

# Entrepreneurial behaviour of women entrepreneurs

**SEEMAPRAKALPA**

Department of Home Science Extension, Institute of Home Sciences, Dr. B.R. Ambedkar University,  
AGRA (U.P.) INDIA  
(Email : [prakalpass@gmail.com](mailto:prakalpass@gmail.com))

**ABSTRACT :** Woman entrepreneur is a woman who innovates an economic activity. The purpose of present study was carried out to analyze entrepreneurs' entrepreneurial behaviour. Descriptive type of research design was used to study entrepreneurial behaviour which consisted of two indicators; achievement motivation and risk taking willingness. Sixty women entrepreneurs running boutiques/ beauty parlours were selected. For assessing achievement motivation, Thematic apperception test developed by Mehta (1976) was used with slight modification and risk taking willingness was assessed with the help of six risk taking situations given by Mathai (1978). Primary data were collected through interview schedule in zones of Agra city U.P. (India) during 2002-2005. Percentage, coefficient of correlation were used as statistical measure. The study showed that majority of entrepreneurs were exhibiting moderate achievement motivation and risk taking willingness oriented behaviour. The findings of study are based on expressed opinions of the entrepreneurs. Hence, the findings of the present study would provide a better insight to the concern persons in preparing and implementing entrepreneurial development programme, even then the findings of this study will be an eye opener for policy makers.

**KEY WORDS :** Attributes, Psychological attributes, Achievement motivation, Risk taking willingness

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## INTRODUCTION

In a broad sense, the behaviour of an individual refers to anything that an individual does. This is goal-oriented activity. It includes the goals one selects and the means one chooses to achieve predestined goals. It is action-oriented. After observing individual's performance, we can get an idea about ones' behaviour. General behaviour includes knowledge, attitude and skills. In reference to entrepreneurship, entrepreneurial behavior includes the underlying characteristics of an entrepreneur; achievement orientation, self-confidence, initiative-ness, opportunity-seeking, information-seeking, leadership, goal-setting, positive mental

attitude, willingness to take risks, persistence, systematic planning, persuasive ability, commitment to work contract, problem-solving, networking, concern for high quality, Innovation and efficiency, use of influencing strategies etc. A number of suggested psychological attributes as predictors of entrepreneurial behaviour regarded for being successful entrepreneurs as given by different authors have been summarized in the following Table A.

As shown above, there are very many characteristics which are predictors of entrepreneurial behaviour. In case of women entrepreneurs if a woman exhibits one of the above characteristics, named and known accordingly like achievement motivated, risk-taker, self-confident, attentive,

Table A: Indicators of entrepreneurial behaviour	
Psychologists	Attributes suggested as predictors of entrepreneurial behaviour
Mc Clelland (1961)	Achievement motivation, Risk-taking, Locus of control, Organizational skills, Individual responsibility, Knowledge of results of decisions, Money as a measure of results
Kourilsky (1980)	Need for achievement, Creativity, Initiative, Risk-taking Setting objectives, Self- confidence, Need for independence, Autonomy, Motivation, Energy, Commitment
Robinson <i>et al.</i> (1991)	Self –esteem, Innovation
Timmons (1994)	Commitment and determination, Leadership, Opportunity obsession, Tolerance of risks and uncertainty, Creativity, Self-reliance and ability to adopt, Motivation to excel
Gorman (1997)	Values, Attitudes, Personal Goals, Creativity, Risk-taking propensity, Locus of control
Gibb (2005)	Opportunity seeking and grasping Taking initiatives to make things happen Solving problems creatively Managing autonomously Taking responsibility for and ownership of things Seeing things through effectively to manage interdependence, Networking. Putting things together creatively Using judgment to take calculated risk

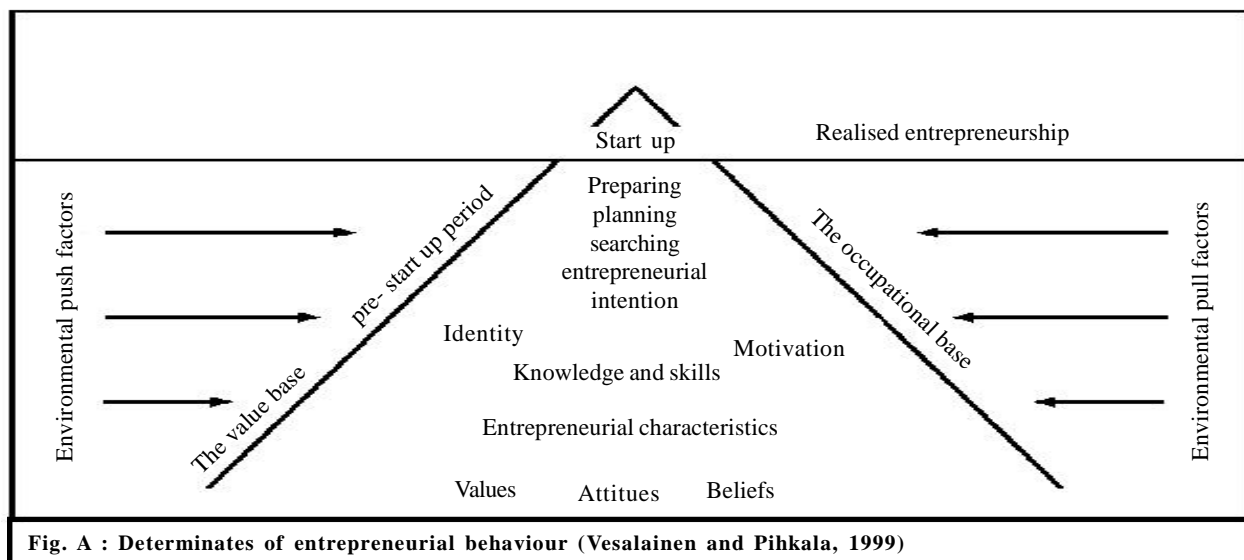


Fig. A : Determinates of entrepreneurial behaviour (Vesalainen and Pihkala, 1999)

leader, opportunity seeker, innovator and problem solver, concern for high quality, efficient, good organizer and creative. This shows that they possess the entrepreneurial characteristics (Fig. A).

## METHODOLOGY

Agra division of Uttar Pradesh was selected as the locale for the present study by using purposive sampling. Agra division comprises of seven districts. Out of which, Agra district has been selected randomly. For the purpose of administration, Agra district was divided into two areas; Agra urban and Agra rural. Agra urban was selected randomly for the present study. According to the requirements and to have balanced distribution of the respondents, the investigator

divided Agra city into four zones; North-east zone; North-west zone; South-east zone and South-west zone. Fifteen women entrepreneurs running either boutiques or beauty parlours from each zonal area were selected. Descriptive type of research design was used. Based on the extensive review of literature and discussion with the experts, two indicators of entrepreneurial behaviour namely; achievement motivation and risk taking willingness were selected for the present study. For assessing achievement motivation, thematic apperception test developed by Mehta (1976) was used with slight modifications. Achievement motivation includes need for personal achievement, need for social achievement and need for influence. The scoring was done by using scoring system developed by Mehta (1987). Another indicator of

entrepreneurial behaviour *i.e.* risk taking willingness was assessed with the help of six risk situations given by Mathai (1978). Primary data were collected through interview schedule in zones of Agra city in U.P. during year 2002-2005. Based on the nature of data and relevant information, percentage and co-efficient of correlation were used as a statistical measure.

### OBSERVATION AND ASSESSMENT

Achievement motivation and risk taking willingness have been judged on the basis of three categories; low, moderate, and high. Women entrepreneurs possessing low attributes are those who are not so much involved, are attentive but just survivor to their enterprise. Moderate women entrepreneurs are those doing substantial enterprise and introduce new ideas in their enterprise on calculated basis of success and failure. Women entrepreneurs possessing high attributes are those who are up-to-date to introduce new ideas in their enterprise and place emphasis on innovation rather than totally on profit and loss which is also an important criterion for running an enterprise. The results and discussion have been presented under two sections; achievement motivation, risk taking willingness.

#### Achievement motivation among women entrepreneurs :

When the desire for achievement becomes a dominant

concern for a person it is expressed in restlessness, driving energy to aim at attaining excellence, getting ahead, beating competitors, doing things better, faster, more efficiently and finding unique solutions to different problems. This need of achievement motivation leads people to become entrepreneurs. Such people with strong achievement motivation set challenges, goals, demanding more efforts and goals, which are possible to attain. Entrepreneurs are not satisfied with automatic success that comes from easy goals nor do they try to do the impossible, they make long range plans and like to get concrete feed-back on how well they are doing, so that their plans can be modified accordingly.

It can be concluded from Table 1 that among the total sample of 60 women entrepreneurs, fifty-one per cent entrepreneurs possessed moderate achievement motivation. It can be said that they were doing substantial business but had no immediate plans for expansion or diversification. Though they were earning well but were not interested in expanding their enterprise in the near future. They calculate their success and failure before going for expansion. Motivation among these entrepreneurs meant sustaining and managing their enterprise successfully.

Thirty one per cent entrepreneurs showed low achievement motivation. It can be said that they were just surviving. They were on the border line between success and

**Table 1: Distribution of entrepreneurs according to their level of achievement motivation (n=60)**

Sr. No.	Achievement motivation	Entrepreneurs	
		Frequency	Percentage
1.	Low	19	31.7
2.	Moderate	31	51.7
3.	High	10	16.6
	Total	60	100.0

**Table 2 : Percentage distribution of stories scored for respective needs of entrepreneurs for achievement motivation (n=228)**

Sr. No.	Seven needs ●	Stories	
		Frequency	Percentage
1.	<i>n PA</i>	82	35.9
2.	<i>nSA</i>	46	20.2
3.	<i>n Inf</i>	46	20.2
4.	<i>n PA Inf</i>	18	7.9
5.	<i>n PASA</i>	4	1.8
6.	<i>n SA Inf</i>	26	11.4
7.	<i>n Inf PASA</i>	6	2.6
	Total	228	100.0

- *Seven needs*
  - n PA* = *Need for Personal Achievement.*
  - n SA* = *Need for Social Achievement.*
  - n Inf* = *Need For Influence.*
  - nPASA* = *Need for Personal-Cum-Social Achievement*
  - n PA Inf* = *Influence Oriented Need for Personal Achievement.*
  - n SA Inf* = *Influence Oriented Need for Social Achievement.*
  - n PASA Inf* = *Influence Oriented need for Personal-Cum-Social achievement.*

failure, where the slightest pressure on either side could decide their fate.

Sixteen per cent entrepreneurs possessed high achievement motivation. They were doing extremely well as they have been running their enterprise for a longer duration. They had become experts in managing their enterprise. They were already in the process of diversification and expansion.

Similar findings have been suggested in few earlier studies. Nandy (1973), Sharma (1975), Patel (1978), De carlo and Lyons (1979), Vinze (1987), Buttner *et al.* (1997), Nieman and Nieuwenhuizen (1997), Kaur and Bawa (1999) and Ayadurai and Sohail (2005) observed that need for achievement is the best predictor of entrepreneurship and majority of entrepreneurs were motivated by need for achievement.

### Assessing needs of entrepreneurs for achievement motivation :

In the forthcoming tables need for achievement motivation has been calculated. Total number of sampled entrepreneurs is 60. Each entrepreneur was given four pictures for judging achievement motivation, which made a total of 240 stories (60 x 4). Out of the 240 stories, only 228 stories were found eligible, which were evaluated. The remaining 12 stories did not possess any imagery so was marked under unrelated imagery. These stories were not considered in analysis as per rules for scoring.

As seen in Table 2, 35.9 per cent of the stories contained need for personal achievement while 20.2 per cent of stories contained need for social achievement and need for influence separately.

Eleven per cent of the stories contained influence-oriented need for social achievement. Seven per cent of the stories contained influence-oriented need for personal achievement. Only 2.6 per cent of the stories contained influence-oriented need for personal-cum-social achievement, this was followed by need for personal-cum-social

achievement (1.%).

The correlation co-efficient obtained for three single needs and four integrated needs was calculated to understand their direction in respect to each other. The results, seen in Table 3 provided confirmation of the view that the need-states of women entrepreneurs have indeed qualitative differences.

The results suggested that need for personal achievement showed negative and significant correlation ( $r = -0.269^*$ ) with need for influence. It means entrepreneurs with a strong imagination for personal achievement were weak in thoughts for need for influence. Need for personal achievement was not correlated with need for social achievement, need for personal-cum-social achievement, influence oriented personal achievement, influence-oriented social achievement, influence-oriented personal-com- social achievement.

Need for social achievement was not correlated with need for influence, need for personal-cum-social achievement, influence-oriented personal achievement, influence-oriented social achievement and influence-oriented need for personal-cum-social achievement.

Need for influence showed significant negative correlation with two integrated needs *i.e.* influence-oriented need for social achievement ( $r = -0.357^{**}$ ) and influence-oriented personal-cum-social achievement ( $r = -0.268^*$ ). It means entrepreneurs with a strong imagination for influence had less extent of thoughts for two integrated needs; influence-oriented need for social achievement and influence-oriented personal-cum-social achievement. Need for influence showed no correlation with two integrated needs; need for personal-cum-social achievement and influence-oriented need for personal achievement.

Inter-correlation among the four integrated needs yielded some interesting findings. The integrated need for achievement, containing both personal and social achievement goals showed no correlation with the three integrated needs

**Table 3 : Inter - Correlation matrix among the seven needs of women entrepreneurs (n=228)**

Needs ●	n PA	nSA	nInf.	nPASA	nPAInf	nSAInf	nPASAInf
nPA	--						
nSA	-0.245						
nInf	-0.269*	-0.122					
nPASA	-0.091	-0.076	-0.230				
nPAInf	-0.089	-0.147	-0.222	-0.018			
nSAInf	-0.188	-0.128	-0.357**	+0.002	-0.109		
nPASAInf	-0.005	-0.072	-0.268*	+0.077	-0.100	+0.095	--

\* and \*\* indicate significance of values at  $P=0.05$  and  $0.01$ , respectively

● Seven needs	n PA	=	Need for Personal Achievement.
	n SA	=	Need for Social Achievement.
	n Inf	=	Need For Influence.
	nPASA	=	Need for Personal-Cum- Social Achievement
	n PA Inf	=	Influence Oriented Need for Personal Achievement.
	n SA Inf	=	Influence Oriented Need for Social Achievement.
	n PAsA Inf	=	Influence Oriented need for Personal-Cum- Social achievement.

*i.e.* influence-oriented need for personal achievement, influence-oriented need for social achievement and influence-oriented need for personal-cum-social achievement.

The integrated need for influence oriented personal achievement showed no correlation with two integrated needs *i.e.* influence oriented social achievement and influence oriented personal-cum-social achievement.

The integrated need for influence-oriented social achievement showed no correlation with influence oriented personal-cum-social achievement.

Thus, the results showed that all the four integrated needs were qualitatively different in nature from the individual needs. Persons, high on such needs, were therefore, likely to behave differently in given situations.

Table 4 gives the variation in articulation of the sub-categories. The first noteworthy information is that, on the whole, verbalization of the hope of success tendency was more than social action and much more than of the vigilance tendencies. Of the three, the least expressed was the vigilance tendency. In fact, it was the weakest among the seven sub-categories with only 11.8 per cent of the eligible stories showing it. Hope of success tendency was found the most in stories scored for individual need for personal achievement and integrated for personal-cum-social achievement. It was found to be the lowest in the stories scored for the individual need for influence.

It is interesting to note that this optimistic tendency of entrepreneurs was associated more with single need for personal achievement and least with the need for influence. This behavioural characteristic of personal achievement

motivation was further boosted when it got integrated with need for personal-cum-social achievement.

In respect to the social action tendency, this was found to be maximum in the stories scored for individual need for social achievement as well as for integrated need for influence-oriented personal-cum-social achievement. It was found to be the minimum in the stories scored for the individual need for personal achievement.

Among the needs, entrepreneurs motivated by the need for social achievement showed a much greater social action than those motivated by the need for personal-cum-social achievement. This behavioural characteristic of social achievement was further boosted when it got integrated with influence-oriented personal-cum-social achievement thoughts.

The vigilance tendency was found the most in the stories scored for individual need for social achievement and integrated need for personal-cum-social achievement. It was found to be the lowest in the stories scored for the single need for personal achievement.

Among the entrepreneurs' need, entrepreneurs motivated by the need for social achievement showed a much greater vigilance tendency than those motivated by the need for personal achievement. This behavioural characteristic was further boosted when it got integrated with influence oriented personal-cum social achievement thoughts.

As seen in Table 5 the correlation co-efficients obtained for seven sub-categories were calculated to understand their direction in respect to each other. The results suggested that personal action tendency showed negative and significant correlation ( $r = -0.287^*$ ) with social action tendency. It shows

**Table 4: Percentage distribution of stories given by entrepreneurs (Scored for respective needs) showing various sub-categories**

Sub-categories	Needs ●							Total number of categories in eligible stories
	nPA	nSA	nInf	nPA Inf	nPA-SA	nSA-Inf	n Inf-PASA	
Personal action (AP)	86.6 (71)	19.6(9)	39.1(18)	50(9)	50 (2)	26.9 (7)	66.7 (4)	52.6 (120)**
Social action (AS)	13.4 (11)	82.6 (38)	80.4(37)	55.6(10)	75 (3)	88.5 (23)	100 (6)	56.1 (128)
Anticipated action (Aa)	46.3 (38)	36.9 (17)	43.5(20)	33.3(6)	75 (3)	(73.1) (19)	100 (6)	47.8 (109)
Strength (S)	26.8 (22)	28.3 (13)	28.3(13)	27.8(5)	50 (2)	46.2 (12)	50 (3)	30.7 (70)
Hope of success (HS)	90.2 (74)	67.4 (31)	63.0(29)	77.8(14)	100 (4)	65.4 (17)	66.7 (4)	75.9 (173)
Social awareness (AW)	12.2 (10)	41.3 (19)	36.9(17)	38.9(7)	75 (3)	53.8 (14)	83.3 (5)	32.9 (75)
Vigilance (V)	6.1 (5)	13.0 (6)	8.7(4)	11.1(2)	50 (2)	23.1 (6)	33.3 (2)	11.8 (27)
Total number of eligible stories	35.9 (82)	20.2 (46)	20.2(46)	7.9(18)	1.8 (4)	11.4 (26)	2.6 (6)	702 Total= 228

**Note:** Figures in parentheses are the number of stories      \*\* Total number of sub-categories found in eligible stories  
 $X^2 = 112.17^{**}$  (Significant at 1% level of significance) d.f. = 36,

- **Seven needs**      n PA = Need for Personal Achievement.
- n SA = Need for Social Achievement.
- n Inf = Need For Influence.
- nPASA = Need for Personal-Cum-Social Achievement
- n PA Inf = Influence-Oriented Need for Personal Achievement.
- n SA Inf = Influence-Oriented Need for Social Achievement.
- n PASA Inf = Need for Personal-Cum-Social achievement along with influence or Influence- Oriented need for personal cum social achievement.

that entrepreneurs with a strong tendency for personal action were weak in tendency for social action. While tendency for personal action was not correlated with tendencies for anticipated action, strength, hope of success, social awareness and vigilance.

Tendency for social action showed positive and significant correlation ( $r = +0.320$ ) with strength. It shows that entrepreneurs with strong tendency for social action were also strong in tendency for strength.

Tendency for social action was not correlated with the tendencies for anticipated action, hope of success, social awareness and vigilance.

Tendency for anticipated action showed positive and significant correlation ( $r = +0.372^{**}$ ) with social awareness. It shows that entrepreneurs with a strong tendency for anticipated action were also strong in tendency for social awareness. While tendency for anticipated action was not correlated with the tendencies for strength, hope of success and vigilance.

Tendency for strength showed positive and significant correlation ( $r = +0.297^*$ ) with social awareness. It shows that entrepreneurs with a strong tendency for strength had also showed tendency for social awareness while tendency for strength was not correlated with the two remaining tendencies *viz.*, tendency for hope of success and tendency for vigilance.

Tendency for hope of success among entrepreneurs showed positive and significant correlation ( $r = +0.383^{**}$ ) with the tendency for vigilance. It shows that entrepreneurs with a strong tendency for hope of success were also strong in tendency for vigilance while tendency for hope of success was not correlated with the tendency for social awareness.

Social awareness tendency among entrepreneurs showed positive and significant correlation ( $r = +0.384^{**}$ ) with vigilance. It shows that entrepreneurs with a strong

tendency for personal social awareness possessed tendency for vigilance to a greater extent.

### Risk-taking willingness among women entrepreneurs :

Risk-taking is an important aspect of entrepreneurial life. In the process of setting up and running a business, there is an inherent risk that things may not go as planned by the entrepreneur. The effect of this inherent risk is that the entrepreneur may lose her own investment, as well as the money taken from other sources. Due to inherent success and failure, entrepreneurs are calculated risk-takers. This ability of taking calculated risks distinguishes the various types of entrepreneurs showing risk-taking willingness.

On observation of Table 6 risk-taking willingness possessed by women entrepreneurs show that 65 per cent women entrepreneurs were possessing moderate risk-taking willingness and 28 per cent showed low risk-taking willingness, while only 6 per cent possessed high risk-taking willingness.

Similar findings have been reported in few earlier studies. Meyer *et al.* (1961), Litzinger (1963) Sharma (1975) and Peacock (1986) observed that maximum of the entrepreneurs chose intermediate/moderate risks.

Some contradictory results have also been reported in few earlier studies. For example, Hull *et al.* (1980), Schere (1982), Sexton and Bowman (1983), Ahmed (1985), Begley and Boyd (1987); Vinze (1987) and Carland and Carland (1991) observed that entrepreneurs were higher in risk-taking willingness, while Belcourt (1987) reported that women entrepreneurs were not risk-takers or innovators because their primary motive was independence.

### Conclusion:

Entrepreneurship is a propensity of mind to take calculated risks with utmost confidence to achieve

**Table 5: Inter-correlation matrix among the sub-categories of seven needs of women entrepreneurs (n=228)**

Sub-category	Ap	As	Aa	S <sup>+</sup>	Hs	Aw	V
Personal action (Ap)	--						
Social action (As)	-0.287*						
Anticipated action (Aa)	-0.053	-0.119					
Strength (S <sup>+</sup> )	-0.013	+0.320*	+0.118				
Hope of success (Hs)	+0.036	+0.160	+0.059	+0.153			
Social awareness (Aw)	+0.078	+0.181	+0.372**	+0.297*	+0.229		
Vigilance (V)	-0.014	+0.052	+0.218	+0.124	+0.383**	+0.384**	-

\* and \*\* indicate significance of values at P=0.05 and 0.01, respectively

**Table 6: Distribution of entrepreneurs according to their level of risk-taking willingness (n=60)**

Sr. No.	Risk-taking willingness	Entrepreneurs	
		Frequency	Percentage
1.	Low	17	28.3
2.	Moderate	39	65.0
3.	High	4	6.7
	Total	60	100

predetermined goals of an organization/activity. It is also true in case of women entrepreneurs. Their entrepreneurial behaviour makes them different in entrepreneurial world. Initially they started their enterprise for personal achievement and secondly for social achievement and influencing people. These women were not only socially aware but were taking anticipatory actions for satisfying customers' demands also. In such a way their enterprise may always sustain in market. For making it so, they took decision themselves and it provided strength to their entrepreneurial activity. They are responsible for profits and losses. It warns them to be vigilant and gives them possibilities of being successful. Entrepreneurs were possessing moderate achievement and risk taking willingness. As a result, they were doing substantial business but had no immediate plans for expansion or diversification. Though they were earning well but were not interested in expanding their enterprise in the near future. They calculated the success and failure before going for expansion. Motivation and risk taking willingness among these entrepreneurs meant sustaining and managing their enterprise successfully. This indicates that they were real entrepreneurs not gamblers/losers and they are moving slowly and steadily to be the winners in entrepreneurial world. Through this study's findings, government personnel, policy-makers can do efforts in the right direction for enhancing women entrepreneurship. They can formulate programmes, policies according to entrepreneur's entrepreneurial behaviour which consists of achievement motivation and risk-taking willingness. The new researchers will take benefits by including various aspects relating to enterprise and entrepreneurship, which have not been touched by present or previous researchers to study entrepreneurship.

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