

# **FLEXIBILITY AND SUSTAINABILITY OF MENTORSHIP MODEL FOR ENTREPRENEURSHIP DEVELOPMENT**

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***Abstract:** The myth that entrepreneurs are born, no more holds good, rather it is well recognized now that the entrepreneurs can be created and nurtured through appropriate interventions. The flexibility of Mentorship has been extended to provide support to first generation entrepreneurs of SMEs who face problems when they open their nascent Enterprise. The study is conducted keeping the view point of potential entrepreneurs who generally do not have any business background but are enthusiastic to start a new venture, thereby needing a Mentorship support. The objective of the study is to analyze the synergy between Mentor and Mentee and their coexistence in the firm in terms of benefits associated to both of them. Analysis is done through MSVI (Mean Scale Value Index) and ANOVA which is used to analyze the statistical significance between the potential entrepreneurs and their level of interest in entrepreneurship and their perception towards the need of Mentor.*

**Keywords:** Mentorship, Enterprise, Entrepreneurship, SMEs.

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## **Introduction**

Micro, Small and Medium Scale Industries (MSME) comprise almost 90% of businesses in any economy and employ about 50-60% of the working population of that economy in the private sector. They are the strong backbone of an economy. The Government and private bodies show great importance to facilitating the enhancement of SMEs and providing them cutting edge for competition. Some SMEs possess high market value like advanced techniques and resources out of which SMEs may bring substantial profitability through sustainable and strategic management what we call Mentorship and make use of intellectual property to keep the longevity of the assets. Whereas, SMEs after starting off face different, complex and various kinds of external and internal challenges. To stand out these challenges, they must capitalize on their unique selling proposition (USP) to add importance to their products and services

Other than putting in capital and time, MSMEs must start and run their businesses with heart and soul, serving their customers and treating their employees with great sincerity so that the firm stands in the market confidently. Robshaw (2001) argues that for any entrepreneur the most important decision is choosing the type of business he or she wants to run, but almost all entrepreneurs think of it very less. As Robshaw noticed that, businesses can be divided into three categories, depending upon the motivation of entrepreneur: 1) the option for job/survival of business 2) the lifestyle of any business 3) growth of the business. For an entrepreneur, two aspects are basic motivators which are recognition and a sense of achievement that have significant impact in the way entrepreneurs manage and formulate their businesses. Entrepreneurs are supposed to align their personal goals with the goals set for their business. Hopson and Scally (1991) found the two choices for entrepreneurs 1) either pinball living or 2) self-empowerment. Balls unfortunately do not have life in a pinball machine; whereas self-empowerment is a way to increase to take greater charge of themselves and the lives of individuals.

Ragins and Cotton (1991) found that it is not necessarily that ranks and time help in making the first move for everyone. They define establishment stage is composed of people who are in their 20s supported studies by Kram, Isabella (1985) encounter that there are two things which are likely common to all people in their 20s (1) Concern for their professional career like identity - for knowing themselves as who they were as managers and professionals (2) Individual wants to feel self confident and competent as they went about educating the life of

an organization. Kram (1980, 83, 85) also argued that while traditional mentors are important in early stage of career, peers are important at all stages of life. Therefore, it is necessary to explore the feasibility of mentor for first generation of entrepreneurs when they are in the early or establishment stage of career.

Fegenson (1989) in his studies found that mentees ranked their mentors as very important, helpful and influential at time of shaping their career. Non- protégés or non- mentored (women and lower level protégés) are not remain untouched, few researchers have compared the perceived career/ job experience of protégés to those of non-protégés so as to support protégés that how well they are doing in comparison to non- mentored ones.

### **Background of the study**

Thompson (1999) states that Not just in business entrepreneurs can be found in every walks of life he explains that entrepreneurs have created not only financial wealth but also created social and artistic too.. This challenges the basic misrepresentation of the an entrepreneur who is seen as a pirate, self-centered businessman (rather than woman) motivated by profit. It is impotant to generating financial capital, but so is societal capital and inventive or visual capital. Not necessarily that every entrepreneur fits the pattern of a brutal, rigid, success-orientated person in search of a deal. Kind and soft hearted business man are also existing who operates in a more casual way, they are strong at communication and they sell their vision in order to connect and encourage others.

In order to combat above case a mentor is useful and important for an individual and hence for an organization. A mentor or advisor can proves to be an essential asset to a company when it is in its infant stage. He can notify the possible problems at the early stage of it, he can help in finding the solutions to problems and an proves to be foundation of an enterprise. A mentor with his number of years of experience can save a business from major fatal and life taking mistakes with just using a part of his visionary. From the available literature, Deakins et al (1997) argued that the known high failure rates can be minimize if precaution and intervention at pre-start and start-up stages of a business are taken. The crash on the small firm and the aptitude of the capitalist to learn from mistakes is badly understood. But, theoretically, in the early stages of business growth, such interventions should have a major blow. According to Deakins, through experience ability to learn can be acquired by entrepreneurs. This learning process doesn't formulate and planned but entrepreneurs learn to

process the information when they go through the series of experiment, on the basis of which entrepreneurs make their strategy and take crucial decisions.

### Literature Review

Fagenson (1989) said there are two types of individuals mentored and non-mentored, mentored were found to be with more advantageous career/ job outcomes in comparison to individuals who never mentored, irrespective of their gender or level. Moreover women and men both reported equal results in terms of career/ job outcomes, for both high level and low level individuals where as few studies shows the results in contrast to it, Belle and Cotton (1991) found that availability of mentor for women is restricted and very hard to access. It shows that women are denied of mentors and hence less likely to be successful entering into business.

It indicates that gender is significant in the development of mentoring relationship. Many researchers found that gender gap exist significantly between mentor and mentee, hence resulting the mentor-mentee relationship with opposite gender unpopular. This brought the concept of diversified mentoring

Raggins (1997) done the pairing and measured the effect of gender on diversified mentoring relationship which is a combination of mentors and protégés from different groups having different power perspective in an organization. A majority mentor can be a white collar men and a minority mentee can be a women or any other person from minority group or vice-versa.

#### Pairing of Mentor & Mentee in diversified relationship

Relationship	Majority Mentor	Minority Mentor
Majority Mentee	Homogeneous	Heterogeneous
Minority Mentee	Heterogeneous	Homogeneous

A group based restrictions in organizational power may restrict minority mentor's ability to provide career progress functions and may twist peer and organization's feedback to mentor from minority contributes to mentee performance. It focuses on two issues (1) The restricted access to mentoring relationships faced by minority members are restricted to access mentor and his/ her services (2) it is found that when minority members are inferior than their corresponding majority counterparts in terms of power, minority members are less likely to provide advancement to their mentee and impart less inputs required to develop career needs.

## Need and Importance of Formal Mentorship

Literature confirms a significant need of a formal mentorship for women and minority protégés as argued by few researchers like Susane and Jacquelya (1998) that women must pro actively search for mentor as women and minorities are less likely to be accepted by others in the organization than are conventional mentees. In one of the studies conducted by Raggins, Townsend, Mattis, (1998a) fortune 1000 companies were analyzed on gender gap in the execute suite. It was found that that among 13 career advancement strategies women executives showed the importance of having influential mentor at 4<sup>th</sup> place. The probable reason behind this statics is that the women have to work harder than their colleagues and have to develop unique skills and expertise not only this women is suppose to prove the ability on the standards which are kept higher than the standards made for men.

Heima, Kushwant,Pittenger (1996) according to them the coexistence of mentor and mentee can be well nurtured through formal mentoring programme which would be valuable for organization as well for new individual involved in mentoring relationship. Hence women, minority and first generation of entrepreneurs necessary need the support of a mentor to shape, guide and backup their career if they are thinking of starting an entrepreneurial venture.

Beresford and Saunders (2003) who evaluated MBA graduates in their role as mentors to small business projects, found that even as academic skills were recognized as essential requirements at early stage , it was the inter-personal skills, such as listening, which were considered to be more important. The balance of a head and heart approach to mentoring is described by Pegg (1999) in the application of his mentoring model which helps people to focus on the challenges, choices, consequences, creative solutions and conclusions. In the discussion of mentor –mentee relationship, two main methods are used: ‘pulling’ and ‘pushing’. Pulling calls on the capability to offer a shelter; to offer a safe place where the mentee feels to share his thoughts and goals for future in turn he gets support from mentor by building a confidence that mentor has understood the requirement of a mentee. Mentor asks question and probe mentee to clear his doubts and problems. Pushing, on the other side offers motivation; to offer creative ideas, challenges, knowledge, success stories, models and tools, leading-edge thinking and wisdom.

Author	Journal	Title	Main Findings
Styles, Jonathan	International Journal of Technology Intelligence and Planning Volume 4, NO 1 2008 20 - 38	Using SMEs intelligence in mentoring science and technology students	Benefits accrued to the key stakeholders, measures SME competitiveness in commercial terms

Etienne, St-Jean	International Journal of Evidence Based Coaching and Mentoring Vol. 7, No.1, February 2009 Page 151	Factors Leading to Satisfaction in a Mentoring Scheme	Positive role played by the mentor in helping to identify business opportunities, self-confidence and self-esteem
Ho Kwong Kwan,	Journal of Business Research. New York: Apr 2011. Vol. 64,Iss. 4; pg. 363	Effects of mentoring functions on receivers' organizational citizenship behavior in a Chinese context: A two-study Investigation	The study shows the positive impact on business
Brown, Jim	Sudbury Oct 01 1999. Vol. 19 Iss:12: pg 14	Business centre markets mentorship model	166 businesses were started by clients Created more than 300 jobs
Ronald A Wood	Don mills Sep 2003. Vol. 31. Iss. 5 pg 41	Canadian mentorship program for young girls	Offer tangible support When she's starting to envision the career paths available to her and When she's beginning her scientific career
Rivza, B.;	Ministry of Agriculture Republic of LatviaJelgava (Latvia) 2007 p. 239-245	Proceedings of the International Scientific Conference Economic Science for Rural Development	It shows mentorship is positive and successful knowledge and experience transfer system for increasing competitiveness of rural regions and increase of new enterprises

### Gaps based on literature

- It has been observed that very less work has been done on Mentorship for SMEs across the markets
- Majority of the work done is attributed to government's initiative, there has been less involvement of nongovernmental organizations and corporate

- It has also been observed that there has been lack of the accountability from the Mentor's side, there also is lack of ownership from mentor's side
- There has been less initiatives taken monetary recognition and incentivizing schemes for the mentors

### **Need of the Study**

#### **Mentorship – Support to First Generation Entrepreneurs of SMEs**

Although all the studies of mentorship in literature are limited to white collar, educated and restricted to higher education. These characteristics of mentorship relation might restrict the generalization of findings to potential first generation entrepreneurs who are interested in the creation of entrepreneurship through entering into MSME.

The entrepreneurs from non- business background are more prone to the failure of business at the initial stage. They want to do the business but lack of proper guidance and mentorship they feel frustrated and helpless and ultimately this results in failure of the entrepreneurship, business and the economy as a whole

#### **Purpose of the study**

The purpose of the study is to provide mentorship support to SME entrepreneurs. It would be based on the mutual benefit to both the Mentor and the Mentee. Mentee will be benefited in terms of money, reputation, opportunity and exposure whereas mentor would be sharing part of profit, revenue, equity, stake or may be a lump sump amount at the end of the association. Of course mentor would be experiencing honor, and satisfaction.

#### **Methodology**

Based on literature available it can be seen Burke (1984) that (1) Career development functions (2) Phycho-social functions (3) Role modeling functions are exist in Mentoring further an empirical study carried by Scandura (1992) to correlate the above functions with mentee's career success and outcomes in terms of salary, promotions and growth hence the research design was made to extend and incorporate the benefits to both mentor and mentee.

## **Research Design**

### **Sample set**

Entrepreneurs of Delhi/ NCR region and first generation potential entrepreneurs (IITD Students of engineering ) are chosen as the sample set who are willing to take entrepreneurship as their career and responsible for most of the innovation done in India.

### **Sample size & Data Collection**

50 Questionnaires were distributed out of which 41 were filled by respondents, making the response rate of 82% which is highly acceptable response rate .

### **Statistical tools**

Mean Scale value Index and ANOVA (to know Statistical significance) are used to measure the construct since no published measure operationally define the construct of financial share to mentoring, we develop a five- point likert –type scale with responses ranging from 1= strongly disagree to 5 = strongly agree. Table shows the number of items

Respondents were also asked to rate their agreement with statement: “Revenue or Profit Model” in a separate section of the survey. This item was also measured with a five point likert scale.

### **Questionnaire Design**

The whole questionnaire was divided into Preamble and four sections:

Raggins and Cotton (1991) concluded that high rankers or upper management in organization, senior members of the organization are supposed to have significantly greater access to mentor than younger’s, lower rankers and new comers. Additionally, taking the first step does not get considerably easier with time or position so there is need for both theory and research that differentiate between formal and naturally or default mentoring relationship so this study focuses on assigned mentoring.

***Preamble: If children of employee parents wish to become Entrepreneur then they need Mentor***

**Section I:** This section includes the respondent profile like name, age, gender, educational qualification, Interest in becoming entrepreneur and Need of mentorship support.

**Section II:** As per Noe (1988) barriers to mentor-mentee relationship are inconsistent with work timetable, time difficulty and lack of physical immediacy also Habbler and Lowe (1985) found that the mentoring relationship in an organization sometimes present a threat to mentor from mentee side, mentor may see his mentee as a competitor in long run This section is about mentorship motivation in this we tried to figure out the suitability of Mentor his motivation and demonization to become a mentor.

**Section III:** This section looks into the financial reward model for mentorship under the stability of mentee-mentor relationship.

**Section IV:** Kram and Isabella (1985) studied that after the end of tenure of assigned mentorship, the kind of relationship which emerges is quite different from mentorship it is more likely to be peer relationship during this phase mentee can enhance his career stage and peer relationship with age and time so even after the end of formal mentorship, mentee can reap the benefits of the mentorship In this section perspective of mentee analyzed to share his Profit or Revenue with Mentor in terms of percentage and upto 15-20 years.

### **Analysis and Findings based on Primary Research**

#### **Section I and Section II**

**We have asked the respondents as to what extent the following can be suitable Mentor for a budding entrepreneur who is not from business family**

Above question from Section II was evaluated on the bases of section I. We have analyzed this questions in two ways....interest based suitability of the mentor and need based suitability of the mentor.

<b>Interest based suitability of the mentor - Mean Scale Value Index Table</b>										
<b>Interes t in becom ing entrep reneur</b>		<b>Succes sful Entrep reneur</b>	<b>Sr. Exec utive Tech nical</b>	<b>Sr. Man ager Mar ketin g</b>	<b>Ba nke r</b>	<b>Chart ed Acco untan t</b>	<b>Engin eering Profes sor</b>	<b>Manag ement Profes sor</b>	<b>La wye r</b>	<b>Profes sional Consu ltant</b>
Low	Mean	3.800	2.60 0	3.000	2.6 00	2.800	2.800	2.400	2.60 0	3.800
	Std. Deviati on	0.837	1.14 0	1.414	1.1 40	1.304	1.095	1.673	1.14 0	0.837
Mediu m	Mean	4.412	3.29 4	3.765	3.0 00	3.000	2.412	3.176	3.00 0	3.647
	Std. Deviati on	0.712	0.92 0	0.831	1.1 18	0.707	0.870	0.728	0.93 5	0.931
High	Mean	3.842	2.89 5	3.474	3.1 58	3.000	2.474	3.421	2.52 6	3.368
	Std. Deviati on	1.344	1.19 7	1.020	1.2 14	1.247	0.964	1.216	1.07 3	1.535

**Findings-** On the basis of MSVI table it has been noted that those who have the low, medium, high inclination or interest towards becoming an entrepreneur they perceived successful entrepreneur as a suitable mentor followed by professional consultant and Sr. manager marketing at second and third place respectively. For potential entrepreneurs with non business background, successful entrepreneur emerged as a potential mentor. It may have been caused by success factor such type of entrepreneurs have got an edge over others.

Professional consultants are equally desirable for low interest category of potential entrepreneurs where as there is only a .1 mean difference between successful entrepreneur and Sr. marketing manager in high interest category.

A management professor can be seen as fourth choice as a potential mentor with .5 mean difference in comparison to Sr.marketing manager who is at third place.

Need based suitability of the mentor - Mean Scale Value Index Table										
Need of mentorship support		Successful Entrepreneur	Sr. Executive (Technical)	Sr. Manager (Marketing)	Banker	Chartered Accountant	Engineering Professor	Management Professor	Lawyer	Professional Consultant
Low	Mean	3.33	3.50	3.50	2.67	3.00	2.67	2.83	3.17	3.67
	Std. Deviation	1.37	1.05	0.84	1.21	1.26	1.03	1.47	0.75	0.82
Medium	Mean	4.07	2.71	3.64	2.93	2.93	2.21	2.71	2.50	3.79
	Std. Deviation	1.21	1.20	1.15	1.38	1.00	0.70	1.07	1.22	1.25
High	Mean	4.29	3.10	3.48	3.19	3.00	2.62	3.62	2.76	3.33
	Std. Deviation	0.85	1.00	0.98	0.98	1.05	1.02	0.92	0.94	1.32

**Findings:** 14 percent respondents think that there is very low need of mentorship assume professional consultant as a suitable mentor where as with only .3 mean difference between successful entrepreneur and professional consultant, successful entrepreneur has become the first choice for respondents who feel that there is a moderate need of mentorship support.

On the other hand 50 percent almost more than half of the respondents are strongly shows the need of mentorship support. Like medium category respondents their first choice is also a successful entrepreneur. With 3.6 mean difference management professor is second most preferable mentor

Overall all in all categories the most preferable mentor for those who think that there is a need of mentorship support, is a successful entrepreneur followed by professional consultant and management professor.

Table 4: ANOVA Interest based suitability of Mentor Need based suitability of Mentor

	<b>F</b>	<b>Significance</b>	<b>Rank</b>	<b>F</b>	<b>Significance</b>	<b>Rank</b>
<b>Successful Entrepreneur</b>	1.459	0.245	2	1.890	0.165	2
<b>Sr. Executive (Technical)</b>	1.048	0.360	4	1.208	0.310	3
<b>Sr. Manager (Marketing)</b>	1.206	0.311	3	0.115	0.891	8
<b>Banker</b>	0.459	0.635	6	0.544	0.585	7
<b>Chartered Accountant</b>	0.078	0.925	9	0.021	0.979	9
<b>Engineering Professor</b>	0.333	0.719	8	0.932	0.403	4
<b>Management Professor</b>	1.698	0.197	1	3.474	0.041	1
<b>Lawyer</b>	1.005	0.376	5	0.902	0.414	5
<b>Professional Consultant</b>	0.351	0.706	7	0.598	0.555	6

Management professor has been given rank 1 to show is preference over successful entrepreneur, who is the most preferred mentor as per the mean scale value index.

**Note: To see the statistical difference ANOVA is calculated. On the basis of significance level ranking is given to each variable.**

## **Section II**

**2.1 We have asked the respondents as to what extent the following motivating factors are likely to enhance Mentorship for entrepreneurs**

Table 5: Motivating Factors for Mentorship Support

Need of mentorship support		Feeling of giving to Society/country	Utilization of such capability	Experimenting new business ideas	Post-retirement from own business	Monetary Benefits / Wealth Maximization	Quest for Fame
Low	Mean	3.5	3.83	3.33	3.33	3.67	3.17
	Std. Deviation	1.378	0.983	1.033	0.816	1.506	1.329
Medium	Mean	3	3.71	4	3.14	3.79	3.57
	Std. Deviation	1.109	0.994	0.877	1.027	1.424	1.505
High	Mean	3.62	3.76	4.14	3.52	3.9	3.67
	Std. Deviation	1.117	0.831	0.793	1.123	0.831	1.065

Findings: Respondents with low need of mentorship give more weighage to utilization of capability. It shows that a mentor wants to use his/her skills and experience to render mentorship support.

With the average of 3.79 in medium category, monetary benefits and wealth maximization seems to be a motive to support mentorship. But these respondents are not ignoring the qualitative aspect of mentorship this is why their second preference is utilization of such capability

Experimenting new ideas is the first choice of those who think that there is high need of mentorship support. It compels to visualize mentorship support as gate way of innovation and research & development

Table 6:ANOVA Motivating Factors for Mentorship Support

	<b>F</b>	<b>Sig.</b>	<b>Rank</b>
<b>Feeling of giving to Society/country</b>	2.402	0.104	1
<b>Utilization of such capability</b>	0.569	0.571	4
<b>Experimenting new business ideas</b>	1.302	0.284	2
<b>Post-retirement from own business</b>	1.144	0.329	3
<b>Monetary Benefits / Wealth Maximization</b>	0.427	0.656	5
<b>Quest for Fame</b>	0.235	0.792	6

ANOVA table is not showing any significant difference (.05 sig). The inferences can be drawn on the basis of ascending order of the significance. Feeling of giving to society can be a factor which influenced most of the respondents to backup mentorship. Whereas experimenting new ideas is the second most interesting factor to motivate mentorship

**2.2 We have asked the respondents as to what extent the following de-motivating factors are likely to hinder mentorship**

Need of mentorship support		Creation of competitor for self	Fear/Jealously of Mentee overtaking the Mentor	Not expecting financial rewards from Mentorship	Mentee may not listen to genuine advice	Mentee may fudge accounts & show lower profits	Possible behavioral problems of the Mentee	Mentee may be instigated against mentor
Low	Mean	2.167	2.667	2.167	3.167	3.000	3.500	2.667
	Std. Deviation	1.329	1.211	0.753	0.753	0.894	0.837	0.516
Medium	Mean	2.643	2.643	2.643	2.857	2.571	2.571	2.429
	Std. Deviation	1.336	1.277	1.082	1.406	1.222	1.399	1.089
High	Mean	2.952	2.857	3.143	2.810	2.857	2.952	2.952
	Std. Deviation	1.564	1.459	1.014	0.928	1.062	1.203	1.244

Table 7: De-motivating Factors for Mentorship Support

Findings: Possible behavioral problems of the mentee found to be the most de-motivating factor for more than 17 % respondents from low category. Assuming the most common qualitative aspect affecting negatively to mentorship support.

In medium category respondents perceived ‘mentee may not listen genuine advice’ as the de-motivating factor but have not ignored the other factors like “creation of competition for self”, “fear of mentee overtaking the mentor ” and “not expecting rewards from mentorship”, also weighted them equally.

The higher side is more into the expectation of financial rewards and keeping other qualitative parameters as secondary to realize the de-motivation.

Table 8: ANOVA De-motivating Factors to hinder mentorship

	<b>F</b>	<b>Sig.</b>	<b>Rank</b>
Creation of competitor for self	0.715	0.496	4
Fear/Jealousy of Mentee overtaking the Mentor	0.118	0.889	7
Not expecting financial rewards from Mentorship	2.551	0.091	1
Mentee may not listen to genuine advice	0.251	0.779	6
Mentee may fudge accounts & show lower profits	0.423	0.658	2
Possible behavioral problems of the Mentee	1.224	0.305	3
Mentee may be instigated against mentor	0.930	0.404	5

The relative mean difference obtained from ANOVA shows the expectation of monetary benefits. Lack of such reward may hinder mentorship. Whereas seventh rank is been given to such a parameter which shows the confidence level of a mentor as the mentor is not much afraid of taken over by mentee but giving weightage to other factors.

### Section III: Financial Reward Model for Mentorship

#### 3.1 We have asked the respondents as to what is the extent of stability of Mentee-Mentor Relationship under the below situations

Table 9: Stability of Mentee-Mentor Relationship

<b>Mean Scale Value Index</b>						
<b>Need of mentorship support</b>		<b>Mentor gets lump-sum amount after successful start of enterprise</b>	<b>Mentor gets a % share of revenue</b>	<b>Mentor gets a % share of profit</b>	<b>Mentorship is taken as CSR activity</b>	<b>Mentee gives some equity to Mentor</b>
Low	Mean	2.667	3.167	3.167	3.167	3.667
	Std. Deviation	0.816	0.753	1.472	1.329	0.816
Medium	Mean	2.643	3.571	3.643	3.071	3.286
	Std. Deviation	1.151	1.222	1.216	0.997	0.914
High	Mean	3.000	3.381	3.762	2.905	3.571
	Std. Deviation	1	1	1	1	1

Findings: More than 15% in low category perceive mentorship as CSR activity on contrary to it they are also ready to pay some equity to mentor. Although there is no significant difference among the variables.

On the other hand, medium and higher both sides of respondents are agreeing to share a part of profit with their mentor.

It shows that if there is a need of mentorship support mentees are ready to give them financial rewards.

Table 10: ANOVA Stability of Mentee-Mentor Relationship

	<b>F</b>	<b>Sig.</b>	<b>Rank</b>
Mentor gets lump-sum amount after successful start of enterprise	0.455	0.638	3
Mentor gets a % share of revenue	0.285	0.754	4
Mentor gets a % share of profit	0.544	0.585	1
Mentorship is taken as CSR activity	0.187	0.830	5
Mentee gives some equity to Mentor	0.463	0.633	2

Statistically, data is not showing any significant difference among the groups therefore variables are assigned ranks in their ascending order to see the preferences of the respondents.

Potential entrepreneurs are willing to give financial reward to mentor as sharing of profit and equity are ranked 1st and 2nd respectively

#### **Section IV: Profit or Revenue Share for Mentor**

##### **4.1 We have asked the respondents as to what is the percentage of profits that should accrue to mentor for dedicated / sincerest mentorship**

Table 11: Percent-Profit Share for Mentor

<b>Mean Scale Value Index</b>					
<b>Need of mentorship support</b>		<b>Up to 5 years &lt;1%</b>	<b>Up to 10 years 1-5%</b>	<b>Up to 15 years 5-10%</b>	<b>Up to 20 years 10-15%</b>
Low	Mean	2.83	3.00	3.17	3.00
	Std. Deviation	1.169	0.894	1.169	1.414
Medium	Mean	3.43	3.21	2.86	2.57
	Std. Deviation	1.342	0.893	1.351	1.742
High	Mean	3.19	3.33	3.62	3.67
	Std. Deviation	1.365	1.155	1.359	1.528

Potential entrepreneurs are seeking the mentors support for up to 15 years and are willing to share 5-10% of profit but after 15 years they are not willing to share the same amount of profit rather the percentage of share has been decreased once the sufficient profitability is attained. Same trend can be noted with medium category also.

Those who perceive high need of mentorship support, willing to retain a mentor for maximum number of years and also willing to increase the percentage of profit share.

#### **4.2 We have asked the respondents as to what is the percentage of total revenue that should accrue to mentor for dedicated / sincerest mentorship**

Table 12: Percent-Revenue Share for Mentor

<b>Mean Scale Value Index</b>					
<b>Need of mentorship support</b>		<b>Up to 2 years &lt;1%</b>	<b>Up to 5 years 1-5%</b>	<b>Up to 10 years 5-10%</b>	<b>Up to 15 years 10-15%</b>
Low	Mean	2.00	2.67	2.50	2.67
	Std. Deviation	0.894	0.816	0.837	1.033
Medium	Mean	2.86	2.71	2.36	2.36
	Std. Deviation	1.231	0.994	1.393	1.499
High	Mean	2.52	2.76	3.19	3.29
	Std. Deviation	1.25	1.221	1.504	1.648

It can be seen that potential entrepreneurs are expecting the financial Mentor-Mentee relationship for up to 10 years. The percent-profit share is between 5-10 % whereas percent-revenue share is only between 1-5%. However in both the cases share shows the increasing

trend upto to desired number of years (10 years) and then association is showing decreasing trend.

### **Limitations of the Study**

- Because of small sample size the ANOVA table doesn't show the significant results due to which researcher is failed to reject the null hypothesis
- Secondly the respondents are potential entrepreneurs from IITD (Indian Institute of Technology Delhi) and NCR only. So the scope for understanding is limited to a specific set only. The sample set needs to be taken from other sources also.

### **Further Scope of the study**

Mean difference and the relative mean difference (ANOVA) of the variables shows the different results with less amount of variation. For instance mean for successful entrepreneur is highest in Mean Scale Value Index but ranked second as per ANOVA table. Since ANOVA is a relative mean this difference is obvious and does not make any considerable difference.

Hence there is a scope for the further study to test the Viability of Mentorship Model for SME Entrepreneurs.

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