

# **SUCCESSFUL ENTREPRENEURIAL PROFILES - A COMPARATIVE STUDY**

*By*

**AVANTIKA ARORA (née KAPOOR)**  
Department of Humanities And Social Sciences

*Submitted  
in fulfillment of the requirement  
for the degree of*

**DOCTOR OF PHILOSOPHY**

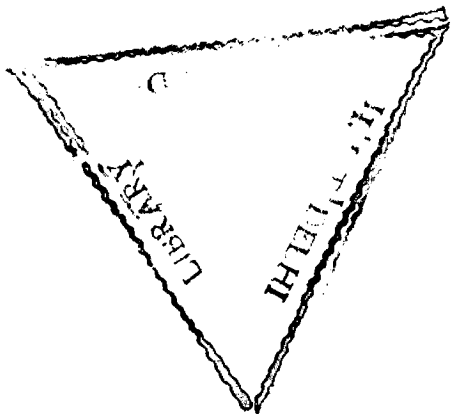


to the  
**INDIAN INSTITUTE OF TECHNOLOGY, DELHI**

**1996**

TH  
658.3-05  
ARO-S

श्री श्री म. वि. वि.  
1  
5  
प. वि.  
LIBRARY  
TH-2552



## CERTIFICATE

This is to certify that the thesis entitled "Successful Entrepreneurial Profiles -A Comparative Study" being submitted by Avantika Arora (nee Kapoor) to the Indian Institute of Technology, Delhi, for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by her. Avantika Arora has worked under my guidance and supervision, and has fulfilled the requirements for submission of this thesis, which to my knowledge has reached the requisite standard.

The results contained in this thesis have not been submitted, in part or in full, to any other University or Institute for the award of any degree or diploma.



**Dr. (Mrs.) PURNIMA MATHUR**

Research Supervisor

Professor

Department of Humanities

and Social Sciences,

Indian Institute of Technology,


New Delhi.

## ACKNOWLEDGEMENTS

I wish to express my gratitude to Dr. Purnima Mathur, Professor, Department of Humanities and Social Sciences, Indian Institute of Technology, Delhi, my supervisor and guide for her constant encouragement, help and guidance. With her I had the privilege of freedom at work, supplemented with a constant concern-a rare combination.

I am extremely thankful to the respondents for their time, courtesies and cooperation. I wish to put-on record the help rendered by Mr. Behl, Mr. Khemanand and Mr. Arya. To Punam who came in when most needed, I am indeed grateful. To, Dr. P. Rajput I shall be forever indebted to for her valuable suggestions and help.

I shall be forever grateful - to my parents, to whom I owe everthing,my parents-in-law for their incessant support, help and encouragement which gave me the much needed motivation to complete this project,- my brothers and bhabhis who were always there when I needed them, to Dear little Mansi - who was very much neglected but kept motivating me with her precious smiles and laughter and finally, to Sharad-to whom I dedicate this work-without whom it would not have seen the light of the day.

  
Avantika Arora  
(nee Kapoor)

## ABSTRACT

In the existing economic scenario of the country the phenomenon called “entrepreneurship” has developed a new dimension. This generation is witnessing a “boom” in the economy, which comes once in a century. On the other side, almost simultaneous to this growth in the last two decades was the increase in the number of women who stepped ahead for economic participation. Women, who had so far kept a low profile, have emerged as vital contributors to the state exchequer. Participation of women in the economic process has increased the utilisation of the available labour force and has optimised utilisation of the country’s human resources. Pure statistics show that the growth of women entrepreneurs in certain parts of the globe, has even outstripped men. While this may not apply to our country, the trend is similar. This treatise responds to the apparent and important need, for a detailed study on this burgeoning segment of the Indian economy, the women entrepreneurs.

This study proposed to sketch out a socio-psychological profile of successful women entrepreneurs. To fulfil this objective, various dimensions were undertaken for investigation. Broadly, these may be categorised as : Demographic variables ( like age, marital status, socio-economic status, general background, family background, education and previous training, etc.); Psychological variables (like motivation patterns, support patterns, work schedule and its impact on the family, role conflict and its management, leadership style, self perceptions, etc.) and Organisational variables ( like nature, function and age of the organisation, sources of finance for the venture, etc.). The other objective was to compare this profile between men and women, taking the former as a control group.

Some sections of this study may be considered as an exploratory one for the Indian context. A usable sample size of 145 entrepreneurs, comprising 69 females and 76 males, was employed to sketch out and compare profiles. On the basis of the results obtained , a comprehensive profile was developed on the said three dimensions. However, no significant differences were found between successful men and women entrepreneurs on most of the variables.

Implications of this study are discussed and recommendations for on-going research work have been penned at the end.

## TABLE OF CONTENTS

Certificate  
Acknowledgements  
Abstract  
List of tables

		PAGE NO.
Chapter 1	Introduction	1
Chapter 2	Review of Literature	9
2.1	The Conceptual Framework	9
	2.1.1 Defining Entrepreneurship	9
	2.1.2 Defining Women Entrepreneurship	13
2.2	Theoretical Framework	17
	2.2.1 The Economic Approach	17
	2.2.2 The Sociological Approach	20
	2.2.3 The Psychological Approach	22
	2.2.4 The Managerial Approach	27
	2.2.5 The Integrated Approach	29
2.3	Empirical Research	32
	2.3.1 Empirical Research on Entrepreneurs	32
	2.3.1.1 The Trait Approach	32
	2.3.1.2 The Psychological Approach	37
	2.3.1.3 The Environmental Approach	50
	2.3.1.4 The Behavioural Approach	55
	2.3.2 Empirical Research On Women Entrepreneurs	67
	2.3.2.1 Reported Literature on Demographic Aspects	62
	2.3.2.2 Reported Literature on Psychological Aspects	79
	2.3.2.3 Reported Literature on Organisational Aspects	86

Chapter 3	Hypotheses and Methodology	90
3.1	Development of Hypotheses	90
3.2	Sampling Criteria and Procedure	93
Chapter 4	Results And Discussion	101
4.1	The Emerging Demographic Profile	101
4.1.1	Marital Status	101
4.1.2	Age	104
4.1.3	Ordinal Position in the Family	105
4.1.4	Socio-Economic Status	106
4.1.5	Nature of Family	107
4.1.6	Family Background (Educational +Vocational)	109
4.1.7	General Background	113
4.1.8	Educational and Training Background	115
4.1.9	Previous Experience	117
4.2	The Emerging Psychological Profile	121
4.2.1	Motivational Patterns	121
4.2.2	Support Patterns	124
4.2.3	Role Conflict	131
4.2.4	Nature of work Schedule	136
4.2.5	Nature of Social life	137
4.2.6	Leadership Style	139
4.2.7	Role Model	143
4.2.8	Self Concept	144
4.3	The Emerging Organisational Profile	148
4.3.1	Function of The Organisation	148
4.3.2	Nature of The Organisation	150
4.3.3	Finance for the Organisation	152
4.3.4	Other Business Characteristics	154

Chapter 5		
	5.1	Implications of The Study 158
	5.2	Limitations of The Study and Suggestions for Future Research 158 160
Chapter 6		Summary of Results & Conclusions 162
	6.1	Demographic Profile of A Successful Indian Woman Entrepreneur 162
	6.2	Psychological Profile of A Successful Indian Woman Entrepreneur 162
	6.3	Organisational Profile of The Unit of A Successful Indian Woman Entrepreneur 165
	6.4	Comparison of Women & Men Entrepreneurs 165
	6.5	Conclusion 166
References		
Annexure		