

BALAJI INSTITUTE OF I.T AND MANAGEMENT KADAPA

ENTREPRENEURSHIP DEVELOPMENT

(21E00307a)

ICET CODE: BIMK

www.bimkadapa.in
1st & 2nd INTERNAL EXAM



MOOCS COURSE

Units covered: 1-5 units



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
(Established by Govt. of A.P., ACT No.30 of 2008)
ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none">To educate in preparation of business plan, contents and effective presentation of business plan.To explore and Generate new business opportunity,To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategiesTo educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none">Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan.To apply various strategies for decisions under different scenarios to reduce risk.Analyse challenges faced by Women entrepreneurship focusing on Rural EntrepreneursKnow the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.					
UNIT – I					Lecture Hrs: 4
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II					Lecture Hrs: 6
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III					Lecture Hrs:6
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV					Lecture Hrs:6
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V					Lecture Hrs:6
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					



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2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson

Reference Books:

- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, .
- Fundamentals of Entrepreneurship, H. Nandan, PHI.
- Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
- Entrepreneurship – New venture Creation, Holt, PHI.
- Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson.
- Entrepreneurship, Roy, Oxford.

Online Learning Resources:

https://www.tutorialspoint.com/entrepreneurship_development

<https://swayam.gov.in> ----Entrepreneurship Development

<https://leverageedu.com/blog/entrepreneurship-development>

UNIT-1

NATURE & FORMS OF ENTREPRENEURSHIP

1.1. FEATURES OF ENTREPRENEUR:

FEATURES OF ENTREPRENEUR

Determination of succeed
independence

Risk taking
control

Per severance

Analytical ability of mind
uncertainty

Stress takers
creative

Ability to mobilize resource

p

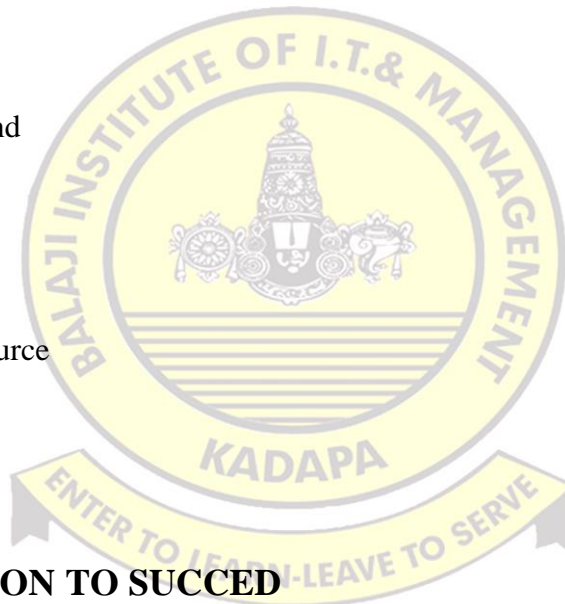
ability to

flexibility

confronting

innovative and

leadershi



1. DETERMINATION TO SUCCEED

Entrepreneurs are determined towards achieving success as well as growing their venture. They set a clear picture to achieve their desired target and stay focused, irrespective of hurdles in their way to success. They have the ability to visualize the broader scope and an aspiring personality.

2. INDEPENDENCE

Entrepreneurs are independent persons who like to be decision makers rather than being, decision implementers. They prefer to initiate with issues of any venture, entrepreneur do not depend on their destiny have the ability to alter the socio-economic setting of their enterprises in order to control impacts they have a firm belief that their destiny is regulated and designed by their own actions.

3. PERSEVERANCE

This is the most demanded quality in the entrepreneurs once they commit a goal they put their best efforts to accomplish it. They participate in every activity of the enterprise and are totally engaged in completing these activities. They look after all the concerned issues related to the venture by their self.

4. FLEXIBILITY

Entrepreneurs show flexibility in their decisions they are always ready to modify their decisions in cases of adverse conditions usually merits and demerits of each entrepreneurial decision and analyzed by ideal entrepreneurs and required changes are applied in accordance with the prevailing conditions.

5. ANALYTICAL ABILITY OF MIND

Personal preferences are not entertained by entrepreneurs. They prefer to analyze the given environmental conditions and proceed as per the situation. Emotional approach is generally neglected in order to deal with business or a particular issue generally they think logically instead of getting involved emotionally.

6. CONFRONTING UNCERTAINTY

Optimistic approach enables an entrepreneur to deal with uncertainties. They treat every uncertain condition as an opportunity to them. They are known to complete the given work sensibly even under the odd conditions. Therefore the unusual insight and talent enables an entrepreneur to get success.

7. STRESS TAKERS

They have the ability to face all the difficult situations and take corrective actions against them. Along with performing for extended work hours. Entrepreneurs also resolve variety of complications. As a commander they face the issues of their enterprise and take appropriate decisions at appropriate time even at very short notices. They are called stress takers as they deal with psychological as well as physical stress in operating their enterprises.

8. INNOVATIVE AND CREATIVE

Entrepreneurs are innovative and creative. They think unique and better to become successful and different from the crowd. They generate new thoughts and ideas to develop new products or services or new suppliers in order to establish a new market or redesign the organizations. This new enterprise comprises of creative production methods and marketing channels designed by the entrepreneurs.

9. ABILITY TO MOBILIZE RESOURCES

Entrepreneurs possess the ability to exploit all its resources to its maximum. It is important for an entrepreneur to make available to required resources and mobilizes them efficiently. Generally there are 6ms i.e. man machinery material money market and method to convert a raw input into a final product.

10. LEADERSHIP

Leadership means to organize a group of people to achieve a common goal through proper communication. Leadership qualities found in an entrepreneur include team work shared target huge admirers accurate guidance and responsiveness towards co workers.

1.2: MEANING AND DEFINITION OF ENTREPRENEURSHIP

MEANING OF ENTREPRENEURSHIP

Performing the activities of an entrepreneur is called as entrepreneurship. It is a French word, which means to undertake. In this all the available resources like innovative ideas capital labor and business intelligence is utilized in effective manner to produce innovative products and services. It may also involve creation of new enterprise or diversification in established enterprises due to available opportunities in the market.

Entrepreneurship is an ability of an entrepreneur to develop and establish business enterprise and perform all the functions involved the particular activity. Just like managers perform management, entrepreneurs perform entrepreneurship. It is a process involving different activities to set up an enterprise. It starts with discovering of opportunities, designing a business plan, applying resources and techniques, and finally implementing the ideas. Not

only this it also involves managing and controlling of various risks and uncertainties and turning it into a successful business venture.

DEFINITION OF ENTREPRENEURSHIP

According to **JOSEPH SCHUMPETER** entrepreneurship as defined essentially consists in doing things that are not generally gone in the ordinary course of business routine.

According to **PETER F. DRUCKER** entrepreneurship occurs when resources are redirected to progressive opportunities not used to ensure administrative efficiency. He further states that entrepreneurship is not natural. It is not creative. It is work entrepreneurship requires entrepreneurial management.

2. ENTREPRENUER'S COMPETENCIES

The term competency has a number of definitions which depend on the specific task to be performed by individuals under different conditions. Competency is composed of knowledge, skills, abilities and other characteristics which underline effective or successful job performance these competency attributes are observable and measurable and these attributes distinguish between superior and other performers.

Entrepreneurial competency is defined as the individual characteristics; entrepreneur is a person who undertakes risk for gaining profit in the business venture.

According to **SPENCER AND SPENCER** a competency as underlying characteristics of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation. Entrepreneurial competencies include clusters of related knowledge; attitudes and skills which an entrepreneur must acquire through managerial training and development to enable him produce outstanding performance, and maximize profit while managing a business venture .It does not refer to those behaviors which do not demonstrate excellent performance.

According to BIRD, entrepreneurial competencies are defined as underlying characteristic possessed by a person who results in new ventures creation survival and/or growth.

They do not include knowledge but do include applied knowledge or the behavioral application of knowledge that produces success. In addition, competencies do include skill, but only the manifestation of skills that produce. Success finally competencies are not work motives, but do include observable behaviors related to motives.

2.1 COMPETENCY REQUIREMENT FOR ENTREPRENEURS

Competency requirements make an entrepreneur successful. An entrepreneur should possess certain core competencies to become a recognized person. They can be listed as,

1. SUPERINTENDENCE

He should have the capacity to assemble the means that production turn-out maximum at minimum cost and to supervise the work.

2. LEADERSHIP QUALITIES

A businessman or woman has been able to lead his or her staff members as well as other Associates. He or she must be able to guide others in carrying out business and make a success of it.

3. DECISIVE

A successful business man or woman has to be very decisive. He or she has to take many decisions sometimes on the spur of the moment. Any vacillation (the inability to decide between different opinions or actions) in decisions could affect their business. They have to be very firm in their decisions. Also while taking decisions they must not get influenced by others. They should be able to take decisions independently.

4. RISK-TAKING

Business involves many risks which a business person must be not hesitating to take. Lot of financial involvement is there and obviously one has to be careful with investments. Yet risks have to be taken in money matters as well. Sometimes a businessman may lose out on his or her venture but when he or she make a success of it then he or she has must to gain, both financially and from a personal satisfaction point of view.

5. CONFIDENT

Achieving success in business requires confidence. A businessman or business woman has to be sure of him or herself reaching the set targets of success. It does not help self-image is enhanced when one is confident.

6. WILINGNESS

A businessman or woman must be willing to undertake any matters concerning their business venture. He or she must not hesitate for personal or other reasons. Willingness to extend a helping hand is very essential.

7. ENTREPRISING

One has to be enterprising in order to achieve significant results in business. He or she has to have the zeal to do things. A laid-back approach will not help.

8. INNOVATIVE

New ideas help make a business venture successful. A successful business man or woman must be innovative and always strive for something better. New concepts must be formulated and new ways of doing business must be thoughts of.

9. INTEGRITY

The entrepreneur has a clear sense of values and beliefs that underpin the creative and business decisions that they make and that influence the actions they take particularly when in difficult or challenging circumstances.

10. CONCEPTUAL THINKING

The entrepreneur is prepared to use fresh approaches comes-up with crazy ideas that may just work leading to radical change or significant improvements and takes time to listen to new ideas without pre-judgment.

11. NET WORKING

The entrepreneur understands that networking is a key business activity which can provide access to information expertise collaborating and sales and that careful planning and preparation helps achieve desired results.

12. STRATEGIC THINKING

The entrepreneur understands and values the planning process. Thinking and planning over a significant time scale recognizes external trends and opportunities and is able to think through any complex implication for the business.

13. COMMERCIAL APTITUDE

The entrepreneur keeps up to date with developments in the sector seeks-out best practice and identifies and seizes opportunities that are not obvious to others.

14. OPTIMISIM

The entrepreneur persist in pursuing goals despite obstructs and setbacks operates from hope of success rather than from fear of failure and sees setbacks as due to manageable circumstance rather than a personal flaw.

15. CUSTOMER SENSITIVITY

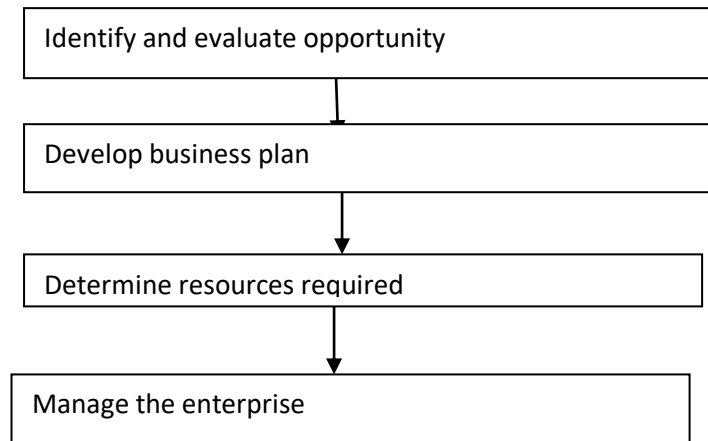
The entrepreneur builds trust and long term relationships with customers generate expectations of high level of customer service and regularly exceed customer expectation.

16. PEOPLE FOCUS

The entrepreneur creates common purpose with colleagues through shared vision and values walks the talk sees and values the best in others builds the total capability of the immediate and wider team and always consider the principles of inclusiveness in planning and dealing with others.

STAGES OF ENTREPRENEUSHIP PROCESS:

Entrepreneurship process is a defined sequence of ideas, techniques, and plans and programmed essential for establishing a new venture. The entrepreneurship is responsible for identifying, evaluating, developing and managing different resources. Entrepreneurs must also overcome the restraints involved in the process mainly, the process comprises of four stages, and they are,



STAGES IN ENTREPRENEURSHIP PROCESS

Although, for majority of entrepreneurs, this determination and focus develops along with the growth of the enterprise. A strong belief is developed for the evaluated opportunity, and the entrepreneur is ready to utility the opportunity along with making all the necessary scarifies.

1. IDENTIFYING AND EVALUATING OPPORTUNITY

The first stage of entrepreneurial process is to identify the potential opportunities and evaluate them effectively. It is a crucial task for all entrepreneurs to find out feasible opportunities. It is very essential for entrepreneur to remain attentive and on serious while searching options. These opportunities should match the skill and expectations of the entrepreneur. Every entrepreneur must devote required time and determination to exploit opportunities efficiently.

2. DEVELOPING BUSINESS PLAN

A well-defined plan is essential for starting a new venture. A business plan is a detailed layout of entrepreneurial activities in the form of a document based on detailed assessments and significant facts and figures. Along with describing the business proposal a business plan also explains the technical viability and success chances of the business idea. It is also suggests different actions to be performed in different sections to realize the business opportunity. It is an extensive stage, but it must be done properly to make best use of all resources and opportunities efficiently.

3. DETERMINING RESOURCES REQUIRED

After designing the business plan entrepreneurs must carefully determine the required business resources. Entrepreneurs are required to identify essential. Critical and desirable resources for the actualization of the business plan. The importance of variety and quantity of resources should be not deal with improper resources,

The resources may be as follows,

1. Technical resources need for production purpose in order to develop quality products.
2. Financial resources like cash-in-hand equity and borrowing authorities.
3. Physical resources in the form of assets such as buildings machinery equipment, and vehicles.
4. Human resources including skilled and experienced employees and workers with emotional and intellectual abilities.
5. Intangible resources such as information, networks, protected patents, latest technology, and brand recognition.

4. MANAGE THE ENTERPRISE

In the last stage of entrepreneurship procured resources are utilized for effective implementation of business plan. Along with implementing business plan management of the enterprise is also crucial. For effective management of the enterprise entrepreneur develops an appropriate organizational structure and style key success factors are also determined in this stage. This is the most challenging stage of entrepreneurship as some entrepreneurs fail to manage and grow the enterprise.

1.3. ATTITUDES OF AN ENTREPRENEUR

1.3.1 MEANING OF ENTREPRENEUR

An entrepreneur is a rare person who can visualize and materialize water in the desert. His foresightedness vision motivation, persistent efforts, the ability to presume the risks involved and their outcomes, and the thrust to achieve the desired goal, facilitate him to convert his ideas into reality the water in the desert refers to a scarce commodity hence an entrepreneur visualizes this needs of the need arising in near future and grabs the opportunity or challenge before others can think about it. Entrepreneur refers to an individual

who has the ability to organize and manage a business idea or a new enterprise considering the in built risks and consequences. They also act as leaders assuming their responsibility towards the success and failure of the enterprise. An entrepreneur has the ability to identify the needs of consumers and the society their own effort. They always like to give direction rather than taking directions from others. They feel comfortable with profits or even losses arising out of their own decisions.

1.3.2 ATTITUDES OF AN ENTREPRENEUR

1. BE REFLEXIVE-RECOGNISE THE LIMITATIONS

Survival begins with the principal of need. Entrepreneur rejects others point of view on their limitations. Having a reflective attitude helps us to recognize our incompleteness Recognizing limitations can cause pride to deflate.

2. BE REGARATEFUL-RECOGNISE MISTAKES

The next attitude is regret. The principal for this attitude is brokenness. Brokenness the life is given in humility and is open to whatever work needs to be done. People who are not broken seen to the hip pant and curt.

3. BE RESIGNED-RECOGNISE THE NEED TO SUBMIT

By realizing that entrepreneur are in need of being releasing that entrepreneur are in need of being reflecting and regretful for the mistakes, they can then become resigned to the limits of their own ability. This may drive entrepreneur to seek wise counsel. The principal of this attitude is submission. While discovering this attitude, entrepreneur finds the need for others by submitting entrepreneur will find that everyone has good ideas and is vital to the success of all.

4. BE RIGHT-RECOGNISE THE NEED TO FIND TRUTH

The fourth attitude is to meet the standard of what is right. The principal is that of yearning to seek the truth. The opposite of yearning is apathy towards the pursuit of truth. It is the state of indifference between what is true and false. Realize that yearning is an intense emotion. One who yearns for truth will find it. Right leads to might and falseness leads to failure.

5. BE A RECIPROCATOR-RECOGNISE THAT GIVING IS ITS OWN REWARD

This attitude the first of the last four that demand action is outward and is to become reciprocator. Reciprocity is the principle of both giving and taking something. Entrepreneur need to learn to give without expecting anything in return.

6. BE RIGHTEOUS-RECOGNISE THE OUTCOMES OF BEING RIGHT

The principle contains the aspect of having morality. As entrepreneur interacts with people on their climb the attitudes must be consistent. Circumstances and situations ought never to change morals. The compass that directs the heart should be never changing.

7. BE RECONCILED-RECOGNISE THE WORK TO BRING PEACE

The next attitude is to be reconciled seeking unity. The principle balances seeking peace in own lives, as well as in others. Sometimes entrepreneurs resist reconciliation because entrepreneurs fear compromise. Consider the compromise is in fact dangerous. Entrepreneurs must compromise without losing morals and values the benefits of peace are unity among our colleagues and the acceptance of others.

8. BE REPROACHED-SET ASIDE YOURSELF

The final attitude is being self-reproached which is the actions of being open to preferring others to self. The opposite is driving to gain short-term honor from other people. This drive to gain brings of oneself for the higher purpose. All other attitudes for survival mentioned above lead up to this attitude is high self esteem because entrepreneur willingly set themselves aside for the good of others.

1.4. QUALITIES OF ENTREPRENEURSHIP

1. SELF-MOTIVATION

An entrepreneur always enjoys autonomy and rewards that are due to him since he has sustained efforts. This ultimately leads to his self-motivation. Some entrepreneurs are also driven by passion for their work. Sometimes some negative factors experienced in early life of a person also act as a motivating

factor. Such persons make sustained efforts to change those factors which were responsible for the negatively.

2. SELF-CONFIDENCE

Entrepreneur must have self-belief and be confident towards their business their product and their decisions. This can be achieved when one knows that is providing quality products at reasonable prices.

3. ETHICS AND MORALS

In the entrepreneurial life it is very necessary for an individual to determine the cause for the existence of him and in his venture and also the prohibiting areas. Majority of the entrepreneurs ruin their future because at times monetary attraction overshadows their ethics and morals. The goodwill of the business gets affected if an entrepreneur ignores his own morals.

4. TIME MANAGEMENT

Time is money. Entrepreneur has to systematically distribute his activities and judiciously a lot of time for each activity. He should not give unreasonable long time for his leisure. Instead he should concentrate on designing new promoting techniques dealing with prospective customers or should be learning desired business skills.

5. SALES

A business survives on sales only. An entrepreneur has to take necessary measure to promote sales of his product. This may be quality advertisement, after sales service communicating skills market requirement etc. the entrepreneur has to carefully handle these factors.

6. ADMINISTRATION SKILLS

Usually entrepreneurs appoint office assistant for administrative work but it is uneconomical for new entrepreneurs. Therefore all entrepreneurs must possess administrative skills along with the management of the business. They need to be capable of handling all the activities such as billing payment collection managing receivables invoices printing etc.

7. FINANCIAL KNOWHOW

Basic knowledge about finance is essential for every entrepreneur. One must know to manage check-books and invoices related to business keeping track of cheques issued, pending dues against the services or goods supplied with schedules of receipts enables to know the cash flow and ash ready in hand. It is also important to recognize and manage time with finance. Having sufficient knowledge of accountancy is enough to handle finance.

8. VISION AND LEADERSHIP SKILLS

Focusing on vision is the important requisite for successful entrepreneurs Vision implies the status that a particular organization wishes to achieve in future The entrepreneur would be able to share his vision with his team and it would be assist in the development of the new venture. Through effectively communicating the achievement of shared vision very simply.

9. INTERPERSONAL SKILLS

In every business entrepreneurs have to deal with different people present in the organizational hierarchy. Therefore it is important for entrepreneurs to own interpersonal skills in order to communicate with them effectively.

10. COMMUNICATION SKILLS

Generally entrepreneurs use basic means to communicate with their customer's employee's suppliers, bankers, etc. This includes telephone calls, e-mails, memos, letters, meeting, seminars, etc. Thus entrepreneurs must have good writing, speaking and listening skills, all at the same time, there are as follows,

SPEAKING SKILLS

Mostly business people communicate verbally over telephone or face-to-face. The speaking skills greatly influence the person the entrepreneur is dealing with.

WRITING SKILLS

Entrepreneurs need to have good writing skills so as to effectively communicate with their employees, customers and suppliers. A good writing skill leads to better understanding to thoughts and ideas readers should be able to understand what the writer is trying to convey.

LISTENING SKILLS

One of the biggest reasons of miss-understandings between persons or a group is the lack of listening skills.

11. PROBLEM-SOLVING SKILLS

Entrepreneurs may also face situations where they have to make decisions on their own. Sometimes they may have to involve employees to discuss a certain problem where brainstorming and consensus-building methods may be appropriate to make decisions.

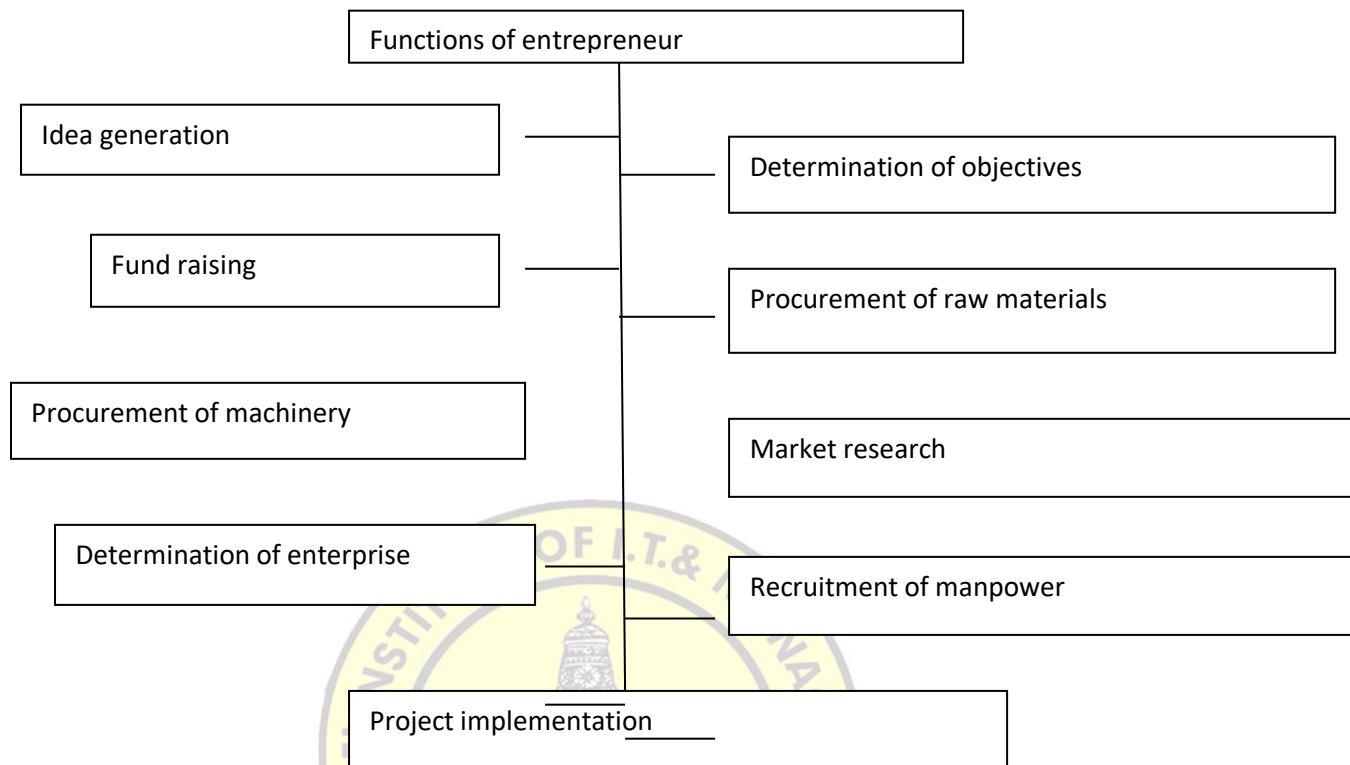
12. TECHNICAL SKILLS

The entrepreneur should have a reasonable level of technical knowledge to understand the technical terms spoken by the staff during the discussion to enable him to understand the problem. Entrepreneurs need not be masters in technical skills but must possess basic technical knowledge. This helps the entrepreneur to appreciate and discuss the efforts of the technical staff.

These skills are very crucial for the successful journey of entrepreneurship.

1.5. FUNCTIONS OF ENTREPRENEUR:

Functions of entrepreneurs can be understood with the help of following points,



1. IDEA GENERATION

Idea-generation is the process of building new ideas, bringing out the idea in to an innovative way developing the process and concerting the idea into reality, Ideas can be generated by following the entrepreneur's vision, perception, experience, observation, education, exposure and training, generally market study and environmental analysis tools are used for a idea generation.

2. DETERMATION OF OBJECTIVES

One of the main functions of the entrepreneur is to define the objectives of the business. The business objectives should be laid-down clearly. Most appropriately the entrepreneur must specify few things in a clear manner.

- The business nature and
- The business type.

The nature and type of business identifies the industry it belongs to i.e., manufacturing, trading or service. This helps the entrepreneur to focus on the business more effectively keeping in view the objective.

3. FUND RAISING

Finance is the life-blood of any business. It is the function of the entrepreneur to arrange the source of funds for the business. There are two sources to raise funds that are internal and external sources. Entrepreneur must be aware of formalities and guidelines to be followed for raising funds. Governmental assistance can be provided in form of seed capital, fixed capital and working capital. There are several government schemes also which are provided to the entrepreneurs such as swarnajayanti gram swarozgar yojana, prime minister rozgar yojana(PMRY), Rural employment generation programmed, etc., there are also various financial assistance provided by banks and financial institutions.

3. PROCUREMENT OF RAW MATERIALS

The acquisition of quality raw materials is also one of the functions of the entrepreneur. Entrepreneur must recognize and allocate economical and constant supply of raw materials. This helps the business to reduce their production cost and increase their profit-margins against competitors.

4. PROCUREMENT OF MACHINERY

Another function of entrepreneurs is to obtain the machinery and equipment required for the production of goods and services. Before the procurement of machineries, entrepreneur must consider following specifications,

- Technology description, Installed capacity of the machines
- Descriptions of manufactures and suppliers
- Origin of machines, whether indigenously made or foreign made.
- After-sales service facilities and
- Warranty period.

5 .MARKET RESEARCH

Market research refers to process of gathering relevant information about products customers and target markets. If entrepreneurs have to manufacture a product he must have a detailed market analysis of the product. The information about a product must include demand and supply of a product, price, size of the target market. Etc.

6 .DETERMINATION OF OWNERSHIP

There are mainly four forms of ownership that is sole proprietorship, partnership, Joint Stock Company and co-operative society. It is the role of an entrepreneur to find out the suitable form of business depending upon the product (characteristics types qualify) size of capital investment, types of the operations human resources qualify etc. the legal title of assets is obtained on the basis of ownership by the entrepreneurs.

7 .RECRUITMENT OF MANPOWER

An entrepreneur is also responsible for the manpower planning of the organization. During the recruitment procedure, an entrepreneur has to function the following activities, Man power forecasting, Outlining of selection process, Formulating scheme of compensation defining the rules of training and development.

8. PROJECT IMPLEMENTATION

Entrepreneur has to prepare a detailed plan for execution of the project. It is a time bound process. It is the function of the entrepreneur to execute the process from conception to commissioning stage based on prepared agenda so as to evade cost time and competition.

1.6. ENTREPRENEURIAL SCENARIO IN INDIA

1.6.1 INTRODUCTION

Many developing countries including India are in a state of transition. Such a move is possible only with the emergence of an entrepreneurship in all works of life. This requires building up of a wider base of population capable of entrepreneurial; behavior. The late sixties and early seventies also witnessed a few sporadic attempts to create entrepreneurs from non-traditional communities with a view to breaking the monopoly of the dominant groups and diversifying the entrepreneurial base in the country. Entrepreneurship growth aims to enlarge the base of entrepreneurs in order to hasten the passé at which new ventures are created. This accelerates employment generation and economic development. Entrepreneurship growth and development focuses on the individual who wishes to start or expand a business. Entrepreneurs play a key role in the

economic development of a country. Entrepreneurial growth cannot be denied to be always closely related to any form of economic development.

1.6.2 TRENDS OF ENTREPRENEURSHIP IN INDIA

The future trends of entrepreneurship in India are as follows,

- Growth of multinational company
- Advances in science and technology
- Establishment of global support network
- Government support

1. GROWTH OF MULTINATIONAL COMPANY

Recently, India is considered to be amongst three top investment destinations. According to a report released by value serve research, over 44 us based firms are now seeking to invest heavily in startups and early-stages companies in India reports from water house coppers predict that between 2010 and 2024, 2219 multinational companies will emerge from India.

2. ADVANCES IN SCIENCE AND TECHNOLOGY

In the fast five years globalization and advances in science and technology, India entrepreneurs are beginning to align themselves in three categories.

A first category of entrepreneurs are focused towards developing world-class products which can compete in the international market, for example India is rapidly emerging a world class player in information technology iron and steel industry, pharmaceutical industry etc. A second category of Indian entrepreneurs are working on products that are customized in design pricing and quality to the needs of the Indian people or the developing countries at large for example, development of cost effective gadgets like cell phone, tablets and even laptops which are more tuned to address the basic needs of the Indian people are increasing by the day.

A third and a more distinct category is the rise of hundreds of social an entrepreneurs. The liberal democratic system in India allows and promotes citizens to come together as a group to solve some of the big challenge facing the nation. India census 2011 show about 66% of Indian

population resides in village and relies on traditional occupations like agriculture, animal forming etc.

3. ESTABLISHMENT OF GLOBAL SUPPORT NETWORK

Providing opportunities for networking among entrepreneurs themselves also can help new business get started to foster networking and exchange along with new and established entrepreneurs.

4. GOVERNAMENT SUPPORT

In these days both the central government and different state governments have started showing more interesting in promoting the importance of entrepreneurs individuals are being encouraged to start new business and are being provided with many supportive measures to facilitate the like tax incentives, buildings, roads, communication system. The stages should be have their own state. Sponsored ventures funds where percentages of the funds have to be invested in the new initiatives of young entrepreneurs.

6.3 FACTORS AFFECTING GROWTH OF ENTREPRENEURSHIP IN INDIA

Economic factors

Availability of economic resource
Economic conditions
Economic policies
Labor policies
sociological factors
Trade policy
Tariff policy
Incentives
Subsidies

non-economic factors

social factors
culture factors
personality factors
psychological factors &
technological factors
educational factors
motivation

ECONOMIC FACTORS

AVAILABILITY OF ECONOMIC RESOURCES

Availability of adequate quantity of natural and physical resources encourages entrepreneurs to undertake more entrepreneurial activities. It helped the entrepreneurs to earn more profit or further expansion program.

ECONOMIC CONDITIONS

Economic conditions govern the enterprise ability to remain variable inflation, interest rates, unemployment, and per capital income, consumer purchasing power and exchange rates are some of the important factors which provide sufficient symptoms about the conditions prevailing in the economy as a whole.

ECONOMIC POLICIES

Economic policies determine the direction and volume of the business for example in socialist economic decisions with regard to what to produce how to produce for whom to produce are to be taken by the government or central planning system like Indian planning commission.

LABOR POLICIES

Labor is an important and active factor for production or service process if entrepreneurs think that labor policy is favorable then they will be motivated to undertake entrepreneurial activity.

TRADE POLICY

The major objectives of trade policy are to ensure sufficient supply of goods services in the country and controlling the adverse balance of payments. Entrepreneurs are motivated to install new plant or initiate action for expansion. If trade policy formulated by the government is going to increase the supply as per the demand available in the market.

TRAFFIC POLICY

Effective traffic policy provides a base for entrepreneurs to undertake more entrepreneurial activities. High traffic rates affect demand level as well as margins available to the entrepreneurs.

INCENTIVES

Incentives are necessary to encourage entrepreneurial activities in the country. It ensures a high margin at low risk interest free loan, exemption from wealth tax, and rebate to NRIs repeat to woman entrepreneur, tax holiday.

SUB SIDES

Under this scheme government creates favorable environment by participating in terms economic assistance in economic activities already undertaken by the entrepreneurs.

NON-ECONOMIC FACTORS

SOCIAL FACTORS

Social factors play a vital role in encouraging entrepreneurship. A society which is rational in decision-making would be factorable to entrepreneurial growth.

CULTURAL FACTORS

Entrepreneurial levels are highly influenced by culture, religion is also highly influential with protestant countries being more entrepreneur growth than other nations.

PERSONALITY FACTORS

In the less level developed/developing countries entrepreneur is viewed as an exploiter this greatly affects the personality of the entrepreneur.

PSYCHOLOGICAL AND SOCIAOLOGICAL FACTORS

Psychological and sociological factors are not easily distinguishable and can be analyzed together.

TECHNOLOGICAL FACTORS

Countries with high levels of technological growth also tend to have high levels of entrepreneurial growth. This is because new technology offers people the opportunity to exploit these opportunities for commercial benefit.

EDUCATIONAL FACTORS

There are high levels of entrepreneurship in highly educated societies as well as under-educated countries. The descant difference is the level of growth and success that entrepreneurs experience.

MOTIVATION

Motivation is the act of stimulating someone or on self to get a desired course of action to push the right button to get the desired result.

1.7. ENTREPRENEURIAL SCENARIO IN ABROAD

1.7.1 INTRODUCTION

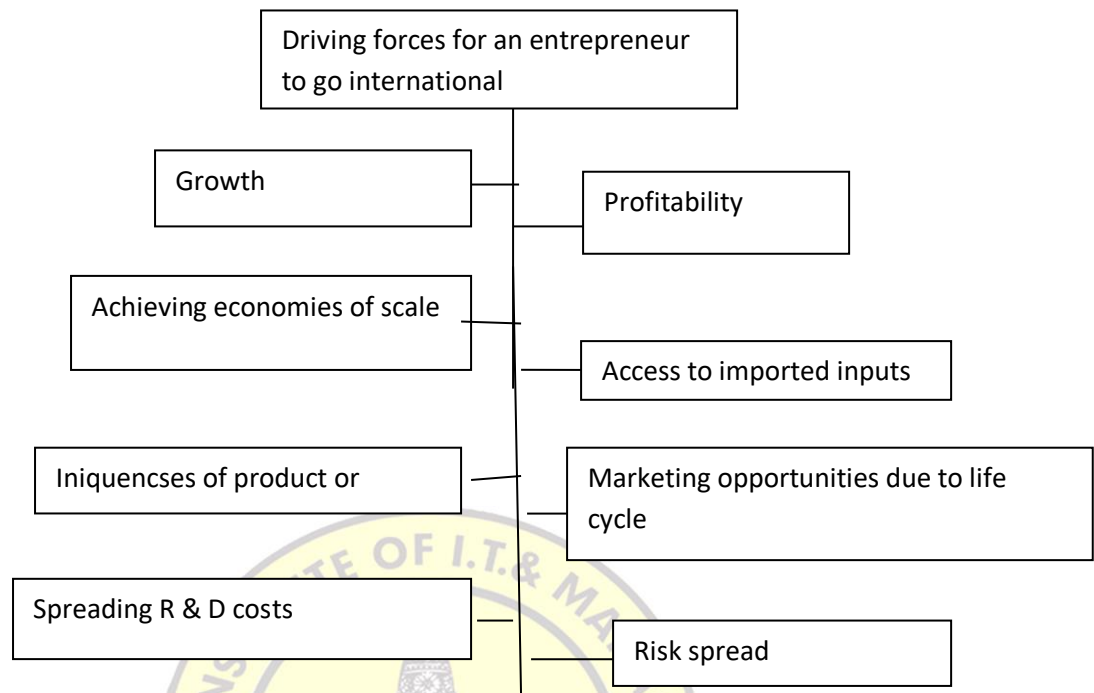
The new economic world order is the result of the interaction of many dynamic forces. Entrepreneurship is abroad or international entrepreneurship is understood as the process of discovering and creatively opportunities that exists outside ones national border with the purpose of reaching competitive advantages in agreement with the modern concept International entrepreneurship is a combination of innovative, practice and risk seeking behavior that crosses national borders and is intended to create value in organization.

1.7.2 DRIVING FORCES FOR AN ENTREPRENEUR TO GO INTERNATIONAL

The factors which motivate or provoke firms to go international may be broadly divided into two group's viz. the pull factors and the push factors. The pull factors most of which are practice resins are those factors of attraction which pull the business to the foreign market in other words companies are motivated to internationalize because of the attractiveness of the foreign market.

The push factors refer to the compulsions of the domestic market like saturation of the market which prompt companies to internationalize. Most of the push factors are reactive reasons.

Important reasons for going international are shown in figure below,



1. GROWTH

Firms enter international markets when the domestic market potential is saturated and they are forced to explore alternative marketing opportunities overseas. However, given the size of the Indian market, enormous opportunities for most of the practices exist. In the domestic itself, this is also true for large market economies such as the United States & China. It may also be observed that countries with smaller market size such as Singapore, Hong Kong, etc., had no other option but to internationalize.

2. PROFITABILITY

The price differential among markets also serves as an important incentive to internationalize. Exports benefit from the higher profit margins in the foreign markets. Some of the policy incentives such as exemption from indirect taxes and duties, several incentives by the governments for export-oriented production and marketing support schemes contribute to enhance the profitability of firms in international marketing.

3. ACHIEVING ECONOMIES OF SCALE

Large scale production capacities necessitate domestic firms to dispose of their goods in international markets once the domestic markets become saturated. One of the basic reasons behind the internationalization of Great Britain during the industrial revolution was domestic market saturation.

4. ACCESS TO IMPORTED INPUTS

The national trade policies provide for import of inputs used for export production. Which are otherwise besides there are a number of incentive schemes which provide duty exemption or remission on import of inputs for export production such as advance licensing duty drawback, duty, emption, capital goods scheme? Its helps the companies in accessing imported inputs and technical know-how to upgrade their operations and increase their competitiveness.

1.8. SMALL BUSINESSES

Small businesses are privately owned corporations, partnerships, or sole proprietorships that have fewer employees and/or less annual revenue than a regular-sized business or corporation. While small businesses can also be classified according to other methods, such as annual revenues, shipments, sales, assets, or by annual gross or net revenue or net profits, the number of employees is one of the most widely used measures.

Small businesses in many countries include service or retail operations such as convenience stores, small grocery stores, bakeries or delicatessens, hairdressers or trades people (e.g., carpenters, electricians), restaurants, guest houses, photographers, very small-scale manufacturing, and Internet-related businesses such as web design and computer programming. Some professionals operate as small businesses, such as lawyers, accountants, dentists and medical doctors (although these professionals can also work for large organizations or companies). Small businesses vary a great deal in terms of size, revenues and regulatory authorization, both within a country and from country to country. Some small businesses, such as a home accounting business, may only require a business license. On the other hand, other small businesses, such as day cares, retirement homes and restaurants serving liquor are more heavily regulated, and may require inspection and certification from various government authorities. Small business entrepreneurship acts as the fuel for private enterprises. It provides competitive creates job, set up new ventures and

opportunities are others. It also improves economic growth and social fiber. It is a start-up process for new enterprises.

1.9. IMPORTANCE OF INDIAN ECONOMY

Indian economy bags the seventh position among the other strongest and largest economies among the world. Being one of the top listed countries among the developing countries in terms of industrialization and economic growth, India holds a robust stand with an average growth rate of approx 7%. The Indian economy has emerged as a robust economic player among the economic giants like-US, UK, China, etc. Even though the rate of growth has been sustainable and comparatively stable, but there are still fair opportunities of growth.

With the growing standards and opportunities in India, it is expected to very soon capture a very dominant position among the others in the world.

1. INDIA HAS A MIXED ECONOMY:

Indian economy is a true example of complete mixed economy. On one side, some of the fundamental and heavy industrial units are being operated under the public sector. Whereas, due to the liberalization factors of the economy, the private sector has gained further enhancements in terms of scope.

2. AGRICULTURE PLAYS THE KEY ROLE IN SUPPORTING THE INDIAN ECONOMY:

Around 70% of the occupational practice in India is covered by the farmers and other agricultural units. This gives a higher impact on the Indian economy, both directly and indirectly. In fact, about 30% of our GDP today is earned from the agricultural sector itself. Agricultural sector is thereby also called as the backbone of the Indian economy. The agricultural products being exported such as fruits, vegetables, spices, vegetable oils, tobacco, animal hair, etc. also add to the economic uphold with rise in the international trading.

3. NEWLY INDUSTRIALIZED ECONOMY –GOOD BALANCE BETWEEN AGRICULTURE &INDUSTRIAL SECTOR:

Indian economy has been a true holder of newly imbibed innovations in the formation of the country's economy. Earlier agriculture used to be the prime contributor as industrialization was at a lower edge during the time. With the growing time, subsequently industrial took a high tide in the country

making it a very important contributor to it. The Indian economy keeps both these in good balance. It amalgamates the agricultural outputs towards enhancing the industries and contributing to the growth of the economy, together.

4. AN EMERGING MARKET:

Being a developing country with great level of economic well-being, India has emerged as an emerging market for the other players. Holding a constant GDP rate even in the downfall situations, it has kept its position intact making it a lucrative spot for the other economies to invest. This has in turn also helped the Indian economy exist as a robust economy among the other leaders. India has a high potential with low investments and risk factors, this also makes it an emerging market for the world.

5. A MAJOR ECONOMY:

Emerging as a top economic giant among the world economy, India bags the seventh position in terms of nominal Gross Domestic Product (GDP) and third in terms of Purchasing Power Parity (PPP). This is a clear indication of the robustness Indian economy has gained over decades and emerged as a major economy among the other leading economies on the globe.

6. FAST GROWING ECONOMY:

India's economy is one of the world's fastest growing economies on the globe. India's economy has emerged as the world's fastest growing economy in the last quarter of 2014 and has replaced the People's Republic of China with a growth rate of approx 7%.

7. FAST GROWING SERVICE SECTOR:

With growth in the service sector, Indian economy has formulated its growth in the service sector as well. There has been a high rise growth in the technical sectors like-e of Information Technology Sector, BPO, etc. The business in these sectors has not only added and enhanced the contribution to the economy, but has also helped in the multi-fold growth of the country a well. These emerging service sectors have helped the country go global and helped in spreading its branches around the world.

8. UNEQUAL DISTRIBUTION OF INCOME ECONOMIC DISPARITIES:

There exists a huge economic disparity in the Indian economy. There is a huge difference in the distribution of income among the various categories of people on the basis of income. This has led to an increase in the poverty level in the society and a maximum percentage of individuals are thus living under the – Below Poverty Line (BPL). This unequal distribution of income has created a huge gap and economic disparity among the various categories of people in the Indian economy.

1.10. TYPES OF OWNERSHIP

a) SOLE PROPRIETORSHIP:

A business owned and operated by a single individual — and the most common form of business structure in the United States. Since all profits from the business belong exclusively to you, the owner; flexibility and control — you make all the decisions and direct the entire business operations; very little government regulations; secrecy; and ease of ending the business.

There are disadvantages, however, including unlimited liability — all business debts are personal debts, meaning you could lose everything you own if the business fails or loses a major lawsuit; limited sources of financing — based on your creditworthiness; limited skills — the sole proprietor really must be a “jack-of-all-trades,” part manager, marketer, accountant, etc.; and limited lifespan — the business ends when the owner dies.

B. PARTNERSHIP:

A business that is owned and operated by two or more people — and the least used form of business organization in the United States.

There are two basic forms of partnerships, general and limited. In a general partnership, all partners have unlimited liability, while in a limited partnership, at least one partner has liability limited only to his or her investment while at least one other partner has full liability. Most states require a legal document called the “Articles of Partnership” that delineates details about each partner’s investment and role in the new company.

The advantages of a partnership include ease of organization — simply creating the articles of partnership; combined knowledge and skills — using the strengths of each partner for better business decision-making; greater availability of financing; and very little government regulations.

1.11. IMPORTANT FEATURES OF VARIOUS TYPES OF BUSINESSES:

1. Economic activity:

Business is an economic activity of production and distribution of goods and services. It provides employment opportunities in different sectors like banking, insurance, transport, industries, trade etc. it is an economic activity corned with creation of utilities for the satisfaction of human wants.

2. Buying and Selling:

The basic activity of any business is trading. The business involves buying of raw material, plants and machinery, stationary, property etc. On the other hand, it sells the finished products to the consumers, wholesaler, retailer etc. Business makes available various goods and services to the different sections of the society.

3. Continuous process:

Business is not a single time activity. It is a continuous process of production and distribution of goods and services. A single transaction of trade cannot be termed as a business. A business should be conducted regularly in order to grow and gain regular returns.

4. Profit Motive:

Profit is an indicator of success and failure of business. It is the difference between income and expenses of the business. The primary goal of a business is usually to obtain the highest possible level of profit through the production and sale of goods and services.

5. Risk and Uncertainties:

Risk is defined as the effect of uncertainty arising on the objectives of the business. Risk is associated with every business. Business is exposed to two types of risk, Insurable and Non-insurable. Insurable risk is predictable.

6. Creative and Dynamic:

Modern business is creative and dynamic in nature. Business firm has to come out with creative ideas, approaches and concepts for production and distribution of goods and services. It means to bring things in fresh, new and inventive way.

7. Customer satisfaction:

The phase of business has changed from traditional concept to modern concept. Now a day, business adopts a consumer-oriented approach. Customer satisfaction is the ultimate aim of all economic activities.

8. Social Activity:

Business is a socio-economic activity. Both business and society are interdependent. Modern business runs in the area of social responsibility.

9. Government control:

Business organizations are subject to government control. They have to follow certain rules and regulations enacted by the government. Government ensures that the business is conducted for social good by keeping effective supervision and control by enacting and amending laws and rules from time to time.

10. Optimum utilization of resources:

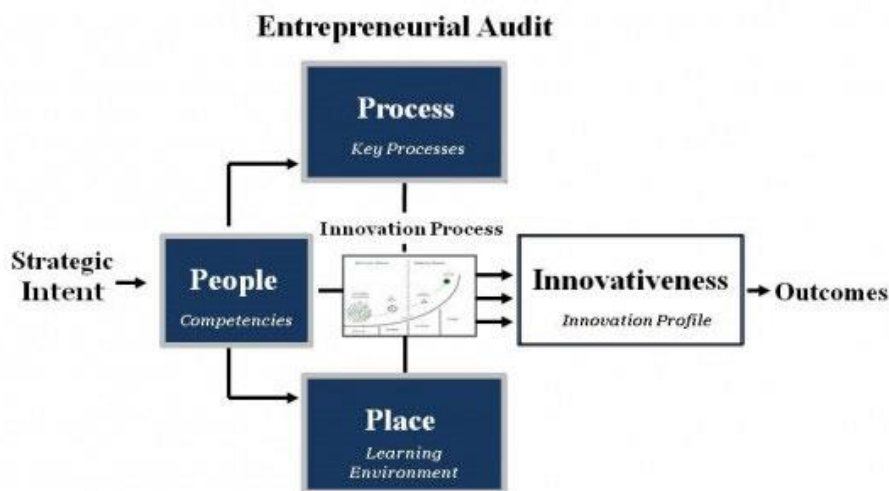
Business facilitates optimum utilization of countries material and non-material resources and achieves economic progress. The scarce resources are brought to its fullest use for concentrating economic wealth and satisfying the needs and wants of the consumers.

1.12. CORPORATE ENTREPRENEURSHIP

Corporate entrepreneurship is the process by which teams within an established company conceive, foster, launch and manage a new business that is distinct from the parent company but leverages the parent's assets, market position, capabilities or other resources. Corporate entrepreneurship is generally believed to refer to the development of new ideas and opportunities within large or established businesses, directly leading to the improvement of organizational profitability and an enhancement of competitive position or the strategy renewal of an existing business.

Entrepreneurship inside of established organizations is called Corporate Entrepreneurship or Intrapreneurship.

All companies want organic growth but few organizations have a process in place to support and sustain growth over time. *An innovation process alone is not enough.* Organizations need to build a framework to support innovation and new business growth.



Corporate Entrepreneurship is a process used to develop new businesses, products, services or processes inside of an existing organization to create value and generate new revenue growth through entrepreneurial thought and action.

Corporate entrepreneurship sets the context for innovation and growth. It provides a systems view of the resources, processes and environment that are needed to support, motivate and engage the organization in entrepreneurial thinking and action. .

Organizations with strong entrepreneurial orientations statistically perform better. They achieve higher levels of productivity, innovation, growth and financial returns.

Although business growth is the overall end game, corporate entrepreneurship is difficult to achieve. There is no perfect way to implement corporate entrepreneurship. There are however three components that enable corporate entrepreneurship; people, process and place.

- People – leaders that possess a core set of action oriented competencies and behaviors
- Process – systems and processes that support entrepreneurial thinking and action
- Place – an environment conducive to entrepreneurship, learning and growth

It is well researched that having the right processes can help facilitate entrepreneurship. It is well documented that creating an entrepreneurial culture can direct organizational behavior toward more entrepreneurial pursuits.

The goal of corporate entrepreneurship is to build capabilities that enable organizations to accelerate new business growth.

1.13. INTRAPRENEURSHIP:

Entrepreneurship is the act of behaving like an entrepreneur while working within a large organization. Entrepreneurship is known as the practice of a corporate management style that integrates risk-taking and innovation approaches, as well as the reward and motivational techniques that are more traditionally thought of as being the province of entrepreneurship.

PINCHOT (1984) defined entrepreneurs as "dreamers who do. Those who take hands-on responsibility for creating innovation of any kind, within a business". In 1992, The American Heritage Dictionary acknowledged the popular use of a new word, intrapreneur, to mean "A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation". Koch (2014) goes further, claiming that intrapreneurs are the "secret weapon" of the business world. Based on these definitions, being an intrapreneur is considered to be beneficial for both intrapreneurs and large organizations. Companies support intrapreneurs with finance and access to corporate resources, while intrapreneurs create innovation for companies.

The intrapreneur is not to be confused with the "interpreneur", a person who aims at personal fulfillment more than at economic gains when creating a business.

1.14. ROLE OF GOVERNMENT IN THE PROMOTION OF ENTREPRENEUR:

Government plays a very important role in developing entrepreneurship. Government develop industries in rural and backward areas by giving various facilities with the objective of balances regional development. The government set programmes to help entrepreneurs in the field of technique, finance, market and entrepreneurial development so that they help to accelerate and adopt the changes in industrial development. Various institutions were set up by the central and state governments in order to fulfill this objective.

1. SMALL INDUSTRIES DEVELOPMENT ORGANIZATION (SIDO):

SIDO was established in October 1973 now under Ministry of Trade, Industry and Marketing. SIDO is an apex body at Central level for formulating policy for the development of Small Scale Industries in the country, headed by the Additional Secretary & Development Commissioner (Small Scale

Industries) under Ministry of Small Scale Industries Govt. of India. SIDO is playing a very constructive role for strengthening this vital sector, which has proved to be one of the strong pillars of the economy of the country. SIDO also provides extended support through Comprehensive plan for promotion of rural entrepreneurship.

2. MANAGEMENT DEVELOPMENT INSTITUTE (MDI):

MDI is located at Gurgaon (Haryana). It was established in 1973 and is sponsored by Industrial Finance Corporation Of India, with objectives of improving managerial effectiveness in the industry. It conducts management development programs in various fields. It also includes the programmes for the officers of IAS, IES, BHEL, ONGC and many other leading PSU's.

3. ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA (EDI):

Entrepreneurship Development Institute of India (EDI), an autonomous and not-for-profit institute, set up in 1983, is sponsored by apex financial institutions – the IDBI Bank Ltd., IFCI Ltd., ICICI Bank Ltd. and the State Bank of India (SBI). EDI has helped set up twelve state-level exclusive entrepreneurship development centers and institutes. In the international arena, efforts to develop entrepreneurship by way of sharing resources and organizing training programmes, have helped EDI earn accolades and support from the World Bank, Commonwealth Secretariat, UNIDO, ILO, British Council, Ford Foundation, European Union, ASEAN Secretariat and several other renowned agencies. EDI has also set up Entrepreneurship Development Centre at Cambodia, Lao PDR, Myanmar and Vietnam and is in the process of setting up such centre at Uzbekistan and five African countries.

4. ALL INDIA SMALL SCALE INDUSTRIES BOARD(AISSIB):

The Small Scale Industries Board (SSI Board) is the apex advisory body constituted to render advice to the Government on all issues pertaining to the small scale sector. It determines the policies and programmes for the development of small industries with a Central Government Minister as its president and the representatives of various organization i.e. Central Government, State Government, National Small Industries Corporations, State Financial Corporation, Reserve Bank of India, State Bank of India, Indian

Small Industries Board, Non government members such as Public Service Commission, Trade and Industries Members.

5. NATIONAL INSTITUTION OF ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT (NIESBUD), NEW DELHI:

It was established in 1983 by the Government of India. It is an apex body to supervise the activities of various agencies in the entrepreneurial development programmes. It is a society under Government of India Society Act of 1860. The major activities of institute are:

- i) To make effective strategies and methods
- ii) To standardize model syllabus for training, & develop training aids, tools and manuals
- iv) To conduct workshops, seminars and conferences.
- v) To evaluate the benefits of EDPs and promote the process of Entrepreneurial Development.
- vi) To help support government and other agencies in executing entrepreneur development programmes.
- vii) To undertake research and development in the field of EDPs.

6. NATIONAL INSTITUTE OF SMALL INDUSTRIES EXTENSION TRAINING:

It was established in 1960 with its headquarters at Hyderabad. The main objectives of national Institute of Small Industries Extension Training are:

- i) Directing and Coordinating syllabi for training of small entrepreneurs.
- ii) Advising managerial and technical aspects.
- iii) Organizing seminars for small entrepreneurs and managers.
- iv) Providing services regarding research and documentation.

7. NATIONAL SMALL INDUSTRIES CORPORATION LTD. (NSIC):

The NSIC was established in 1995 by the Central Government with the objective of assisting the small industries in the Government purchase Programmes. The Corporation provides a vast-market for the products of small industries through its marketing network. It also assists the small units in exporting their products in foreign countries

Under this:

1. Small Industries Development Organization (SIDO):

This institute was established in the year 1973 and comes under Ministry of Trade, Industry, and Marketing. This is an apex body at the central level and formulates policies which help in the development of Small Scale Industries throughout the country.

2. Management Development Institute (MDI)

This institute was also developed in the year 1973 and is located in Gurgaon in the state of Haryana. This institute is sponsored by Industrial Financial Corporation of India and works for the improvement of the effectiveness of managers throughout the country.

This institute also conducts management development programs throughout the country.

3. National Institute for Small Industries Extension Training

This institute was established in the year 1960 with headquarters at Hyderabad. The main objectives of this institute are to direct and coordinate syllabus for the training of small entrepreneurs and advice on managerial and technical aspects of any given program for promotion of entrepreneurship..

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JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
(Established by Govt. of A.P., ACT No.30 of 2008)
ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none">To educate in preparation of business plan, contents and effective presentation of business plan.To explore and Generate new business opportunity,To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategiesTo educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none">Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan.To apply various strategies for decisions under different scenarios to reduce risk.Analyse challenges faced by Women entrepreneurship focusing on Rural EntrepreneursKnow the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.					
UNIT – I	Lecture Hrs: 4				
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II	Lecture Hrs: 6				
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III	Lecture Hrs:6				
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV	Lecture Hrs:6				
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V	Lecture Hrs:6				
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					


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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE

2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson
Reference Books:
<ul style="list-style-type: none"> • Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, . • Fundamentals of Entrepreneurship, H. Nandan, PHI. • Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH. • Entrepreneurship – New venture Creation, Holt, PHI. • Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson. • Entrepreneurship, Roy, Oxford.
Online Learning Resources:
https://www.tutorialspoint.com/entrepreneurship_development https://swayam.gov.in ----Entrepreneurship Development https://leverageedu.com/blog/entrepreneurship-development

UNIT-2

PROJECT PLANNING AND FEASIBILITY STUDIES

1. QUESTION:

PROJECT:

CONCEPT OF PROJECT:

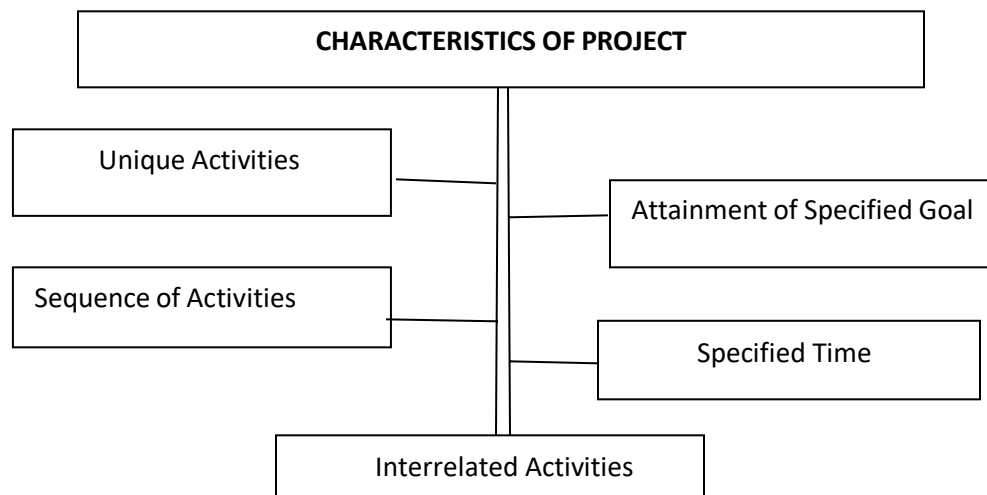
The word 'project' denotes a planned work which involves one-time activities. It is temporary in nature and usually varies in duration. A project is essentially initiated by a business organization or individual with a view to meet a specific requirement of changing a particular business process/activity or developing a new project. A project undertaken by an organization is usually diverted from its routine/regular activities, such as production of goods and services.

Each project is undertaken by a business organization with a definite and unambiguous objective. This time –frame, within which the project needs to be completed and the sources of various resources, etc., are assessed and appraised well in advance before commencing the project.

According to the Project Management Institute's (PMI) Publication. “A Guide to the Project Management Body of Knowledge’ (PMBOK), a project is defined as “a temporary endeavor undertaken to create a unique product or service”.

Characteristics of Project:

A Project exhibits following characteristics:



1) Unique Activities:

Each project involves activities that are specific to that project only. This implies that such activities are unique in the sense that they were neither undertaken in the past projects nor they will be in any future projects.

2) Attainment of Specific Goal:

Projects are undertaken by business organizations with specific objectives in focus; they may be completion of a specific job or achieving a specific goal.

3) Sequence of Activities:

A number of activities are involved in any project. These activities are required to take place in a specific order/sequence in order to get the desired result.

4) Specified Time:

Each project is undertaken with a specific timeframe, within which it needs to be started and completed. This timeframe is either decided by the organization (i.e., self-imposed) or by a client. It is highly versatile as it can vary from few hours to few years.

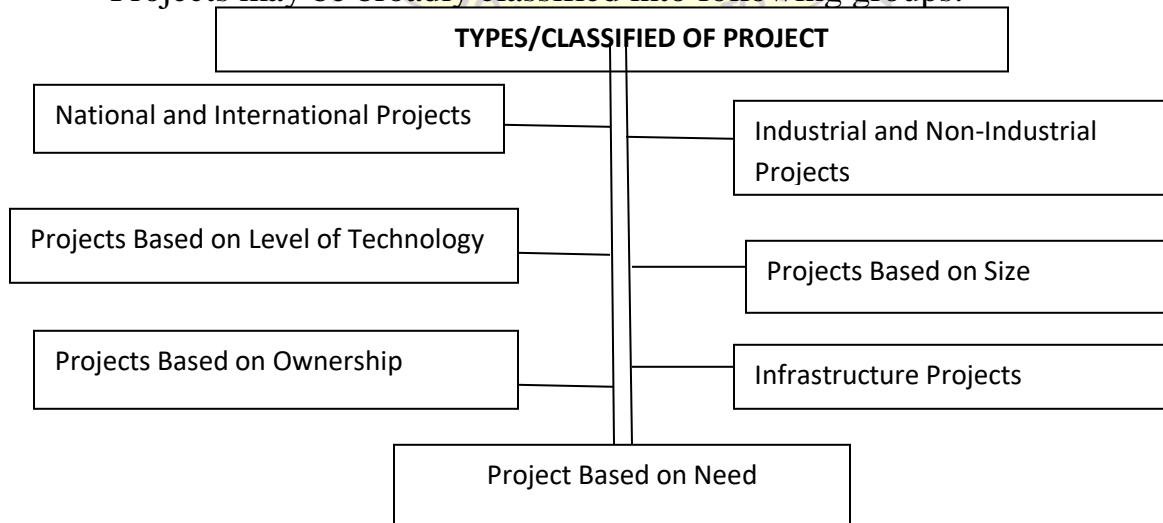
5) Interrelated Activities:

The activities involved in a project are technically interrelated with each other as the output (deliverable) of activities becomes the input for another activity.

2. QUESTION:

CLASSIFIED OF PROJECTS:

Projects may be broadly classified into following groups:



1) National and International Projects:

Domestic projects may be undertaken for implementation by the companies incorporated either in India or those incorporated in other countries (National Projects). Similarly, the companies incorporated in India may also be given the job of implementation of projects of countries other than India (international Projects).

2) Industrial and Non-Industrial Projects:

National Projects mentioned above, may be divided into two categories, viz. industrial and non-industrial projects. Projects of commercial organization launched with the sole objective of profit making and wealth creation are referred to as industrial projects.

3) Projects Based on Level of Technology:

From the technological point of view, the industrial projects may be categorized into three groups, viz. (i) High Technology, (ii) Conventional technology, and (iii) Low technology. High technological projects, for obvious reasons, require substantial amount of money. Examples of such projects are space projects, nuclear power projects, advanced electronics projects, etc. while some others are used by common persons directly.

4) Projects Based on Size:

Projects may also be classified on the basis of plant Capacity and size of investment, as mentioned below:

i) Small Scale Projects: Projects involving an investment level of less than rupees five crore are considered as small scale projects.

ii) Medium Size Projects: Projects with a capital outlay between rupees five crore and rupees hundred crore are considered as medium size projects.

iii) Large Scale Projects: Projects wherein an investment of more than rupees one hundred crore are involved, are considered as large scale projects.

Large Scale and Medium Scale Projects are eligible for financial support from All India Financial Institutions (AIFIs) like IDBI, IFCI and commercial banks. For the financial support in respect of small scale projects, State Financial Corporation (SFCs) and commercial banks may be approached.

5) Projects Based on Ownership:

Ownership of an organization is yet another basis of classifying a project. The projects may be classified into three categories on the basis of ownership, viz. Public Sector Projects, Private Sector Projects, and Joint sector Projects. They have been discussed in the following points:

- i) **Public Sector Projects:** Projects undertaken by Central Government or State Government or jointly by both of them are termed as public sector projects.
- ii) **Private Sector Projects:** Projects undertaken by the enterprise with private ownership are referred to as Private Sector Projects.
- iii) **Joint Sector Projects:** They are the projects, wherein the ownership pattern consists of a partnership between the Government and Private enterprise.

6) Infrastructure Projects:

Projects, undertaken with the objective of creating infrastructure facilities such as road, power, telecommunication, port, etc. in the country, are termed as infrastructure projects.

7) Projects Based on Need:

Basically, a project is undertaken by an organization with an underlying objective, need, or goal specific to that project. Identification of such need is crucial for the project to succeed.

- i) **Balancing Projects:** it is a project, which is undertaken with a view to enhance or improve the capabilities of a specific area or set of areas within the existing production arrangement.

ii) **Modernization of Project:** As the technology and business processes keep on changing at a very fast pace, it is necessary for an organization to upgrade its systems in order to take full benefit of the latest technologies and processes available. Such projects are undertaken with the objective of reducing the production cost of a manufacturer, so that it may offer a competitive price for its products.

iii) **Expansion Project:** Expansion projects are undertaken with the objective of substantial enhancement in the level of **products/** services, an organization is currently engaged in.

iv) **Replacement Project:** Various parts of a plant need to be replaced from time to time, due to normal wear and tear. With their age, as the time goes by, they start creating frequent **breakdowns**.

vi) **Rehabilitation/Reconstruction Project:** This type of project is undertaken with the sole objective of rehabilitating a sick company, so as to bring it to the normal health.

vii) **Plant Relocation Project:** At times, due to varying reasons, an organization is compelled to relocate its plant from one place to another.

3. QUESTION:

PROJECT LIFE CYCLE:

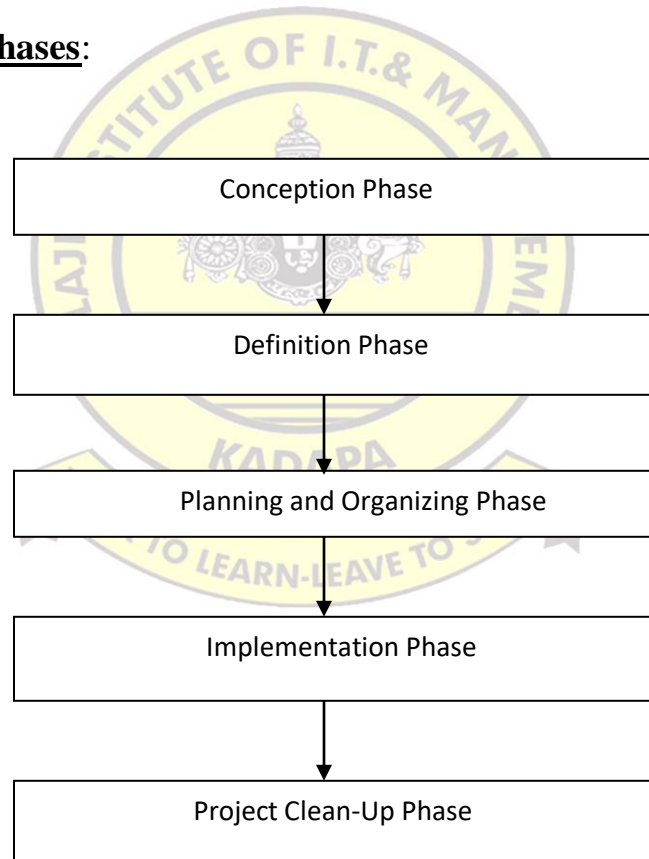
Life cycle of a project consists of a number of phases, which takes place in a particular sequence. The exact number of such phases and the order in which they take place is decided by the organization undertaking the project on the basis of its control/monitoring requirements. Life cycle of a project may be considered a true reflection of its linear progression – from conceiving the project, planning/implementation thereof and finally closure of the project.

In a project life cycle, following points are clearly spelt out:

- 1) Details of various phases and the technical aspects associated with each phase of the project; and
- 2) A list of individuals involved in various phases of the projects and the roles to be played by them.

The intensity of focus to be given is project specific and not the same throughout the entire project; it varies from one phase of a project to another depending upon a number of factors. Some phases of a project are more important than others and as such need to be appropriately focused upon.

Project Life Cycle Phases:



Although the number of phases and their significance are project specific, but there are following phases, from which normally each and every project has to go through:

1) Conception Phase:

This is the very first phase of a project, in which the idea of the project is visualized. As an old saying goes-“Necessity is the mother of invention”, the idea crops up as a solution of a problem. Such problem may relate to surplus funds lying idle, plant capacity remaining unutilized/ under –utilized, desire to venture into new field (diversification), etc.,

2) Definition Phase:

During this phase, the conceived idea is given a concrete shape with regard to the availability of resources, marketability of new products, customer base, etc. Certain aspects, associated with the idea of a project need to be studied in details. **For example**, in the case of a cement plant project, following areas are required to be examined:

- i) **Raw Materials:** Assessment of limestone reserves;
- ii) **Plant Size/Capacity:** Elaborate information in respect of plant capacity along with the capacity of other important departments individually;
- iii) **Location and Site:** Description of the plant location in detail with the help of a map;
- iv) **Technology/ process selection:** Finalization of the affordable technology to be used in the plant; its description in details and specific reasons for finalizing that particular technology.
- v) **Project Layout:** Opting for an appropriate layout; reasons for going for such selection and suitable drawings;
- vi) **Plant and Machinery:** Suitable finalization of plants, machineries, and other equipments; detailed information with regard to their number, type, capacity, cost, sources, and other specifications;
- vii) **Electrical and Instrumentation Works:** Enlisting the important features of main electrical and instrumentation items and an outline of the plan for power distribution and power grid map;

viii) **Civil Engineering Works:** Selection of appropriate civil works with detailed description thereof, especially costing aspect as well as reasons of such selection;

ix) **Utilities –Fuel, Power, and Water:** Finalization of utilities like fuel, power, water; etc., with details of various aspects pertaining to their qualities, quantities, unit costs, sources, etc.,

x) **Manpower and Organizational Pattern:** Appropriate selection of employees at various levels according to the organizational set-up, their present expertise, further training needs, and costing aspects;

xi) **Financial Analysis:** Study with regard to different aspects of project funding, viz, project viability, total funds required, sources of meeting that requirement, etc; and

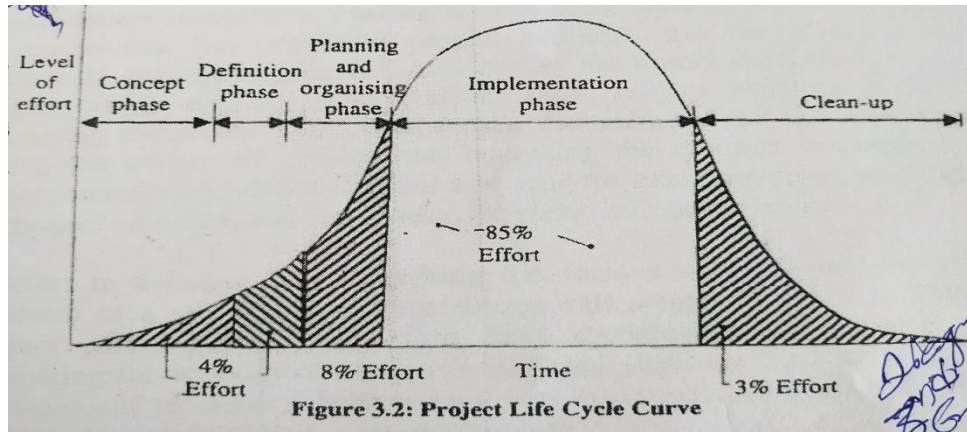
xii) **Implementation Schedule:** This is one of the most important aspects, wherein a roadmap is drawn with regard to the future course of the project. All the doubts having arisen during the conception phase are clarified.

4) Implementation Phase:

This phase represents summation of all the previous phases. Various activities start taking place and a concrete shape of the project starts emerging. This phase is characterized by activities like procurement of plants, machineries, and other equipments as per the specifications, enlistment of contractors, finalization of construction drawings, etc. Volume-wise, major project work (80%-85%) gets done during this phase.

5) Commissioning, Shut-Down or Clean-Up Phase:

For the personnel involved in the project, this is the concluding phase of the project. The final outcome of the project in the form of a physical structure is ready to be handed over to the client, at whose instance the project was initiated, for whatever use the client, intends to put it to.



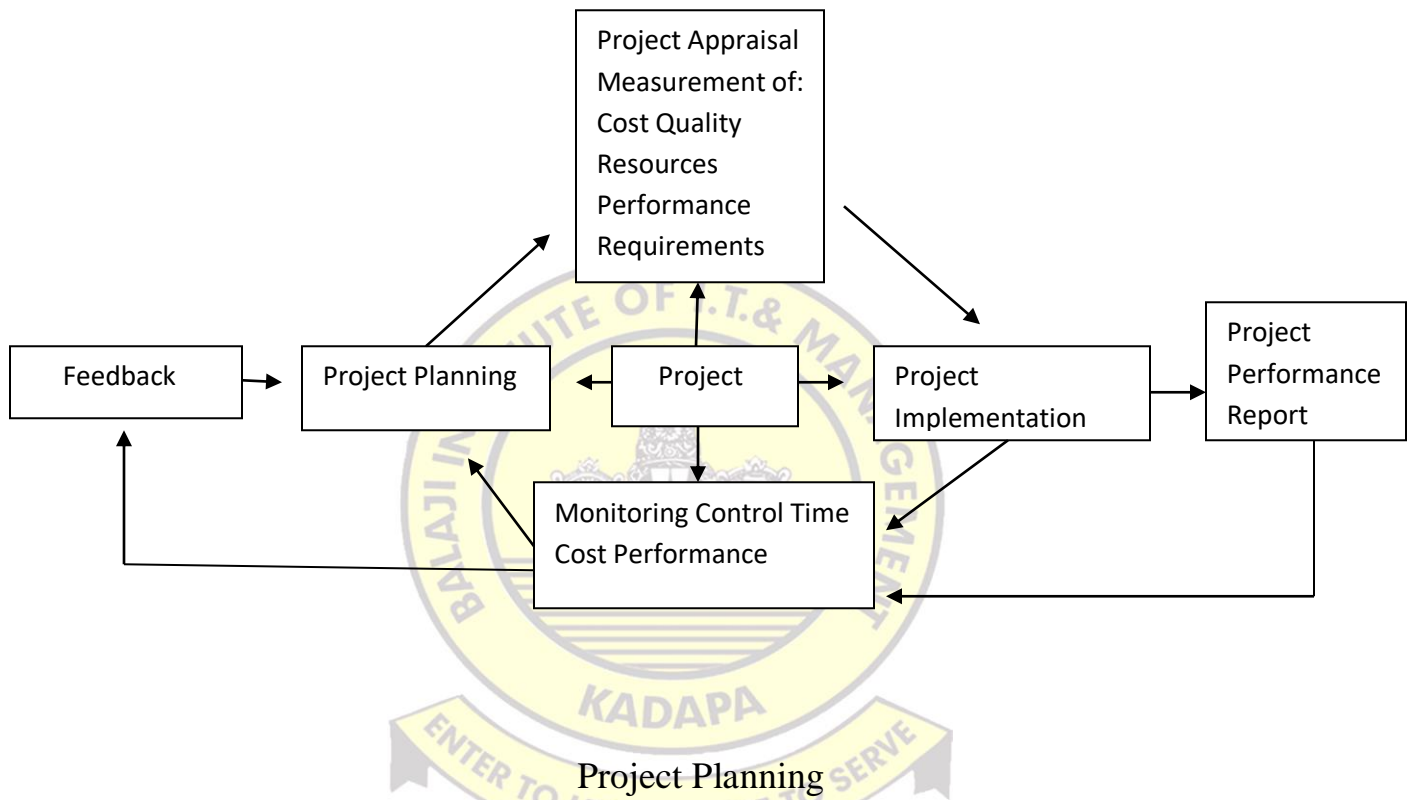
4. QUESTION:

PROJECT PLANNING:

INTRODUCTION:

The word 'project' denotes a planned work which involves one-time activities. It is temporary in nature and usually varies in duration. A project is essentially initiated by a business organization or individual with a view to meet a specific requirement of changing a particular business process/activity or developing a new product. Planning means predicting or forecasting the future activities and jobs in advance. In a business environment, planning is the primary function of choosing the business objectives and formulating policies, programmes and processes with a view to attain them.

According to Koontz and O'Donnell, "Planning is to a large extent the jobs of making things happen that would not otherwise occur". They go on to state- "planning is thus an intellectual process, the conscious determination of courses of action, the basing of decisions on purpose, facts, and considered estimates".



3.2.2. Objectives of Project Planning:

Project Planning has the following objectives:

- 1) To provide a method to express the complex and difficult project into a logical sequence of actions.
- 2) To provide estimation about the extent of efforts and time associated with every action constituting the project plan.
- 3) To recognize the involved risks and prepare allowances for covering uncertainties.

- 4) To improve communication and coordination.
- 5) To Priorities activities according to their significance.
- 6) To improve time control and decrease the duration of project.
- 7) To effectively utilize the available resources.
- 8) To ensure the availability of good quality data to assist in decision making process.
- 9) To ensure that the activities are in-line with the overall objectives.

5. QUESTION:

TOOLS OF PROJECT PLANNING:

Following are the various tools and techniques of project planning:

1) **Multi-Level Scheduling:**

Multi-level scheduling means to prepare schedules at multiple levels. Depending upon the need, the schedules may be prepared at 3-4 different levels, which may be:

i) **Master Project Schedule:** It caters to the requirement (s) of top management. It provides a milestone chart about what is to be achieved by indicating the different activities required to be done. However, it does not carry the details of project activities.

ii) **Functional Area Schedule:** It caters to the requirement of the functional departments. It carries the estimated and the projected details of the various project activities as mentioned in the master project schedule.

iii) **Schedule of Work Package:** It involves detailed schedules for various work packages forming a part of functional areas schedule. This is mainly designed for sub-contractors or the individuals designated for the execution process.

2) **Multi-Project Scheduling:**

In case when different projects are undertaken at the same time, the resources need to be adequately allocated among the different projects in hand. Various project requirements are reconciled and are allocated according to their urgency or preference.

3) **Material Requirement Planning (MRP):**

Under this planning, various techniques like inventory data, material bill, master production schedules, etc., are used for estimating the material requirement. It covers all the aspects of materials to be manufactured along with other items that require an efficient and effective material management system.

4) **CATS AND RATS:**

Different approaches for scheduling time are classified as the CAT & RAT schedules. CAT refers to 'Committed Activity Target Schedule' while on the other hand RAT refers to 'Reserved Activity Target Schedule'. CAT schedule aids in progression of executing departments, whereas RAT schedule are the ones to achieve. The project management should try to maintain a reasonable distance between these two schedules for ensuring that the CAT does not absorb the RAT schedule.

CAT schedule carries the details and develops in a squared network while the RAT schedule is established in S curve form. Only the significant milestones constitute the RAT schedule while all the significant activities and goals constitutes CAT schedule. Under the RAT schedule, provision is made for the delays but the same remains hidden from the executing agencies. In case there is a delay in achieving the milestone, then slippage is acceptable when reporting is made to general public and financial institutions. Both of these schedules need a revision whenever there is a change in the estimated cost to ensure the provisioning for the allowance.

5) Network Analysis:

Network analysis holds a significant position in the concept of project management. In a network, various activities and events graphically represent the planning and scheduling of the project thus making the control easy.

Essentials of Project Planning:

During planning phase, the following aspects must be covered comprehensively in order to ensure that the various requirements of the beneficiaries/promoters are covered under the project:

- 1) **Proper Understanding of Goals:** Since every business project has its unique goals and objectives, it is important for the entrepreneur to provide all such activities and characteristics that helps in fulfilling them.
- 2) **Planning in Detail:** There must be in-depth analysis of each aspect of the project. All these essential details must be mentioned in the detailed project report so that the entrepreneur faces no problems during the implementation phase.
- 3) **Ample Consideration on Alternatives:** Each stage of a project has various alternatives, which must be evaluated in order to select the best possible one. Such evaluation should be done by keeping the project's objectives in mind.
- 4) **Complete Information Base:** The main focus of a project remains on future activities and events, and some risks are always associated with future events. Thus, in order to reduce such risks and uncertainties, it is important for the entrepreneur to prepare a detailed and thorough information base.
- 5) **Participation and Involvement of Beneficiaries:** The most significant group of stakeholders involved in a project is the beneficiaries. The results in the views of beneficiaries and the promoters determine the success of a project. The involvement and participation of the beneficiaries during planning phase is quite important for the success of the project.
- 6) **Appropriate Organization:** In order to meet the requirements of the project, all the project work should be organized accordingly in order to avoid any unwanted issues during its execution.

7) **Arrangement for Monitoring and Control**: A proper mechanism for monitoring and control should be made in order to ensure that the project is moving towards the set direction and in accordance with the pre-determined schedule.

6. QUESTION:

FEASIBILITY STUDIES:

INTRODUCTION:

The process of analyzing, reviewing and assessing the defined project or its alternative models is termed as Feasibility study/ project appraisal. It helps the client to determine the nature and amount of investment concerning a particular project and also provides the necessary information for the implementation of the project. The theme of this process is the economic evaluation of the project where the involved costs and benefits are evaluated in monetary terms through cash flow analysis. The evaluation is a recurring process which is carried frequently whenever there is development of a novel idea, or arrival of further information or lowering of improbability, till the point the client is able to take significant decision regarding approving the execution of the project and is ready to invest for getting the expected gains.

Objectives of Feasibility Studies:

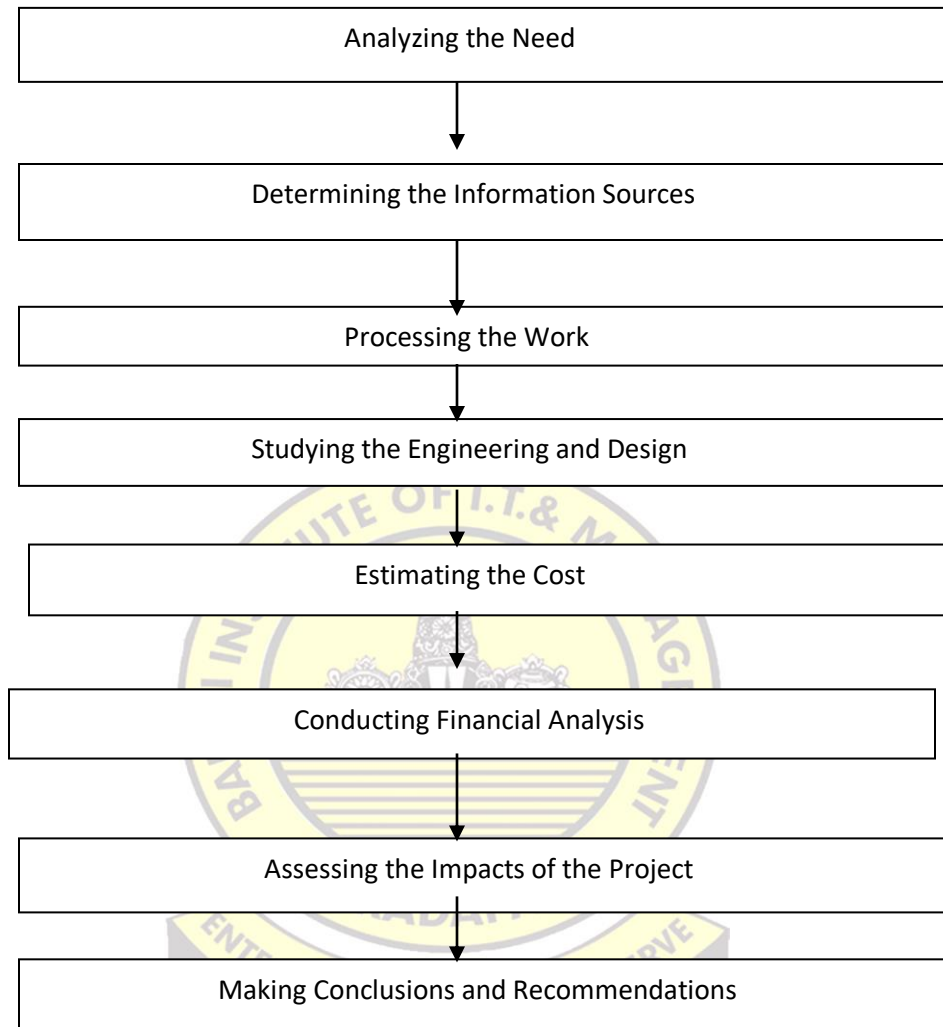
The major objectives of feasibility study are:

1) **To Evaluate the Results of the Project**: Evaluating the project result is the key objective of any feasibility study, it focuses on determining whether the project goals are met or not, what is the method used to fulfill the project goals and whether the project is causing desired changes or not.

2) **To Enhance Project Management and Planning Procedures**: Another objective of feasibility study is to enhance the project management and planning procedures used in it. For this, the project is made suitable as per the related factors and risks like social and power dynamics.

- 3) **To Promote Learning**: Learning about applicability of the project, factors affecting the survival of the project and how the results of the project may get influenced also form an objective of the feasibility study.
- 4) **To Create a New Understanding**: Another objective of feasibility study is to create a new understanding about the project related social and political issues. It also aims to highlight the efficiency of the strategies and plans intended to lessen them.
- 5) **To Get Clear Picture of the viewpoint of Different Stakeholders**: The different people involved in a project should be allowed to mix with each other through direct participation in monitoring and assessing process. Through this, they can easily share their views and opinions which would be helpful in resolving the opposing interests and conflicts.
- 6) **To Ensure Accountability**: Ensuring the accountability of the project to the concerned agency is also an objective of feasibility study. It is dedicated to check whether the project is executed in the appropriate manner or not.
- 7) **To Make the Optimum Utilization of the Funds**: Feasibility study aims to maintain proper utilization of the funds in the project.
- 8) **To Eliminate the Shortcomings and Prospective Errors**: It helps in eliminating the chances of failure and prospective blunders by adopting the following steps:
- i) Identifying the productivity of the skills and methods used.
 - ii) Identifying possibility for alterations and advancements.
 - iii) Making sure that the benefits has reached to the people for whom the programme was destined.

STEPS IN CONDUCTING FEASIBILITY STUDIES:



STEPS OF PROJECT APPRAISAL

1) **Analyzing the Need**: First of all, the need for the project is analyzed. This need may be associated with the organization itself, the government, general public or the other organization.

In this analysis, following questions are to be answered:

- i) Whether the need is capable enough to provide the justification for the on-going project?
- ii) Is the need connected to the economy of the country?

- iii) What is the possibility of satisfaction of the need after the project is completed?
- iv) What are the other methods to counter such need?

2) **Determining the Information Sources:**

The next step in feasibility study is to determine the information sources. The feasibility study needs some sort of basic information. The requisite data for conducting a feasibility study can be drawn through a number of sources available.

3) **Processing the Work:**

The next step is about processing the work, i.e., to find out different methods available to fulfill the current need. It refers to a pilot study conducted with an objective to ascertain the factors which would be needed to fulfill the need. This task can be carried out by a renowned scholar with the expertise in the area of the study. The prototypes or system model are usually required for a pilot study.

4) **Studying the Engineering and Design:**

It can be done through conducting an in-depth technical study of the suggested proposal. It involves obtaining the writing quotations from the distributors and contractors. It helps in assessing the needed technology. This stage is most suitable for designing the product, if required.

5) **Estimating the Cost:**

In this step, the cost of the project is estimated to a satisfactory level of accuracy 5 to 15 per cent variation is acceptable. The cost estimation includes the initial as well as operational costs. The document prepared for cost estimation also contains estimation regarding capital investment and recurring or non-recurring costs.

6) **Conducting Financial Analysis:**

Now, the financial analysis of the project is carried-out. In this the cash flow profile of the given project is prepared and different areas like sources of capital, re-financing requirements, pay –back periods, return on investment, residual values, break-even-point, market volatility, etc., are analyzed briefly. It is one of the crucial points of analysis as it helps in ascertaining the availability of funds, and prospective time of availability of the funds. Therefore, the overall economic as well as financial analysis of the project is completed.

7) **Assessing the Impacts of the Project:**

The impact of the proposed project is assessed through this stage of feasibility study. The overall impact of the project is assessed through analyzing the economic, social, and cultural and environment factors. This stage may also involved estimation regarding value-added tax which is calculated on the basis of the product price and the expense incurred on drawing the raw material. The collected tax should be considered as a contribution to the government funds in order to re-invest it for the benefit of the nation such as in the fields of engineering, science, technology as well as in infrastructure.

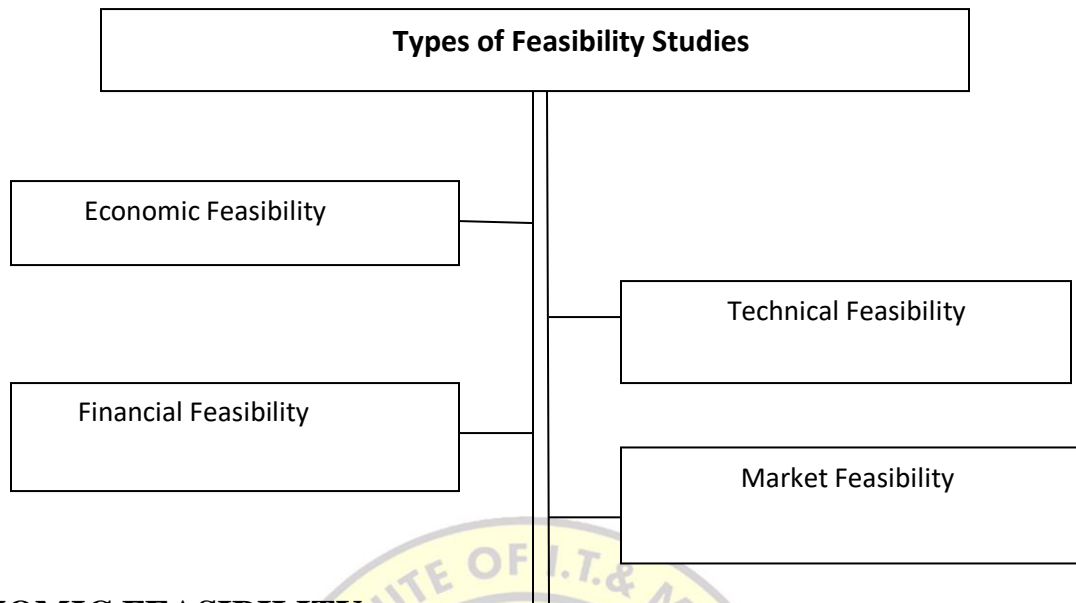
8) **Making Conclusions and Recommendations:**

The feasibility study should end by highlighting the overall performance of the entire project. It might approve or reject the proposed project.

8. QUESTION:

TYPES OF FEASIBILITY STUDIES:

Almost for each activity which is being performed by the entrepreneur, feasibility study can be conducted. There are mainly five types of feasibility study as given below:



ECONOMIC FEASIBILITY:

Cost/benefit analysis is other term generally used for economic feasibility, which is the most widely used method for assessment of the new venture's effectiveness. The process of economic viability involves determination of the saving and benefits estimated form the system under study, and their comparison against the various costs. If this comparison results in benefits more than the costs, the design and implementation of the system are then finalized. Thus, for checking the economic feasibility, the entrepreneur must carefully evaluate the costs and benefits of business.

TECHNICAL FEASIBILITY:

The way through which the products and services will be delivered (i.e., required technology, transportation mode, labour and raw materials used) is determined and analyzed under the technical feasibility. It can be treated as the tactical or logistical plan of producing, storing, delivering and tracking the products and service offered by the firm. For long-term planning as well as for troubleshooting, technical feasibility can be seen as one of the best methods. Technical feasibility can be seen equivalent to the flow chart of evolution of products and services and their movement through the business and finally reaching to the end-user.

FINANCIAL FEASIBILITY:

Financial feasibility deals with the organization's ability to arrange adequate funds required for the execution of a proposed project. Since profit maximization is a major goal of any firm, it becomes quite significant to conduct complete analysis of financial aspects of the project. A project cannot be implemented successfully if it is not financially feasible, even if it is viable in technical and marketing aspects. Revenues, operating costs, and capital costs of the proposed projects must be studied by the project manager in order to determine the financial feasibility of the project.

MARKET FEASIBILITY:

The process of ascertaining whether and at what extents a particular market will support the development of a particular real estate is known as market appraisal. It is not similar to other appraisals which aim at determining the present or potential value of the project. Market appraisal is usually helpful to a lender or financing organizations as it provides them the much needed assurance of their product's success.

OPERATIONAL FEASIBILITY:

The human resource which is available for the project decides the operational feasibility of the project and it mainly deals with the projection of utilization of the system in case of its development and implementation. The ability to effectively utilize the opportunities so as to solve the proposed problem and fulfill all the requirements of a system is called Operational feasibility. In other words, it represents the capability of the organization to execute the given system.

9. QUESTION:

PROJECT PROPOSAL:

INTRODUCTION:

The document that is designed to represent an action plan, defining the motives behind these actions, convincing the document reader to agree, approve and implement them is known as project proposal. It can also be defined as the sequence of activities that are aimed at resolving a particular problem. The project proposal can be considered as a tool and not a goal. A project proposal usually contains comprehensive details of:

- 1) Reasons behind undertaking a project (Project justification),
- 2) What a project aims at achieving? (Project objectives and goals),
- 3) The ways through which project will be taken forward (project methodology),
- 4) Activities that need to be carried-out (project activities),
- 5) Time allotted for a project (project implementation timeline),
- 6) Resources needed for project execution (financial, human, material resources).

COMPONENTS OF PROJECT PROPOSAL:

The elements for preparing project proposal are as follows:

- 1) **Title Page:** Project Proposals that are more than four to five pages long should have a title page.
- 2) **Project Title:** Title of the project should be short. In case of too long titles, the reader finds difficulty in interpreting the project. One also finds difficulty in understanding the long title in one reading.
- 3) **Abstract/Executive Summary:** An executive summary or abstract is a brief description of the project which provides a gist of the detailed project proposal. It is helpful for those readers who have less time to go through the entire proposal. Abstract in a project proposal includes:

- i) Problem statement,
- ii) Objectives of the project
- iii) Companies involved in project implementation,
- iv) Key activities of project,
- v) Budget allocated.

4) **Context:** Context part of the proposal provides economic, social, cultural, and political background from which the project is originated. Appropriate research-based data should be given here.

5) **Project Justification:** A project should be based on rationality. It should be able to explain or justify the reasons for undertaking a particular project. This section of the proposal can be divided into following sub-sections:

i) **Problem Statement:** As the name suggests, a problem statement contains the description of particular problem which the project aims to solve.

ii) **Priority Needs:** The target group's needs must be given priority.

iii) **Proposed Approach (Type of Intervention):** The proposal should also highlight an effective strategy for resolving the problem that has been stated.

IV) **Implementing Organization:** The capabilities of the company that is undertaking the project is described in this section. Such capability is assumed on the basis of previous projects undertaken by the firm.

v) **Project Aims:** The Log Frame Matrix should be used for extracting information regarding goals and purpose of the project. A general aim should describe the importance of the project in the context of its problem statement and long-term benefits. Purpose of the project should address the advantages to the target group and other beneficiaries.

6) **Target Group:** Details about the size and features of the target group (especially direct beneficiaries of the project) also need to be described in the project proposal.

7) **Project Implementation:** The activities and resources required to be allocated for implementing the project must also be mentioned in detail in the proposal. To mention who all are involved in undertaking project activities and the place and schedule for project implementation is of utmost importance. The implementation plan can be categorized as:

i) **Activity Plan:** The Implementation plan must involve details about the planned project activities.

ii) **Resource Plan:** The resources needed for project execution are also mentioned in the project proposal. Different cost categories are established to estimate and summarize the cost associated with the budget.

8) **Monitoring and Evaluation:** How the monitoring and evaluation of the project will be carried out, what methods will be used, under whom the process will take place should be mentioned in the project proposal.

9) **Reporting:** The project proposal must also include a report on estimated schedule for project progress and financial report.

10) **Management and Personnel:** The proposal should provide a brief introduction of its management team or key personnel involved in the project.

10. QUESTION:

PREPARATION OF PROJECT PROPOSAL:

Special attention is required while writing proposals which include directions, guidelines, cost assessments, scheduling analysis, employee considerations, etc., because writing a proposal in accordance with a process approach is more difficult than other types of writing. For drafting an effective proposal, the proposer has to collect more accurate information, organize data more efficiently, and revise all the texts. A proposal may truly become effective when written in the following sequence:

- 1) Pre-write,
- 2) Write, and
- 3) Re-write.
- 4) Pre-write.

1) **Pre-Write:**

A Proposal's pre-writing includes its purpose recognition, scope determination, data collection, audience analysis, analysis of the required action, and project analysis.

Techniques of Pre-writing:

The techniques of pre-writing are as follows:

- 1) **Brainstorming/Listing:** This technique is used when the proposer needs to highlight all the major features of the proposal including methodological or technical analysis.
- 2) **Reporter's Questions:** This technique is used when the proposer needs to collect statistical information for the proposal on the bases of questions like who, what, when, where, why, and how.
- 3) **Flowcharting:** It is used to organize and maintain various procedures and schedules.
- 4) **Branching and Mind Mapping:** This technique is used when the proposer wants to organize different managerial sections of the proposal such as hierarchy structures for chain of command, employee roles and responsibilities, etc.,

2) **Writing:**

Once all the relevant information and statistics have been collected, the proposer advances towards writing. Following steps are observed in writing:

1) **Reviewing Pre-Writing:** In this step, the proposer cross-checks whether all the contents of citations, collection of statistical information, maintenance of flowcharts, and arrangement of administrative tasks have been done accurately or not.

2) **Organizing the Data:** Since a proposal is divided into different segments, each segment should be well-organized and all the information should be categorized under appropriate segments. The possible approaches for organizing the data are:

i) **Abstract:** It can be organized through focusing mainly on the proposal's problem, solution, or advantages associated with it.

ii) **Introduction:** It can be organized through the concept of cause and-effect where problem statement acts as the cause and the purpose of writing symbolizes the effect.

iii) **Main Text:** This section can be managed by using various organizing methods such as:

- a) Analysis (cost charts, managerial chains of command, employees' biographies, etc.),
- b) Chronology (processes, scheduling, etc.),
- c) Spatial (descriptions, portrayals, etc.), and
- d) Contrast/comparison (products, personnel, approaches, etc.,)

iv) **Conclusion/Recommendation:** It can be organized by prioritizing the recommendations according to their need or importance.

3) **Writing through Sufficing Technique:** While writing the proposal, the proposer must focus upon the thoughts and ideas. Checking grammar, punctuation, or graphics should be left for the next stage of writing.

4) **Formatting According to the Criteria for Effective Proposals:**

The following components should be included in order to format the proposal according to the criteria for effective proposal:

- i) Title page,
- ii) Cover Letter,
- iii) Table of Contents,
- iv) List of illustrations,
- v) Abstract (or executive summary),
- vi) Introduction,
- vii) Discussion (body of the proposal)
- viii) Conclusion/recommendation
- ix) Glossary
- x) References (or works cited), and
- xi) Appendix.

RE-WRITING:

When the proposer frames a rough draft of the proposal, he/she gives it a fine finish which is provided through the process of re-writing. It is carried-out in the following steps:

1) **Add Details for Clarity:** In this step, along with the re-reading of rough draft and filling missing parts, other details such as graphics, tables, figures, etc., are also added to compliment the text. This is done to ensure the clarity of the proposal's content. Following tools can be used to bring clarity:

i) **Tables:** Tables are widely used for explaining proposal's cost section as it clearly specifies the entire notion of expenditures.

ii) **Figures:** Figures play a very significant role in the assessment of main context and problem analysis of the introduction. Its major portions are as follows:

a) **Line Charts:** Line charts are very helpful in showing downward and upward movement over a certain period of time.

b) **Bar Charts:** Bar charts are used where a proposer wants to show effective comparisons. He/she can visually reveal the superiority of one product over others by using a group bar chart.

c) **Pie Charts:** Pie charts are very effective if a proposer wants to show information in percentages. They are quite effective when amount of money or time spent on a particular process has to be shown.

d) **Line Charts:** Line drawings are effective for technical descriptions and methodological explanations.

e) **Photographs:** They are very effective for visual descriptions.

f) **Flowcharts:** By using a flowchart, a proposer can conveniently express complex processes and procedures.

g) **Organizational Charts:** They provide a good summary of hierarchical order of an organization.

2) **Delete Redundant Words and Phrases for Conciseness:** A proposal should be concise and to the point. For this purpose, it is necessary that all unnecessary or needless words should be deleted.

3) **Simplify Old-Fashioned Words:** The proposer should not unnecessarily use confusing or complicated words which may become difficult for the readers to understand.

4) **Move Information:** Every segment of a proposal requires specific form of information to be organized. For example, the abstract should be organized in accordance with the focused problem, solution, or its advantages.

5) **Re-Format for Reader-Friendly Ease of Access:** The proposer should not provide information through back-to-back paragraphs of texts. This creates boredom and dissolves readers' interest. For avoiding this, the proposer should re-format the text for reader-friendly ease of access.

6) **Enhance the proposal's Tone:** A proposer should generate a vibrant and positive tone through his/her writing. Even if the proposal is of formal or professional nature, then also it should be courteous and sensitive.

7) **Remove Errors**: The Proposer must ensure that all the data and statistics provided in the proposal are accurate and updated. In case of a sales related proposal, it is mandatory to give exact numbers and figures. A proposal can be legally challenged if found to be inaccurate or incorrect.

8) **Eliminate Biased Language**: Use of biased language should strictly be eliminated. Words like foremen, men, girls, etc., that highlight gender inequality or biasness should be immediately changed or removed. Specific words such as ‘foreman’ can be changed to ‘Supervisor’, ‘manpower’ to ‘employees’, and so on.

11. QUESTION:

PROJECT REPORT:

INTRODUCTION:

A detailed project report is required for the establishment of small scale enterprise in order to have a clear understanding about number of years required for forfeiting the endowment. Identification of product line, target market, evaluation of skills and accuracy are also facilitated by the project report for small scale industry. Thus, the industrial project report of a small-scale industry should have 5-7 years assessments of revenues, cash inflows and outflows, assets in hand, balance sheet of legal responsibilities, reimbursement agendas of working capital and long-term loans, and so on. With the help of project reports, it is possible for the endorsers to use the estimations provided by the firm and to compare them with the actual performance so that corrective measures can be taken to avoid any inconsistency.

CONCEPTS OF PROJECT REPORT:

The important contents of project report include:

1) **Background to the Project:**

A background involves a short review or description about the layout of the project report.

2) Terms of Reference:

It mainly consists of explanation about the reasons behind the selection of a certain system for analysis along with the reference back to the primary analysis. The various details related with the resources, time scale and the scope of study are also included under the terms of reference.

3) Existing System:

It mainly throws light on the description of the system (s) which are presently operating in the business unit. By using suitable method such as data flow diagram, flowcharts etc, these systems can be represented.

4) System Requirements:

System requirements are usually derived or evaluated from the existing system by discussing with operators and system users who have recognized the requirements which are not being fulfilled.

5) Proposed Systems:

Along with the rough definition of inputs and outputs, a logical system design can be outlined. This design will be explained more in the content rather than in display and layout. In the explanation, the advantage of the proposed system can be explained in comparison to the old system along with its impact over other systems currently being used in the organization.

6) Financial Aspects:

Production costs, profitability, and cash flow statements are included in the financial aspects of the project report. The production costs should reflect the project wide patterns for minimum 5 years, breakeven point of production costs, utilities, selling price, design capacity, effect of variation of raw materials costs, and so on.

7) Alternatives Considered:

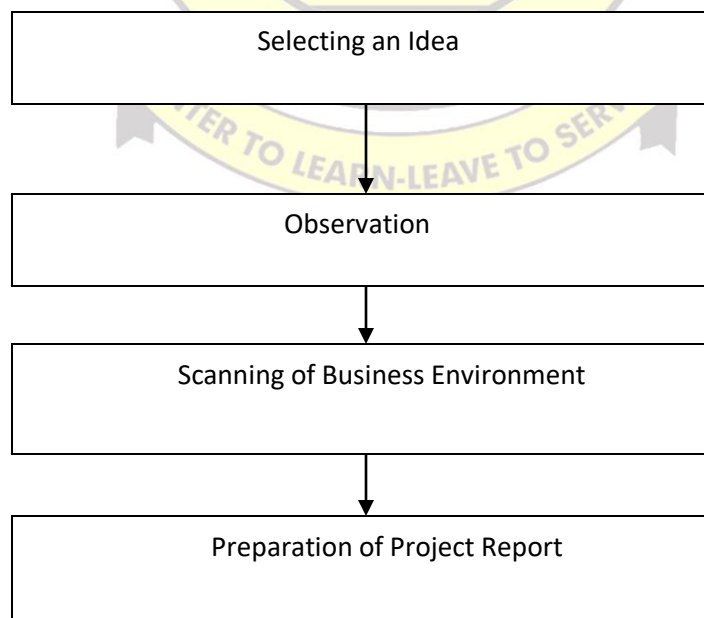
The various alternatives are analyzed and rejected by the analyst while determining the requirements of proposed system. These considerations must be analyzed mainly because of the following two reasons:

- i) A lot of time can be saved by avoiding various discussion points.
- ii) The various reasons for the rejections can be checked by the sponsor of the study. For example, a certain alternative might have been rejected by the analyst due to some data from the primary analysis that it may have great cost associated with it.

12. QUESTION:

PROJECT REPORT PREPARATION:

The information related to economic, technical, financial, managerial and production must be included in the project feasibility report. The preparation of project report involves the following steps:



1) **Selecting an Idea:**

The initial step of report preparation is the selection of an idea which should be attractive for the market and the enterprise, Viability, profitability and social welfare should be the basis of the chosen idea.

2) **Observation:**

Under this step, various observations related to the availability of raw material, machinery, market demand, labour, etc., need to be made.

3) **Scanning of Business Environment:**

At this step, the quantity or amount of the required investment is evaluated by considering the enterprise location. Also, the evaluation should include background and skills of the entrepreneur, marketing level, probabilities of producing alternative, etc.,

4) **Preparation of Project Report:**

At last, a suitable project is chosen for performing a detailed analysis in order to prepare a project report.

SIGNIFICANCE OF PROJECT REPORT:

The significant of project report is explained as follows:

1) **Act like a Road Map:**

A project report provides the direction in which a business venture is moving, describes its objectives, future positions and the manners in which all these will be accomplished.

2) **Basis of Obtaining Loans:**

Small enterprises that seek monetary assistance from financial institutions and commercial banks can be benefited from the preparation of project report.

3) **Reflects Economic Soundness:**

The economic viability of the proposal is also keenly analyzed through the project reports by various other organizations which provide assistance in the form of work shed, raw materials, send/margin money, etc.

4) **Others:**

- i) **Record**: The project report is essential for documenting and recording the various important prospects of the proposed business unit. It is the result of a detailed project plan and thorough study of the proposed project.
- ii) **Future Reference**: For determining the progress of the project in future, the project report can be saved and utilized as a document for future reference.
- iii) **Registration**: For receiving permissions and registration of business from various regulatory authorities and government agencies, project report is mandatory.
- iv) **Issue of Shares**: While issuing the company's share to general public, project report plays a vital role as some parts of the project reports are included in the offer document (Prospectus).

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(Established by Govt. of A.P., ACT No.30 of 2008)
ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none">To educate in preparation of business plan, contents and effective presentation of business plan.To explore and Generate new business opportunity,To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategiesTo educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none">Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan.To apply various strategies for decisions under different scenarios to reduce risk.Analyse challenges faced by Women entrepreneurship focusing on Rural EntrepreneursKnow the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.					
UNIT – I	Lecture Hrs: 4				
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II	Lecture Hrs: 6				
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III	Lecture Hrs:6				
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV	Lecture Hrs:6				
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V	Lecture Hrs:6				
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					


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COMMON COURSE STRUCTURE

2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson
Reference Books:
<ul style="list-style-type: none"> • Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, . • Fundamentals of Entrepreneurship, H. Nandan, PHI. • Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH. • Entrepreneurship – New venture Creation, Holt, PHI. • Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson. • Entrepreneurship, Roy, Oxford.
Online Learning Resources:
https://www.tutorialspoint.com/entrepreneurship_development https://swayam.gov.in ----Entrepreneurship Development https://leverageedu.com/blog/entrepreneurship-development

UNIT-3

ASPECTS OF THE ENTREPRENEURSHIP

3.1 Idea generation:

What is idea generation?

Idea generation is “the process of creating, developing, and communicating ideas which are abstract, concrete or visual.” As the first stage in the idea management funnel, idea generation simply focuses on identifying solutions for a problem.

Why idea generation is important?

It's rare for the best ideas to pop into our heads instantaneously – though sometimes it seems like some people have a gift for generating instant solutions. Instead, great ideas take time to develop and mature. Therefore, idea generation is important because the process expands your thinking beyond the obvious or rational.

5 Steps of the idea generation process

Step 1 – Gather raw materials

In the advertising world, it is the agency's job to know the client, its products and, most importantly, its customers. Yet most agency people stop too soon in the process of gathering information. If enough research exists, differences between products and consumers appear, leading to relationship individualities that may lead to an idea. In advertising, an idea results from a new combination of specific knowledge about products and people with a general knowledge about life and events. A practical step is to write information down and save it in a systematic way on your computer.

Step 2 – Blend your information together

The second step, after thorough information as you gather it. This helps prepare your mind for the idea-producing process. raw material gathering, is to blend the information together—bringing facts together to see how they fit. Bits of ideas may begin to appear; this can be mentally exhausting but press on and think of it as putting a puzzle together.

Step 3 – Drop and forget it

Drop the idea completely and turn it over to your unconscious mind: In other words, let it develop while you sleep. Also, do things that you enjoy that stimulate your mind and emotions. Listen to music; go to the movie or theater; read poetry; or get outside your normal routine.

Step 4 – Have your eureka moment

If you've really done your work during the first three steps, then the fourth happens naturally. Perhaps you've experienced this: a “Eureka” or “I've got it” moment. You wake up with a great idea or you are taking a shower or driving to work and the idea appears with clarity. Write it down or commit it to memory.

Step 5 - Share your idea

This is when reality hits. Your bright, shiny idea may lose some of its luster once others are made aware of it. However, the refining and tuning process that happens when you share your ideas with the team can offer enlightening perspective—and generate something better. It's important not to hold your idea too tightly: allow it to go through a critical-

thinking process. If it's a good idea, you will see that it has self-expanding qualities, and with this, possibilities you did not think of may come to light.

This five-step process, as simple as it seems, will allow you to continue down the path of producing relevant and dramatic ideas for your business. However, Young's method

Techniques of idea generation:

The following are some of the techniques that are used for idea generation:

- Brainstorming
- Mind Mapping
- SCAMPER technique
- Reverse Thinking
- Collaboration

Brainstorming

This process involves assessing one's ideas whether as an individual or a group to settle on an idea that can be a solution to a specific problem. A brainstorm is usually a "brain dump" of different possibilities for the project, without judgment of its relevance to the subject matter.

Mind Mapping

Mind mapping involves creating a visual representation how ideas are related to each other. It allows the creator to assess all ideas from a visual point of view and select which are most relevant.

Mind mapping can be fun because it encourages creators to color code, doodle, and find other creative ways to represent their ideas. It creates a mental picture of relationships that are all rooted into the main agenda/idea.

SCAMPER technique

Developed by Bob Eberie, the acronym stands for Substitute, Combine, Adapt, Modify, Put to another use, Eliminate and Reverse.

This technique allows one to judge their ideas in reference to already existing solutions/products and consider improving upon them or innovating new solutions. The assessment is conducted by developing questions guided by the SCAMPER prompts.

This process will allow creators to settle on a relevant idea easily because the process helps illuminate what will work for the existing market or intended audiences.

Reverse Thinking

In this technique, a creator/developer focuses on the possibility of failure. Instead of looking at how best the ideas will work, the creator analyzes ideas in reference to which ideas are likely to fail.

This process gives creators a chance to derive a working idea by eliminating the most likely to fail in reference to the market/potential areas of implementation for their ideas.

Collaboration

This process involves a creator leaving their comfort zone and working with people from different backgrounds, knowledge-bases, skills, and experiences to assess their ideas from different perspectives.

This method is important in generating ideas because it is inclusive. By combining different insights, a creator can reach a conclusion that addresses a wide variety of issues.

3.2 Opportunities of an entrepreneur

One of the toughest parts of being an entrepreneur is finding the next opportunity to make it big in business. There is always another opportunity coming down the road, but your job is to distinguish the good ones from the bad ones and make smart business decisions that will set you or your startup ahead in the long run.

There are definitely ways to go about this that will set you ahead, and things that you can take advantage of to give you or your startup business an edge. The following are seven ways to do just that--all entrepreneurs should be taking these opportunities if they can.

Invest in Multiple Businesses:

Most self-made billionaires are people who invested in many different business opportunities at once instead of focusing on just one idea. While there are also plenty of business owners who have focused on one idea and succeeded, it is harder to do this and if you fail, many more of your resources are lost. For the first-time entrepreneur, instead of taking an idea from the ground up, it may be more appealing to run other businesses and be a part of their inception, limiting your risk without limiting your opportunity for profit.

Angel Investors:

These investors are becoming more popular than venture capitalists in some industries, and the money that comes from them generally has far fewer strings attached or expectations than bank loans and money from venture capitalists. These investors can be great resources for the entrepreneur looking to stress less about funding and focus on product and customer loyalty and service, and angel investors are backing the market in a way that has not been seen before.

Crowd funding:

Another funding method that is changing the landscape of all industries' markets is crowd funding. Sites like Kick starter have made it possible for entrepreneurs to circumvent the need for traditional loans and investors and instead go straight to their customers to inquire about interest level and garner the funds necessary to produce their wares and distribute them to interested parties. This has encouraged more innovation and diversity in the marketplace, and has done quite a bit to level out the playing field between competitors--and help to negate the edge that comes with being well connected versus starting a business from next to nothing.

The founders of startup incubators function similarly to angel investors in that they provide many resources for a startup to begin its journey with very few strings attached and

kickback expected in return. Though not all startup incubators operate in terms of funding, they can provide other much-needed services like office space, professional seminars, access to industry professionals, or access to the means of production to give startups of all kinds an opportunity to accomplish their mission. These programs are highly competitive, however, and your startup will need to apply to take advantage of them.

Quality Content

Producing quality content will always set your business ahead of the curve. Good content can be found everywhere nowadays, and providing great content has become easier with the proliferation of ghostwriting networking websites that also allow for quality designers and filmmakers to sell their work to businesses looking to creatively reach out and connect with their customers. Making good content is going to be your biggest in to making new sales, which means that producing good content is an opportunity that every startup owner should be jumping on to give his or her business an edge.

The Social Power of the Internet

Strategically placing your business and brand in the center of conversations and creating a culture around your brand will effectively separate your business from your competition's by truly connecting to customers on issues they care about.

Foreign Markets

Foreign markets, especially the Chinese one, have seen exponential growth in the past few years. Any startup owners that know how to recognize this opportunity for what it truly is--access to the largest market on earth--will be thanking themselves all the way to the bank.

3.3 SWOT analysis

SWOT stands for **Strengths, Weaknesses, Opportunities,** and **Threats.** Correspondingly, a SWOT analysis is an objective assessment of a business idea, plan, or operation. Some businesspeople also use this technique to assess or predict competition.

- **Strengths:** Internal advantages that enhance operations.
- **Weaknesses:** Internal disadvantages that compromise, or hampers, operations.
- **Opportunities:** External factors or situations that are beneficial.
- **Threats:** External threats or situations that are detrimental.

Strengths

Strengths describe what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, and so on. For example, a hedge fund may have developed a proprietary trading strategy that returns market-beating results. It must then decide how to use those results to attract new investors

Weaknesses

Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.

Opportunities

Opportunities refer to favorable external factors that could give an organization a competitive advantage. For example, if a country cuts tariffs, a car manufacturer can export its cars into a new market, increasing sales and market share.

Threats:

Threats refer to factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the crop yield. Other common threats include things like rising costs for materials, increasing competition, tight labor supply, and so on.

3.4 Intellectual property rights (IPR) :

Intellectual property rights (IPR) refers to the legal rights given to the inventor or creator to protect his invention or creation for a certain period of time. These legal rights confer an exclusive right to the inventor/creator or his assignee to fully utilize his invention/creation for a given period of time.

Intellectual property rights in India includes the following common types:

1. **Copyright** - Grants the protection of written or published works such as books, songs, films, web content, and other artworks
2. **Patents** - The patent rights protect an invention, new business product, or the process
3. **Design** - Getting a design registration protects the design such as a drawing, colour, pattern, or combination of designs
4. **Industrial designs** - An industrial design constitutes the ornamental or aesthetic aspect of an article. A design may consist of three-dimensional features, such as the shape or surface of an article, or of two-dimensional features, such as patterns, line, or colour
5. **Geographical indications** - Geographical indications and appellations of origin are signs used on goods that have a specific geographical origin and possess qualities, a reputation or characteristics that are essentially attributable to that place of origin. Most commonly, a geographical indication includes the name of the place of origin of the goods
6. **Trademarks** - A trademark protects signs, symbols, logos, words, or sounds that distinguish between the products and services from the competitors
7. **Trade secrets** - A trade secret is a company's process or practice that is not public information, which provides an economic benefit or advantage to the company or holder of the trade secret. Trade secrets must be actively protected by the company and are typically the result of research and development.

Several advantages to secure intellectual property rights include:

1. **Enhances market value** - Intellectual property rights can help you generate business through the licensing, sale and even commercialization of the products and services protected under IPRs. This will ultimately improve the market share and helps in raising profits. Having registered and protected intellectual property rights can also raise the business' value in case of sale, merger or acquisition.
2. **Turn ideas and thoughts into profit-making assets** - Ideas have little value on their own but registering ideas under intellectual property rights can help you turn it into commercially successful products and services. Copyrighting or licensing the patents can lead to a steady stream of royalties and additional income.
3. **Market your products and services** - Getting intellectual property rights can help your business' image. Intellectual property rights like trademark registration can help you separate your products and services from others.

4. **Access or raise Capital** - Through sale, licensing, or by using IPRs as collateral for debt financing, an individual can monetize for debt financing. Intellectual property rights can be used as an advantage while applying for government funding like grants, subsidies, and loans.
5. **Enhances export opportunities** – A business that has registered IPRs will be able to use brands and designs to market its products and services to other markets as well. A business can also tap into the franchising agreements with overseas companies or export patented products.

3.5 Patents & Trademarks

Patents:

A patent refers to the exclusive rights granted by the USPTO to the owner for a useful and new invention which involves an innovative action. A patent is valid for a predetermined period. It may either relate to a process or product. The main advantage to registering a patent is that it will allow the owner/inventor to have exclusive rights to the patented invention.

Patent is an exclusive right for an invention provided by the law for a limited time to the Patentee. By patenting an invention, the patentee is able to control the making, using, selling or importing of the patented product or process for producing that product without his/her consent. An invention relating either to a product or process that is new, involving inventive step and capable of industrial application can be patented in India.

Trademarks(TM):

A trademark can be any word, phrase, symbol, design, or a combination of these things that identifies your goods or services. It's how customers recognize you in the marketplace and distinguish you from your competitors.

Trademark is a visual symbol which may be a word signature, name, device, label, numerals or combination of colors used by one Enterprise on goods or services or other articles of commerce to distinguish it from other similar goods or services originating from a different undertaking. Hence, trademarks are mostly used to protect brand names, business names, slogans and more.

The word “trademark” can refer to both trademarks and service marks. A trademark is used for goods, while a **service mark** is used for services.

A trademark:

- Identifies the source of your goods or services.
- Provides legal protection for your brand.
- Helps you guard against counterfeiting and fraud.

A common misconception is that having a trademark means you legally own a particular word or phrase and can prevent others from using it. However, you don't have rights to the

word or phrase in general, only to how that word or phrase is used with your specific goods or services.

For example, let's say you use a logo as a trademark for your small woodworking business to identify and distinguish your goods or services from others in the woodworking field. This doesn't mean you can stop others from using a similar logo for non-woodworking related goods or services.

Copy rights:

Copyright is a right given by the law to creators of literary, dramatic, musical and artistic works and producers of cinematograph films and sound recordings. Copyright does not protect brands or names, short word combinations, slogans, short phrases, methods, plots or factual information. Copyright also does not protect ideas or concepts. Therefore, copyright is mainly used to protect the creativity of writers, artists, designers, dramatists, musicians, architects and producers of sound recordings, cinematograph films and computer software.

Differences btw patents, trademark, copy right:

	<u>Copy rights</u>	<u>Patents</u>	<u>Trademark</u>
What's Protected?	Original works of authorship, such as books, articles, songs, photographs, sculptures, choreography, sound recordings, motion pictures, and other works.	Inventions, such as processes, machines, manufactures, compositions of matter as well as improvements to these.	Any word, phrase, symbol, and/or design that identifies and distinguishes the source of the goods of one party from those of others.

Requirements to be Protected	A work must be original, creative, and fixed in a tangible medium.	An invention must be new, useful, and non-obvious.	A mark must be distinctive (i.e., that is, it must be capable of identifying the source of a particular good)
Term of Protection	Author's life plus 70 more years.	20 years	For as long as the mark is used in commerce.
Rights Granted	Right to control the reproduction, making of derivative works, distribution, and public performance and display of the copyrighted works.	Right to prevent others from making, selling using, or importing the patented invention.	Right to use the mark and to prevent others from using similar marks in a way that would cause a likelihood-of-confusion about the origin of the goods or services.

3.6 Source of capital:

Capital: In business, capital means the money a company needs to function and to expand. Typical examples of capital include cash at hand and accounts receivable, near cash, equity and capital assets. Capital assets are significant, long-term assets not intended to be sold as part of your regular business.

What is capital and sources of capital?

A company's capital is the money it has on hand to run day-to-day operations and grow in the future. One source of capital for the business is the money it makes. The value of a company's capital would include everything it owns and all of its money.

The following are some of the sources of capital

1. Foreign Capital:

As a supplement to domestic finance, external capital too has been made use of in meeting the needs of industrial finance, mostly for long-term needs. This has taken several forms. There is the foreign aid (i.e., loans on concessional term) from foreign governments and foreign institutions (like the World Bank) extended to the Government.

A part of this assistance has also gone to the private sector. A part of foreign funds has come through foreign companies which have Indian subsidiaries in our country or through Multinational Corporations which have branches in India

2. Crowd funding

In this internet age, crowd funding is a great way to get a number of individuals interested in your idea, product or service and raise money from them. Originally, crowd funding was used by nonprofits to gather donations, very similar to 'chanda' collected in India during festivals. Today, online crowd funding platforms generate financial backing for a variety of startups and projects.

There are multiple types of crowd funding that MSMEs can use:

- Equity-based crowd funding is when the investor gets a small percentage of share of the business in exchange of the investment pumped in.
- Reward-based crowd funding involves individuals investing small amounts of money in exchange for a reward such as free service or a prototype product.
- Debt-based crowd funding is when investors put in money with the understanding that it will be repaid with interest.

3. Angel investors

Angel investing is best suited for startups and young businesses that have a great idea or product, but need a launch pad. Angel investors are also popularly known as seed investors or informal investors. There are thousands of such investors in India, mostly affluent businessmen or corporate leaders. They usually invest in niche areas.

In addition to the money, it is critical to find an investor that has experience and interest in your specific industry. Not only will their mentorship be valuable, their huge network will also prove to be a bonus to help expand your business.

The best way to meet angel investors is at networking events and pitch sessions.

4. Venture capitalists

Venture Capitalists (VCs) come in at a later stage of business growth. They provide capital to firms exhibiting high growth potential in exchange of stake in the company.

VCs usually invest in businesses already making money.

To get a VC interested in your business is not an easy task. You will need to have:

- A strong and sustainable business model,
- Proven sales records
- Loyal customers

They also look for a strong management team before they invest.

Ensure you partner with a VC who understands your business and is aligned with your growth, as you will be giving them a say in your business. While for most businesses, getting VC funding is the ultimate goal, the focus should be on partnering with the right VC firm.

5. Business plan competitions

You may not have the opportunity to pitch your idea on Shark Tank, but keeping an eye out for business competitions near you. These can offer a small window of opportunity to get seen and heard by the right people.

Many B-schools and savvy corporate's organize business plan competitions and hackathons that attract the brightest minds across the country.

The finalists get to present their business ideas to some of the biggest VCs in India. A winning pitch can get you a considerable cash prize, access to an accelerator programme and equity participation from interested investors.

Wharton India Startup Challenge, Startup, Innopreneurs and Raise My Startup are few leading platforms that can help MSMEs get a shot in the arm.

6. P2P lending

The new-age lending model called Peer-to-Peer platforms (P2P) allows retail investors to lend money to peers or small businesses via a fintech company's digital platform.

Applicants are vetted by the fintech company or intermediary based on complex algorithms that assess the credit-worthiness of the proposed borrowers over various risk factors.

Based on the risk profile, interest obligation on P2P loans can start as low as 12% up to as much as 35%. The cost to the borrower is directly proportionate to the risk involved for the lender.

An investor has the option of fulfilling partial or complete requirements of a business. Most fintech companies allow only a partial investment in a single requisition, with multiple investors contributing small amounts to a single business.

P2P loans are a good option for stop-gap and working capital requirements with speedy approvals and disbursements.

7. Government schemes

The Indian Government is betting big on the entrepreneurial spirit of India and doing its bit to promote and support MSMEs. You could avail from various methods of financing such as:

- The Credit Guarantee Scheme provides small businesses and first-generation entrepreneurs with collateral-free credit.
- Stand Up India aims to empower women and citizens from socially deprived classes to set up Greenfield enterprises with loans.
- Sole proprietors, small industries and artisans can avail of loans under the Pradhan Mantri MUDRA Yojana.

Most of these loans are available at extremely competitive rates, usually much cheaper than personal loans with flexible repayment tenures ranging from five to 11 years.

3.7 Debt capital:

Debt capital is the capital that a business raises by taking out a loan. It is a loan made to a company, typically as growth capital, and is normally repaid at some future date.

Debt capital refers to borrowed funds that must be repaid at a later date. This is any form of growth capital a company raises by taking out loans. These loans may be long-term or short-term such as overdraft protection.

Debt capital is money that is borrowed and must eventually be repaid—usually with interest. It's a type of short-term financing, which can be useful for businesses that need money for operational costs or one-time expenses.

There are a few different types of debt financing, including:

- bank loans
- personal loans
- overdrafts
- lines of credit

Despite needing to pay back the capital, many founders will choose to acquire debt capital over equity capital, as it doesn't dilute their ownership of the company.

Advantages of Debt Capital

The main advantage of debt capital is that it doesn't dilute the ownership of the company. This is because, with debt financing, the business is simply taking on a loan—it isn't selling equity.

Another advantage of debt capital is that it's often easier to obtain than equity financing. Equity financing is more difficult to obtain because investors will only want to invest in companies that they believe have high growth potential. This means that businesses often need to be more established to obtain equity financing.

Disadvantages of Debt Capital

The main disadvantage of debt capital is that it needs to be repaid—usually with interest. This can put a strain on the business, especially if it isn't generating enough revenue to cover the repayments.

Another disadvantage of debt capital is that it can limit the growth of the business. This is because the business will need to use a portion of its revenue to make repayments, which could otherwise be reinvested back into the business.

Differences btw debt & equity capital

Basis for comparison		Debt capital	Equity capital
Meaning		Funds owed by the company towards another party is known as Debt.	Funds raised by the company by issuing shares is known as Equity.
What is it?		Loan Funds	Own Funds
Reflects		Obligation	Ownership
Term		Comparatively short term	Long term
Status of holders		Lenders	Proprietors
Risk		Less	High

Types	Term loan, Debentures, Bonds etc.	Shares and Stocks.
Return	Interest	Dividend
Nature of return	Fixed and regular	Variable and irregular
Collateral	Essential to secure loans, but funds can be raised otherwise also.	Not required

3.8 seed capital:

Seed capital is the initial amount of money an entrepreneur uses to start a business. Often, this money comes from family, friends, early shareholders or angel investors. Seed capital is typically used to support the planning of a business up to the point when the company starts selling a product or service. It normally covers expenses until the business can make money and thereby attract more investors.

Seed capital—also called **seed money or seed financing**—is referred to as such because it is money raised by a business in its infancy or early stages. It doesn't have to be a large amount of money. Because it comes from personal sources, it's often a relatively modest sum. This money generally covers only the essentials a startup needs such as a business plan and initial operating expenses—rent, equipment, payroll, insurance, and/or research and development costs (R&D).

3.9 Venture capital:

Venture capital (VC) is a form of private equity and a type of financing that investors provide to startup companies and small businesses that are believed to have long-term growth potential. Venture capital generally comes from well-off investors, investment banks, and any other financial institutions.

However, it does not always take a monetary form; it can also be provided in the form of technical or managerial expertise. Venture capital is typically allocated to small companies with exceptional growth potential, or to companies that have grown quickly and appear poised to continue to expand.

Though it can be risky for investors who put up funds, the potential for above-average returns is an attractive payoff. For new companies or ventures that have a limited operating history (under two years), venture capital is increasingly becoming a popular—even essential—source for raising money, especially if they lack access to capital markets, bank loans, or other debt instruments. The main downside is that the investors usually get equity in the company, and, thus, a say in company decisions

Pros & Cons of Venture Capital

Pros

- Provides early-stage companies with the capital needed to bootstrap operations.
- Unlike bank loans, companies do not need cash flow or assets to secure VC funding.
- VCs can also provide mentoring and networking services to help a new company secure talent and growth.

Cons

- VCs tend to demand a large share of company equity.
- Companies that accept VC investments may find themselves losing creative control as their investors demand immediate returns.
- VCs may also pressure a company to exit their investment rather than pursue long-term growth

The stages of VC investment are:

- **Pre-Seed**: This is the earliest stage of business development when the founders try to turn an idea into a concrete business plan. They may enroll in a business accelerator to secure early funding and mentorship.
- **Seed Funding**: This is the point where a new business seeks to launch its first product. Since there are no revenue streams yet, the company will need VCs to fund all of its operations.
- **Early-Stage funding**: Once a business has developed a product, it will need additional capital to ramp up production and sales before it can become self-funding. The business will then need one or more funding rounds, typically denoted incrementally as Series A, Series B, etc.

Venture capitalist Vs Angel Investors Vs Private equity investors

	Angel Investors	Venture Capitalist	Private Equity Investors
Stage of Business	Founding, startup, pre-revenue	Early stage, pre-profitability	Mid to later stage, profitable, cash flow
Size of Investment (\$)	\$10,000's to a few million	A few million to tens of millions	Wide range: a few million to billions
Type of Investment	Equity, SAFE	Equity, convertible debt	Equity with leverage
Investment Team	Entrepreneurs/past founders	Mix of entrepreneurs and bankers/finance	Mostly bankers/finance professionals
Level of Risk	Extreme risk, high chance of losing all money	High risk, moderate chance of losing all money	Moderate risk, low chance of losing all money

Note: Private equity fund partners are called general partners, and investors or limited partners. angel investors are also a type of private equity investors.

3.10 Informal agencies in financing entrepreneurs:

Once a new company has ascertained its funding requirements and has a realistic business plan and budget in place, it can then start reviewing the various sources of finance which might be available to it.

Informal sources of finance are largely those which do not require written and formalised agreements before such funding is acquired. They might include some of the following.

1 .Own Savings

Some avenues to gaining finance for a new business might include internal sources such as an owner's personal money.

Where this is used in conjunction with external financial help, this can demonstrate that the owner has some confidence and commitment to the venture and might make it easier to gain money from others.

Both the amounts and the proportion of the total funding requirement that is needed which comes via personal means will be a factor in the levels of risk others will perceive their investment has, should they decide to add their funds.

2. Family and Friends

An extension of meeting the financial requirements of a new company through personal savings is to seek such funding from family and friends.

This might have the advantage of being interest free or carry a lower charge compared to that of a bank loan.

Depending on the relationship and the willingness of the family member or friend to aid the business, the repayment of such finance might be flexible and allow the company to carry on its trade without the added concerns of regular interest and capital payments.

Such Informal agreements can be a disadvantage however, if the person requests that the money is repaid at short notice and this in turn causes working capital shortages for the business.

3.Credit from Suppliers

It is possible that by taking longer to pay creditors that the company might be able to use such delays to fund its operations in part.

The salient issues with this type of financing are that it is a largely unsecured means of running a business and relies heavily on the goodwill of a new supplier.

Many business start-ups find it difficult to gain extended credit terms from suppliers who are naturally suspicious of their lack of trading history.

In the absence of any prior relationship with a particular supplier, a budget or cash flow forecast which depicts that the success of the business is hinged on obtaining extended credit terms might be viewed as improbably.

3.11 Technology Business incubator (TBI):

An incubator is an organization designed to help startup businesses grow and succeed by providing free or low-cost workspace, mentorship, expertise, access to investors, and in some cases, working capital in the form of a loan.

Technology business incubator (or TBI) is a type of business incubator focused on organizations that help startup companies and individual entrepreneurs which use modern technologies as the primary means of innovation to develop their businesses by providing a range of services, including training, brokering and financing

TBI is an entity, which helps technology-based start-up businesses with all the necessary resources/support that the start-up needs to evolve and grow into a mature business. Typically, TBIs provide budding entrepreneurs all necessary infrastructure support, technology/prototype development support, research assistance, help in getting funding, business consulting assistance, marketing assistance and do whatever is necessary to make the start-up a success.

The primary goal of a business incubator is to facilitate economic development by improving survival and growth of new entrepreneurial units. Incubators accelerate the development of young entrepreneurial units from 'idea stage' to independent self-sustaining successful business. The phenomenal growth of the incubators has taken place world over in last two decades. The concept has benefited many countries in utilizing technology as a means for their economic development.

Technology Business Incubators in India Technology Business Incubators in India have existed since 1980s, under the Government of India and since late 1990s under the private industry. They have played a critical role in encouraging risk taking and public research in the information technology industry. Their success led to a massive increase in the number of incubators being setup in the country, with over 300 registered incubators operating in the country as of early 2014.

The Government of India under the aegis of Department of Science & Technology provides for institutional mechanism for promoting knowledge-driven and technology-intensive enterprises. This is primarily situated under the National Science & Technology Entrepreneurship Development Board (NSTEDB). The Board, having representations from socio-economic and scientific Ministries/Departments, aims to convert "job-seekers" into "job generators" through Science & Technology (S&T) interventions and programs.

The objectives of NSTEDB have been defined to be:

- To promote and develop high-end entrepreneurship for S&T manpower as well as self-employment by utilizing S&T infrastructure and by using S&T methods.
- To facilitate and conduct various informational services relating to promotion of entrepreneurship.
- To connect agencies of the support system, academic institutions and Research & Development (R&D) organizations to foster entrepreneurship and self-employing using S&T with special focus on backward areas.
- To act as a policy advisory body with regard to entrepreneurship. These objectives have been fulfilled by NSTEDB through two major interventions.

Namely, the scheme for Science & Technology Entrepreneurs Parks (STEP), which was started in the early 1980's, and the Technology Business Incubators (TBI) programme launched in early 2000, both of which have been fairly successful in increasing the number of start-up companies engaging in innovation as well as fostering a conducive environment of risk taking while contributing to the regional and national economy.

Goals of a TBI program, as stated by NSTEDB are as follows :

- Creation of technology based new enterprises.
- Creating value added jobs & services.
- Facilitating transfer of technology.
- Fostering the entrepreneurial spirit.
- Speedy commercialization of Research & Development output.
- Specialized services to existing Small to Medium Enterprises.

Technology incubator in India:

Name of the Host Institute	Name of the Incubator (As per the registered legal entity)	Type of Incubator	State/UT in which Incubator is located	City
Indian Institute of Management, Ahmedabad (IIMA)	CIIE Initiatives	TBI	Gujarat	Ahmadabad
Sardar Vallabhbhai National Institute of Technology, Surat	Association for Harnessing Innovation and Entrepreneurship - SVNIT, Surat	NIDHI-TBI	Gujarat	Surat
IIT Gandhinagar	IIT Gandhinagar Innovation and Entrepreneurship Center	NIDHI-TBI	Gujarat	Gandhinagar
National Institute of Design - Ahmedabad	National Design Business Incubator, Ahmedabad	TBI	Gujarat	



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
Course Objectives:					
<ul style="list-style-type: none">To educate in preparation of business plan, contents and effective presentation of business plan.To explore and Generate new business opportunity,To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategiesTo educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
<ul style="list-style-type: none">Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan.To apply various strategies for decisions under different scenarios to reduce risk.Analyse challenges faced by Women entrepreneurship focusing on Rural EntrepreneursKnow the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.					
UNIT – I	Lecture Hrs: 4				
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II	Lecture Hrs: 6				
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III	Lecture Hrs:6				
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV	Lecture Hrs:6				
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V	Lecture Hrs:6				
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					


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Reference Books:
<ul style="list-style-type: none"> • Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, . • Fundamentals of Entrepreneurship, H. Nandan, PHI. • Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH. • Entrepreneurship – New venture Creation, Holt, PHI. • Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson. • Entrepreneurship, Roy, Oxford.
Online Learning Resources:
https://www.tutorialspoint.com/entrepreneurship_development https://swayam.gov.in ----Entrepreneurship Development https://leverageedu.com/blog/entrepreneurship-development

UNIT - 4

ENTREPRENEURIAL STRATEGY

1. Generation of new business opportunity :

Step 1: Focus on your core product.

A very successful e-newsletter entrepreneur has built his business around this mantra: "Prospects buy when they trust your value is applicable to them and believe your company is stable." This strong position allows him to constantly check up on the services and value he's providing his customers. Keep this statement in mind as we go through the rest of the seven steps, because internalizing this mantra is the key to a solid plan.

Step 2: Keep your pitch simple.

The last time you asked someone at a party what their company does, did you get a clear, concise response? Or did your eyes glaze over by the time they got to the end of their explanation? My guess is, it was probably the latter. Now imagine that same pitch being presented to prospects who don't have a glass of wine in their hands to distract them! It's not a pretty picture.

Step 3: Stay true to who you are.

Knowing who you are and what gets you excited (and bores you to tears) will help you reach your goals. Nothing can derail a growth plan more than discomfort and procrastination-it's simply human nature to procrastinate over things that cause discomfort. And there are dozens of daily business requirements that every business owner detests. If you're finding yourself putting things off, it's time to start delegating

Step 4: Map it.

Mapping your capabilities with your target clients' needs is an excellent way for you to determine your service strategy. You'll find that while you may be perfectly skilled in many areas, you're going after customers who don't need your particular expertise.

One common trait among many entrepreneurs is the urge to "cast a wide net" by being all things to all companies. In almost every case, however, a small business flourishes because it has a narrower service offering. Remember, a small company's value is that it can specialize in unique, top-quality services.

Step 5: Utilize marketing tools that work best for you.

When deciding on a marketing strategy, implement one that fits your personality and the customers you serve. For instance, if you're terrified of getting up in front of a crowd, don't schedule yourself to participate on a panel in the hopes of generating business. You'll derail your efforts if you don't perform well.

Step 6: Implement a plan of action.

Up until now we've been in the planning mode, but now it's time to dig in and put it to work. Your action plan will also give you the map you can use to measure your progress.

2. DECISIONS UNDER UNCERTAINTY

“A decision is the is a conclusion of a process by which one choices between two or more available courses of action for the purpose of attaining a goal”

- A decision an act of choice where in a manager forms a conclusion about what must be done under a given situation. And decision making is a process to arrive at a decision , The process by witch an individual or organization choesse on position or action from many alternatives.

Three aspects of human behavior are involved in decision making.

- Cognition-Activities of mind associated with knowledge
- Conation- The action of mind implied by such word as willing , desire and aversion.
- Affection- The aspect of mind associated with emotion , feeling , mood and temperament.

There are various conditions or environment under which the decisions are made.

- Certainty
- Uncertainty
- Risk
- Conflict or competition
-

Decision making under Uncertainty-

When a decision involves condition about which the manager has no information , either about the outcome or the relative chances or any single outcome, he is said to be operating under conditions of uncertainty. Because the manager does not have any information on which he can develop any analysis, the best he can do is to be aware that he has no opportunity of predicting the events. Under these condition, a number of different criteria have been proposed as possible bases for decision-making. These are as follows.

- Maximizing the maximum possible payoff- the maximum criterion(optimistic).

- Maximizing the minimum possible payoff- the maximum criterion(pessimistic).
- Minimizing the maximum possible regret to the decision maker- The minimax criterion(regret).
- Assuming equally likely probabilities for the occurrence of each possible state of nature- The insufficient Criterion(insufficient reasoning).

Decision making under uncertainty

- Maximax criterion – this decision criterion is applied by the most optimist decision maker when he thinks optimistically about the happening of events affecting decision .If this philosophy is followed , the manager will chose that alternative under which it is possible to receive the most favourable pay-off.
- Maximin criterion- this criterion is adopted by the most pessimistic decision maker. The manager believes that worst possible may take place. This pessimism cause the selection of that alternative which maximizes the least favourable payoff.
- Minimax criterion- minimax criterion leads to the minimization of regret. The managerial regret is define as the pay off for each alternative under state of nature of compitative action subtracted from the most favourable payoff which is possible with the happening of the particular event. When manager chooses an alternatives and when a state of nature takes place which does not result in the most favourable payoff, regret takes place.

Decision Rules Under Uncertainty

- Laplace criterion
- Maximin
- Maximax
- Hurwicz
- Minimax regret

Decision Rules Under Risk

- Maximum expected value
- Maximum utility
- Most probable outcome
- Composite criteria

3. ENTRY STRATEGY

A **market entry strategy** is the method in which an organization enters a new market. A first point of consideration is whether or not the organization is expanding **domestically** or **internationally**. Expansion within the same market will have different requirements than expansion into the global market. Among other factors that may impact how the company integrates into the new market, Busy Tech finds that when selecting a method of expansion, they must consider:

- Type of industry
- Agility of the products
- Culture of the new market
- Costs associated with entering a new market
- Local and international laws of importation and exportation

Strategies for Market Entry

Exploring the various market entry strategies can help Busy Tech to better understand which strategies best fit their organization. Some of the most common strategies for market entry include:

- Exporting
- Licensing
- Franchising
- Partnering
- Joint ventures
- Turnkey projects
- Greenfield investments

Exporting is used for international expansion and it is the process of sending goods to an international market. There are two methods of exporting.

1. **Direct exportation** means that the organization takes charge of shipping goods to the international market.
2. **Indirect exportation** takes place when the organization uses a middleman or intermediary to integrate the goods into the market.

In general, exporting is a good strategy if Busy Tech wants to quickly enter several foreign markets. This would be particularly useful if they were selling a commodity item, such as clothing or food. It is not the best option, though, for a company wishing to produce their technology internationally, because exporting only entails sending finished products overseas to a new market.

Here are some examples of exports:

- Coffee: Some of the top exporters of coffee are Vietnam, Brazil, Colombia, Indonesia, Ethiopia, Honduras, India and Mexico. ...
- Cars: One of Japan's top exports is cars and automobile parts because consumers trust in the quality, safety and dependability of Japanese-made cars

Licensing

Licensing is the process of giving another company the rights to produce or sell the organization's products or services. This would require Busy Tech to create an agreement with an organization who would then produce Busy Tech products and sell them in various markets.

In general, this can be risky for a tech firm because they will have to give the local company the knowledge of their technology. If they try licensing their products, they will need to be sure they develop a well-thought-out contract and agreement. Despite the risk, this can be a good option if the company Busy Tech works with has a large share of the prospective market.

Some examples of things that may be licensed include **songs, sports team logos, intellectual property, software, and technology**. Licensing agreements allow parties to control property and enter new markets without having to spend the money to do so.

Franchising

A franchise (or franchising) is a method of distributing products or services involving a franchisor, who establishes the brand's trademark or trade name and a business system, and a franchisee, who pays a royalty and often an initial fee for the right to do business under the franchisor's name and system.

For example, several fast food chains like Dominos and McDonalds operate in India through franchising.

Partnering

A business partnership is **a legal relationship that is most often formed by a written agreement between two or more individuals or companies**. The partners invest their money in the business, and each partner benefits from any profits and sustains part of any losses.

Partnership Examples:

- Red Bull and GoPro.
- Spotify and Uber.
- Levi's & Pinterest.
- Maruti Suzuki.
- Hindustan Petroleum

Joint ventures

A joint venture is **a combination of two or more parties that seek the development of a single enterprise or project for profit, sharing the risks associated with its development**. The parties to the joint venture must be at least a combination of two natural persons or entities.

There are many successful joint venture companies operating in India. Among them are **AirAsia, Reliance Jio, Tata Motors, HUL, Infosys, Wipro**, etc. These companies are now expanding their operations worldwide

Turnkey projects

A turnkey project is **a delivery method in which a single entity—a contractor—works with a project owner under a single contract to complete all stages of a project from detail engineering through construction.**

Some of the few examples of Turnkey Projects include **Engineering Projects, large construction projects i.e Construction of Airports, Ports, skyscrapers, Bridges, In IT (turn-key implementation of information systems)**, and more.

Greenfield investments

A green-field (also "Greenfield" investment is **a type of foreign direct investment (FDI) in which a parent company creates a subsidiary in a different country, building its operations from the ground up.**

A Greenfield investment is a form of foreign direct investment where a company establishes operations in another country by constructing new facilities from scratch. Real-world examples of green field investment include **Toyota in Mexico, Hyundai in the Czech Republic, and Weber in Poland.**

4. ENVIRONMENTAL INSTABILITY

Ecological instability: **the process of irreversible change of an ecological system and the absence of a capability for restoring its original state after a change.** Examples include the ecological succession on glacial.

Storing objects near windows, heaters, fireplaces, and exterior walls can create an unstable environment with temperature and humidity fluctuation and increase potential for damages. The unstable environment within their homes displays into their daring attitude towards life.

RISK REDUCTION STRATEGIES

Without risks to manage and threats to mitigate, life in business would be a lot easier. Internal risks, external risks and threats can disrupt or destroy the four critical elements that most enterprises need to operate: people, processes, technology and facilities. Each of the four elements can have vulnerabilities.

As part of an enterprise risk management program, risk mitigation strategies must not only identify risks and threats, such as organizational risks, but also stress the importance of identifying vulnerabilities that could open the door to risk events.

Common risk mitigation strategies

1. Accept and deal with the risk

The enterprise deems a risk sufficiently non-threatening to business operations and can effectively respond to a threat occurrence. Examples of risk acceptance include: accepting the risk to production schedule delays without damage to the business; accepting adjustments to budget expectations; and accepting the need for employees to continue working remotely.

2. Avoid the risk

The enterprise makes a conscious decision to avoid dealing with a specific risk and its outcome. Examples of risk avoidance include: identifying specific risks and suitable remedies or alternate processes to avoid potential negative outcomes; identifying all costs and unexpected costs for a project to avoid going over budget; and identifying qualified alternate members of a project team who can step in when necessary to avoid project delays.

3. Challenge the risk

When an identified risk emerges, the enterprise slows or terminates the event to an acceptable level before it progresses to the point where it can damage the business. Examples of risk challenge include: evacuating employees in advance of a severe storm to minimize any potential risk to life; launching emergency power systems when a power outage occurs to minimize disruption in operations; and identifying a cybersecurity anomaly and immediately isolating the malware before it can enter the company's internal computing environment.

4. Prioritize the risk

If more than one risk event occurs at the same time, such as a severe storm and loss of power, the organization establishes a priority list of actions to address the most critical risks first. Examples of risk prioritization include: activating backup procedures to protect systems and data due to an impending flood and its potential water damage to an office; and extinguishing a fire, shutting down power supplies and notifying the power company and fire department when a lightning strike causes a transformer to explode.

5. Control and manage the risk

Once risks are identified, assessed and prioritized, the enterprise deals with specific risk incidents, then documents and tests those actions to ensure that they're appropriate and in the proper sequence. Examples of risk control and management include: establishing policies, such as physical security and data protection; developing business continuity and technology disaster recovery plans; and devising methods to track the time and costs spent on projects to ensure that delivery schedules are maintained and cost overruns are prevented.

6. Transfer the risk

Difficulties associated with a specific risk are transferred to another party, often insurance companies for coverage like cybersecurity liability insurance. Examples of risk transfer include: buying business interruption insurance to handle unplanned expenses in the aftermath of a cyber attack; reducing the likelihood of project mishaps by contracting a project management company to handle oversight of a particularly difficult project; and engaging the company's finance department to prevent project cost overruns.

7. Document and monitor the risk

All aspects of enterprise risk management, such as risk profiles, risk factors and inherent risk, are carefully documented at every stage of the process. Likewise, all risk-related activities are monitored to ensure that any issues are quickly identified and addressed. Examples of risk documentation and monitoring include: monitoring costs to prevent unplanned expenses that could send a project over budget; monitoring operational activities to prevent compliance issues; and using intrusion detection systems and firewalls to monitor incoming and outgoing data traffic to identify suspicious data packets that could signal a cyber attack.

Identify and classify risk



MARKET SCOPE STRATEGY- IMITATION STRATEGY

An imitative strategy **relies on the designs of other companies in creating its designs**. The imitative company also may base its accompanying product marketing strategy on the strategy of the market leader or pioneer. Strategic imitation occurs when one firm purposefully copies the products, processes, managerial methods, organizational form, market entry and/or investment timing of another firm with the intention of fulfilling a strategic goal.

Imitators are **entrepreneurs who use others' business ideas as inspiration but work to improve them**. They are a combination between an innovator and a hustler and are looking to make certain products and services better and more profitable.

The three types of strategic imitation, namely **outcome-based, trait-based and frequency-based**.

An imitation strategy often **allows firms to better attract consumers and obtain considerable economic benefits because they can produce products at lower costs and sell them at lower prices**

For example, did you know that: **Coca Cola imitated RC Cola in replicating its diet cola product**. Visa and Mastercard imitated the credit card concept from Diners Club. McDonalds took the fast food chain concept from White Castle.



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Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
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<ul style="list-style-type: none">To educate in preparation of business plan, contents and effective presentation of business plan.To explore and Generate new business opportunity,To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategiesTo educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
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UNIT – I					Lecture Hrs: 4
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II					Lecture Hrs: 6
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III					Lecture Hrs:6
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV					Lecture Hrs:6
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V					Lecture Hrs:6
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
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Online Learning Resources:
https://www.tutorialspoint.com/entrepreneurship_development https://swayam.gov.in ----Entrepreneurship Development https://leverageedu.com/blog/entrepreneurship-development

UNIT – 5**WOMEN AND RURAL ENTREPRENEURSHIP AND EDPs****5.1 WOMEN ENTREPRENEURSHIP**

Process of developing a new thing with a certain value, applying the some effort and assuming the risk and reward, is known as entrepreneurship. The people who undertake these activities are called as entrepreneurs.

According to Pandit Jawaharlal Nehru

“When women move forward, then the family move, the village moves and nation moves”.

CHARACTERISTICS OF WOMEN ENTREPRENEURS

The basic characteristics of women entrepreneurs are as follows:

- 1. Imagination:** They have an imaginative approach towards their work. It refers to the ability of generating new ideas in the competitive market. For identifying the business opportunities and investigating the existing circumstances a well – planned approach is required.
- 2. Ability of Work Hard:** The second important characteristics of women entrepreneurs is that they have the capability to work hard. For a successful business, hard work along with imaginative ideas is very essential.
- 3. Perseverance:** Women have the right amount of perseverance to fulfill their goals. They have the competency to transform their dreams into a reality, in spite of several hurdles.
- 4. Desire to Take Risks:** For being entrepreneurs people should have the willingness to take risks. They must be proficient enough to plan, forecast, estimate and calculate.
- 5. Flexibility:** Women entrepreneurs are flexible enough to make changes in the decisions if required. These changes are made after measuring the merits and demerits of the decision.
- 6. Analytical Ability of Mind:** Women entrepreneurs have strong analytical ability and are not influenced by their personal likes and dislikes. They are strictly focused towards attainment of their business goals.

- 7. Sense of Efficiency:** Efficacy is the capability of women entrepreneurs to produce desired results. They are goal – oriented and identify themselves as problem – solvers instead of problem – avoiders. Thus, they have a sense of efficacy.
- 8. Openness of Feedback and Learning from Experience:** Successful women entrepreneurs have the tendency to seek immediate feedback of their performance. This openness to feedback makes them aware about their mistakes and helps in resolving them.
- 9. Telescopic Ability:** It refers to the ability of visualizing future needs. The presence of telescope abilities helps the entrepreneurs to think ahead and fulfill all the future needs of a business enterprise.
- 10. Leadership:** All entrepreneurs should have the leadership quality in order to drive their businesses towards success. For becoming successful, women entrepreneurs should possess leadership qualities without which it is almost impossible to establish or run the business.

5.2 SCOPE AND CHALLENGES OF WOMEN ENTREPRENEURSHIP

That things are achieved by those who have their eyes fixed on their goals. Every women entrepreneur's secret of success is the fact that she never gives up on her fears and had a never – say – die attitude.

- 1. Increase in Business Ownership:** Major changes are taking place in the structure of organization and industries. The way a business operates is transformed by the introduction of information technology.
- 2. Rise of Women:** Women, nowadays, are considered no less than men. They are excelling in studies go for higher education, earnings equally to men, participating in sports and contributing to the growth of society just like the men were considered to do.
- 3. Women Solopreneur is Open for Business:** Women are establishing their businesses and start –ups on their own these days . **For example,** single, divorced or widowed women more enthusiastically enter into business.
- 4. Rise of Multiple Careers:** Women are no longer confined to just a single career. They handle multiple careers at the same time which is necessary for today's economy.

- 5. Increasing Social Entrepreneurial Nation:** Earning profits is not the prime motive of women entering into business. They may emphasise both on finding solutions to the problems around them and establish sustainable businesses.
- 6. Bootstrapping at New Level:** very low funds are available to women who want to set up their enterprises. However, most of the women have regular jobs which can be a source of finance for their start – ups.
- 7. Increase in Work Participation:** Women's participation in work has been on the rise since the 1990s in areas such as hospitality, retailing, wholesaling etc. Hence women entrepreneurship can be seen as a source of rapid economic growth.
- 8. Technical and Financial Assistance:** Women can contribute immensely to the economy and society if they are given the appropriate environment and much – needed motivation.

CHALLENGES FACED BY WOMEN ENTREPRENEURS

Following are the various challenges faced by women entrepreneurs

- A. Lack of Confidence:** These are many women entrepreneurs who lack confidence at the initial stage of their businesses. It mainly occurs due to the restrictions imposed by the traditional society and orthodox cultures.
- B. Legal Statutory and Procedural Formalities:** The process of setting up a business enterprise involves various legal, procedural and statutory formalities. Usually women entrepreneurs do not have much knowledge about the business formalities and they get frightened or discouraged listening about them.
- C. Problems of Marketing:** It is a difficult task for women entrepreneurs to market their products. This has become a common problem for all women entrepreneurs.
- D. Decision – making and Problem – solving:** Women entrepreneurs generally do not possess quick decision – making abilities and problem – solving skills. They become emotional at the time of solving problems.
- E. Insufficient Professional and Technical Training:** Due to insufficient professional and technical training, women entrepreneurs face many challenges. Some of its consequences involve improper project selection,

non – utilization of government schemes and incentives and unawareness about new and existing opportunities.

F. Operational Problems: Women entrepreneurs often deal with operational problems while handling the workers. According to the various psychologies and sociologies customs, men do not like to take orders from a women and obey them.

G. Lack of Management Inputs: Most of the women entrepreneurs who do not have a management domain, lack in various management – related activities such as business planning, supervision, advertising, investments, labour laws, fiscal policies etc.

H. Technological Changes: The rapid advancement in technology has changed the extent and scope of entrepreneurial activities such as machinery, raw materials, design, packaging, advertising, distribution network, etc.

I. Government Assistance Problems: Many government officials do not cooperate and encourage women entrepreneurship. The government departments related to small industries like electricity, taxation, labour, etc.

J. Financial Problems: Many women entrepreneurs of small – scale enterprises face financial problems due to the negligence and mismanagement of the available funds.

5.3 TYPES OF WOMEN ENTREPRENEURS

- 1) **Affluent Entrepreneurs:** Such women entrepreneurs are daughters wives or daughter – in – laws of successful and rich business families. They obtain initial necessary resources and start – up capital from their families with which they can easily start a new venture and take risks.
- 2) **Pull Entrepreneurs:** These types of entrepreneurs decide to live an economically independent life by taking up particular enterprise or project as a challenge. They are willing to do new things and undertake it as an exploration.
- 3) **Push Entrepreneurs:** In this category, women opt to become entrepreneurs to solve their financial problems. Often, due to poor family conditions, women have to take up some business activity or develop an existing one, in order to improve their economic situation.

- 4) **Rural Entrepreneurs:** In rural areas, women start small businesses that are compatible with their acquired knowledge and capabilities. These businesses usually include producing dairy products, pickles, papad, fruit juices etc.
- 5) **Self – employed Entrepreneurs:** These types of entrepreneurs represent financially weak women who belong to very poor category of economy and rely entirely upon self for survival. Most of these women are from villages and small towns and do not possess any special skills or knowledge.

5.4 INSTITUTIONS SUPPORTING WOMEN ENTREPRENEURS

- a) **Federation of Indian Women Entrepreneurs (FIWE):** This resolution was passed in the 4th International Conference of Women Entrepreneurs held at Hyderabad. The Federation interacts with various women associations to assist the members in different activities through a network.
- b) **Women's India Trust:** The trust was formed in 1968. It aims to provide educational programmes and training to women in different areas. It also aims to provide basic computer training to women.
- c) **Small Industries Development Bank of India (SIDBI):** It is a national – level institution and aims to provide various facilities to small – scale industries. It also runs two programmes to support and promote women entrepreneurship.
- d) **Small Industries Development Organisation (SIDO):** This organization conducts various programmes for the development of women entrepreneurs. One such programme conducted by this organization is Entrepreneurship Development Programme (EDP) for women.
- e) **Consortium of Women Entrepreneurs of India (CWEI):** It is a voluntary organization which was formed in 2001. The main objective of this organization is to provide facilities of technological advancements and other facilities in areas like finance, HRD, marketing and production to women entrepreneurs.
- f) **National Bank for Agriculture and Rural Development (NABARD)**
: It is a national – level independent financial institution which has been formed on the lines of the RBI. It aims to provide agricultural

credits to farmers and agriculturalists and also facilitates liberal credits to rural women of India.

- g) Self – Employed Women’s Association (SEWA):** SEWA is a trade union of women and was registered in 1972. It mainly focuses on empowering poor rural women entrepreneurs. It facilitates them to do trade of their choice in an organized manner.
- h) Association of Women Entrepreneur of Karnataka (AWAKE):** This association came into being in 1983. It was formed with an objective to train and help women to start their own business and establish them as successful entrepreneurs.
- i) International Centre for Entrepreneurship and Career Development (ICECD):** Since the past 25 years, ICECD has been providing large scale training programmes to women entrepreneurs for the development of the MSMEs sector in India.
- j) Micro, Small and Medium Enterprises Development Organisations (MSME- DO):** The programmes and policies regarding the MSME sector are framed, coordinated, executed and monitored by the Government with the help of MSME – DO.
- k) Khadi and Village Industries Commission (KVIC):** KVIC is a statutory body set up under the Khadi and Village Industries Commission Act of 1956. Its major responsibilities are to provide or promote and develop the khadi and village industries and to offer opportunities for employment to rural women and rural people in general.

5.5 SUCCESSFUL CASES OF WOMEN ENTREPRENEURS

Women nowadays have the desire to be socially and economically independent. They want to do things that have never been done before. This is why women are venturing into different businesses and playing their role effectively in the development of the economy.

A. Kiran Majumdar Shaw

Company – Biocon India Ltd.

Industry – Biotech

Dr. Kiran Majumdar Shaw is an Indian entrepreneur. She is the Chairman and Managing Director of Biocon Ltd. In 2004, she became India's richest woman. She was born in March 23, 1953 at Bangalore in India and educated at the Bishop Cotton Girls School Mount Carmel College at Bangalore. After completing her Bachelor science degree in Zoology from Bangalore University in 1973.

Achievements:

She is termed India's beauty queen by The Economist and Fortune and India's mother of invention by New York Times. Some of the major awards won by her are as follows:

- 1) Featured on Forbes list of '100 Most Powerful Women' for the year (2010 – 2015)
- 2) Honorary Doctorate of Science by the National University of Ireland (2012)
- 3) Express Pharmaceutical Leadership Summit Award for Dynamic Entrepreneur (2009)

B. Shahnaz Hussian:

Company – Shahnaz Hussian Inc.

Industry – Cosmetics

Shahnaz Hussian is both the pioneer and the undisputed queen of herbal care in India. Shahnaz belongs to a royal family who originally came from Samarkhand and later held prominent positions in the royal governments of Bhopal and Hyderabad, during the pre-independence days. It is also family of eminent and legal luminaries. Shahnaz had to comply with existing traditions and entered into an arranged marriage at the tender age of 15, becoming a mother by the time she was 16.

Achievements:

- 1) Women Achievers Award for Outstanding Achievement and Excellence (2014).
- 2) Indian Achievers Award for Quality Excellence (2011).
- 3) Padmashri Award (2006).

C. Ritu Kumar

Company – Ritika Private Limited use label of Ritu Kumar

Industry – Fashion Designing

Ritu Kumar is synonym of the Indian fashion industry, she created inroads, to the world of fashion with her own recipe of blending tradition and modernity to produce the finest example of the work of art. Ritu Kumar was born in Amritsar, Punjab on November 11, 1944 and graduated from the Lady Irwin College, New Delhi in the year 1964, later on she went to Briarcliff College New York.

Achievements:

- 1) Padmashri Award (2013)
- 2) Designer of the year 2004, by F Awards in Mumbai on November 2004
- 3) Lifetime Achievement Award set by NIFT.

D. Ekta Kapoor:

Company – Balaji Telefilms Humar and ALT Entertainment

Industry – Indian Television and Film Industry

Ekta Kapoor is aptly called as the reigning queen of Indian television industry. The serials produced by her company Balaji Telefilms are a great hit with the masses and dominate all the major TV channels in India. She is the creative director of Balaji Telefilms. Her company has produced more than twenty five serials and each as one is being shown on an average four times a week on different television channels. She started her career at an early age of seventeen.

Achievements:

- 1) GR8 Women Award for the most successful woman (2012).
- 2) The society Achiever Award
- 3) The best entrepreneur of the year 2001.
- 4) The sixth Indian Telly Awards 2006.

5.6 RURAL INDUSTRIALISATION

In rural areas industries are normally related to agriculture and activities associated with agriculture.

According to KVIC(Khadi and Village Industries Commission)

“ Village industries or Rural industries means any industry located in rural areas, population of which does not exceed 10,000 or such other figure which produces any goods or renders any services with or without

use of power and in which the fixed capital investments per head of an artisan or a worker does not exceed a thousand rupees”.

FEATURES OF RURAL INDUSTRIES

1. Rural industries have a high potential in generating employment as these industries are labour intensives.
2. The gestation period, as well as the capital investment of such industries is very low.
3. The locally present resources are used in such industries.
4. The income generation ability of such industries is very high.
5. The products of such industries are generally handicrafts or mass consumer goods.
6. For these industries markets are limited and system of production is decentralized
7. These provide technologies for training that suits the technical level or rural people

CLASSIFICATION OF RURAL INDUSTRIES

Different types of rural industries are discussed below

- 1) **Cottage Industries:** These are the special kind of rural industries where the product is manufactured in the homes of rural people and the family members provide the required labour in the production of such commodities.
 - a) **Handlooms:** Indian handloom industry is a well known mix of style, traditionalism, distinctiveness and technology. Every state of the country has its unique way of designing, weaving, embroidery, printing, etc.
 - b) **Handicraft :** Handicraft is a mixture of two words “hand” and “craft”. It is basically the main sector of crafting. It is also called as artisanry or artisanic handicraft.
 - c) **Sericulture :** Sericulture refers to the production of silk. It plays a prominent role in the economy of rural India.
 - d) **Khadi and Village Industries:** Goods of daily use like gur, oil leather goods, khadi cloth, agricultural tools etc.

- I) **Ancillary Industries:** These are involved in manufacturing parts or small elements to be used in other large organizations to produce the whole product.
 - II) **Rural Artisans:** An unorganized sector of workers is the rural artisans. These artisans include potters, cobblers, weavers, carpenters, sculpturists, metalware makers, etc.
- 2) **Small Scale Industries:** An industry having a number of employees and gross revenue less than the specified limits is known as small – scale industry or small – and medium - sized industry.
- 3) **Agro Based Industries:** Industries that are dependent upon agricultural products for raw materials are considered as agro – based industries. It is considered as an extension to agriculture.

5.6 NEED FOR RURAL INDUSTRIALIZATION

- a) **Employment Generation:** The very first need for rural industrialization in India is to deal with the issue of unemployment. The focus of rural industrialization is on the employment generation in the rural areas.
- b) **Growth of National and Per Capital Income:** With the development of industries in a country there will be surge in large – scale operations, use of modern machineries, large investments of capital and high degree of specialization.
- c) **Equitable Distribution of Income:** Without distributing political issues rural industries encourage re-distribution of political power, wealth and income in the society in a way that is progressive towards the economy.
- d) **Agricultural Development:** There are many ways by which rural industries help in agricultural development of a country. The demand for commodities like sugarcane, raw cotton, raw jute, tobacco, oil seeds, etc.
- e) **Regional Dispersal of Industries:** In India, some large cities of various states are concentrating on the development of industries to provide employment in their states.
- f) **Better Industrial Relations:** A sound industrial relation in an organization or industry is very important for the growth of the industry and the economy.

- g) **Mobilisation of Resources and Entrepreneurial Development:** By investing in small – scale units, rural industries can channelize a good amount of funds and entrepreneurial skills to a productive use which were not considered by the large – scale industries.
- h) **Expansion of the Markets:** Rural industrialization is also needed for the expansion of the markets. The forest products, minerals, agricultural crops etc play a key role in the expansion of the market.
- i) **Economic Transformation:** In rural areas, the economic structure is very poor. In order to realize growth in rural areas , it is very important that economic conditions of the area must change.

5.8 NON – GOVERNMENTAL ORGANIZATIONS'(NGO)

A locally, nationally, or globally organized non –profit group which is formed voluntarily by the citizens is called a non-governmental organization [NGO].NGOs focus on tasks and are influenced by individuals who share mutual goals.

TYPES OF NGOS

Non-Governmental Organizations are autonomous organizations established legally by legal individuals and don't hold any government status.

- 1) **NGOs by orientation:** The “beneficiaries” are minimally involved in these NGOs.providing shelter, transportation, education, equal food distribution, medicine, clothes,etc..
- 2) **Service Orientation :** Unlike charity oriented NGOs, these NGOs encourage participation and involvement of beneficiaries while implementing the programme and availing the assistance.
- 3) **Participatory Orientation:** The most suitable example of participatory orientation is the cooperatives. Participatory orientation involves encouraging self-help programmes where individuals from the locality participate through their contributions in the form of labour, money, land,equipement,etc..
- 4) **Empowering Orientation:** This orientation is aimed at making individual realize their strengths to build their lives. And enhance their perspectives on economic, political, and social factors which influence them.

NGOs BY LEVEL OF OPERATION:

Following are types NGOs based on operation:

- 1) **Community-Based Organisation (CBOs):** Community-based organizations are an outcome of individual endeavours. Educational and religious organization, women empowerment organizations, sports club, etc., are the examples of CBOs.
- 2) **City-Wide Organisations:** Collaborations between community organizations, industrial and commerce chambers, business allies, ethnic groups, etc., come under city-wide organizations.
- 3) **National NGOs:** organizations such as YMCA, Red cross, and other professional organization come under national NGOs. They sometimes assist local NGOs through their city or state level branches.
- 4) **International NGOs:** These NGOs take up certain programmes themselves or might be just involved in funding local or national NGOs.

ROLES OF NGOS:

Following are the roles played by NGOs:

- 1) **Development and operation of Infrastructure:** It is a vital role of the NGOs to develop infrastructure for people by acquiring land, developing it, and building houses.
- 2) **Supporting Innovation, Demonstration and Pilot Projects:** NGOs help the entrepreneurs by finding appropriate locations for innovations – driven projects, and also state the duration for which they are going to render their support to the project.
- 3) **Facilitating Communication:** Efficient gaining of credibility and use of interpersonal communication methods are the advantages of NGOs. They are well aware of the viability of their projects.
- 4) **Technical Assistance and Training:** The training capabilities of NGOs are enhanced through the training they receive. NGOs use this capabilities to help governments as well as entrepreneurs.
- 5) **Research, Monitoring and Evaluate:** NGOs maintain a proper record of innovative programme and share it effectively. When personnel as well as people are involved in the monitoring process, outcomes are shared more conveniently and effectively.
- 6) **Advocacy for and with the Poor:** A major role played by the NGOs is becoming the representatives of poor people to voice their concerns and issues in front of government.

5.10 ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDPS)

Entrepreneurship Development Programme (EDPs) refers to a programme which is formulated to assist the individual in reinforcing their entrepreneurial motives, and attaining competencies and skills which is essential for performing an entrepreneurial role successfully.

NEED OF EDPS

The EDPs are needed because of following reasons:

- a) **For Rapid Industrial Development:** For industrial and economic development entrepreneurship acts as a foundation stone. EDPs contributes to the development of an entrepreneurial environment in India because it nourishes future entrepreneurs.
- b) **For Creation of New Sources of Income for Government:** Central and State governments allocate a large sum of money for management of EDPs at the same time it earns taxes on various ventures of new entrepreneurs.
- c) **For Progress and Expansion of Social Wealth:** The living standards of rural areas have been changed exceptionally, due to the growth of industrialization in the rural areas.
- d) **For the Development of Socialism Philosophy:** In India, the role of socialism is very important in the development of five years plans. EDPs also focus on the philosophy of socialism and aim for the establishment of micro , small and medium enterprises, utilizations of untapped local resources generating employment for the society and finally economic development of the country.
- e) **For Social – Economic Revolution:** EDPs are considered as a tool for social and economic development. It is formulated keeping in mind the various classes of the society.

5.11 OBJECTIVES OF EDPS

- a) To make people learn compliance with law.
- b) To develop and fortify entrepreneurial quality, motivational or need for achievement.
- c) To industrialize rural and backward sections of the society.
- d) To understand the merits and demerits of becoming an entrepreneur.

- e) To design project for manufacturing a product.
- f) To increase the supply of entrepreneurs for quick industries development.
- g) To prepare individuals to accept the uncertainty involved in running a business.

ORGANISING EDPS: PHASES OF EDPS

All the EDPs mainly consist of three phases, which are illustrated below:

- 1) **Pre – Training:** This step can be considered as an introductory phase in which the entrepreneurship development programs are launched.
- 2) **Training Phase:** The main function of any EDPs is to impart training to future entrepreneurs and guiding them for establishing the enterprise. The normal duration of the entrepreneurship development program is 4 – 6 weeks.
- 3) **Post – Training:** This phase is also referred as the phase of follow – up assistance. In this phase, the candidates who have completed their program successfully are provided post – training assistance. This phase is very important as after the completion of training program of the entrepreneurs.

5.12 EVALUATION OF ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDPS)

EDPs are most significant method which are used for the nation's development. It is very essential to have an analytical view of the number of candidates who have undergone the training sessions for start – up ventures.

The following methods were used by **McClelland and Winter** (1969) to estimate the potential of EDPs in inspiring the entrepreneurs.

- a) Performance level of the respondents.
- b) New ventures establishment.
- c) Total amount of investments made.
- d) Investments made in the fixed assets.
- e) Number of jobs opportunities.
- f) Number of individuals employed.

g) Rise in profitability level.

BASIS OF ANALYSIS OF EDPs

Various grounds on which the appraisal of EDPs can be performed are discussed below:

- 1) Programme Objectives:** By analyzing the main objectives or doctrine of programme the appraisal of EDPs can be done. The main objective behind the entrepreneurial development should be clear to the organizations.
- 2) Selection Policies and Strategies:** It is very difficult to impart training to every individuals who wants to become an entrepreneur. The candidates who are having the potential to initiative and sustain these initiatives successfully.
- 3) Training Module:** The evaluation of EDPs can also be done through training programs. This process includes the inputs and improvement made by the curriculum and its module, faculty members who share their practical experiences.
- 4) Organisaional Structures and Policies:** In most of the cases, EDPs are being conducted by various organizations. The initiation, sponsorship and conduct of these programmes are mainly done by various local, regional, national and international organizations.

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