will discuss some important views in continue.

#### 1) Occurrence model (Albert Shapiro)

Albert Shapiro professor of state university of Ohio suggested, it is better that concentrate to entrepreneurship as a occurrence before concentrating on entrepreneur as a person because such perspective solve the problem related to entrepreneur definitions. In this context, he express that entrepreneurship occurrence include following items:

- Initiative person or a group does an innovation.
- Organization: necessary resource or existing resource in an organization is identifying.
- Administrative management: someone who has innovation and accept management of organization.
- Independency: innovators need to innovation that based on resource allocation.
- Risk taking: managers and innovate or are involved in the success and failure of organizations

The process of entrepreneurship, based on Shapiro's view is shown in Figure1.



## 2) Fry occurrence model

Fry believe that three factors deal with in establishing a new company. These three factors are: antecedent variable, catalyst variable or mover and rehabilitator variable. Each of these variable intervene in entrepreneur decision making. In following section, at first entrepreneurship equation has been extended, then his process model will describe.

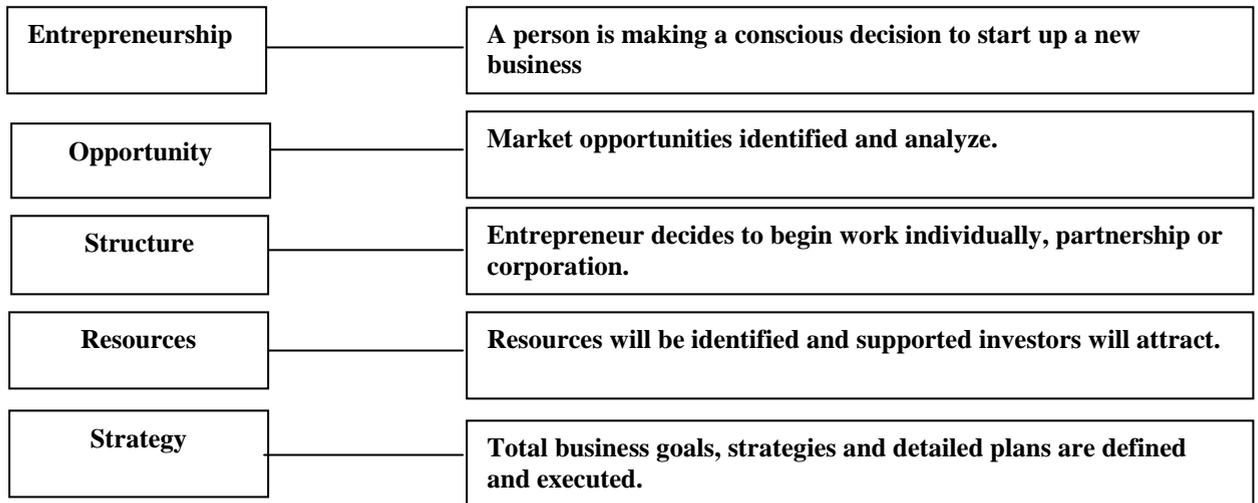
**Antecedent factor:** antecedent factor related to context variables. These situation or characteristic are factors that motivates individual to examining entrepreneurship in a conscious or unconscious way. Some of these variables are historical or environmental naturally. For instance, so many of entrepreneurs are boring in entrepreneurial family. Also for many of them have been occurred accidents in early life hood that forms their entrepreneur personality.

**Catalyst factor:** While the antecedent factors create a new company that is over time, catalyst factor is a particular action or incident that promotes entrepreneurship action. These are highlighted live events and include personality, financial or professional changes in entrepreneurs life that are influential in the entrepreneurs decision making. For example, getting fired from work can be a catalyst.

**The rehabilitator factor:** antecedent and catalyst variables will be potential motivation entrepreneurs to established companies or venture capital investments. However, this does not mean that the new company will be established as true. Exciting to starting up the new enterprise, don't means that the starting structure, will be wise or possible.

Entrepreneur personally, one of the components of the entrepreneurial fledgling company. The opportunities and resources for decision making to companies establishing are critical parameters and called rehabilitator factor. Fry knew that five key component in the process of entrepreneurship, including entrepreneurship, opportunity, structure, resources and strategies are necessary and has been presented his model based on these factors which is present in Figure 2 (Shah-Husseini, 2009).

**Figure 2. Entrepreneurial process from Fry view**



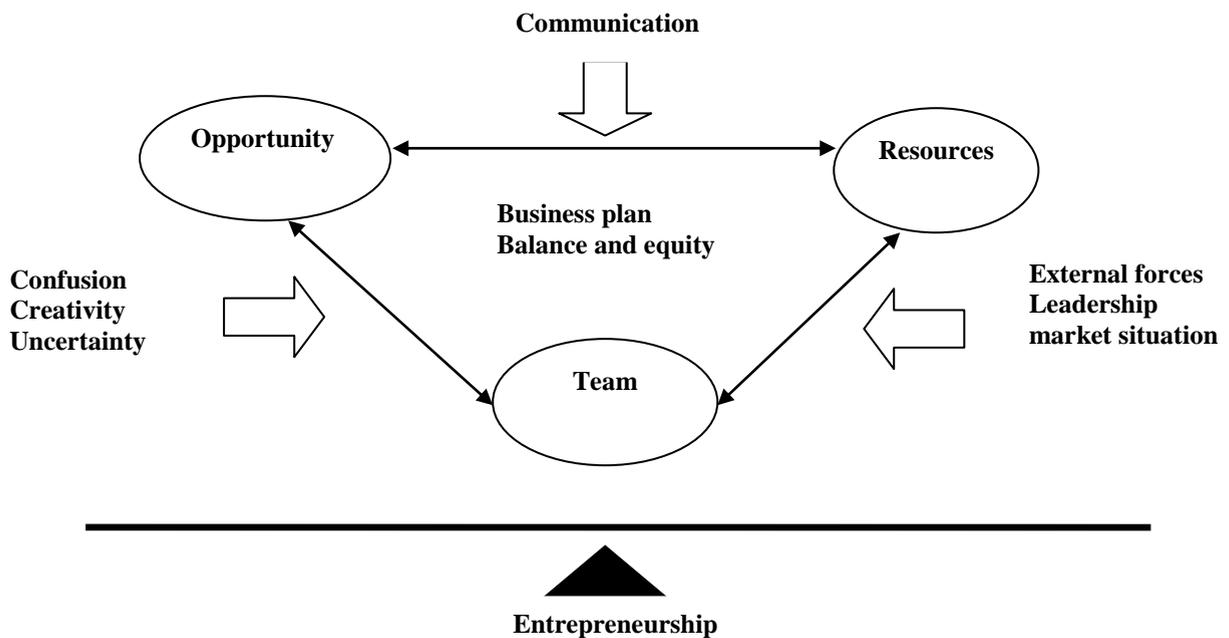
- **Multi-dimensional process**

In this perspective, entrepreneurship is a complex and multi-dimensional framework in which all factors such as individual entrepreneurs and his characteristics his skills and his management style, culture, strategy, organizational systems and structure is included. Here some of the models proposed by researchers will investigate (Shah-Husseini, 2009).

**1) Timmons process model**

Timmons, consider environment, personality, motivations, behavior, goals and results in his model, and rely on the ability to capitalize on opportunities. It also considers the entrepreneur as a person who has multiple skills. In Figure 3, the Timmons entrepreneurial model is presented (Naieb, 2011).

**Figure 3: Timmons entrepreneurship model**



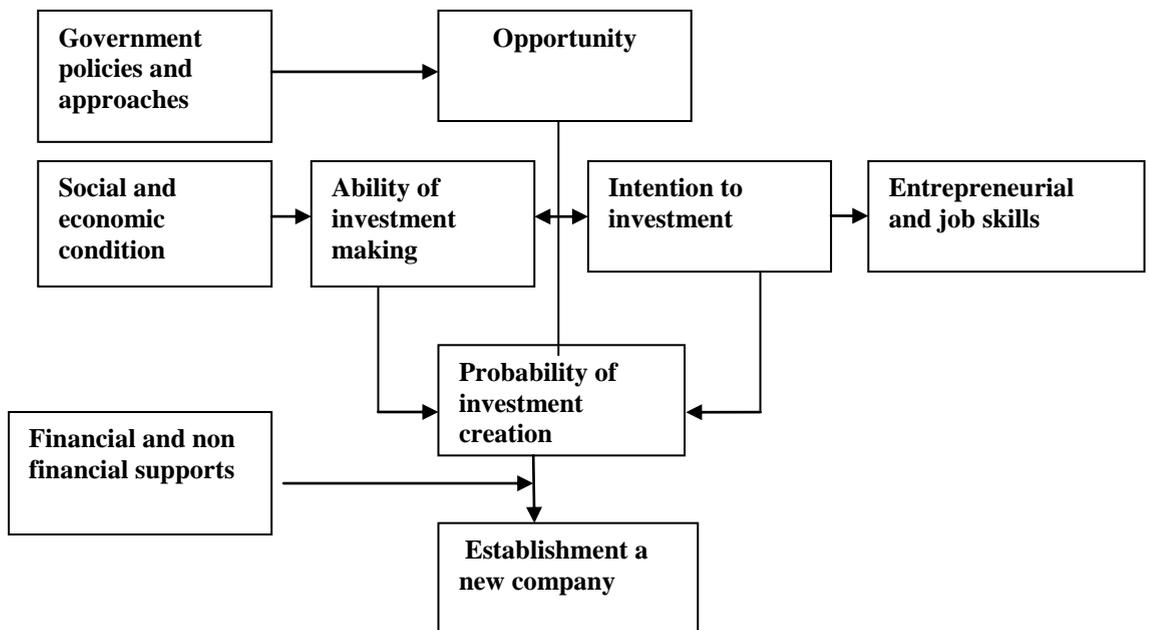
## 2) Integrated entrepreneurship model of Vogel and Naively

These two scholars during their studies have identified four main environmental elements which has much reinforcing or weakening impact on the creating process of the new companies. These four factors are:

- Attitudes and government policies
- Social and economic conditions
- Job skills and entrepreneurship
- Financial and non financial support

All these factors have a direct connection with the creation of new companies. The proposed model of these two researchers and the relationships between these factors is shown in Figure 4, (Shah-Hosseini, 2009).

**Figure 4. Naively and Vogel entrepreneurial model**

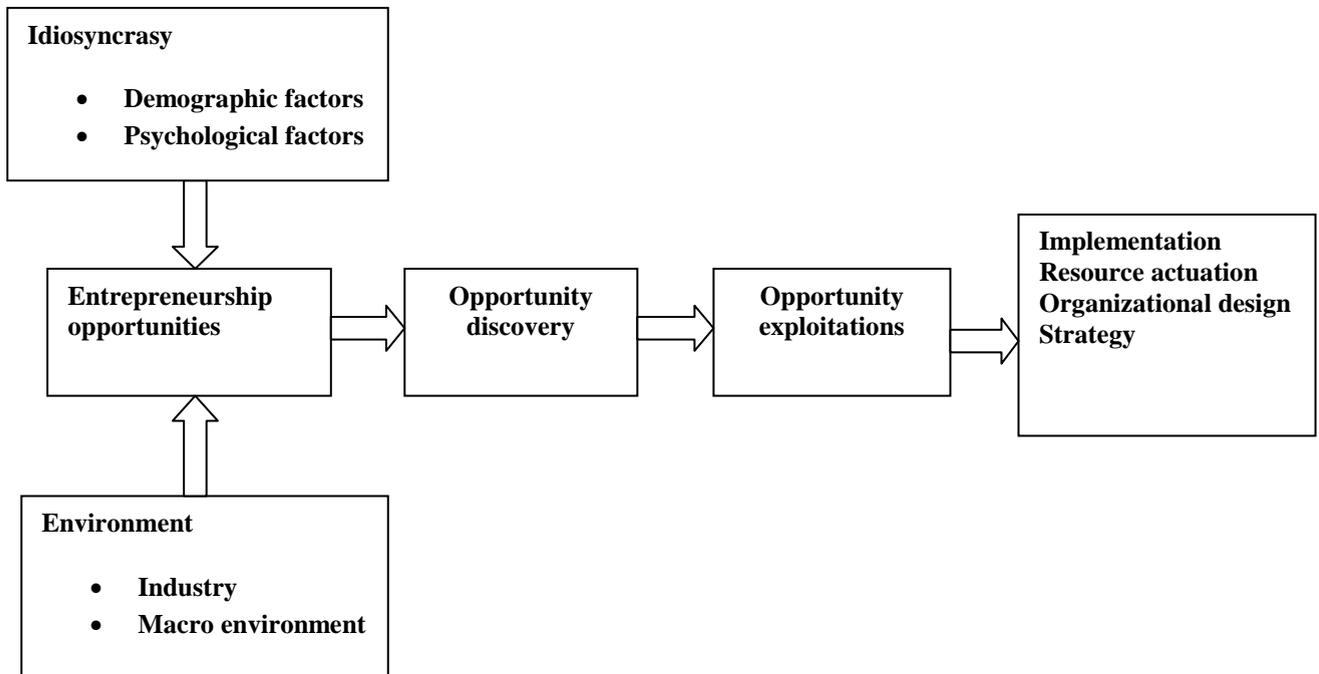


## 3) Shane entrepreneurship model

The main purpose of Shane is providing an comprehensive conceptual framework for entrepreneurship that include the implementation of entrepreneurial process. Hence, Shane offers a individual - opportunity relation to present a general framework for entrepreneurship. This framework deal with the characterization of opportunities and individual who explore and exploit these opportunity, processes of and strategies used for the acquisition and organization of resources and profit utilization. Shane explores the relationships between the components of the entrepreneurial process to the audience can be consider process as neither a whole nor an unrelated components. Shane main reason is that the entrepreneurship can be illustrated through thinking about the

relationship between famous intrepid entrepreneur and valuable opportunity and use this relationship to understand the processes of discovery and exploitation of opportunities, acquisition of resources, entrepreneurial strategy and the organization process. As shown in Figure 5, the entrepreneurship process includes the identification and evaluation of entrepreneurial opportunity, attempt to acquire resources, process of recourse organization to new compounds and development a strategy for a new business. These different activities influences on individual, industrial and institutional level factors (Kaikonen, 2005).

**Figure 5: Shane entrepreneurship model3. Research Method**



### 3.1 Current Research Information

In general, present study is qualitative research, and in respect to we are going to providing and presenting components and designing conceptual model of entrepreneurship focus on rural tourism, is explorative. On the other hand, researchers using the theory of data - foundation (grounded theory) as a strategy - in qualitative research, trying to figure out and give theory and that theory processing. It also should be noted that this study is based on an interpretive paradigm, because don't try to present a hypothesis and test it is but also has a inductive approach because partial data is used to providing a comprehensive model.

### 3.2. Data -foundation approach introduction (Grounded Theory)

Theorizing the data-foundations that developed by two American sociologists, "Barney Glaser" and "A slim Strauss" going to highlight the inductive approach in research, because it seeks to develop theory through data collection. This strategy makes use of an inductive approach - which means, the trend of

theory making the in this strategy is to move from the part to the whole. The research strategy is based on three concepts element, theorems, categories and, classes and the first case of what is called the theory. However, the concepts are the key elements in the analysis because theory is achieved by data concept neither making gathering the objective data. (Fazelikebria et al., 2012).

### **3.3. Methodology and data collection instrument**

In data-foundation theorization, several methods and information resource is used to investigate a phenomena such as: observation, questionnaire, and analysis of documents and interviews. In this research, studies on entrepreneurship concepts and models, and library methods to achieve the required components to design a conceptual model of entrepreneurship revolves around tourism, conducted interviews with the desired character are used for research.

## **4. Abbas Barzegar biography**

"Tourism is like a marathon, if you take a moment here to stay you will far from the peak. We have to end something that began." These are the words of a young peasant tells Abbas Barzegar and this sentence showing that his low literacy isn't a reason for a lack of awareness about the importance of tourism. These days He is managing his tourism village on bazm village in bavanat that is from shiraz functions, a remote village that its distance from shiraz is 190 kilometers however with his attempting its name printed in tourist guide books which edited by UNESCO since tourists can be use of it. He and his family are a active group in the tourism industry, a 5-member family that a accident lead to enter into this industry. Abbas Barzegar is a young 35 years of active, who has experienced many jobs before his entry in to tourism industry. Once there was a young vendors in large cities such as Shiraz decided return to the village to set up a small shop to meet your family spend. It was brought back to the village and set up shop 9 years ago on a winter night in the course of two German tourists were left his house where they could be rest up for the night. The Barzegar says: that night we have the best reception with our minimal facilities. This led to Abbas Barzegar as a simple young village thought attracting tourists and foreign visitors.

### **4.1. Entrepreneurial model Abbas Barzegar**

First, the data obtained through interviews with Abbas Barzegar via web site has been mentioned then according to the data of the model presented in the previous section, we propose a model for is Abbas Barzegar entrepreneurship.

#### **Characteristics**

- Simplicity in speech and behavior.
- Independence
- Honoring the nobility and the peasant family framework
- Determination and perseverance

#### **Funding**

Abbas Barzegar didn't have not desirable financial position at that time and his only financial backing was 2000000 rails which German guests had given to him as a gift. This was a large sum of money at that time for the Barzegar and threw him to the idea that the best way is a business can reception of tourists in a village.

## **Commitment and Social Responsibility Commitment**

We can find his commitment and responsibility sense his interview. So he devised a plan that, rural and urban economic benefits to regional even nomadic people will benefit from economic merits of tourists entrance in to area.

## **Opportunities identification**

With the amount of money he received from the stranded German tourists, according to the Village climate condition and characteristics think that he could be open to tourists in the village. In that early days he visited the travel agency in Shiraz and Isfahan and announced that he is willing to welcome tourists for free. However, he traveled to Europe as tourist to know what a tourist needs in those countries.

## **Environment**

- **Rural tourism development policy:** Policies and approaches that consider tourism as a strategy for rural areas are seen as in upstream documents of Iran economic development. Due to the increasing destruction of villages, and the declining trend in agriculture these approaches attempts to provide a new strategy for revitalizing rural areas through complementary activities or changing the areas of natural and human resources that are and it is know the only way to rehabilitate rural is partial programs and strategies that can be benefit from both human and natural resources and also can cause an increase in income and welfare of residents living in rural areas. Hence it is believed that with expansion and development of tourism as an alternative to agricultural activities in these region, can be achieved to this important issue. Barzegar also to revitalize the area and create additional income for the rural economy began his activities.

**Reverse Migration:** Migration from any large cities to small towns and from towns to villages and even migration from small towns to smaller towns and any migration from cities to villages or from villages to that is original homeland of refugee is called reverse migration (Rabbani et al., 2011). Generally speaking, we can seen reverse migration or flow of anti-city settling flow as a case from city orientation cases, Because of city orientation of suburban and rural areas, is a social process that involves the development of ideas and practices of urban life in rural areas and population motion of the cities to rural areas is the most obvious case of it .Finally, moving from city to countryside, can direct people from bigger problem of city centers to more manageable world of edges (zaheri, 2011). In general, the migration is a sure factor to avoid social harm caused by an imbalance in the society. Immigration leads to equality, independence and will improve life, although it has unemployment at first but this unemployment is temporary and after employment, enhance economic prosperity (Rabbani et al., 2011). Abbas Barzegar is a great example of reverse migration from cities to villages. He had the marginalization and non-formal job experience in a big city, was decide reverse migration to original home in the village. Barzegar was vending in Shiraz and given that these types of jobs have low income and capital returns didn't satisfy him. Thus he backed to the village and set - up a small shop to meet his family spends. It was brought back to the village and set up shop 9 years ago on a winter night in the course of two German tourists were left his house where they could be rest up for the night. The Barzegar says: that night with that we have the best reception minimal facilities. Our face showed that tourists are very happy. The next day I took them around village and shown them spectacular places. One month after five other tourists came to the bazm village and pays 2000000 Rails to Barzegar. This led to Abbas Barzegar as a simple young village thought about attracts tourists and visiting foreign visitors (explore opportunities for entrepreneurship).

## **Acquisition of resources**

Important sources for entrepreneurs, including material resources, natural and human resources. There are three aspects: natural, human and cultural, in tourism entrepreneurship. In the field of natural resources, resources evaluation and knowledge and encourage the better use of them together with the motivating and monitoring procedures are basic solutions (jafarzadeh, 2010).

Take advantage from strength of human power who has managerial skills and sufficient is an important tourist foundations. Providing facilities for specialized training in the field of tourism and adequate public education for providing necessary skills together strong management practices are solutions in this field. Barzegar has traveled to various European countries to learn the necessary skills for the tourism, and needs have to be satisfied. He trained villagers as a low-cost and highly motivated human resource and transferred his training experience can to them. Natural environment of his village life, provide good potential natural tourism for him.

## **Organizations**

Organizations as a factor in achieving development can be have a key role in the successful implementation of policies and timely extracting sources and facilities in the community. Organizations are the executive arm to achieving development goals and must designs so that the human, take maximum advantage of natural, material and biological not that is a deterrent factor and a barrier to policy implementation (Alnasaby Noble, 1996). In fact, tourism in the context of an institutional economics that consider technology innovation enterprise innovations simultaneously (Motevasseli, 1382, quoted Jafarzadeh, 2010), takes place toward flexibility and ability to complete adaptation with the development cycle. In practice established organizations must be total public or privately owned, or if are governmental office, shouldn't in charge of the affairs. Barzegar claims that any organizations are not role in his success. "Cultural heritage organization hadn't tourism license to me and say that I need to be educated. But when my business flourished they had to me a tourism awards and were honored me and my daughters in their conference.

## **Strategy**

Environment and affecting forces the strategy should be analyzed in strategy planning. Professor Michael Porter, economics instructor in Harvard University, one of the most prominent economic theorists, has provided three different strategies as Porter general strategy: cost leadership, differentiation and focus.

There are two strategies to reduce costs and differentiate in the Barzegar model.

### **-Leadership in costs (cost Leadership)**

The purpose of this strategy to gain competitive advantage through product with the lowest possible cost than competitors. Therefore, the porter proposed method is in high volume and low cost, which is called the economy of scale (Economy of Scale). The company's strategy is to produce and supply standard products to reduce the cost per unit for the customer.

It is true a company that has a rate of return higher than the average rate of return in the industry and has strong competitive advantages. However, this strategy is often associated with a large market share or other special interests, So that the right access to adequate supplies of raw materials and enough money to buy assets is one of the main features of the strategy. Barzegar were engaged village forces in agricultural work as a supplement to the tourism. This type of organization has the lowest cost for these activities. He is welcoming foreign tourists in the village with agricultural products (organic products). His family and the Bavanat village residents are successful in agriculture affairs, and are welcoming their passengers with honey and walnuts of their farming land at mornings. Therefore, these products have low prices,

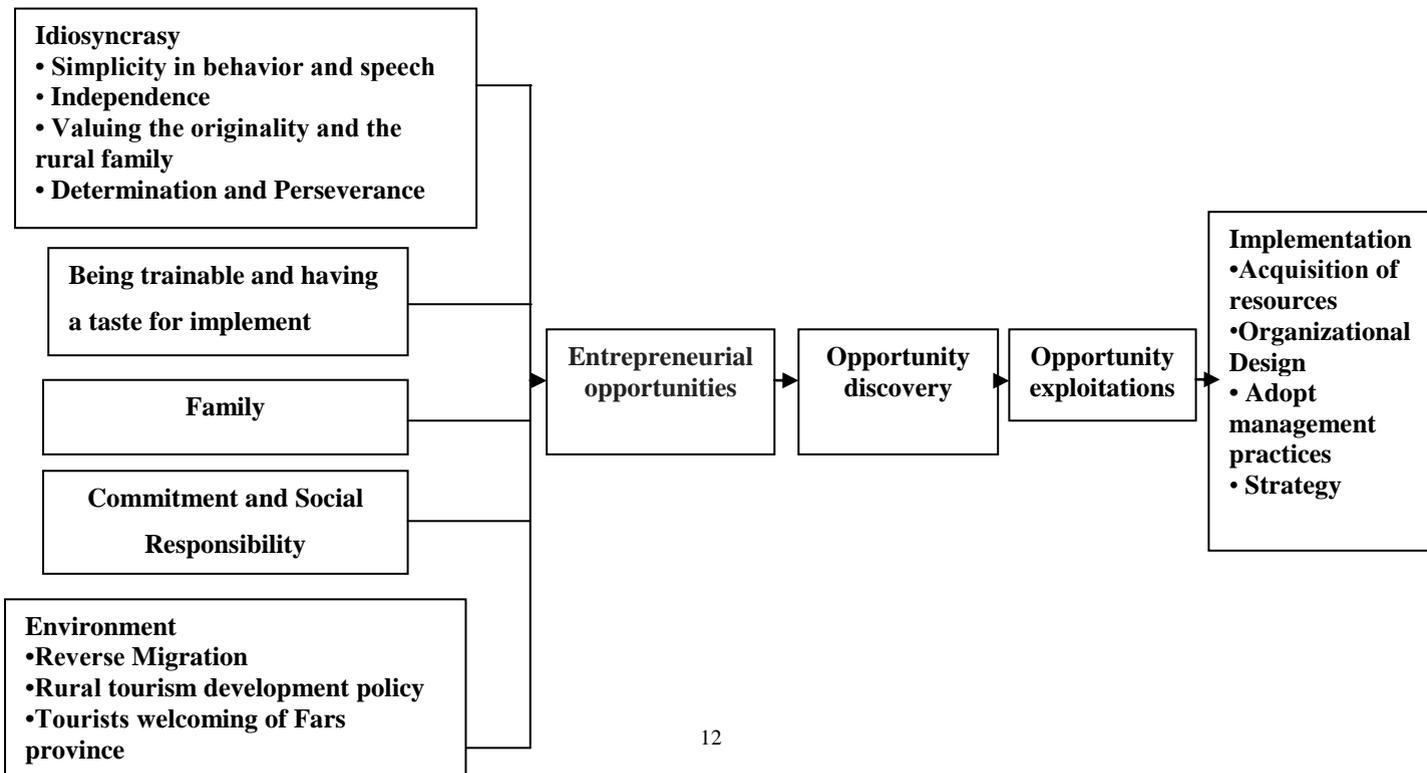
leading to lower costs of tourism services in rural areas. So we can say that Barzegar strategy for this purpose is:

- 1- Use of force and full participation of the private sector in rural employment as a complement job.
- 2- Focus on the product features that available in the village

### Differentiation

According to this strategy, supplied products and services in the industry considered as a unique product or service. In fact, the company is engaging in manufacturing and marketing a single product for the huge market. The way of reaching differentiation strategy, including the use of a unique technology and unique service to customers and so on. In this strategy, gaining competitive advantage may occur through production a product which has a unique and special characteristics compared to similar products from. It is necessary to mention that these products or services should offer to customers that do not show much sensitivity to price. It is better to know, this strategy is a tool for achieving a higher income. Type of welcoming and accommodating in Barzegar tourists complex is different with conventional methods of attracting, welcoming and accommodating tourists and in the other area. According to himself, "I am known as a peasant farmer, I like to produce potato myself and go and harvest potatoes myself together customer. Also I like got off the nest eggs that are producing by myself and my wife and make a fresh, simple food by these material .Given that the presented material, the model is provided for entrepreneurial Barzegar in Figure 6. The Barzegar entrepreneurial model that is very similar to Shane entrepreneurial model, several factors including individual characteristics, Being trainable entrepreneur, family, and commitment to social responsibility and the environment has an impact on entrepreneurial opportunity identification. Barzegar has been set its complex in your entrepreneurial process, after the identification and evaluation of entrepreneurial opportunity to benefit taking the opportunity to gather and organize resources and establish. Then to run his entrepreneurial business has chosen strategies and particular management practices.

**Figure 6. Entrepreneurial model Barzegar**



## **5. Conclusion**

This study aimed at exploring the entrepreneurial model of rural tourism in the rural area of Bazm in Bavanat. In this paper, first we were studied entrepreneurial models proposed by different researchers, then, through interviews, biographical information about the personal characteristics of the Barzegar achieved. After comparing the data with the model – offered entrepreneurship model, Barzegar entrepreneurship model was proposed. The results show that Barzegar is very similar to the Shane entrepreneurial model. Finally, it should be noted that development of tourism industry in general, requires firm determination of the people and government officials. Hence, investment for the organization of educational activities and informing the public is considered as the most important step.

## **6. Suggestions**

Planning and policy-making in new businesses and using and supporting them in rural tourism.

Organizing and developing training programs for local people to inform them of their own importance to reduce the side effects of tourism on local culture.

Allocating sufficient funds to identify the strengths and weaknesses of the rural tourism.

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