
UNIT 10 IDENTIFICATION AND SELECTION OF POTENTIAL ENTREPRENEURS

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10.1 INTRODUCTION

With a paradigm shift in the approach towards the concept of entrepreneurship many experts have started feeling that people don't choose to be entrepreneurs by opting for a riskier lifestyle. What they do, instead, is reframe the salary vs. entrepreneur choice as between two different sets of risk: the things they don't like about having a steady job — such as the risk of boredom, working for a bad boss, lack of autonomy, lack of control over your fate, and getting laid off — and the things they fear about being an entrepreneur — possible failure, financial uncertainty, shame or embarrassment, and lost investment. Ultimately, people who are meant to be entrepreneurs believe that their own abilities (e.g. leadership, resourcefulness, pluck, hard work) or assets (e.g. money, intellectual property, information, access to customers) significantly mitigate the risks of entrepreneurship. Risk is ultimately a personal assessment: what is risky for me is not risky for you. In this Unit, we shall try to decipher the way to identify your passion and the ways to overcoming the dilemma of job vs. entrepreneurship.

10.2 OBJECTIVES

After studying this Unit, you would be able to

- explain how to do a quick test of the entrepreneurial spirit in an individual;

- examine the process of deciding between job and entrepreneurship;
- appreciate the pros and cons of being a part-time entrepreneur; and
- analyze the major hurdles that hold back prospective entrepreneurs.

10.3 SHOULD YOU BE AN ENTREPRENEUR?

Some of your friends are doing it. People who do it are in the front pages and web almost every day. The whole world is talking about it. So should you do it? Should you join the millions of people every year who take the plunge and start their first ventures? Prof. Daniel Isenberg, Professor of Management Practice, Babson College declares that there is a gut level "fit" for people who are potential entrepreneurs. There are strong internal drivers that compel people to create their own business. He has developed a 2-minute Entrepreneur Test given below, to help you find out. You may have to answer just a Yes or No. Be honest in your responses. Here is a checklist of qualities that you can check whether you have for becoming an entrepreneur.

1. I don't like being told what to do by people who are less capable than I am.
2. I like challenging myself.
3. I like to win.
4. I like being my own boss.
5. I always look for new and better ways to do things.
6. I like to question conventional wisdom.
7. I like to get people together in order to get things done.
8. People get excited by my ideas.
9. I am rarely satisfied or complacent.
10. I can't sit still.
11. I can usually work my way out of a difficult situation.
12. I would rather fail at my own thing than succeed at someone else's.
13. Whenever there is a problem, I am ready to jump right in.
14. I think old dogs can learn — even invent — new tricks.
15. Members of my family run their own businesses.
16. I have friends who run their own businesses.
17. I worked after school and during vacations when I was growing up.
18. I get an adrenaline rush from selling things.
19. I am exhilarated by achieving results.
20. I could have written a better test than Isenberg (and here is what I would change)

If you answered "yes" on 17 or more of these questions then there is an entrepreneur in you.

10.4 JOB VS. ENTREPRENEURSHIP

It's a million dollar question for graduates: Should I choose to the stability of a corporate job or try for my dream with entrepreneurship?

With increasing competition for corporate/government jobs, many young people today aren't flush with job offers on graduation. But a few of them do have a choice, still the question of *what to do* remains. The roller-coaster rides of our economy make it an even more stressful decision.

10.4.1 The Five Factors Test

In such a scenario, where the dilemma is eating up your brains to choose between a job and entrepreneurship, there are five factors to be considered, which may help you to decide between the job and entrepreneurship. They are explained below:

Structure versus flexibility

Big companies will have the infrastructure and policies to keep things going. Your position shall be highly structured with specific duties. There will be regular performance measures and goals for every department. Everyone is taught clearly about his or her level of authority. If you are okay with this kind of rigidity, this may be a good choice for you.

Unlike bigger corporates, the smaller firms, particularly startups, keep rediscovering themselves as they grow. Goals are volatile and a new opportunity can completely change the company's direction. If you like to do new things every day and you're not afraid of change, this type of company might be your best fit.

Focus versus multitasking

With a larger company job, you'll likely have few assigned specific tasks to complete. You'll only interact with limited number of people and departments and your work may involve a lot of routine. Because of the company's large size, you will be able to focus on one project or responsibility and depend on others to complete their responsibilities.

On the contrary, a startup doesn't have enough people to allow any one person to focus on just one task or problem at a time. You may be suddenly pulled out of your current project to help another area that needs help. Chances are that every day will have more projects and work than you can complete. The priority list keeps changing. There is seldom any routine/confines.

Plentiful resources versus not enough

Generally, large companies have the resources to meet their goals. Office equipment, supplies and services are available at your disposal. From the vehicle to technical support, housekeeping to legal advice, everything shall be available.

But, the Startups don't have enough of anything. Every single rupee shall have 20 different priorities. Often there shall be a need to do with limited equipment and supplies. If you're lucky, there's a computer genius in your team who takes care of problems when he or she has time.

Growth versus survival

Large companies can keep going for years before they realize that there is a financial trouble. Six quarters of million-dollar losses can be absorbed without affecting anything much other than stock prices. The focus shall be on increasing revenue — and survival is taken for granted.

In contrast, Startups, are always in some form of survival mode. Sales are crucial, expenses needs to be carefully monitored and a decision such as attending a conference has to be reconsidered. Absence of your key employee in the salon that you run on a crowded Sunday shall be a disastrous thing for you. Delay in realizing a cheque amount shall be suffocating.

Risk versus reward

Initially, the large corporate option looks very promising. Salaries shall look bigger, benefits shall be richer and stability assured. But over a period of time, the potential for advancement is limited to the capabilities and structure of the firm.

At riskier startups, stability cannot be promised; while salaries are lower, fringe benefits may be nonexistent. There's no guarantee that the company will be alive next year. But, if fortunes are on your startup's favour, promotions can happen quickly, along with raises or bonuses. And if you can get some equity in the company, the rewards could be amazing.

10.4.2 Deciding the Right Time to Quit Your Job

Though you would prefer to quit your job to focus on your business fulltime, the question of 'when' is often difficult to answer, especially, to young entrepreneurs. But, if you leave prematurely, you may run out of cash quicker than you might think.

Here are five considerations that will help you make the right decision at the right time:

Your responsibilities

If you are single with a simple lifestyle, you have a better freedom to take more chances and leave your full-time job early. And if things aren't working in your startup, you might be able to move back with your parents or sell your car if you have to. In case, you have a family, spouse and children, a heavy loan to repay, you might think twice about putting in your notice, your options can be limited. In such a scenario, keep at least six months of living costs saved so that your dreams don't destroy the dreams of your family.

As far as your debt positions are lesser you are better equipped to handle downturns. With a car payment, a mortgage and credit-card or student-loan debt, you may be better off as a part-time entrepreneur until some of that debt — if not all of it — has been paid off.

Your job

It really matters, whether you are an entry level/field professional or a middle manager in a growing industry. There's always work for entry level/field people, so you can move into and out of that job. But the middle manager position is really a good career; you shall certainly have good career growth opportunities. Before you walk away, you should be certain that your business has enough revenue, to make losing that career opportunity worthwhile. You should also be prepared to work if you need extra money along the way. Either way, leave without regrets, even if your business doesn't pan out the way you expect it to.

Your risk profile

If you leave your job, will you wake up in the middle of the night with a scary dream about the future? If the business hits the rocks will you fight to save it or have something strong on the rocks instead? Are you willing to fail and start over again? Even the most ardent entrepreneurs have these moments of doubt. If starting your own business without the back-up of a salary means living in a constant state of extreme stress, you may have to think.

But if you're a kind of a person who loves to ride rollercoasters, seated in its first car, with your hands up in the air, then jump in. Most entrepreneurs love the thrill of the unknown and enjoy testing their capabilities against the market. If you fit this profile, you'll feel livelier than ever once you're working full time on your own terms.

Your Support System

Chasing your own dreams also can be lonely and challenging at times. Make sure you have friends and mentors to draw on for support and advice. If you're used to having friends at work, to share your mind with, when you need a break, find some people, whom you can call for a short chat, when you need a break, with your own business. It will also be a good idea to share your office space with another entrepreneur or two, to save money, share resources and bounce ideas around with.

Your business

If your business is already generating revenue and if you think that working on it fulltime shall increase revenues, if it shall be possible for you to live on the business income supplemented by savings, if you clearly know whether your business needs more money or just more time, and you have enough to sustain yourself and your dependents without the income from a job — go for it.

10.5 BEING A PART-TIME ENTREPRENEUR

You may passionately want to start a business, but you have financial pressures -- rent or a mortgage overdue, a car payment and some family commitments. Even young people have responsibilities these days like that of repaying their educational loan. Also if you realize the fact that your business idea will surely take time to catch on, and starting up can seem even further out of reach, then you may choose to become a part-time entrepreneur.

There are six ways to make the transition into entrepreneurship a smooth one:

1. **Find balance-** This is the most challenging aspect of being a part-time entrepreneur. Can you start up and maintain your commitment to your full-time responsibilities? If your commitments in your business catches up fire your full-time job suffers, people will notice and it will cost you opportunities and, at times, your job itself.
2. **Be patient--** As a part-time entrepreneur, you must understand the fact that you may not be able to move forward with your new business at the same pace as those who work as full-time entrepreneurs. And even full-time entrepreneurs never have enough hours in the day. Find the right pace for you to achieve progress without compromising too much on your own selves. Be patient; you may not be moving as fast as you would like, but moving forward is always good than staying still.
3. **Bank your profits--** Profits are tempting, better save them separately. At some point, you shall quit your job and be a full-time entrepreneur. The money you save now will enable you to the transition sooner. If you don't need to plough back the profits immediately for your business, then save it for your future. Anyways your business is growing; you shall certainly have to invest more in the future.
4. **Set flexible goals--** As your business grows, you may find your job interfering in the way of your entrepreneurial goals. It is a reality which has to be accepted. It's what being a part-time entrepreneur is about. Watch out for a tendency to beat yourself up for spending too much time on your job at the expense of your business. You may have to understand that your energies will need to shift from one to the other as time passes by and that is very much required.
5. **Take yourself seriously--** As an entrepreneur, you had a vision of your dream, which no one else would have seen. Remember, everyone understands to the extent you have described and they had understood. While you're in the startup phase, your plans may be discounted because your business is progressing slowly. An infant shall only crawl, but no one can stop it from becoming an Olympian provided planning and execution are clear. Hence, don't let timing affect your long-term commitment. Keep reminding yourself of what you're working to accomplish. Don't let others dismiss your goals. Remember that you can make this happen, it is just a question of time.
6. **Have an exit plan, if you want one--** Do you want to be a part-time entrepreneur forever? May be. Though your original plans were to switchover to full-time entrepreneurship, but if your business can succeed with your part-time presence and also you enjoy your full-time job, as much as your business, why not? Continue to be a part-time time entrepreneur.

However, if your plans are to run your dream business full time, you need to define milestones and set goals that include walking away from your job. But ensure that what needs to be put in place in terms of infrastructure, sales, product development or other criteria, before you will be ready to quit.

10.6 WHAT IS HOLDING YOU BACK?

Even when all the auspicious signs arrived, at times you shall still have a dilemma, something that keeps blocking your throat, preventing you to come out. If you are unable to figure it out, here is a list of such hurdles identified by the National Entrepreneurship Network, which might be holding you back unconsciously. Even one of them is a potential enemy. Identify and chop them away.

- Unwillingness to Take Risks.
- Lack of Persistence, Plan and Prepare.
- Instant Gratification.
- Lack of Priorities.
- Looking for Shortcuts.
- Selfishness and Greed.
- Lack of Conviction.
- Lack of Understanding of Nature's Law.
- Rationalizing.
- Not Learning from Past Mistakes.
- Inability to recognize Opportunity.
- Inability to Use Talent.
- Lack of Discipline.
- Poor Self Esteem.
- Lack of Knowledge.
- Fatalistic Attitude.
- Lack of Purpose.
- Lack of Courage.

ACTIVITY

Meet three women entrepreneurs who shifted from part-time to full-time entrepreneurship with focus on their dilemmas and how did they overcome them. Have a group discussion on the learning.

Check Your Progress Exercise 1

Note: i) Use this space given below to answer the question.

ii) Compare your answer with the one given at the end of this Unit.

1. How to transit from part-time entrepreneur to full time entrepreneur? Explain.
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10.7 REAL LIFE CASE STUDY--THE STORIES OF WOMEN ENTREPRENEUR SUCCESSORS IN GIANT FAMILY BUSINESSES

This is drawn from Ms Promoters and Leaders, *Family businesses in India see rise of women as promoters and leaders, Lijee Philip, Rica Bhattacharyya & Kala Vijayraghavan, ET Bureau The Economic Times, 22 April, 2014*

Her paternal grandmother, Kokilaben, stood by husband Dhirubhai but never joined him as he redefined the boundaries of Indian entrepreneurship. Her father's sisters, or her aunts, were married early into business houses, with little discussion about joining the business: Dipti into the Salgaocar family and Nina into the Kothari family. Her mother, Nita, broke the mould somewhat and has done a fair bit on the business end of the group. But Isha Ambani, 22, is poised to redraw the family-business construct for Reliance women scions.

The only daughter of Reliance Industries owner Mukesh Ambani had joined global consultancy McKinsey in the US. Isha, a Yale graduate in psychology and South Asian studies, had joined her father at the Reliance annual general meeting in Mumbai last year. While the company declined comment, corporate observers say the McKinsey stint is probably a stepping stone to larger things in the family business empire.

Across India Inc, more and more women scions can be seen at the frontline of their family business. There are some who have made a mark: like Nisa Godrej and Tanya Dubash at the Godrej Group. There are some who are asserting themselves: like Radhika Piramal, the 34-year-old, Harvard-educated managing director of VIP Industries.

And there's a new lot stepping in: like 30-year-old Gursimran Mann, managing director of Simbhaoli Sugars, and the first woman in four generations of the family to play a hands-on role in its business. According to business historian Gita Piramal, who is also the mother of Radhika Piramal, 20 years ago, she predicted it would take two generations before Indian women in the family business became the done thing. "I find it has taken one generation to do so," she says.

Three Pivots of Change

"It is a belated effect of what is happening in society," says Ashvini Chopra, MD & CEO of Universal Trustees, a firm that helps business families in succession planning. When it comes to women in business, this change pivots around three aspects.

The first is education. "Parents who would typically give professional education, including overseas exposure, only to their sons are now also encouraging daughters," says Prabir Jha, chief HR officer, Reliance Group, speaking in general and not in reference to the Ambani family. "Their entry into business responsibilities is then a logical corollary."

Secondly, family size is shrinking. Joint families are becoming nuclear, resulting in a fall in the number of male heirs. "In many families it's a father and son and daughter like situation. And daughters are the heir apparent," says Kavil Ramachandran, Thomas Schmidheiny Chair professor of family business and wealth management at Indian School of Business. "Also many families are realising that girls are as good as, or better than, boys in performance."

For some like Sulajja Firodia Motwani, vice-chairperson of Kinetic Engineering, all this was a given. "A combination of a good atmosphere at home, freedom to do what we wanted and treating daughters like sons encouraged me to get into the family business," she says. While she feels this is how it should be, Piramal says it's still not the case in all families and inequalities manifest themselves in many forms. "We are only half way there," she says. "There are several prominent business families where daughters are not at the forefront of handling businesses in terms of true equality."

That leads to the third pivot of change: an amendment in the Hindu Succession (Amendment) Act, in 2005, which removed gender discrimination in inheritance in Hindu joint families. Previously, only the male line, down to the great-grandson, had inheritance rights. The amendment gives women an equal share in the family business. "Even women married before 1994 can come back and claim equal rights into the family business as well as inherited assets," says Sameer Tapia, senior partner at ALMT Legal.

But the exciting, radical change is happening in operations, and Tapia offers some sense of its magnitude. "We have at least 40 per cent family-business clients where women are playing an active role in the family business, and are part of crucial strategy or execution teams." And many, like the four women profiled here, are leaving an imprint.

Through the Ranks

Unlike many, if not most, women scions in India, Lakshmi Venu had a point of reference on the gender question. Her mother, Mallika Srinivasan, is the chairperson and chief executive of tractor company Tractors and Farm Equipment Limited. But Lakshmi, 31, gravitated towards the businesses managed by her father, Venu Srinivasan—auto-component company Sundaram-Clayton and two-wheeler firm TVS Motor. In 2010, Lakshmi was inducted as director-strategy and whole-time director of Sundaram-Clayton. In May 2011, she was also made vice-president in charge of global business strategy at Sundaram-Clayton.

It capped close to a decade of her involvement with the family business. Back in 2003, Lakshmi joined as a management trainee in Sundaram Auto Components. She also did stints in business

strategy, design, corporate affairs, and sales and marketing at TVS Motor. Lakshmi declined comment for this profile.

But senior auto industry professional RL Ravichandran, who has worked in a senior position in TVS Motors, says Lakshmi was interested in the business from early on. Even with her impeccable academic qualifications, he adds, she earned her way through various roles. "(It's why)...there was no resistance from employees when she was inducted on to the board."

Speaking on the condition of anonymity, a senior TVS manager who interacts with Lakshmi describes her as "level-headed" and "business-like". She currently manages the entire component business, which includes die cast, rubber, plastics and seats. "She is handling the business well and it is showing results," he adds. Unlike Lakshmi, brother Sudarshan Venu, 24, had an easier entry into Sundaram-Clayton, joining its board in 2011.

According to VG Ramakrishnan, managing director of Frost & Sullivan, a consultancy, it's a good sign when scions spend time in the business rather than being parachuted into it. "Children are being groomed to take over executive roles and responsibilities right from the beginning as part of effective succession planning," he says. "It shows the progressive nature of these companies."

In 2011, Lakshmi married Rohan Murty, son of Infosys co-founder Narayana Murthy. Her lineage aside, she is seen as a leader in her own right. Anil Singhvi, founder and director of Institutional Investor Advisory Services, a proxy shareholder advisory firm, has been baying against the tendency of business families to induct women scions into the board simply to meet the new rule of minimum women representation. But for Lakshmi, he says: "She is competent to take the business forward."

When a 21-year-old Bhairavi Jani returned from the US in 2000, after a year of working as a supply-chain consultant in KPMG's Washington DC office, she battled two stereotypes as she tried to make her mark in the male-dominated Indian logistics business industry: gender and age. "There were people who did not want to work with me, who thought I was probably amusing myself for a few years before being married off," she says. "And then there were customers, even MNCs, who refused to give business to a young woman, who they were sure would fail miserably at logistics planning."

Her father had thrown her into the deep end, and told Jani to learn to swim. Instead of making her a part of Blue Dart, his flagship before he sold it to DHL in 2004, Tushar Jani stumped his elder daughter by asking her to set up her own venture. "His view was that people from family-owned businesses tend to take things for granted," says Jani, now 34. "Going through the pain of setting up a venture would teach me two things: never be afraid to take risks and value what it takes to sustain a business."

So, Jani set up i3pl, to provide end-to-end logistics services to corporate clients. After initially struggling for business, i3pl obtained its first client in M&M, and subsequently signed up British Petroleum, Sara Lee and Walt Disney, among others. Jani roped in partners in 2003 and, in a planned exit, sold out to them in 2005.

That same year, Jani assumed the role of group director for the SCA Group, which has four verticals: warehousing, supply chain technology, cargo handling and freight forwarding, and shipping, respectively. At present, she provides strategic and operational guidance, operating as a link between the board and professionals; she also directs new projects and is in charge of joint ventures and alliances.

Jani set up the warehousing vertical, via a company called Transmart India, in 2007. Percy Dhunjisha, a former CFO of Blue Dart Express and a person who had worked closely with her father, was her mentor there. He describes her as a searching and questioning manager. "Bhairavi's management style is, forethought is better than afterthought," he says. "She does not accept things as they are presented, but will often probe enough with questions to determine whether there is an alternate way of doing things and whether the same has been considered before arriving at the solution presented."

At SCA, she has her father's backing. "Daughters are as astute and sharp in financial management, balance sheet and P&L [profit and loss] accounting, says Tushar Jani. "I have always believed in that. Therefore, Bhairavi has always been given full charge of our projects and companies, including P&L responsibility. And like any CEO, she has been answerable to the board."

Gender and age still come up in conversations, though. Even today, there are few women in the logistics industry, and Jani still has to face issues of equality with male colleagues and work-life balance. "But I am confident that women in leadership roles in business will pick up sharply," she concludes.

Set up in 1933, Simbhaoli Sugars has seen four generations of the Mann family nurture it. But in that journey, women from the family, though present as shareholders and promoter-directors, were conspicuously absent on the frontline. Gursimran Mann, belonging to the fourth generation, changed that.

In 2005, just 21 and out of college, she joined Simbhaoli—a business with inert appeal to the young and a workforce in which women made up less than 1%. In doing so, she was turning her back on options available to her like consulting and investment banking. She even considered joining a consumer products or an agri-trading company, having done internships with Nestle, Cargill and ED&F Man.

"It was my decision," says Mann. She grew up in the Simbhaoli factory compound, in rural Uttar Pradesh, listening to conversations about the business and watching sugar being made. "This

background, combined with my training in economics, made me realise the opportunity that existed for me to help grow the business further." The only child, she did not immediately start reporting to her father and chairman Gurmit Mann. Joining as a trainee, Mann worked in various departments—factory, farm operations and trading —reporting to different people.

"My promotions were not on auto mode," she says. After completing her MBA from London Business School, Mann became an executive director in 2012 and managing director in July 2013. At Simbhaoli, she counts among her achievements increasing asset utilisation, partnering with global sugar trading company ED&F Man, setting up sugar refinery on the Gujarat coast to tap the import-export play, reducing the cyclical nature of the sugar business by pushing the power and the alcohol business, building a consulting vertical that advises other companies on all things sugar, and raising new capital from private equity. "She has taken the challenge to professionalise the business," says Devin Narang, India MD of Singapore-based PE fund Sindicatum, which has invested in the company.

For Mann, it's all in a day's work. "There is an overall social and cultural change, leading to a change in mindset among business families regarding acceptance of daughters to take charge," she says.

The middle of three daughters, Arathi Krishna was the first women in her family to join the business, in 1989, when she was just 20. "I had an easy transition into the company," says Krishna, now joint managing director of auto-component major Sundram Fasteners. "I was easily accepted by employees." Acceptance from the industry has followed. The 45-year-old spearheads the Rs 2,651 crore company's domestic business.

"This is a logical succession," says Sonu Iyer, partner & diversity and inclusiveness leader, Ernst & Young India, a consultancy. "The daughters [younger sister Arundathi is in charge of overseas operations and business development] have grown up in an entrepreneurial set up, and it's only natural for them to be entrepreneurs and also do it better."

According to Arathi, her parents gave her an environment to flourish and the freedom to choose. "There was no difference between a son or a daughter," she says. "My parents are very progressive, willing to take risks and pushed us to pursue our interests. But they never pushed us into the business." Arathi did an MBA from the US. She stayed on, first to work in automotive strategy with a consulting company and then with Sundram Fasteners for five years. "I knew I would, at some point, come back and join the business," she says.

"So, I took up jobs in the US that were related to the business. I wanted to make myself worthy when I came back to join the business." Arathi returned to India in 2006, and became joint MD in 2011. Arathi counts among her achievements making the workforce at Sundaram Fasteners younger, and the work culture more performance-based and technology oriented. Around 2005, the average age of the Sundaram workforce was 40 years; it's now down to 35 years.

In her earlier years, at industry meets, Arathi would feel out of sorts in what was essentially a man's world. "But then, I felt it was tougher to work in a Japanese or a Korean company," she says. At present, 10% of Sundram's workforce is made of women. "We have always believed in equality at the workplace. We are promoting more women to join the manufacturing ranks in the company."

10.8 SUMMING UP

In this Unit, the steps to identify the entrepreneur in you, the facts to consider while choosing between a job and entrepreneurship, the time you want to give for your business and the strong decision to pursue entrepreneurship by overcoming hurdles. Having understood these facts, it is time to get exposed to identification of business opportunities. The next Unit shall take you there.

10.9 GLOSSARY

1. **Bank Instruments:** Banking Instruments are referred to as the documents used in processing the activities of bank. There are several banking instrument, some of which are stated below.
2. **Depositor Slips:** A deposit slip is a written form of notification that reflects the amount of money deposited to an account by an account holder. A typical deposit slip is an itemized document, which identifies a precise amount of money being deposited.
3. **Demand Draft (DD):** A method used by individuals to make transfer payments from one bank account to another. Demand drafts are marketed as a relatively secure method for cashing checks. The major difference between demand drafts and normal checks is that demand drafts do not require a signature in order to be cashed.
4. **Pay Order:** A banker's cheque (Pay Order) is another payment instrument which is used by the banks to settle payment obligations on behalf of their customers. This instrument is guaranteed by the bank for its full value and is similar to a demand draft. In practice, these instruments are payable at the branch of issue and are used for payment within the local clearing jurisdiction.
5. **Cheque:** Cheque is an instrument in writing containing an unconditional order, addressed to a banker, sign by the person who has deposited money with the banker, requiring him to pay on demand a certain sum of money only to or to the order of certain person or to the bearer of instrument.

10.10 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress Exercise 1

1. There are six ways to make the transition into entrepreneurship a smooth one:

1. **Find balance-** This is the most challenging aspect of being a part-time entrepreneur. Can you start up and maintain your commitment to your full-time responsibilities? If your

commitments in your business catches up fire your full-time job suffers, people will notice and it will cost you opportunities and, at times, your job itself.

2. **Be patient--** As a part-time entrepreneur, you must understand the fact that you may not be able to move forward with your new business at the same pace as those who work as full-time entrepreneurs. And even full-time entrepreneurs never have enough hours in the day. Find the right pace for you to achieve progress without compromising too much on your own selves. Be patient; you may not be moving as fast as you would like, but moving forward is always good than staying still.
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6. **Have an exit plan, if you want one--** Do you want to be a part-time entrepreneur forever? May be. Though your original plans were to switchover to full-time entrepreneurship, but if your business can succeed with your part-time presence and also you enjoy your full-time job, as much as your business, why not? Continue to be a part-time time entrepreneur. However, if your plans are to run your dream business full time, you need to define milestones and set goals that include walking away from your job. But ensure that what needs to be put in place in terms of infrastructure, sales, product development or other criteria, before you will be ready to quit.

10.11 REFERENCES

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10.12 QUESTIONS FOR REFLECTION AND PRACTICE

1. What are the key questions to ask to identify the entrepreneurial spirit in an individual?
2. Explain the process of deciding between job and entrepreneurship
3. Analyze the pros and cons of being a part-time entrepreneur
4. Analyze the major hurdles that hold back prospective entrepreneurs

