

**MENTORSHIP FOR ENTREPRENEURSHIP
DEVELOPMENT IN INDIA:
AN EXPLORATORY STUDY**

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DEVELOPMENT IN INDIA:
AN EXPLORATORY STUDY**

by

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CERTIFICATE

The Thesis entitle “**Mentorship for Entrepreneurship Development in India: An Exploratory Study**” being submitted by Ms. **Deepali** to the Indian Institute of Technology Delhi for the award of the degree of **Doctor of Philosophy** is a record of bona-fide research work carried out by her under our guidance and supervision. She has fulfilled the requirements for a PhD. degree of the institute. The research findings presented in this thesis have not been submitted elsewhere for the award of any other degree or diploma.

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ABSTRACT

Entrepreneurship has now emerged as the most important driver of employment generation in all parts of the world. The need for creating more jobs has become an important priority of the government in all countries. As the investment requirement for job creation is far lower in the Micro, Small and Medium Enterprises (MSMEs) as compared to that in the Large Scale Enterprises (LSEs) and Multinational Corporations (MNCs), almost all countries have been increasingly focusing on the growth and development of MSMEs, which are also less prone to downsizing or ‘job cuts’ during recessionary conditions. However, the biggest challenge faced by the governments is related to the creation of the First Generation Entrepreneurs (FGEs), who do not have the needed exposure to business operations as compared to their counterparts who are from family business background. This also explains the higher failure rate of the start-ups by FGEs, which can possibly be reduced by providing them good mentorship support. If a robust viable system of mentorship is established, the potential first generation entrepreneurs can be effectively converted into successful entrepreneurs. Some foreign as well as Indian organizations have established formal mentorship programs which have successfully demonstrated the usefulness of mentorship. However, the mentorship as an instrument of entrepreneurship development and, in turn, employment generation, has not yet received due attention of the policy makers as also the academic researchers.

Conventionally, the mentors in entrepreneurship domain are considered as volunteers and philanthropists who use their expertise and experience to extend general support to the younger entrepreneurs and receive due praise. However, mentoring can become very time consuming activity if taken seriously. Also, an entrepreneur-mentor tend to run the risk of creating another competitor if mentored in the same field. Thus, if a mentor’s benefit can be linked to the success of the mentee’s firm, then the mentor may take mentorship more seriously, more like a consultant. With this background, broadly the objectives of the present research study are associated with understanding the expectations of the mentors and to explore the feasibility of reward-based mentoring system that can benefit both mentees as well as mentors.

Triangulation methodology has been used to synthesize the research findings, using qualitative and quantitative methods viz. Grounded Theory, Multivariate Analysis of Variance and Structural Equation Modeling (Partial Least Squares). The primary data have been collected questionnaires, administered to 104 existing mentors and 258 potential entrepreneurs (mentees); further, 50 mentors have been interviewed.

The findings of the entire research study indicate that potential entrepreneurs are looking for mentorship support from mentors and willing to share financial rewards with them. Similarly, mentors have also supported the financial reward-based mentoring system. The findings have also indicated that mentors undertake mentoring not only for philanthropic purposes but also for the purpose of self-growth. However, their role in entrepreneurship has become challenging.

The present research has explored the analytical framework for mentoring in entrepreneurship for entrepreneurial development. Findings indicate that financial rewards approach in mentoring would contribute to the survival of new-start entrepreneurs and financial benefits to mentors. Additionally, the present research is able to provide two definitions, one for the mentoring in entrepreneurship and another for the mentors in entrepreneurship. In order to understand mentor's perspective in entrepreneurship domain, various scales have been developed to assess mentor's motivation, commitment, barriers and interest in mentoring. Moreover, the research has significantly contributed in examining the mentor-mentee perspectives to understand agreements and disagreements between them.

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LIST OF ABBREVIATIONS

BRICS	Brazil, Russia, India, China and South Africa
CIIE	Centre for Innovation Incubation and Entrepreneurship
DST	Department of Science and Technology
EDP	Entrepreneurship Development Programs
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
IDBI	Industrial Development Bank of India
IEDC	Innovation and Entrepreneurship Development Centers
IIMA	Indian Institute of Management, Ahmedabad
ILO	International Labor Organization
IMF	International Monetary Fund
MIT	Massachusetts Institute of Technology
MITCON	Maharashtra Consultancy & Engineering Services Ltd
MSME	Micro, Small and Medium Enterprises
MSMED	Micro, Small and Medium Enterprises Development Act
NGO	Non-Government Organization
NSRCEL	N S Raghavan Centre for Entrepreneurial Learning
SBA	Small Business Administration
SIMAP	Small Industries Management Assistants' Program
STED	Science and Technology Entrepreneurship Development
STEP	Science and Technology Entrepreneurship Parks
TBI	Technology Business Incubators
TCO	Technical Consultancy Organization
U.K.	United Kingdom
USA	United States Of America
WEBCON	West Bengal Consultancy Organization Ltd