CHAPTER V:

EMERGING DIMENSIONS OF ENTREPRENEURSHIP MANAGEMENT
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CHAPTER V : EMERGING DIMENSIONS OF ENTREPRENEURSHIP MANAGEMENT :

1.0 Developing Intrapreneurs

Development is not an easily structured, or programmable activity. In that sense it is unlike conventional management. In fact, development is a living process, subject to a life cycle, evolving through crises, in stages, undergoing conscious change, while balancing poles of safety and risk, working its way, discontinuously, towards more complex levels of organisation.

True development both unfolds from within and also reaches out. It is a long-term undertaking, involving several years, if not a lifetime. It spans self and organisation development (introverted) and career and business development (extroverted). It requires fluidity movement between inner life and outside world, between self and business. So, it involves both personal and business development.

2.0 The imaginative person is the prospective innovator. He lives in a complex, sometimes symbolic, world of his own imaginative-making, and therefore, seeks to set trends rather than follow them. John Dessauer, in his book on the Xerox Corporation, refers to such a character as a business revolutionary, a supreme individualist, one with a strongly personal vision to follow. Ultimately, the innovator hopes to bring about a new order of things, as a scientist, a creative
designer, or even as an organisation builder. He is a unique individual who will, therefore, reside uncomfortably within the corporate mould.

3.0 The intuitive person is the prospective, new designer. He needs to see meaning in, and connections between, events, and is disturbed when things are not in harmony. He is likely to see meaning in coincidence and thereby believes in good fortune. He has a sense for the way things are going, and is often able to anticipate the future. He feels intuitively for the greater whole, of which each person, product or market is a part. So he can spot potential, in people or products, more easily than most. The new designer, a facilitator, understands the way people or things evolve. His position in the organisation could range from research scientist to designer; from marketeer to training consultant.

4.0 The authoritative person is the prospective executive or leader. He is likely to adhere to some strong philosophical, economic, religious or scientific theory of human nature. He probably puts great emphasis on family and on tradition, both in personal and working life. He likes to make use of relevant data, and also to consult relevant authorities. He needs to work in a structured environment where people are delegated specific tasks so that efficient and effective performance is achieved. He welcomes the responsibility that management entails, in business and in the community.
5.0 The wilful person is the potential entrepreneur, who has definite ideas about his intentions, and is emotionally attached to whatever he chooses to do. He gains a sense of accomplishment by manoeuvring people and resources and needs continuing recognition for his achievements. He believes in beating the competition before they beat him, and needs cash, property and a sense of power, for security. He cares less about the rights and wrongs of a situation and more about the reality of the power struggle. He is willing to take a personal and financial risk in order to realise significant material gain. Entrepreneurial individuals are often found in the sales force, sometimes in corporate finance, and always championing a product, if they are in research and development.

6.0 The flexible person is the prospective change agent who does not want to be held to a specific identity, because of the range of her knowledge and experience. As an agent of change, he is himself changeable. He is a 'situational' person who prides herself on being able to learn and adapt. He may read a lot of books, research many different systems, or ferret around different parts of the company or environment. He enjoys being able to express his opinions and sees himself as a free and autonomous individual.
The animated, enthusiastic and gregarious person is the potential animateur who enjoys the pleasures of life and work, especially those requiring skill and involving other people. He is happy among a small group of close colleagues or co-workers, and relishes a family-like atmosphere. He is often the 'social glue' that keeps a group happy, ensuring that there is no significant conflict. In sales, he will be the one to make the customer feel good, and in manufacturing, he will care deeply for what is being produced.

The physically active person is the potential adventurer, who takes life and business in his stride! As long as he is active and sound of limb he is able to cope. He knows that, when all else fails, he can do physical work. In one or other case he is likely to act with speed, force and intensity. He combines control - pacing himself, poise - delivering the goods under pressure, with stamina - keeping hard at it. Often we see a manual worker, who has this sort of ability, confined to activity within a very limited sphere of influence. His or her prospects as an 'adventurer' are contained by the limiting organisation structure, and restricted approach to training and development.

It is one thing to recognise the diversity of human beings within an organisation. It is another to harness the latent potential. Certainly not every physically active worker is a prospective 'adventurer', nor is every
gregarious employee a prospective 'animateur'. In the first place one individual's innate ability is higher than the next person's. But secondly, and this is what should concern 'us', potential can be much more actively and astutely enhanced than has been done before.

16.0 The spectrum of personality and intrapreneurship, as demonstrated in Table A, attempts to do just that. With reference to the spectral typology, people can initially recognise themselves through a combination of self-assessment and communication with others. But more is still required. People need external reinforcement of any newly emerging identity.

**TABLE A**

**SPECTRUM OF PERSONALITY AND INTRAPRENEURSHIP**

<table>
<thead>
<tr>
<th>Personality type</th>
<th>Intrapreneurial type</th>
<th>Key attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imaginative</td>
<td>Innovator</td>
<td>Original, inspired</td>
</tr>
<tr>
<td>Intuitive</td>
<td>New designer</td>
<td>Aware, enhancing</td>
</tr>
<tr>
<td>Authoritative</td>
<td>Leader</td>
<td>Responsible, Purposeful</td>
</tr>
<tr>
<td>Wilful</td>
<td>Entrepreneur</td>
<td>Risk taking, achieving</td>
</tr>
<tr>
<td>Flexible</td>
<td>Change agent</td>
<td>Adaptable, expressive</td>
</tr>
<tr>
<td>Animated</td>
<td>Animateur</td>
<td>Sociable, enthusiastic</td>
</tr>
<tr>
<td>Active</td>
<td>Adventurer</td>
<td>Energetic, impactful</td>
</tr>
</tbody>
</table>
To enable people to recognise themselves, through a combination of self-assessment and identification with others, is only a beginning. In order to advance from recognition to manifestation, a process of development needs to follow.

The key to genuine development lies not only in prolonged endeavour but also in that blend of action and learning that results in mental, emotional and physical change. We want to reintroduce, therefore, the terms apprentice, journeyman, and master, and also to broaden their usage. The apprenticeship is the seven-year period, or thereabouts, during which the individual acquires mastery of one particular mode of intrapreneurship. Once our personality changes, as should be the case with a growing human being then we are ready to shift into a 'new gear'. The individual is not merely apprenticed to one person, but to a mode of intrapreneurship. In his twenties, for example, he or she may be apprenticed to 'adventuring' and in his thirties, to 'entrepreneurship'. Once the individual has attained 'mastery' he is in a position to move on. The person, his or her peers and superiors, will all play a part in deciding when the time has come to do so. By that time the intrapreneur will have created at least one suitable masterpiece. For example, a change agent might have installed a fully functioning new, computerised communications system, that suits both the business and the people involved. In his capacity as journeyman, the individual will pass through distinct phases within his, say, seven-year period.
These phases may or may not be marked by certification, but there should be a visible land-marks, in each case. The important point is that the path will be different for each individual, depending upon the intrapreneurial journey upon which he has embarked. In other words:

12.0 Animateurs naturally seek out a familiar CIRCLE to which to belong. Their own development cannot be isolated from the particular groups to which they have become attached. They learn through progressive association with ever more broadly based communities. They grow through having the opportunity to create their own community rather than merely belonging to one that already exists. Each community formed, whether family, locally, or internationally based, represents a phase of the journey, an emotional landmark along the way.

13.0 The change agents naturally seek out a path of LEARNING. They are the most likely ones, amongst the intrapreneurs, to read management texts, to go on short courses, and to seek out varied experiences.

Entrepreneurs naturally seek a path of ENTERPRISE, and one that is CIRCUITOUS rather than direct. They love to be set obstacles that need to be overcome, and to take calculated risks that are emotionally thrilling. Theirs is a life and workstyle that is dramatic, full of ups and downs, and of mistakes from which to learn. In fact they only learn
and develop when given the opportunity to take initiative, to face the consequences of their actions, and to feel the impact of their decisions. The extent to which they do develop depends on the amount of exposure they have, and on the opportunity to reflect on the consequences of what happens. Action learning, which encourages people to reflect on what they have done, is ideally suited to entrepreneurs. In the absence of a formally established action learning set, they need a group of fellow entrepreneurs whom they can use as a mirror and sounding board. In their own work, they need tangible feedback and incentives, and progressively larger territories to conquer. Each battle won, each new territory acquired, each acquisition secured, is a mark of development along their dramatic journey.

14.0 The leaders naturally follow a LINEAR path of promotion, from lower to higher ends of the organisation. They rise through the hierarchy in a series of progressive steps, and accomplish their work in a similar way.

15.0 The new designers naturally follow a path that is neither linear nor bounded. It is lateral and ASSOCIATIVE, picking up threads along the way, and ultimately weaving them together into a distinct pattern. Because of this lateral movement they are obliged to move outside of the organisation's formal boundaries in order to grow and develop.
16.0 The innovators, finally, naturally follow the TRANSCEENDING path of a SPIRAL. Over time, and like nuclear fission, their central idea(s) outwards, being transformed from one stage to another. Marks of progress for them along their intrapreneurial journey are comprised of product/market breakthroughs, intermingled with flashes of inspiration.

17.0 In conclusion, each intrapreneur, on his 'seven year journey' will want to travel in a different vehicle, visit different places, operate on a different time scale, follow a different path, and reach different landmarks along the way. If he is given adequate scope he will both acquire natural mastery, and be ready to move on to a next stage of intrapreneurial development.

DEVELOPING IN STAGES:

There is no one path that covers an individual life or work span. We all start from different points, personality wise, and enter work at different stages, age wise. But I can make certain generalisations. The first point, which I have already made is that if we are given the opportunity to complete one intrapreneurial apprenticeship successfully, we are ready to move onto the next. It is only when we are prevented from developing our potential that we turn in on ourselves and get stuck.

Secondly, we can also generalise about stages of development:
Young people in their twenties are natural adventurers, change agents or animateurs, if given more than half a chance. They like to be on the move, physically, mentally or emotionally, picking up knowledge, experience or friendship along their way.

People in their thirties, if nurtured properly, enter the age of enterprise. They want to make an impact on others, to prove themselves, to apply their experience, and to carve out a niche for themselves.

In their forties, people begin to mellow, and choose naturally to follow a managerial or enabling path. As managers, they establish themselves in an authoritative way. As enablers or designers, they broaden out and help other people, products or markets to develop their potential.

In their fifties some managers become leaders, some new designers broaden the significance of their efforts, and others bear the full fruits of their previous pursuits and discoveries, becoming innovators.

In their sixties, if they have been allowed to follow a natural course of development, people enter a prolonged period of wisdom, during which they are able
to review their own lives and organisations, and recreate both, thereby integrating past and present and future.

The stages I have outlined represent a state of perfection to which we can aspire, but which no organisation has yet reached. But once we have been able to internalise into our organisational cultures the intrapreneurial archetypes, the full variety of journeys, landmarks and completed 'materpieces', we should be well on the way. There is, however, one fundamental stumbling block, or stepping stone. That is the organisation itself. Unless we have what I have called an 'intraprise' to accommodate the full intrapreneurial variety, we shall have no hope of realising our goals.

2. DEVELOPING AN 'INTRAPRISE'

1.0 If the intrapreneur is to flourish, in all his guises, then there needs to be a form of organisation that will accommodate his varying attributes. Such an organisation I call the 'intraprise'. For, as with the 'intrapreneur', I am as much concerned with the organisation's inner form ('intra') as with its outer thrust ('prise'). In the view of business I have adopted here the corporation, or intraprise, exists to receive the intrapreneur. It is a receptacle, which incorporates, or accommodates imagination, intuition, organisation,
assertiveness, flexibility, enthusiasm and activity. In that capacity, its shape or form is very different from that of the conventional family tree. It is multi-shaped, and three dimensional in form.

THE HOLOGRAPHIC INTRAPIRISE

2.0 I call the intraprise 'holographic' for two reasons. Firstly, it does have a much richer form than its skeletal predecessor, and is therefore much better appreciated in three dimensions than two. Secondly, to adapt William Blake's immortal words, its world can be seen through intrapreneurial grains of sand. In other words, as illustrated in Figure 11.0 there is:

A NUCLEUS which has the originating power of the creative imagination.

An EVOLVING ORGANISM that is an extension of the 'new designer's' unfolding and intuitive awareness.

A formal STRUCTURE that accommodates and channels the ordered approach of the manager or leader.

Autonomous PROFIT CENTRES through which entrepreneurs can assert themselves.

An interactive NERVE CENTRE, enabling change agents to communicate, to learn, to change, and to adapt.
A binding corporate CULTURE that contains the myths and the rituals, the social activities and the ceremonies, that animateurs nourish.

The ENERGY sources, including power lines, transportation facilities, plant and equipment, recreation and sports facilities, that enable adventurers to channel their energies.
3.0 The intrapreneur, therefore, whether he is thinking in terms of a small department or of a whole corporation, must ask himself the following range of questions:

* What is the nucleus of our business?
* How is our organism evolving?
* What formal structures do we require?
* Where are our profit centres?
* How do we foster experimentation and change?
* How is our cultural tapestry woven?
* Where does the physical energy lie?

4.0 Entrepreneurial cut and thrust, fuelled by strong emotional drive, must be accompanied by intelligent communications, if the business is to adapt continually, to change. In fact, if learning is not greater than the rate of change, the intraprise will become extinct. So while the nucleus of the business innovates, and the harmonic function interrelates, management sets standards, enterprise yields profitable results, and the organisational nerve centre contains systems for adapting to change.

Adaptation is called for when novelty is in the air, and the key to such learning is information. The fluid organisation needs information, from within and without, to keep it in touch. The more variety and
individuality there is in the environment the more information is required for us to keep tabs on things. Experimental units and project teams are required to adapt to changes.

5.0 Individual freedom and constant change have their limitations. Shared values, as well as ceremonies and rituals are also needed to bind people together. In their absence, the intraprise may fall apart. No formal systems will be able to establish the kind of esprit de corps that shared activities and popularly acclaimed stories create.

6.0 At the end of the day, however cohesive the culture, however quickly people learn, however enterprising the product champions, however well designed the organisation structure, however alert the new designers are to potential, however innovative the core idea, the business will produce nothing at all if there is no physical activity. Ultimately, it all starts and ends with energy. Some of this energy, an increasing amount in modern times, is being supplied mechanically. But there will always need to be other energy that is supplied by people. Anita Roddick can take jet planes and fast cars to get her to places all over the globe, but without having a lot of stamina of her own, she would find it very difficult to keep going. We can be jet setting executives travelling the globe, but the ever more popular
phenomenon of 'management by walkabout' demands personal and physical activity.

7.0 We have now covered the full spectrum of 'intrapreneuring' and 'intraprising' endeavour. The holographic organisation is the one that creates a match between individual

* imagination
* intuition
* organisation
* assertiveness
* flexibility
* animation
* activity;

intrapreneurial
* innovation
* design
* management
* entrepreneurship
* change-agency
* animateurship
* adventure;

intraprise
* nucleus
* organism
* structure
• cells
• nerve centre
• culture
• energy.

8.0 For all of us, time and space are vital dimensions for our development. In fact, the manager or consultant confined to a particular specialism or division, for an extended period of time, is severely handicapped. Similarly, the individual confined to a particular attribute of his personality, will remain similarly inhibited. Ironically, although there are seven paths of intrapreneurial development, each one is enriched by the other. To make things happen you require not only the physical energy to move people and things, but also other qualities to move them somehow, somewhere.

Now we shall see the emerging new dimension in developing Supermanagership among entrepreneurs and also present the profile and perspective of 'first generation entrepreneurs and women entrepreneurs.'
Developing Super Managers

Characteristics of a Successful Super Manager

The group of highly successful Super Manager who form the basis of this study have a number of personal characteristics in common which are certainly related to their success. While it may be possible to operate successfully at the top level without one or more of these it clearly incites success more probable if all are present. Obviously all the Super Managers did not have all the characteristics and it may be that one method used to enable them to succeed was to select other members of the top team with compensating abilities. These key characteristics are as follows:

1. Achieving Motivation:

The entrepreneur has to be ambitious with a need to achieve for becoming a Super Manager, Mclelland has emphasised this quality. Related to this is a very positive approach to life and all of them are motivated very much by the hope of success rather than fear of failure.

2. Clear Objectives:

The successful Super Manager knows where he is
to go and where he is going. Both at personal as also at organisation level. The clarity of objective is both for short term as well as for long term.

3. **PRAGMATIC APPROACH**

Here a Super Manager has exhibited essentially pragmatic approach and not intellectual approach.

4. **DEDICATION TO THE JOB**

All the Super Managers work very long hours and clearly regarded their job as by far the most important elements of their life and living. Their fulfilment for their mission and life came from their work.

5. **DETERMINATION**

The Super Managers were all very determined and quite assertive individuals. In addition they were also committed and were ready to learn from adversity and take advantage of opportunities for running and development which is closely related to their determination. This has enabled them to respond successfully to challenges in the environment as well in the work situations.

6. **WELL INTEGRATED VALUE SYSTEMS**

All the Super Managers interviewed exhibited a clear set of values. The key value was integrity which
implies being dependable and doing what you say you will do. Closely linked with this integrity is initiative, independence, innovative mind and achievement through relationships with the people.

7. MANAGEMENT OF RISK:

Successful Super Managers were not high risk takers. This seems to be more a characteristic of the entrepreneur. The study reveals that Super Managers are moderate risk takers both at personal as also at organisational level.

8. PROBLEMS-SOLVING SKILLS:

All the Super Managers attach more importance to sound, analytic and problem solving skills and for reaching an effective solution. This was the ability to recognise the factors involved and see the wood for the trees. This is connected with skill to identify the people as also the work to be assigned to the people.

The ability to diagnose the problem, ability to identify the prioritise and solve problems, ability for managing the change and ability for management of human resources and ultimately result in developing in the entrepreneur a Super Manager and it leads to commitment, concentration, consultation and achievement for further becoming the star Manager.

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The study reveals that the Super Managers exhibit a type of personality which promotes a healthy living and effectiveness in the style of decision making and management. This personality can be described as high achieving competitive integrated profile for the Super Manager.

It is very clear that there are a number of characteristics which Super Managers tend to have in common. Some of these have been developed from their early childhood and career development and some others are nurtured in the environment and developed with managerial experience. The study reveals that it is difficult to say to what extent any particular aspect of the personality is a product of heredity or environment. The behaviour shown by Super Managers, i.e. what they actually do which makes them superior and super is another important area of the study. It is possible to organise these factors into a 3 stage model, but centre of which is a successful individual personality which is strongly influenced by a variety of developmental experiences and in turn will influence effective managerial performance.

These 3 aspects of the Super Managerial personality can be examined by using the concept of structural analysis from Berne's of transactional analysis. This is in fact a structured personality theory. Berne suggested that we could view the individual as having 3 main ways of being
or of responding to the world. These are known as "Ego States".

The Parent Ego State is concerned with values and standards. It is the repository of all our beliefs about how we and other should behave. A well developed value system and tendency towards 'Controlling' was evident in this category.

The Adult Ego State is concerned with logic and rational thinking. It is found that this is a very strong characteristic of all the Super Managers in this study. All of them emphasise the importance of logical analysis and problems solving ability. The setting of objectives while partly determined by values also has a very strong rational element. One requires logical thought to test the reality and feasibility of an objective, to check that it is consistent with other objectives with legal requirement and with other external constraints.

The Child Ego State is concerned with feelings. It is the source of energy as well as intuition and creativity. The study reveals that all the Super Managers have well developed child ego state. As it is clear by the enormous energy and enthusiasm they have for their jobs. High creativity is implied by their innovative approach and many super managers stressed that problems solving is a intuitive process as well as a rational one.
3.0 The study reveals that this is the case with all successful Super Managers. They all show a very well developed standard setting and critical/controlling parent there was little evidence of nurturing parent. Professionalism is necessary for achieving success in managementship and much more for super managementship. The study reveals that super manager did place emphasis on the development of their staff.

The study also reveals that all the super managers interviewed had a very powerful adult ego state. All of them exhibited evidence of well developed free child and little professor. All of them were manifestations of complaint child. The study also reveals that super managers to be totally effective must not only develop all ego states, but must become adept at moving between them in a manner appropriate to the interaction concerned.

4.0 The study further reveals that successful super-managers have acquired their personality through two important developmental influences, namely, 1) education and 2) work experience.

There is quite a strong evidence from our study that there are in the early childhood of successful
super managers a variety of events which have the effect of throwing the individual on to his own resources very early in life, forcing him to take responsibility for himself and possibly for others. These events are often associated with separation from the parents, either through death or being sent away from home for some reason. Other important influences are parental attitudes, particularly in relations, achievement and work.

School and further education has contributed to some extent the individuals' development. There was little evidence that management education has created impact in the achievement of entrepreneurship development, but there was large evidence exhibiting its relationship with professionalism and super managership. The development of logical abilities and social skills has come from school education. The qualities of leadership and traits of super managership have come from technical / managerial education and management training and experience.

5.0 To reach to the position of super managership the study reveals that experiences with high level responsibility at a very young age has been a contributory factor for developing confidence, enthusiasm and achievement. Failures have also many times resulted in ultimate super managership because of accepting challenges and converting further each challenge into an opportunity. In other words, superior/super managership is a result of "being good at learning from
"experiences" and 'being conscious of educating oneself continuously'. The institution of training and retraining can play a very important role in developing this skill for building up super managership.

6.0 The managerial success is determined by 3 sets of factors: (a) Management Philosophy; (b) Skills; (c) Motivation.

All the super managers, the study reveals that, were very clear about their management philosophy and could articulate it without difficulty. Almost each of them was able to produce in clear terms his management philosophy which was almost universally the classic 9x9 Blake and Mouton's Management Grid, i.e. a fairly equal value on both task and people but that emphasise on the fact that super managers job is to get the task accomplished through others.

The skills that super managers stated as essential to their success were: 1) those concerned with analysis and problems-solving, particularly the ability to stand back from the problem and see it in all its aspects (Helicopter quality) and also to be able to take a long term view; 2) Skills that the people, the ability to lead a team and get the best from the subordinates (team performance quality); 3) A high work rate and the ability to work long hours (evergreen quality).
7.0 The motivation of the super managers, the study reveals that all of them have leadership trait, need for power, moderately high - need for affiliation moderately low and self control (intrinsic motivation). The study reveals that all of them maintained a very high work rate, deriving a great deal of enjoyment and satisfaction from the job itself which provide a considerable sense of achievement and self actualisation.

These 3 factors, namely Management Philosophy, skills motivation which actually determine super managership performance are in turn determined by aspects of the individual - the individual personality - a well developed parent, adult and child ego state personality, and all those are influenced by Education and developmental experiences. The study reveals that management philosophy is partly a product of parent values and adult reasoning. The skills will be determined by all the 3 ego states and motivation will be a primarily a function of parent values and child needs.

8.0 Successful super managers, the study reveals, see their primary development coming from real life experience for having obtained challenging and extending assignments early in their careers. If organisations/institutions wish to develop super managers/entrepreneur managers for the future they must offer such opportunities to younger
managers even though this may involve some risks. Another alternative can be to provide action learning approach of providing challenging and real consultancy assignment which will widen the individual's knowledge and ability to cope in complex and changing environments. The study reveals that the ability to take view, analyse and development a strategy for solving problems is a vital skill for super managers and this is a skill which can be developed in a formal class room setting. Academic management programmes have important impact on the real world if mind attention is paid to this activity in preference to the presentation of information and abstract theory. Management education of today needs therefore to be tuned to this requirement for making its impact and for making it more effective and rewarding.

Successful super managers exhibited a very wide variety of personality traits and characteristics and training programmes in smaller groups can provide excellent learning medium which have become essential ingredient of management education programme of tomorrow. The most important element is real life experience. The role of management development specialists should be as advisors to organisations on how to ensure that managers and assistant managers obtained this experience at appropriate times in their careers and as support to individuals who are making development decisions.
MILTON has suggested that the childhood shows the man as morning shows the day. Hence it is urged that even the primary education and pre-primary education need to be reoriented to develop child ego state leading to building up of personality for super managership. Apart from the contents, the style, the quality, the attitude of the teacher and the teacher-pupil ratio at this level is a material factor and as such it is necessary to make education a quality resource for this achievement. George Bernard Shaw has said 'People are always blaming their circumstances for what they are. I do not believe in circumstances. The people who get-on this world are the people to get up and look for the circumstances they want and if they can not find them, make them'. The essence of super managership and our future entrepreneurial survival can best be described in the same language and the study reveals that education, training, experience and environment have a powerful influence in developing successful superior entrepreneurial managership among the individuals. Management programmes will have to be restructured and reoriented so as to build up such superior-manager-personality leading to achieving excellence through quality.
4.0. In a developing country like India, supply of young and technically qualified entrepreneurs is very important, especially in view of expected rapid development in industrial field. Therefore, several schemes have been initiated to identify and induce first-generation entrepreneurs from the cross-section of society. Special emphasis is being put on promoting first generation entrepreneur in backward areas of the country. For this, various fiscal and financial incentives have been introduced. Since the major constraint for the majority of the first generation, entrepreneurs is lack of financial capital, the schemes of concessional finance have been introduced to solve the constraint.

4.1. Financial institutions under the various schemes are providing short term and long term finance. Since there is more incentives in backward areas, first generation entrepreneurs, particularly smaller ones, are coming forward by breaking traditional and parental occupational barriers, to start their own industries. An encouraging feature of this development is that these have good educational background. Though education is not
always a must for industrial success yet it plays an important role in improving the skill of the entrepreneur.

4.2. It also significantly influences the professional aptitude and outlook of a person. The level of educational background of the first generation entrepreneurs who are future captains of the industry, and business of the country need examination, especially to judge the effect of governmental efforts to promote such type of entrepreneurs in India.

4.3. To examine the educational background, a sample of 35 industrial units started by first generation entrepreneurs was collected from Nasik-Pune region. Out of 35 units 25 are located in Nasik and 10 located in Pune area. Therefore, 60 percent of units are located in Nasik and 40 percent in Pune.

<table>
<thead>
<tr>
<th>State</th>
<th>Nasik</th>
<th>Pune</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maharashtra</td>
<td>25</td>
<td>10</td>
<td>35</td>
</tr>
</tbody>
</table>
4.5. Fixed capital investment of the sample units indicates that most of the units are small scale. 71 per cent having capital investment below 10 lakhs. This is because of capital constraints. Most of these first generation entrepreneurs were formerly either in service or had independent business. Naturally, their financial position was rather weak.

<table>
<thead>
<tr>
<th>Investment (Rs. in lakhs)</th>
<th>No. of Units</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nasik</td>
<td>Pune</td>
<td></td>
</tr>
<tr>
<td>Below 10</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>10 - 25</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>26 - 50</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>25</td>
<td>10</td>
</tr>
</tbody>
</table>

4.6. However, these first generation entrepreneurs have very good educational background. This had definitely acted as a strong substitute of social contacts - a necessary condition for entrepreneurship. The educational background also enabled many of them
to receive concessional assistance, such as land shed (at industrial complex) and concessional finance among other things.

4.7. The data in Table-3 indicate the educational background of the first generation entrepreneurs. Though there are 25 units, data are for 59 entrepreneurs. This is because the educational background of the partner has been shown separately.

Table-3 shows that there are 49 entrepreneurs above SSC & Inter level which is 82.9 per cent. Out of 49 there are 12 technical graduates & Post-graduates (engineers & technologists). There are 6 diploma engineers. We have noted that all of these technically qualified persons were employed in industries. While the entrepreneurs upto Intermediate were traders and businessmen before starting their industrial units, most of the general graduates and post-graduates were employed in service organisation and trade. Sample data, therefore, indicate that there is a tendency of highly qualified persons coming forward (primarily due to Governmental incentives) to take up entrepreneurship.
4.3. These group of persons have higher achievement motivation. Governmental assistance is helping them to translate their dream into reality. It can, therefore, be assumed that in order to augment the supply of entrepreneurs attempt should be directed to induce this section. Concerted efforts should be made to identify entrepreneurs from educated, particularly from technically qualified youngmen, and all the necessary assistance should be provided to them. During our study, we have noted that the first generation entrepreneurs are by and large happy with the present schemes of incentives subsidies. They are also more or less, contented with service provided by the term lending institutions (development banks). However, many of them are critical about the service of commercial banks and other governmental agencies implementing the programme of incentives.

4.9. Many of the first generation entrepreneurs complaint about the lack of understanding of the practical problem of the officials implementing the programme. It was told to us by a large section of entrepreneurs that many minor technicalities, which could have been very easily ignored in the interest of industrial units and industrial development, have been
unnecessarily dragged into. Though there are several agencies to assist the entrepreneurs, not a single agency is providing single window service for them.

4.10. Other important problems relate to raw materials and marketing. Raw materials supplied are very insignificant in comparison to need, and are very irregular. There is no significant assistance for marketing the products of small units. Lack of necessary finance and technical know-how required for aggressive marketing are the major constraints in this area.

4.11. Entrepreneurship Development Programme (EDP) could not make any significant impact. Only very few entrepreneurs have undergone the EDP training. Even after the establishment of units, there was hardly any training programme for them. In fact, most of the entrepreneurs in our sample were self motivated. Institutionally motivated cases are rare. It is, therefore, necessary to activate the EDP, particularly the post-construction programme to impart training to these new entrepreneurs.
4.12. If we go by the concept that the entrepreneurs are the agents of social change, then the change in a society depends not only on the supply of sufficient quantity of the entrepreneurs, but on the industrial health of units promoted by these first generation entrepreneurs. It is the responsibility of that section of society (which implements Governmental policy) to see that hindrances are removed for the healthy growth and viability of the units promoted by new entrepreneurs.

Table - 3
Educational background of entrepreneurs

<table>
<thead>
<tr>
<th>Degree</th>
<th>No. of entrepreneurs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nasik</td>
<td>Pune</td>
</tr>
<tr>
<td>1. Below SSC</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2. SSC &amp; Inter</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>3. Graduate (gen.)</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>4. Post-graduate (gen.)</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>5. Dip. (tech.)</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>6. Graduate (tech.)</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>7. Post-graduate (tech.)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35</td>
<td>24</td>
</tr>
</tbody>
</table>

Note: Technical graduate & Post-graduate include engineers, architect and other technically qualified persons.
Women have now begun to enter the competitive world of business. Women have become more independent, achievement-oriented and career-minded. They want to enjoy a sense of achievement and get recognition from society. What is most interesting to note is that the entrepreneurship of women is not just confined to the traditional fields such as Education, Nursing, Beauty parlours, Boutiques, Video Parlours etc., but extends into areas such as telecommunications, electronics, computer Sciences and the service sectors. Our study shows that most of them are doing well.

1. **Attributes of a Successful Innovation**

Our study reveals following attributes:

1. Purposeful, systematic innovation begins with the analysis of the opportunities. Innovation is both conceptual and perceptual. Successful innovators work out analytically what the innovation has to be to satisfy an opportunity.

2. To be effective, an innovation should be simple & immediately understood by the
vast majority of 'Ordinary' human beings. Every innovation that creates new uses and new markets should be directed towards a specific clear, designed application.

(3) Innovations should always be for the present and for the future keeping in view the needs of the time.

(4) Finally, innovation requires a great amount of work and innovators need to build on their strengths. A successful innovation depends upon three things initiative, commitment, and action.

5.2. DIFFICULTIES FACED

For married women, working outside the home is a fine balancing act between home and work. All such women agree that supportive husbands play a very important role in their success. The balancing act becomes so much easier. The achievements of the first generation of women entrepreneurs is particularly meaningful and important. They have not only to manage two fronts - Business and Family, but they have also to be instrumental in breaking many mental barriers against women, working outside the home. Such a task involves
making a large number of sacrifices, like, not being able to spend a lot of time with the family and children and having to depend on outside help, to look after them. It also involves developing a new personality to brush aside snubs and jeers faced in day to day work.

5.3. **WOMEN EDP EXPERIENCES**

There are five critical constraints which prevent potential entrepreneurs — whether men or women from becoming actual entrepreneurs.

a) Lack of confidence and motivation;
b) Lack of knowledge about business opportunities;
c) Lack of information regarding how to go about formulating a business plan including market survey;
d) Lack of information about procedures and sources of assistance including finance;
e) Lack of knowledge about how to manage one's own enterprise.

An entrepreneurship Development Programme, which is a training-cum-counselling programme and takes care of all the about five constraints has proved to be one of the most effective tools for developing new entrepreneurs.
The Entrepreneurship Development Programmes for women conducted in Gujarat, Delhi and Coimbatore recently by EDI-I and the Gujarat CED have created a distinct class of women entrepreneurs emerging with not just household enterprises and cottage industries, but with organised industrial small scale enterprises involving all the subtleties and complexities of management. Data on some 900 women entrepreneurs indicates that the products being manufactured by them are in the fields of engineering, electronics, plastics, rubber, textiles, energy-saving and what not. The projects in size go up to Rs. 25 to 50 lacs and other employment to as many as 50 to 200 people each. A majority of the entrepreneurs come from middle income group. There are several from lower middle class, as well.

5.4. What led these women to entrepreneurial career?

Three distinct situations emerge which are special to women:

a) CHANCE ENTREPRENEURS: Where they went into business without any preparation, clear goals or plans;

b) FORCED ENTREPRENEURS: Compelled by circumstances such as death of husband or father
with responsibilities falling on them to take over the existing business:

c) CREATED ENTREPRENEURS: Located, motivated, encouraged and developed through EDPs, as a part of a strategy to develop women as competent entrepreneurs.

It is the "Created Entrepreneurs" which must attract our attention if we want more women to enter business.

5.5. Our study reveals following from this class:

PROFILES

a) Background profiles of the newly emerging women entrepreneurs indicate that 60 per cent of them were both educated and experienced, and 40 per cent have no experience. That such a large proportion of inexperienced women can also become successful owners of manufacturing business through EDPs, clearly indicates the significance of well organised motivation and counselling programmes for a potentially large group of women entrepreneurs.

b) Some 20 per cent of the entrepreneurs selected tiny cottage industry activity with project cost not exceeding ₹25,000/- The prime motive here was to avail of 100 per cent loan, including subsidy available under the Bankable Schemes.
It also reflected the entry of lower middle class women into business and the role played by liberal financial assistance schemes.

c) 85 per cent of the women came from the age group of 25 to 40 who had settled in life and were able to think constructively for this sort of a career option. Naturally, majority of them were married.

5.6. LESSONS

Once an enterprise starts, the difference between a male and a female must be forgotten because an entrepreneur is an entrepreneur, business is business, and profit and loss strictly depend upon entrepreneurial competencies. Experience bears out that once women start their enterprises, they handle their business matters like business people. There are, however, certain attitudinal and operational features which need to be highlighted:

a) The initial lack of confidence in their own abilities further deteriorates with society's lack of confidence in women as business persons. This reflected in the family reluctance to support a woman's initiative, in a banker's reluctance to take risk on a project set up by a woman, and in an individual's unwillingness to stand as a guarantor for a woman entrepreneur. Therefore, the
strong-willed and more determined women only can face these constraints and become entrepreneurs. For others not just moral support but a great deal of personal counselling is required from a Trainer Motivator or a counsellor. A great deal of trouble shooting help, even after an enterprise has started will have to be built into any programme for generating women entrepreneurs. And financial institutions will have to show more patience and understanding while monitoring their progress and recovering loans.

b) The multiple legal, procedural and statutory formalities to be completed before and after setting up a business become a handicap for many women because of their limited mobility. In fact, this is a handicap for all small and now entrepreneurs. It is more so for women. There is a definite need of simplifying procedures, reducing the formalities and a genuine implementation of a "one-stop shop" concept.

c) Majority of women entrepreneurs have experienced discrimination during the initial stage of setting up an enterprise. However, this becomes less severe once an enterprise has started. Such attitudinal problems will disappear only after several successful women enterprises improved their credibility. It should not be suprising that initially better women entrepreneurs are likely to
emerge from urban areas and from families where industrial and business activities are natural and where women in the households do have a fairly independent identity.

d) At the same time, young and unmarried women have been less suitable for entrepreneurial activity as the course of their future was not in their hands.

e) While running their enterprises, it is found that generally women are less aggressive and they get emotionally involved in business situations. Fortunately, they learn fast and their attitude become more more objective regarding business matters. Patience and gentleness make women better personnel managers. They have a keen sense of justice and fairness and, therefore, are likely to have better industrial relations which can be a distinct advantage in the present environment.

5.8. Two observations emerge regarding their project selection. Because of lack of experience or business background, women take a very long time in deciding their projects. For obvious reasons, the project choice has to be cleared with the family members also. The dependency shifts to the Trainer-Motivator and ultimately to themselves if adequate project counselling is provided from the start.
What business or projects women can take up to suit their techno-economic and family back-ground has to be an important counselling area on which advance preparations must be made. Secondly, since fewer women in our society go for technical education and technical employment. Women tend to take up low technology projects for their ventures. The basket of opportunities, therefore should be suitably prepared.

Because of lack of market exposure, insufficient industrial awareness and low mobility, women take very long to prepare project plans with which financial institutions can be approached. This process can be accelerated only with adequate counselling resources and a knowledgeable and capable Trainer-Motivator.

9. Financial institutions are slowly responding to the credit needs of women entrepreneurs. Project proposals from women being a new experience for the lenders, initial hesitation is not unusual. Abilities of women entrepreneurs to set up and effectively manage a manufacturing enterprise, their commitment of time and effort to the project, given family responsibilities, are often doubted. However, the situation is rapidly changing giving national focus on women's participation in economic development. Some states have already introduced special schemes of financing women
entrepreneurs (e.g. loans upto 90% of project cost). At the national level, industrial Development Bank of India now offers training subsidy to eligible EDP organisations at the rate of ₹10,000 per woman entrepreneur trained, which will facilitate training counselling and followup assistance to this target group.

5.10. Infrastructure: A man can migrate to centres where infrastructural facilities are available. But this is not possible for a woman. Usually she is forced to select a centre where her family is. Thus, even though metropolitan cities are ideally suitable for women entrepreneurs but the present condition of non-availability of infrastructural facilities causes a great problem.

5.11. We recommend the following tasks in relation to industries assistance network for women entrepreneurs in order to remove the hurdles in developing them. These tasks can be divided into three groups:

a) Developing first-generation entrepreneurs;
b) Improving the performance of existing women entrepreneurs;
c) Strengthening existing support system.
For developing first-generation entrepreneurs, it would be very important to conduct many more entrepreneurship development programmes as intensive and comprehensive counselling on opportunities, market survey, management and technology is a critical need in development. Out of every 100 new entrepreneurs trained today, only less than 50 are women. There are very few agencies and fewer skilled female trainers available to take up this activity. EDP with a competent woman Trainer-Motivator is a critical part of women entrepreneurship development strategy and we must recognise this.

If we were to set up a target of developing say 10,000 women entrepreneurs in the next five years it would mean setting up only 500 units in our state over 5 years or 100 units every year. This does not seem to be an unrealistic target. One complete EDP for 25 women will cost Rs. 1,00,000/- which will include six month EDP, six month follow-up. The cost for developing 10,000 entrepreneurs will be Rs. 400 lacs or about Rs. 20 crs over five years. This works out of Rs. 4 crs. per year. The figures involved are small yet the work is not being done today.

Trainer implications, however, are more critical. Two EDPs by one Trainer in year will yield 50 trainees.
For an annual target of 2000 trainees, we need 40 trainers. A small number, but it becomes large when we release that today we have less than 10 women trainers in the country. For our target of 10,000 women entrepreneurs per year, we will need 200 trainers.

In order to motivate new entrepreneurs, case studies and audio-visuals of successful women entrepreneurs should be prepared. To bring awareness amongst women and support agencies, a lot of publicity should be organised. This can be done by exhibiting the product prepared by women entrepreneurs film slides, TV interviews, panel discussions etc.

b) Improving the performance of existing women entrepreneurs

For existing entrepreneurs, there is no specific support available as most of the agencies concentrate in the direction of developing new entrepreneurs. This is true for male SSI entrepreneurs also. It is necessary for us to recognise that even though only a small number of women entrepreneurs exist today, they too require counselling support to run their units better. We would like to recommend that special management as well as be conducted for existing entrepreneurs. These should be organised and funded by financial institutions,
c) **Strengthening existing support system**

Though we strongly believe that once women become entrepreneurs, they are no different from men yet in order to break the traditional barriers, we need certain motivating strategies for women entrepreneurs:

1) **Financial institutions must extend loans** for a long term with longer moratorium period and should be flexible in the guarantee terms. No concessions are suggested; only longer moratorium and repayment period, since it takes women longer to settle down in the project.

2) It is clear from the developmental experience of women that in industrial activity, women of metropolitan cities and urban areas are more responsive, incentives for women in backward areas may or may not be useful but it would be much more meaningful if these are given to the groups in the metropolitan cities, for they can avail of such facilities effectively and can set up good examples,
and thus help to change attitudes, perception all round.

iii) Infrastructural facilities are scarce in metropolitan and big cities, even for men. These centres are ideal for women entrepreneurs, too. Under the circumstances, it becomes very difficult for women entrepreneurs to start the business in spite of having skill, knowledge and ability to become entrepreneurs. It is not practical and commercially advisable to recommend a special industrial estate for women entrepreneurs. But allotment of sheds and plots should be made on quota basis to women entrepreneurs to encourage them. Creating multi-storey estates close to city is a possible solution. It will be fruitless to extend estate facility for women in backward areas.

We found that in Nasik an industrial estate for women entrepreneurs has come up and has come up with success.
The Environment —

All organizations exist in the context of other organizations and larger systems: systems of government, systems of nations, ecological systems, transportation systems, systems of cultural beliefs, systems of trade & monetary systems, to name a few. It is convenient to speak of the totality of systems surrounding and influencing a focal organization as that organization's environment, realizing, of course, that the environment of any organization is immensely complex and continuously changing. In the face of this complexity, it is tempting to study and present the environment, as a New Dimension for Entrepreneurship Management. It is to be noted that the penalties for environmental ignorance are severe.

The environment plays the paradoxical roles of providing an organization with resources needed for survival while acting as the final judge of the organization's success. The environment is thus both friend and foe. Organizations seek to reduce their dependence upon their environments in various ways (Thompson, 1967) but can never do so completely. Hence, organizational designs must take the demands of the environment into account while simultaneously seeking to buffer core technologies from environmental influences that threaten survival.
The environmental factors identified by various authors are as under:

**ENVIRONMENTAL FACTORS**

A number of authors have approached this topic by identifying a set of factors which constitute the environment for entrepreneurship. These factors, summarized in Table 1, are briefly discussed below. Naumes argues that the "sources of external support for financing, technology, management, and productive capacity" are largely responsible for the success of many new ventures in the major entrepreneurial areas (1978). Draheim (1972) identifies similar factors in the entrepreneurial environment of Minneapolis-St. Paul, including a pool of labour and available venture capital and operating facilities.

Vesper and Albaum (1979) provide the following list:

1. Presence of local market contracts;
2. Presence of incubator industries;
3. Technical manpower resources;
4. Universities with doctoral programs, and affiliated research laboratories;
5. Research laboratories of major companies and government;
6. Sources of venture capital.
7. Favourable state government policies (tax incentives, industrial parks, and facilities).

Shapero distinguishes "first" company formation from later start-ups and states that the former is dependent upon the ability of the founders to get financial support, to obtain technically skilled workers, to provide services not available in the area (usually at an increased cost to operations), and to bring the market to the company, (1972).

Later start-ups are the result of spin-offs from existing companies and therefore utilize the same technology. As a result of an increase in the number of technologically related companies, the demand for special material and services arises and attracts technical professions. Shapero also measures social, economic, and demographic factors to determine their correlation with the number of technical companies in an area.

Cooper (1973) lists the following environmental factors as important in the entrepreneurial decision: examples of entrepreneurial action, knowledge about entrepreneurship, societal attitudes toward entrepreneurship, salary and taxation levels, availability of venture capital, availability of personnel and supporting services, accessibility of customers, accessibility to universities, opportunities for interim consulting, and general conditions.
The Environment as a Source of Inspiration

While many organizations seem to choke on the demands made by turbulent environments, some thrive in the same situations. Turbulence, by definition, introduces uncertainty into precisely those areas which are most critical to smooth organizational functioning (Emery and Trist, 1965). This "relevant uncertainty" destroys plans, causes product failures, & rewrites the rules by which competitive games are played. When faced with relevant uncertainty, it makes little sense to prepare for the future by returning to actions that were successful in the past. Responses have been triggered in non-manufacturing settings. Citibank, for example, facing increasing competition for commercial customers, used new data processing technology in combination with a new socio-technical systems design to provide improved customer service (Walters, 1982). In health care, physicians, hospitals, and insurers are finding the environment increasingly provocative. Some are hurting and trying to respond by belt-tightening; the Cleveland Clinic, on the other hand, embarked on a multi-million dollar expansion program to assure itself a predominant position in the transformed health care environment of the future (Cooperrider, 1985). The Clinic did not simply
respond; it viewed the environment as a source of inspiration for bold actions it might not have taken otherwise.

Organizations which view the environment as a source of inspiration are more likely to adapt to changes through innovations in design rather than short-run problem solving.

The more turbulent the environment, the more important it is for innovative adaptations to transform the environment as well as the organization.

To effect change in the environment, actions taken by an organization must be at least as powerful as the forces that originally created the environment.

Regardless of the nature of the industry or its environment, historical analysis demonstrates that change will remain the only constant (Toffler, 1980). Those who wish to design effective organizations must take the environment into account. For optimal success, the environment must also be viewed not as a constraint upon design parameters, but rather as a stimulus for considering new design possibilities. The open systems perspective (Bertalanffy, 1950) has often overlooked the environment as a source of stimulation for innovation.
9. **Emerging Styles**

It would appear that the styles of entrepreneurs in sociotechnically designed organizations will be more complex and varied than those in traditionally designed organizations. The new styles will include being facilitators, process consultants, liaisons, linking pins, integrators, innovators, decision makers, evaluators, network builders, conflict managers, resource allocators and inspirationalists.
Thus, it would appear that competent entrepreneurs have no cause for concern regarding their innovative work systems; the future for them is more of the same. But for others who depend on the support provided by traditional hierarchical systems, the move to a socio-technically designed organization could be a shock. For them, additional training, coaching and counselling may be necessary.

The environment is demanding changes in organizations, and entrepreneurs are not immune. Organizations of the future will not be manageable by current methods; but the best of today's entrepreneurs should find no discomfort in transitioning to new organizational systems.

1. **Facilitators/Process consultants**: managers will need to facilitate the flow of information in groups and between groups. Part of this role means understanding what is happening from a more holistic point of view. The manager in this role, in addition to attention paid to content, will need to pay close attention to process - the way people work together to accomplish objectives.

2. **Liasons/Linking Pins/Network Builders**: formally or informally, managers will be in a position to bring groups together to solve common problems. Work within groups is constantly affected by actions of external groups with whom the leader should relate.
3. Integrator/Innovator/Decision Makers: Managers must be able to integrate information, conceptualize possible alternatives, and plan productive courses of action. Moreover, they must approach problem solving in innovative and participative ways.

4. Conflict Managers/Relationship Builders: As the number of parties involved in problem solving increases, so does the number of different points of view. Leaders need to develop skills to manage conflict productively and build cooperative relationships among interdependent groups.

5. Evaluators/Resource Allocators: These roles are traditional, but become even more important in sociotechnically designed organizations. Helping employees learn to evaluate their own and one another's performance takes time and patience. Allocating resources also becomes more challenging when leaders can no longer rely on hierarchical authority to make resource allocation decisions.

6. Inspirational Leader: Leaders will need to help maintain a common vision among different autonomous groups. Leaders will also have to push for exploration of what is possible rather than relying on rules to point the way toward the future.
Thus the factors affecting entrepreneurship are complex and varied, certain factors interest and influence entrepreneurship. While individual, environment and support system directly influence entrepreneurship, social and cultural milieu also contribute to it. Hence the important issue involved in the development of entrepreneurship is the nature of the existing environment, how the person can be oriented to this behaviour and the type of education that can be given to develop achievement motivation. The spirit of entrepreneurship can be nurtured through the pattern of education and training programme. There is a need to give a new dimension to education and training in the context of developing entrepreneurship among women.

Thus the process of becoming an entrepreneur, involves learning many things relating to the role, function, responsibilities and problems of entrepreneur. It should be the aim of a training centre, to develop entrepreneurial attitude and outlook. Training for entrepreneurship is in fact essentially a programme of creating confidence in oneself. Each state has its own setup and problems. Taking into consideration these things and women's motivation and constraints in Maharashtra, the centre for women entrepreneurship development will play an important role in creating confidence in potential and existing women entrepreneurs by giving them guidance in number of ways.
II. Emerging New Styles: The entrepreneurial-manager has a high need to manage and to have power over people. This he expresses in his obsession with work and in his work-philosophy: he is an opportunity perceiver and seeker, and even an opportunity creator, but most of all an opportunity exploiter. He not only has the ability to optimise the use of resources, often limited, but he has the talent to marshal and galvanise these resources in new and creative combinations and configurations to achieve the results more effectively.

11.2 Feedback is the entrepreneurial-manager's energiser, his hands are always on the pulse of business activity, and this quality is indeed amplified by his capacity to empathise and ability to deal with the emotions of others. He has the ability to get his subordinate to respond to his wishes and his superiors to grant his desires. He has an eye for detail and the ability to carry out his job according to the needs of each task and in terms of goals, while responding sensitively to the changing environment.

11.3 The counterpart of the entrepreneurial-manager in the public sector is the entrepreneurial bureaucrat. In the like vein, where the entrepreneurial-manager relates his organisation to the business environment perceptively, so the entrepreneurial bureaucrat's world-view is in terms of national goals and objectives, and not as a rigid set of
rules and regulations. To him the morrow of the nation is the vast possibilities of the nation to be. He plans the public sector programmes in terms of national opportunities, and the implements them to optimise the performance of scarce resources. He is perceptive, systematic, purposeful, and steers his actions and role for the accomplishment of the national goals. He constantly supports and facilitates the entrepreneurial climate of the nation.

II.4 Although the attributes of entrepreneurial man seem to be an ideal, approximating a superman, our own experiences demonstrate that many of these attributes are trainable. Modern research, both psychological and sociological, well documented in literature, indicates that it is possible to inculcate such entrepreneurial attributes, leadership skills and managerial orientations among adults.

12.0 Entrepreneurship Management: Emerging Profile

It is evident that many entrepreneurial attributes can be infused in man and that entrepreneurship can be systematically and deliberately propagated among those who are indentified and ascertained to have the latent disposition and potential for this. This proposition is amply supported by empirical evidence.

It is this train-ability of the entrepreneurial attributes that provides the most exciting possibilities for the qualitative development of
human resources, especially in the context of planned change envisaged by developing countries. The most critical vehicle for the development of entrepreneurship is the educational system. Here, there must be a comprehensive restructuring of the present curricula, text-books, teacher capability and teaching methods in order to re-orient these to accommodate entrepreneurial objectives. There must be for example, entrepreneurial inputs in the school curricula, inputs that are capable of not only generating entrepreneurial interest and awareness among children, but also capable of stimulating and nurturing disposition towards entrepreneurship. Special curricula can be formulated with the objective of inculcating entrepreneurial attributes such as perceptivity, creativity and achievement motivation.

12.1 The school system is only one area where-orientation is needed. Tertiary-level education also needs to respond to the development imperative: universities and colleges must lead in the efforts to incorporate entrepreneurial inputs in their systems. In fact, it is high time that tertiary education specifically structured courses that are capable of producing graduates who have the knowledge, values and the skills to start entrepreneurial careers, as entrepreneurs, entrepreneurial managers or entrepreneurial bureaucrats. A host of higher institutions in the USA
have started moves in this direction. Likewise universities in the developing countries must also undertake similar initiatives.

12.2 Apart from the educational system, which is necessarily a long-term strategy, entrepreneurship can also be propagated through short-term training programmes. Entrepreneurial Development Programmes (EDPs) have been formulated and implemented in many countries. Similar programmes for the development of entrepreneurial attributes for managers and bureaucrats, although a recent development at university level has also been initiated with equally encouraging results. It is therefore recommended that in order to increase the entrepreneurial supply in managerial and business fields, training organisation and management institutes must incorporate such entrepreneurial modules in their programmes and courses. Greater emphasis must be placed on the qualitative developments or personal attributes, rather than the mastery of techniques and methods alone. More pertinently, training programmes must be formulated in such a way that they really match the type and level of entrepreneurial moves to be achieved; awareness, readiness, start-up or entry and advancement or growth. It has been ascertained through research, documented in the literature that it is extremely important to structure the curricula and course content to correspond with the type of entrepreneurial candidates, and the level for which they are being prepared.
As part of our recommendation to enhance entrepreneurship it is necessary that we increase our knowledge in this field. The courses for undergraduate and postgraduate level should be started to increase this knowledge. In advanced countries, for example in U.S.A. there are as many as 67 universities conducting courses in entrepreneurial management. It is needless to state that the need for such education in our country is of paramount importance.

For better results, any development strategy will have to focus on the man, more than just the process. The human factor is the key variable which determines the outcome of the development efforts. We have submitted that in considering the human factor, entrepreneurship is critical. Entrepreneurship is manifested by the entrepreneurial manager and entrepreneurial bureaucrat.

It is our unqualified contention, therefore, that because of the enormity of the task facing the developing countries and in the context of the constraints confronting them, the entrepreneurial man assumes paramount importance. We have suggested that the entrepreneurial man is also a critical personality for effecting the re-orientation of national strategies and bringing about the desired changes in the development patterns and environment.
CONCLUSION:

The emerging new dimensions of entrepreneurship management are presented as Entrepreneurs, intrapringing Super Managers and environment.

For developing Intrapreneurs various steps can be taken which are enumerated. Developing a Intrapreneur is presented through wholographic figure. Study is made to create and match between individual and the intraprise.

The entrepreneurs have become a successful super Manager requires further achieving motivation clear, objective, pragmatic approach dedication, determination, well integrated value system in addition to personality with problem solving schemes. The study reveals that successful super managers have acquired their personality through education and work experience.

To reach the position of super managership the study reveals that experiences with higher level responsibility at a very young age has been a contributory factor for developing confidence, enthusiasm and achievement. Failures have also many times resulted in ultimate super managership because of accepting challenges and converting further each challenge into an opportunity.

The managerial success is determined by management philosophy, skills, and motivation. The study reveals that all the super managers were very clear about their management philosophy and could articulate it without difficulty. Essential skills required are with reference to problem solving, team performance and ability to work long hours.
These are described as Helicopter quality, performance quality and evergreen quality.

The study further reveals that successful super managers see their primary development coming from real life experience for having obtained challenging and extending assignment early in their career.

Environment has a new dimension of entrepreneurship. Management has been identified, environmental factors have been studies and forces effecting the entrepreneurship styles have been presented.

The emerging new styles of Entrepreneurship indicate the role of facilitators, process consultants, net work builders, innovators decision makers, conflict Managers, evaluators, resource allocators and inspirational leaders. These emerging styles have been examined and the environment has a source and inspiration has been presented, and recommendations made to have in the curriculum for entrepreneurship management programme to be developed by the Schools, Colleges, Management institutes and University bodies appropriate provision for providing deliberate and conscious cause content connected with entrepreneurship management. A model curriculum at post-graduate level has been presented.
ANNEXURE I

Emerging New PROFILE
Women - entrepreneurs in Nasik - Pune Region -

LIST OF PERSONS INTERVIEWED:

Mrs. Meenakshi V. Dadhe (B.A. (Hons.)),
387/38S, Narayan Peta, Rashtrakshana Bhawan,
Near Bhanuvilas, Pune 411 030.
1627, Sadashiv Peta, Sari Narayan Bhawan,
Gopal Gayan Samaj Road, Pune 411 030.

Mrs. Jyotsna R. Balajiwala (B.A.),
Diploma in General Aesthetics & Beauty Culture,
'Skin & Hair Care Centre' (1983)
C/o Dr. Ramesh Balajiwala, Indira Smriti,
Tilak Road, Nasik 422 001.
Balaji Mandir, Kapad Bazar, Nasik. .. Owner.

Mrs. Kamal R. Chandak (High School Education)
M/s Cock Brand Sinnar Bidi (1969)
Cock Brand Sinnar Bidi Ltd.,
Sinner, Dist: Nasik PB No. 83,
M/s. Kamalabai K. Chandak,
Khadakpura, Sinner, Dist.: Nasik.

Ms. Shubhada M. Sathe (S.S.C.)
'Ganga Prasad Ayurvedic', Survey No. 393/3,
Plot No. 9, Makmalabad, Dindori Road, Nasik.
ISP Staff Quarters, Quarter No. E-3, Nasik Md.,
Prod. of Chavanprash, Hangashtaka, Amla Oil, Resin etc.

Ms. Rochana Bharati (M.A.)
'M/s Filaments & Filaments'
7, MIDC, Satapur, Nasik 422 007.
.. Owner, Production of Filaments for Lamps.

Ms. Sushma Deodhar,
Saloni Enterprises (1987),
Ganga Nirmal, Geetanjali, Pumping Station Rd., Nasik - 5.
Architect, .. Owner, Wooden & Iron Furniture.

Ms. Sucheta S. Karanjkar (B.Com.)
Computer Programmer, Parag Industries,
Proprietor, Mfg. of Rolling shutters & Grills.
Ms. Madhavi A. Indurkar (SS, Training in Silver Arts)
'Alankar Kala Mandir', Madhavi Indurkar,
Alankar Kala Mandir, 1027, Gurudwara, Nasik.
Master Craftsman, Metal Engraving & Ornaments Mfg.

Ms. Meera M. Kshatriya (Matric)
'EMCO Offset Printers',
432 B, Gangakunj, Vakeelwadi, Nasik 1.
Owner - Manufacturing of Single & Multi-colour
labels, posters and printing of packing materials.

Vidyavardhini Prakashan (1972),
Vidyavardhani Prakashan, Igatpuri 432 403, Dist: Nasik.
Publisher (Founder) 'Expected Likely Questions' Books.

Ms. Rewati S. Paithankar,
Chartered Accountant, G-1, Ayodhyangan Society,
Road No.8, Dahanukar Colony, Kotrud,
Pune - 411 029.

Ms. Bhagyashree D. Sathe (B.Sc, ACA),
Chartered Accountant (1974),
Sathe Chambers, 678, Savarkar Peth, Pune 2.
Gretas House, Bhagat Lane,
Mahim Bombay 16.
484/76, Mitra Mandal Colony, Pune 411 009.

Ms. Rajani A. Sakurikar (B.A.),
Shanmukha Laboratories,
K-34, MIDC - Industrial Estate, Ammaid, Nasik.

Ms. Vaijyanti D. Nikam (M.A.),
M/s. SNDW White Industries,
C/o BN Patil, 4, Suprabha Housing Society,
EMERGING NEW
PROFILE OF WOMEN ENTREPRENEURSHIP IN NASIK REGION

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Age</th>
<th>Qualifications</th>
<th>Experience</th>
<th>Product Selected</th>
<th>Own Investment</th>
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<tbody>
<tr>
<td>1.</td>
<td>33</td>
<td>M.B.A.</td>
<td>3 years in banking</td>
<td>Broiler Birds</td>
<td>20,000/-</td>
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<tr>
<td>2.</td>
<td>21</td>
<td>S.Y.J.C.</td>
<td>-</td>
<td>Plastic Articles Silver Extraction from Hypo.</td>
<td>50,000/-</td>
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<tr>
<td>3.</td>
<td>33</td>
<td>M.Com.</td>
<td>7 years as Teach and in SSI</td>
<td>Outward Marble Articles, C.P. Sheets and other files</td>
<td>20,000/-</td>
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<tr>
<td>4.</td>
<td>22</td>
<td>B.Com.</td>
<td>-</td>
<td>Dehydration of Fruits.</td>
<td>50,000/-</td>
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<tr>
<td>5.</td>
<td>36</td>
<td>B.A.</td>
<td>6 years as Teacher</td>
<td>Ancillary to Crompton Greaves.</td>
<td>25,000/-</td>
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<tr>
<td>6.</td>
<td>21</td>
<td>S.S.C.</td>
<td>-</td>
<td>Spring and Wire Forms Manufacturing</td>
<td>60,000/-</td>
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<tr>
<td>7.</td>
<td>23</td>
<td>B.Com. 1 year as Music Lecturer</td>
<td>-</td>
<td>Building Material</td>
<td>20,000/-</td>
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<tr>
<td>8.</td>
<td>34</td>
<td>B.Com. Computer Programming (Basic)</td>
<td>-</td>
<td>Rolling Shutters Rolling Grills</td>
<td>1,00,000/-</td>
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<tr>
<td>9.</td>
<td>31</td>
<td>S.S.C.</td>
<td>-</td>
<td>Blow &amp; Injection Moulded Plastic Articles</td>
<td>50,000/-</td>
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<tr>
<td>10.</td>
<td>22</td>
<td>B.Com.</td>
<td>-</td>
<td>Readymade Garments</td>
<td>20,000/-</td>
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<tr>
<td>11.</td>
<td>39</td>
<td>B.Com. 6 years as a clerk &amp; Officer</td>
<td>Beauty Cream</td>
<td>25,000/-</td>
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<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
</tr>
<tr>
<td>12.</td>
<td>26</td>
<td>B.Com.</td>
<td>1½ years in SSI</td>
<td>Automobile Electrical Lighting, fittings, Switches Accessories.</td>
<td>1,00,000/-</td>
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<tr>
<td>13.</td>
<td>34</td>
<td>M.Sc. D.H.E.</td>
<td>11 years teaching experience</td>
<td>Chemicals, Spring Wire Form Articles.</td>
<td>50,000/-</td>
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<tr>
<td>14.</td>
<td>26</td>
<td>M.A. (Sociology)</td>
<td>-</td>
<td>Chalks, Handicrafts</td>
<td>25,000/-</td>
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<tr>
<td>15.</td>
<td>30</td>
<td>B.A.</td>
<td>-</td>
<td>Readymade Garments, Papad</td>
<td>10,000/-</td>
</tr>
<tr>
<td>16.</td>
<td>33</td>
<td>B.Com.</td>
<td>-</td>
<td>Readymade Garment</td>
<td>10,000/-</td>
</tr>
<tr>
<td>17.</td>
<td>24</td>
<td>B.Sc. (Chem.)</td>
<td>-</td>
<td>Solar Water Heater</td>
<td>25,000/-</td>
</tr>
<tr>
<td>18.</td>
<td>30</td>
<td>M.A. (Marathi) B.Ed.</td>
<td>2 years Teaching Making</td>
<td>Chapati, Papad</td>
<td>25,000/-</td>
</tr>
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</tr>
</thead>
<tbody>
<tr>
<td>19.</td>
<td>22</td>
<td>S.S.C.</td>
<td>-</td>
<td>Polythene Bags</td>
<td>20,000/-</td>
</tr>
<tr>
<td>20.</td>
<td>33</td>
<td>S.S.C.</td>
<td>1 Year in S.S.I.</td>
<td>Offset Duplicating Electronic Typing</td>
<td>80,000/-</td>
</tr>
<tr>
<td>21.</td>
<td>37</td>
<td>B.A., Dip. in Tailoring</td>
<td>1 Year in S.S.I.</td>
<td>Deodourent cleaning Liquid Soap</td>
<td>30,000/-</td>
</tr>
<tr>
<td>22.</td>
<td>44</td>
<td>S.S.C.</td>
<td>2 Years in Making chaavanprash on small scale</td>
<td>Distilled water</td>
<td>10,000/-</td>
</tr>
</tbody>
</table>