

Understanding the Relationship Between Entrepreneurship and Project Management

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ABSTRACT

Purpose: In the present world of globalization, both economic prosperity and social progress depend a lot on entrepreneurial ventures and investors' willingness to invest in different kinds of projects. However, these sorts of ventures and investments have their respective sets of risks and challenges. Seeing this situation, academics and experts of this field have started paying close attention to Entrepreneurship and Project Management (E&PM). Over the past 30 years, these two fields have been witnessing unprecedented developments. From the historical perspective, these two are multidisciplinary fields and both fields are progressing side by side with distinctive developmental parameters and cultures. The aim of this paper is to present a comprehensive dialogic conversation between these two discrete perspectives and interlinked propositions: First, E&PM should stay connected and second, E&PM should converge.

Approach/Design/ Methodology: With an aim to guide the close examination of these propositions, the authors find the necessity of Luhmann and a methodical discursive outlook of both the fields of discourses. The ultimate purpose is to add some valuable content to the on-going debate related to the following questions: Are E & PM are so distinct from one another that they are incompatible? If so, is it good for an economy and business?

Findings: The paper concludes that E & PM may stay away from each other as they bear various dissimilarities. This is better that they remain separated from each other as distance generates a creative tension between them that ultimately does good to both these sectors.

Originality/Value: Many researchers in this field have established focus on linking E & PM. They opine that entrepreneurship and project management have underlying agreement on several aspects. The target of this paper is to provide a broader dialogical conversation between these two perspectives and the propositions: E&PM should stay separate and E&PM should converge. While doing so, this paper resides on Luhmann and methodical discursive point of view.

Keywords: Entrepreneurship, Project management, Economic prosperity, Social progress.

1. INTRODUCTION

Both at micro and macro levels, entrepreneurial ventures and project investments are accepted as powerful elements for the socio-economic prosperity of a nation or region. However, these

entrepreneurial ventures and project investments come with several challenges and risks. It is true that they both are required for stronger economic feature. They enhance the possibility of better decision making and deliberation of future plans and selection of means towards ends (Bredillet, 2013, p.64). As far as project investments are considered, more than 25 percent of global economic activity comes in through projects. In some developing countries, the same figure is more than 35 percent. For example, the report of the World Development Indicators 2015 (1) shows that 24 percent of the World's \$75 Trillion GDP comes in the form of gross capital formation (2). This means the largest source of GDP is projects. According to a report of Project Management Institute (2016), 62 percent projects actually meet their targets, 49 percent projects completed on time, 53 percent projects completed within the budget, 32 percent projects face budget loss, 45 percent projects experience problems in the market that unanticipated, and 16 percent projects completely fail. According to the Report of Project Management Institute 2017 (2017, p2), poor project management is the sole reason for huge wastage that is almost \$97 million for every \$1 billion invested.

According to a report of the Global Commission of Economy and Climate (GCEC, 2016), approximately \$90 trillion is to be invested in the infrastructure by 2030 to achieve the global growth expectation by 2030 and most of this investment should be made in the developing countries. This is a huge challenge as the global economy is very diverse even among developing countries diversity is quite realizable. At the same time, the aim would be to integrate environmental hazards and climate goals with infrastructural development (3). G20-based the Global Infrastructure Hub (GIH) published a report in 2015 that says, "Almost 1/5th of the US\$94 trillion global infrastructure investment is needed by 2040 but it seems if the present scenario of investment on infrastructure continues that would be a distant dream." (4) Another part of the same report of the Global Infrastructure Hub says, "The current gap in spending with the target of \$94 trillion can be mitigated by increasing the spending from 3 percent to 3.5 percent of GDP." (5)

Project Management researchers are quite informed of all these issues and challenges. They are trying to address these issues and challenges from various aspects and schools of thoughts (Turner et al., 2013; Flyvbjerg, 2017). The vision of the Association of Project Management addresses the ultimate global ambition. It says, "The vision of the Association of Project Management is ambitious, challenging, and radical. We understand that this can

be delivered if everyone is inspired to create a world in which all projects succeed with project management as a life skill for everyone concerned". (6)

Theorists in this domain looking at various ways to overcome the challenges the project management teams in different types of projects face. A historical study of 161 SMEs based in the USA established a correlation between entrepreneurial efficiency and organic structure of a project (Covin and Slevin, 1989). Team projects show the traditional prototype of innovative structure for the established organizations as these archetypes innovative structures re-adjust and update themselves with respect to their challenges, their positions in the market place, and as one group faces competition in the market. Coven and Miles (1999, P.47) have labeled the respective literature as "Corporate Entrepreneurship". However, over the last two decades, especially with the expansion of IT and ecommerce, rules of the game have changed a lot with the introduction of new entrepreneurial concept called startups. Now, the subject of interest is the management and control of startup development (Midler and Silberzahn, 2008). Kiznyte et al. (2016), in their research work has raised a question: is it possible to use project management methods and models in this new-age startup concept? In this paper, we will define the concept of Project Management (PM) and Entrepreneurship as they will be applied in this paper.

There are several definitions of Project Management (PM). All these definitions of PM see the subject through a different lens.

The definition of PM as proposed by the Project Management Institute is as follows: "Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (2013, p. 4). On the other hand, a project is defined as "a temporary endeavor undertaken to create a unique product service, or result" (p.3). The above definition of PMI is called resource-oriented definition. The definition of the APM is known as process-oriented definition. It goes as follows: "Project Management is the application of processes, methods, knowledge, skills, and experience to achieve the project objectives". They define project as "a unique, transient endeavor, undertaken to achieve planned objectives that can be defined in terms of outputs, outcomes, and benefits." They further say, "A project is deemed to be a successful project if it achieves the objectives according to their acceptance criteria and if it is accomplished within an agreed timescale and budget (refer footnote 6)."

Diverse definitions of entrepreneurship could also be found depending on different schools of thoughts. We accept the definition of Venkataraman (1997) that goes as follows: "Entrepreneurship is a methodical examination of how, by whom, and with what effects various scopes of developing demanding or new types of goods and services could be invented, exploited, and evaluated." This field is dedicated to the study of sources and scopes of various opportunities including the process of discovery, exploration, and assessment of those scopes or opportunities. This field also discusses the credibility of individuals whose contributions have positively affected millions of people and the field itself (Shane and Venkataraman, 2000, p. 2018).

This paper will not restrict the discussion within startup entrepreneurial efforts only but will also explore the entrepreneurial efforts in the existing and well-established organizations too. The discussion will cover franchising, takeover, public authorities, and NGOs. These days, support for

Entrepreneurship and project management (E&PM) comes from different levels and sources. The failure rate in this domain is also high which means it has intense socio-economic consequences. Academics have been paying a closure look at these failures and their effects on societies and economies across the globe. They ret to find what causes the failures and what their long-term consequences are.

Thus, over the last 30 years, these two multidisciplinary fields, i.e. Entrepreneurship and Project Management have received huge attention in the academic domains of organization and management studies. The historical evidence makes it clear that they were developed almost from the same sources and progressed in parallel but there were various mindsets and cultures that provided strong input helping there development (Fouché, 2011). However, both these fields aim to transform abstract ideas into realizable and beneficial forms that can be beneficial for millions of people. Some researchers find the two fields are connected in many aspects and together they actually form one field. Thus, they want to link these two segregated sections of one field (Kuura et al., 2014, p.214). While investigating the crucial links between these two fields, Fouche (2011, p.328) followed scientometric approach. According to the author's conclusion, entrepreneurship and project management belongs to management science but they are not converging at the academic level. At the deeper levels, the connectivity is feeble and there are too few common factors (Fouché, 2011, p. 10).

There are several other research works in recent past have supported the view that there are several links at the deeper level ((Bröckling, 2016; DeFillippi and Spring, 2004; Frederiksen and Davies, 2008; Kuura et al., 2014; Lindgren and Packendorff, 2003; Lundin et al., 2015).

In this paper, we offer an in-depth dialogical conversation between these two sectors and their related propositions:

P1: E&PM should stay detached

P2: E&PM should converge

At this point, we need to be clear about the dialogical conversation.

Etymologically, "Conversation" signifies "act of living with" or "living together". These two diametrically opposite perspectives, i.e. Entrepreneurship and Project Management need "Conversation" that is exactly will be performed in this paper. Moreover, we target to make the conversation dialogic.

The term "Dialogic" is obtained from the term "Dialogue". This term is most often appropriated to a modernist framework of assumptions. In a dialogic conversation, the voice difference in a dialogue is constitutive of meaning in such a way that there is no sense in overcoming the understandable difference. On the other hand, because of the contained assumption that meaning is ultimately grounded on identity rather than on difference, the dialectic outlook assumes differences as "contradiction" that needs to be cleared or changed to another form (Wegerif, 2008, p.347).

Overall, organizational life is more or less dialogic in nature. In the domain of entrepreneurship, this concept clears the concept of a complex relationship between the organization and entrepreneurs. Bruyat (1994) says dialogic involving entrepreneur and enterprise joined as a whole to form a unit (Fonrouge, 2002, p. 149; our translation; see also Bruyat, 1994). This concept of Bruyat is too a large extent influenced by the works of Edgar

Mortin (1984). Unlike dialectic, dialogic have no closure and often remains unresolved. Thus, this form of conversation is less contradictory and better way of bringing cooperation between the parties. In a whole dialogic process, various approaches coexist and relatively existential and relativistic in their nature.

In this paper, our ultimate purpose is to contribute to the debate related to the following questions: Are E & PM are so distinct from one another that they are incompatible? If so, is it good for an economy and business?

According to great French Moralist and Essayist, Joseph Joubert (1850, p.10), it is always feasible debate a problem without coming to a conclusion than settling a problem or question without going for any debate.

The conversation in this paper we want to develop is our attempt to answer this question that is organized in four sections. The first provides a brief introduction to the theoretical background that will follow. Then there are two consecutive sections that will present the arguments supporting the proposition. In the last section, we will present areas through discussion and suggestion where divergence and convergence will be relevant along with the implications for the related fields of research (Fiol, 2001).

1.1 Luhmann 101

Our first focus would be on the two fields of research (Kuura et al., 2014, p.223) along with communication and related discourses. Both Entrepreneurship and Project Management can be considered as distinct fields of research. Audet and Malouin defines a field as “the space occupied by the whole of the people who claim to produce knowledge in this field, and this space is also a system of relationships between these people competing to gain control over the definition of the conditions and the rules of production of knowledge” (p. 42). Bredillet (2010, p.4) opines PM is a distinct field of research and knowledge.

Second, we will use Luhmannian framework as the basis of our argument. Luhmann was a social theorist, system thinker, and organizational theorist (Seidl and Mormann, 2014). Seidl’s systematic-discursive perspective is based on Luhmann’s work. This paper also takes reference from Luhmann’s work on autopoietic social systems (Seidl et al., 2005, Seidl, 2007). The conversation follows is founded on the observation of the two perspectives E&PM.

Extending further the concept of the calculus of distinctions as proposed by Spencer Brown (1969), Luhmann made this basic concept. This calculus of distinctions proposes that observation can be conceptualized in two ways, viz. distinction and indication. Every observation is special as they create some distinction in the world. Every observation also carries indication of the side they want to support. Hence, an observer keeps on focusing on one side an event or incident as it is not possible to keep focus on both sides of an event simultaneously. This way, the relational diagram or model is always asymmetrical. An observation has two sides: the observed side is called “the marked side” and the unobserved or neglected side is called “the unmarked side” (Seidl and Becker, 2005, p.13). Therefore, middle-way is absent in the two propositions we made in this paper. From a Luhmannian perspective, both sides follow autonomous discourse. That is to say, an autopoietic communication model with diverse coding

system is available that makes the communication meaningful (Seidl, 2007, p.202).

These discourses convey a diverse worldview. Entrepreneurship and Project Management are two fields with two different world views. There are rooted in two different environments. Naturally, there ends also depict different outcomes. Entrepreneurship is all about “developing a project” whereas Project Management makes a project “dying”. These two fields are to some extent interdependent. This is also called mutual stimulation. Overall, such interdependence or mutual stimulation of two discourses that are apparently not related is called structural coupling (Seidl, 2007, p. 209; Luhmann, 1992, pp. 1418-1419).

According to Seidl (2007, p.210) transmission and exchange of concepts between any two fields occur mostly due to structural coupling. In this context, it is worthwhile to mention that structural coupling does not bring any “competition” or “tension” between two fields. So, our aim is not to support any proposition. If we do so, it will contradict that dialogical approach. Our aim is to follow the Luhmannian perspective and advocating “convergence”. This necessarily questions the role observation performs in making distinction and indications. We also question the “codes” involve in discourses, the necessity of shared labels, and what roles they play in though-provoking misunderstanding. At the same time, we will also question the necessity of productive misunderstanding (Seidl, 2007, p. 206; Teubner, 2000, p. 408).

In this paper, as a matter of consequence, tracks, subdivision, schools of thoughts, and levels of relationship between two fields are all parts of autopoietic communication system, i.e. similar types of discourses with respective logic. In some instances, logics or codes differ. When this occurs, we can conceptualize the field as a system of discourses where different discourses within the being highly independent as also autonomous simultaneously (Seidl, 2007, p. 209).

Our aim in this paper is not to look for any consensus. We aim to highlight the inherent reasons supporting the two proposition and possible reasons for resourceful misunderstanding that occurs between two fields and also to find the points of structural coupling (Luhmann, 1995, cited by Seidl, 2007, p. 209). Lastly, though the major focus will remain on these two fields of research, our discussion will sometimes touch the practices especially when we will discuss the shared “labels” between the two fields (Nicolai, 2004, p. 955).

1.2 P1: E&PM should stay distinct because of the presence of two distinct discourses

We think, when a research field is multidimensional and complex, it is feasible to focus on narratives and discourses that the field already contains. It is also feasible to look at the stories that the field contains. It helps to understand the field in a better way and develop a strong background of the study (Tsoukas and Hatch, 2001).

In general, if we study following this methodology, it allows us to unveil the schools of thoughts within that field. In both these fields, i.e. Entrepreneurship and Project Management diverse typologies are suggested (See Table 1). These typologies are sometimes created out of the agreement and sometimes out of disagreement.

Understanding the Relationship Between Entrepreneurship and Project Management

Entrepreneurship is beyond the scope of management studies (Huang and Knight, 2017). It is found that the literature on entrepreneurship is mainly built by scholars from different fields other than management.

The basis of our argument in this paper is that a field of research is a self-expanding social system. This is based on the Luhmannian perspective. Thus, we find it feasible to adopt the concept of systematic-discursive perspective (Seidl, 2007, p. 199).

This also motivates us to apprehend a research field as a closed autopoietic communication system that possesses its unique “codes” and autonomous discourse that makes the communication within each system meaningful (Seidl, 2007, p. 202).

E&PM possess different codes where research discourse of PM is developed on “success”. In any case, the sole purpose of PM research is to enhance the success of a project.

Table 1: Schools of entrepreneurship and project management research works 11 E&PM

School	Key idea/questions	New trends and renewal	Came to prominence	Key variable or unit of analysis
<i>Project management</i> Optimization school	Optimize project duration by means of mathematical processes		Late 1940s Archibald and Villoria (1967) Cleland and King (1968/1983)	Time
Modeling school	Use of hard and soft-systems theory to model the project	Hard systems Soft systems	1950s Mid-1990s Anbari (1985) Williams (2002)	Time, cost, performance, quality, risk, etc.
Governance School	Govern the project and the relationship between project participants	Contracts Temporary organization Project-based organization	1970s Mid-1990s Late 1990s Barnes (1983) Turner (2004)	The project, its participants and governance mechanisms
Behavior school	Manage the relationships between people on the project	OB HRM	Mid-1970s Early 2000s Galbraith (1973) Youker (1977) Huemann <i>et al.</i> (2007) Turner <i>et al.</i> (2007)	People and teams working on projects
Success school	Define success and failure Identify causes thereof		Mid-1980s Andersen <i>et al.</i> (2004, first Norwegian edition 1984) Morris and Hough (1987), Pinto and Slevin (1987) Cooke-Davies (2002)	Success criteria and success factors
Decision school	Information processing throughout project life cycle	Project selection Information processing	Late 1980s Morris and Hough (1987) Morris (1997) Flyvbjerg (2006)	Information based on which decisions are made
Process school	Find an appropriate path toward the desired outcome		Late 1980s Winch (1989)	The project, its processes and sub-processes

(continued)

School	Key idea/questions	New trends and renewal	Came to prominence	Key variable or unit of analysis
Contingency school	Categorize the project type to select appropriate systems		Gareis (2005) Meredith and Mantel (2006, first published in 1985) Early 1990s Shenkar and Dvir (1996) Turner and Cochrane (1993) Muller and Turner (2007) Crawford <i>et al.</i> (2005)	Factors that differentiate projects
Marketing school	Communicate with all stakeholders to obtain their support	Stakeholders Internal marketing Value of project management	Mid-1990s Mid-1990s Mid-2000s Foreman (1996) Cova and Sale (2005) McElroy and Mills (2007)	Stakeholders and their commitment to the project and project management
<i>Entrepreneurship</i> Economic school	Decision making in a constrained environment	New way of acting	Casson (1982) Sarasvathy (2001)	Fit resources and means
Psychological school	Who is an entrepreneur? What are their cognitive processes?	Entrepreneurial cognitive perception of opportunities	Shaver and Scott (1992), Grégoire (2011)	Psycho characteristics Entrepreneurial cognition
Behavioral school	What is the entrepreneur doing?	Dark side entrepreneur behavior and critical studies	Gartner (1989)	Good and bad practices
Learning school	What are the processes behind launching a new venture?	Discovering and exploitation of businesses opportunities	Klotz and Neubaum (2016) Bygrave and Hofer (1991), Shane and Venkataraman (2000)	From an idea to an opportunity

On the other hand, research discourse related to entrepreneurship is developing around the opportunities of forming codes (Alvarez and Barney, 2013; Shane, 2012; Vogel, 2016). Unlike, PM, in entrepreneurship research discourse the code is an independent entity with no effect from paradigmatic or onto-epistemological perspectives. Research related to entrepreneurship is finding ways of unveiling new opportunities (Garud and Giuliani, 2013). Thus in E&PM there are fundamental differences in the way they try to grasp the meaning of code.

Both entrepreneurship and project management have their respective systems of discourse that follows unique criteria and possesses unique features. For instance, “performance” has a different meaning in these two systems. In PM, performance and success are inherently related through some pre-defined goals and process orientations. In case of Entrepreneurship, performance is related to revenues, brand orientation, and entrepreneur-specific goals.

One might state that two fields share similar ideas. But as we defined it above, similar words too have different meanings with various discourses. So, the label set transfer starting from one discourse to a different one is linked with re-interpretation, which is changing what it means” (Seidl, 2007, p. 206). So, when fields use any label in particular, as innovation, one can (Kuura et al., 2014, p. 216), understand the same in a distinct way in every field while lowering the attempt made at field usage mutually. We can then state, for illustration purposes that the label “start-up” owns a unique meaning and focus in entrepreneurship as well as in PM. Given the perspective of PM, one states on the start-up phase project (i.e. planning, etc) (Midler and Silberzahn, 2008), where entrepreneurship view the business to deem start-up as the entrepreneurial act's part and has four phases, namely: “the idea phase, the pre-start-up, the start-up and lastly, the post-start-up phase” (Kuura et al., 2014, pp. 220, 224).

So, “a discourse fails to attain the meaning of input from a different discourse” (Seidl, 2007, p. 207). Such an aspect has been described to be “productive misunderstanding” by (Teubner, 2000, p. 408):

To be precise, it is impossible to interdiscursive translate. Now here is where we see the paradox of present day babylonian language confusion. Amidst of all the discourses, the meaning continuation is not possible and is important at the same time. Finding a way out of the paradox is more of a misunderstanding. A single discourse cannot find a different meaning of another given its own context and trees and also make use of the material of meaning of a different discourse in terms of a provocation external to form something new internally (Teubner, 2000, p. 408).

Following the word of Luhmann, outer label introduction or of the concepts is regarded as the prime source of “perturbation” present in the systems that are operationally closed and discursive for example: research fields. Such label has been re-interpreted in terms of the system's code which can then create new meaning idiosyncratically for each. Taking into consideration the above given two fields as discourse ecology part (Seidl, 2007, p. 208), labels or shared concept are “the mutual stimulation source between several discourses – irrespective of their autonomy,” along with their operational closure; and such a phenomenon has been regarded as “structural coupling” on a whole (Luhmann, 1992, p. 1432). Via structural coupling, several discourses are seen to “adjust with respect to another” (Seidl, 2007, p. 209).

As it's summary, no matter what the concept or the shared labels are, influence perceived in a way or in between two different fields or within the tierce field – each has a discursive operationally system closed given the own code of communication.

P2. E&PM should converge because of the potential action-oriented links

Irrespective of the fact that the developments of E&PM tool separately, the young disciplines yet has similar issues.

First being, both needs to attain advantage that is sustainable and competitive (Fiol, 2001). For example in the services of industry, project managers are seen investing huge amount to develop their team's learning skills (Matthyssens and Vandenbempt, 1998). It is important to be proactive, innovative, and also capable of solution proposing. To be precise, project teams appear to be oriented entrepreneurially, and such a characteristic is seen to stimulate entrepreneurship among corporates (Dess and Lumpkin, 2005). A research done recently on 145 ICVs, the author Covin et al. (2015) demonstrated ventures internal corporate being contingent to the ability to adjust ones own value proposition while developing. Firms that engage in “internal activities of corporate venturing facilitate the product market opportunity recognition, the organizational capability development, new technological discovery and formation of strategic trajectories, to sum up” (p. 762).

Second being the new organization to be either a venture of the project which has similar market pressure and mainly for the innovative services or products. Irrespective of the nature, this is seen to face tremendous uncertainty. Newer entrants need to learn about, from, and by the market. As an example, the “incubation period” is seen to exist at times of introduction of new technology-based firms to market (Christensen and Raynor, 2003). Project Managers and Entrepreneurs are looking for market clarification of how and why do few value propositions fail to appeal. Methods undertaken by agile organizations are apt for the project managers and entrepreneurs. They are thought as the ones that are effective and fast. To have better understanding of the method of entrepreneur being inexpensive and quick, the market learning can be applied effectively in PM, a research proposed by Stettina and Hörz (2015) was based on a total of 30 interviews as conducted in total of 14 European organizations. On analyzing their IT project application portfolios, the study adds to the agile method understanding. Implementation of agile methods done as bottom-up in the all cases. The above has been reflected in the fact where characteristics being perceived as agile would be on the portfolio and project level.

Third being, new project based and venture enterprises have social actors part of their networks. Entrepreneurs traditionally are seen to use collaborative relationships which can convey the resources and information needed to get the project going. Ferriani et al. (2009) has analyzed the determinants of the project entrepreneurs, as individuals that launch and carry the projects. They then argue that the performance of the project entrepreneur's relates to their centrality degree amidst the social network, with its familiarity in the team of selected project and has been captured by the ties distribution among members of the team. They then test the given hypotheses amidst the Hollywood Film Industry within the period that extends between 1992 to 2003. Results of findings reveal that team assembling combine new comers and the old-timers do to lead to performance and centrality benefits, albeit being law bound (Ferriani et al., 2009).

Fourth, sharing by the E&PM on the processes of same team management. Phrase as “Small is beautiful”: is the motto which can describe both the fields, as they seem optimal teams to be coherent, small, result specific, and multidisciplinary. Further, team members need to be deviant from norms that are socially accepted (Lin et al., 2016). It is seen that they concentrate within the space physical same and boosts creativity (McKeever et al., 2015). Entrepreneur and the project manager both generate deep loyalty personally of all team members. For both the cases, teams need to be highly autonomous, incentive driven and responsible. Google project teams are a case in current point: where employees at Google are encouraged to give 20% of their time to project personal to them, they are then expected to drive maximum results in the least possible firm and so the Google slogan: “Fail early fail fast!” To be precise, employees that devote their time to the projects that are non-performing have the expectations of early dismissal. Project managers and Entrepreneurs do not have regular schedules and fail to engage in skullduggery routinely (Barczak and Wilemon, 1989). Routines of Fixed daily are at times nonexistent in most of the start-ups, since they lack engagement time. In the same say, projects managers prefer eschewing these routines so as to reproduce the culture of entrepreneur. As a definition startups are often a temporary team. But, in areas of high entrepreneurship, like Silicon Valley or the Route 128 of Massachusetts, similar individuals tend to shift between team and projects. Employment motilities central argument in regional clusters is related to the opportunities linked with new learning. The boundary less career concept has, been tested recently in French innovation cluster namely Minalogic (Culié et al., 2014). Based on the set of a total of 42 interviews, the above research highlighted ways by which collaboration inter-firm account for individual development of career capital, and, likewise boost individual's psychological mobility.

Fifth, the most important and emerging discourse relating to effectuation or causation argued that continuum or dichotomy is possible because of fields convergence (Alvarez and Barney, 2013). This has been argued further that causation prevails more in in PM while entrepreneurship dominates effectuation. As shown by Brettel et al. (2012) on a total of 123 R&D projects, there is a positive relationship between effectuation and success with respect to innovative contexts, whereas approaches of causation are projects beneficial having least innovativeness level.

It is the innovativeness degree and not the field acting as determinant (Brettel et al., 2012).

2. DISCUSSION AND CONCLUSION

As the first question, is it that the E&PM fields are far and irreconcilable? We could say it as a yes.

We might argue that these two fields appear to be grounded in dual codes or discourses and so fundamentally “differ in the way meaning is processed” (Seidl, 2007, p. 205). Research works on E&PM have two unique institutional statuses that emphasize on the distance amidst them.

The research discipline academic status has been assessed through an array of factors or the related journals along with the place as discipline has occupied within the university: will it be attributed to a school, a faculty, a discipline, a department, or the expertise of subject matter in a department?

On the basis of the CiteScore and Scopus database journal list, few figures and facts have been summarized in Table II.

First, while considering facts in the active publications, we 24 entrepreneurship journal (E) and 8 PM journals in 2016.

Next, on observing the 2016 CiteScore, three entrepreneurship journals have the CiteScore more than 3, with 5.39 being the highest, while two PM journals have scores beyond the threshold, and 4.58 being the highest. But, the average entrepreneurship journal(1.22) CiteScore is less than PM journals (1.72). Also, considering the SiteScore evolution as of 2011, we see scores of PM being more than the average (Figure 1).

Last, laying attention to the journals coverage (All Science Classification Codes), it seems that the journals of PM cover:

- Business and International Management;
- Civil and Structural Engineering;
- Geography, Planning and Development;
- Information Systems and Management;
- Management Information Systems;
- Management of Technology and Innovation;
- Management Science and Operations Research; and
- Strategy and Management (Figure 2).

Table 2: Entrepreneurship & PM Journal with Cite Score summary

E (CiteScore)	0.95	1.13	1.25	1.16	1.28	1.42
PM (CiteScore)	1.49	1.65	1.92	1.86	1.69	1.70
E (nb journals)	17	18	19	21	23	24
PM (nb journals)	3	3	4	4	7	8
<i>Entrepreneurship Theory and Practice</i>	3.94	3.63	4.39	4.65	5.89	5.39
<i>Strategic Entrepreneurship Journal</i>		0.85	2.40	2.47	3.15	3.77
<i>Foundations and Trends in Entrepreneurship</i>	1.18	2.31	1.67	3.50	2.40	3.23
<i>Entrepreneurship and Regional Development</i>	1.90	2.07	2.34	2.43	2.83	3.21
<i>International Journal of Gender and Entrepreneurship</i>				0.86	1.41	2.54
<i>International Entrepreneurship and Management Journal</i>	2.76	3.78	4.22	1.32	1.40	2.20
<i>International Journal of Entrepreneurial Behaviour and Research</i>	1.25	1.52	1.68	1.36	1.71	2.05
<i>Journal of International Entrepreneurship</i>	1.32	2.10	1.86	1.67	1.45	1.80
<i>Journal of Social Entrepreneurship</i>	1.29	1.07	1.68	0.93	1.35	1.25
<i>Journal of Entrepreneurship</i>	0.33	0.47	0.49	0.82	0.62	1.12
<i>International Journal of Entrepreneurship and Innovation</i>				0.33	0.78	1.07
<i>International Journal of Entrepreneurship and Small Business</i>	0.40	0.30	0.36	0.42	0.68	1.02
<i>Journal of Entrepreneurship and Public Policy</i>					1.20	0.96
<i>International Journal of Entrepreneurial Venturing</i>	0.67	0.42	0.23	0.20	0.64	0.68
<i>World Review of Entrepreneurship, Management and Sustainable Development</i>	0.08	0.10	0.21	0.26	0.49	0.66
<i>International Journal of Entrepreneurship and Innovation Management</i>	0.21	0.49	0.62	0.78	0.48	0.59
<i>Journal of Developmental Entrepreneurship</i>	0.43	0.54	0.51	0.64	0.69	0.51
<i>Journal of Entrepreneurship in Emerging Economies</i>					0.80	0.50
<i>Journal of Research in Marketing and Entrepreneurship</i>			0.20	0.69	0.54	0.44
<i>Entrepreneurship Research Journal</i>						0.35
<i>Journal of Entrepreneurship Education</i>	0.00	0.12	0.24	0.43	0.48	0.32
<i>International Journal of Entrepreneurship</i>	0.24	0.26	0.14	0.22	0.30	0.23
<i>Academy of Entrepreneurship Journal</i>	0.00	0.18	0.14	0.30	0.20	0.10
<i>International Journal of Technoentrepreneurship</i>	0.18	0.10	0.30	0.00	0.00	0.00
<i>International Journal of Project Management</i>	2.57	2.70	3.11	3.55	4.16	4.58
<i>Project Management Journal</i>	0.50	0.87	1.01	1.10	2.34	3.04
<i>Impact Assessment and Project Appraisal</i>	1.41	1.38	2.81	2.13	3.13	1.86
<i>International Journal of Information Systems and Project Management</i>						1.28
<i>International Journal of Managing Projects in Business</i>					1.10	1.13
<i>Build Environment Project and Asset Management</i>			0.73	0.66	0.73	1.07
<i>Journal of Modern Project Management</i>					0.21	0.37
<i>International Journal of Project Organisation and Management</i>					0.17	0.28

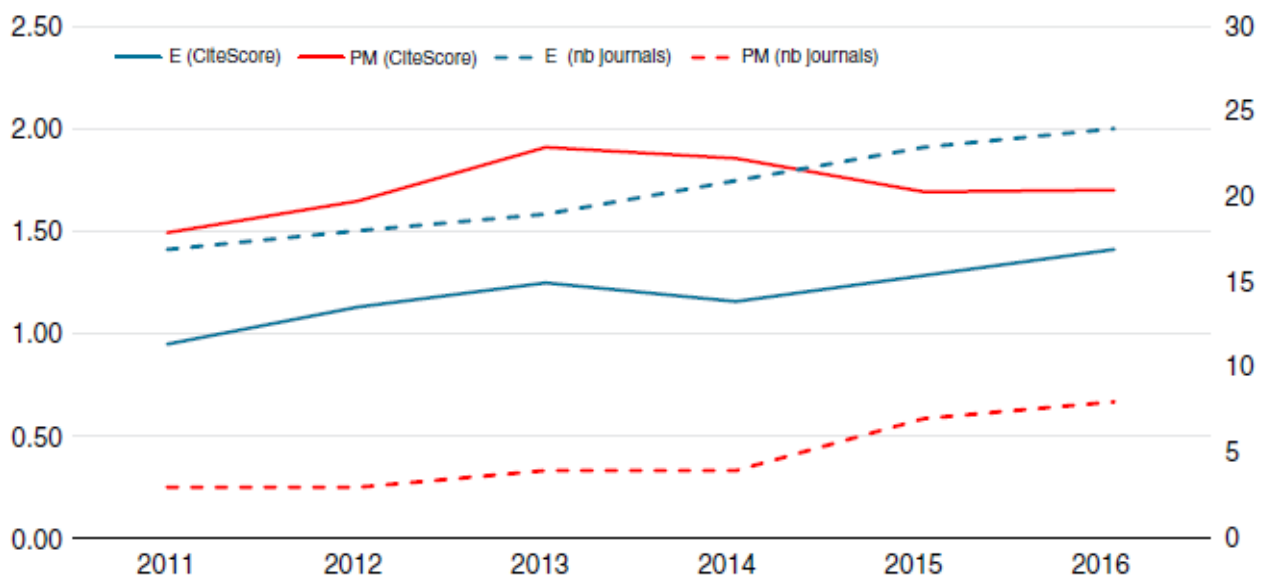


Figure 1: Scores of PM being more than the average

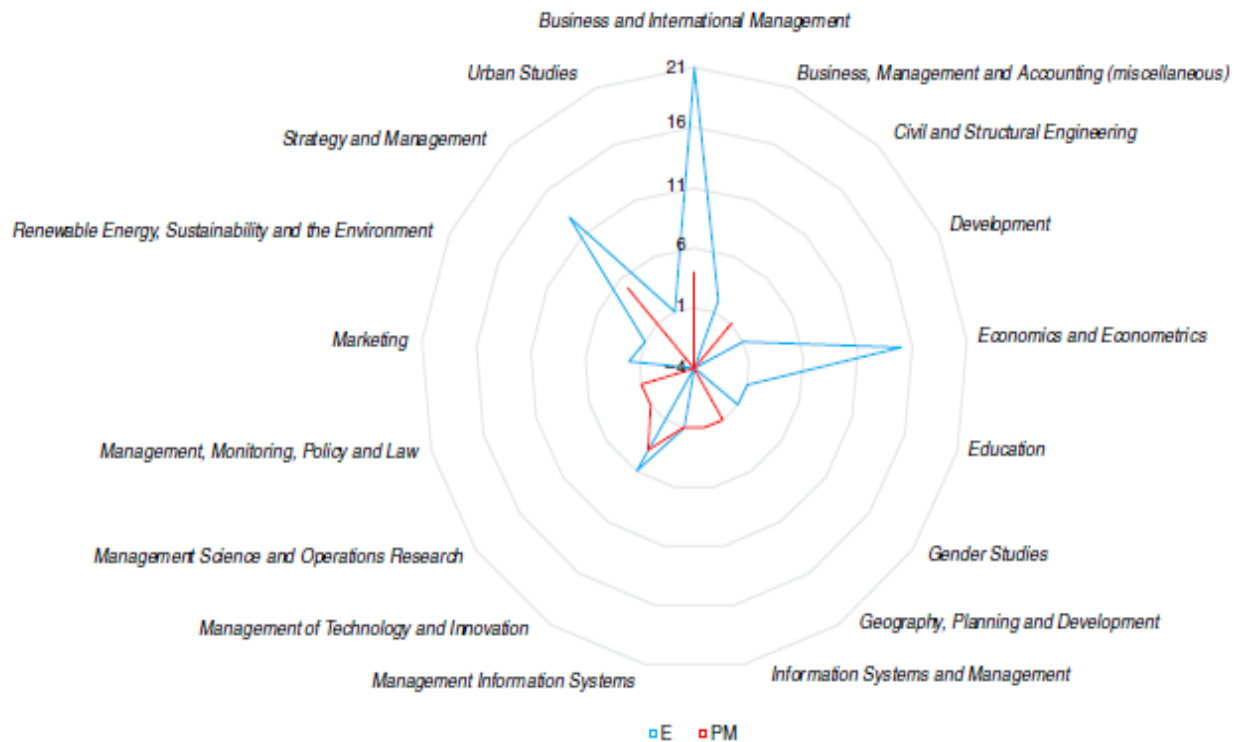


Figure 2: Journal Scopus database: All Science Classification Codes coverage by the entrepreneurship and project management

While the coverage of e-journals is broader, i.e.:

- Business and International Management
- Business, Management and Accounting;
- Development;
- Economics and Econometrics;
- Education; Gender Studies;
- Management Information Systems;
- Management of Technology and Innovation;
- Marketing; Renewable Energy, Sustainability and the Environment; and
- Strategy and Management and Urban Studies.

The four areas of overlap are:

- Business and International Management;
- Management Information Systems;
- Management of Technology and Innovation; and
- Strategy and Management.

The journal number difference along with the impact factors for each of the top journal respective discipline's and each of the respective discipline's coverage breadth persuades either one to

notify the field distinction, a difference of focus and status. Owing to the second question, it is so good if yes, and there does not exist any easy. Viewing the Trans disciplinary research appears to be useful in case, that helps to tackle grand challenges effectively and then create "a difference that forms a difference!" (Bateson, 1972, p. 315). Another argument on the sharing answer of similar issues by E&PM along with different yet similar practices. Given that time, and above the issues these fields consist of societal aspects, like environmental concerns, sustainability, effectiveness, resource efficiency, social design, social entrepreneurship, innovation, technology and computing (e.g. AI, quantum computing, machine learning), all effecting the fields' discursive along with the practices sociomaterial (Orlikowski, 2007; Mantere and Vaara, 2008).

In lieu of Seidl and Becker (2005), we might find few of the processes of inspirational thinking in the concept of Luhmann's autopoiesis. Several social researchers have failed within their endeavors when applying the idea of autopoiesis to the study of social science as it tries to transfer the vocational, original and biological meaning (Maturana and Varela, 1980) right from one single field to another. On contrast, such a concept application

was not done by Luhmann to social domain, yet abstracted “from the autopoiesis originally drafted biological concept.

One way possible was to acknowledge that both the E&PM are sciences applied and aims to cope with institutional tensions in the organizational institutions, along with the demands competing (Smith and Lewis, 2011; Smith and Tracey, 2016). Then from there, it is possible to move up to the general sciences level and also beyond the specific code and discourse. This might not be the integration instead another addition or dimension to the discourse ecology which then adds “another level” to the structural coupling. These two fields are the general scientific discourse part and based on the labeled code as true/false. So, instead of blending, borrowing, and transferring these concepts directly and “laterally” from one practice to another or between theories, we can (Kuura et al., 2014, p. 223), go “upwards” by concept abstraction from each field, both as the general and the concept transdisciplinary.

The Figure 3 shows the abstraction/re-specification processes, along with the organizational perspectives and distinct logics. At the level of general scientific, we can see

Organizing Structural Realist aim to discover the universe fundamental structure via pure research, and the Foundationalist organizing, to look at data hidden patterns via induction. At applied science level, engagement of Instrumentalist organizing in the truth-independent solving problem, and organizing Strong Paradigm builds a paradigm scientific while implications exploited. Lastly, Critical Realist organizing focuses on people emancipation from power structures and oppression as prevailing (Kilduff et al., 2011, p. 299).

End of the dialogical conversation, we would showcase the given points:

- E&PM need to stay “far from each other” since they do not have similar code and discourse. Such distance enables every discipline to self-develop and form fruitful creative tension.

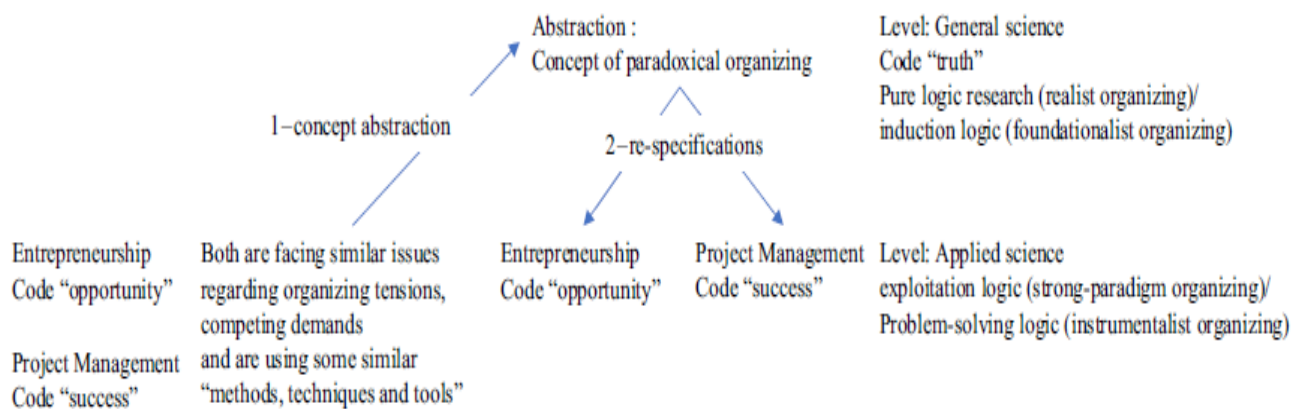


Figure 3: Transdisciplinary perspective: dynamic of abstraction and re-specification

- And then during the meantime, this would be “good” if these two fields build shared issues and then using abstraction move on to scientific lens and deeper conceptualization with can tackle huge societal challenges effectively. Moreover, the above would enable via re-conceptualizations development of disciplines in a way that is far more enlightened!

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