



**UNIVERSITY WITH A PURPOSE**

**ENTREPRENEURSHIP / STARTUP BUSINESS IN AVIATION  
INDUSTRY IN INDIA**

**BY**

**ADITYA D. DIXIT**

**SAP ID: 500064753**

**Guided By**

**NIRAV UPADHYAY**

**ASSISTANT MANAGER**

**SA AIRWORKS INDIA PVT. LTD.**

**A DISSERTATION REPORT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR**

**MBA IN AVIATION MANAGEMENT**

**OF**

**UNIVERSITY OF PETROLEUM & ENERGY STUDIES,**

**CENTRE FOR CONTINUING EDUCATION,**

**DEHRADUN, INDIA.**

**2019**

## **ACKNOWLEDGEMENT**

This is to acknowledge with thanks the help, guidance and support that I have received during the Dissertation.

I have no words to express a deep sense of gratitude to the management of **M/s. Airworks India Engg. Pvt. Ltd.** for giving me an opportunity to pursue my Dissertation, and in particular **Mr. Nirav Upadhyay** (Assistant Manager, SA Airworks India Pvt. Ltd.), for his able guidance and support.

I must also thank **Mr. N. Varaprasad** (General Manager, Airworks India Engg. Pvt. Ltd.) for his valuable support.

Finally I also want to express my gratitude of **all the officials and other staff members of Airworks India Engg. Pvt. Ltd.** who rendered their help during the period of my Dissertation.

### **ADITYA DIXIT**

1 D/601, Maitreyee CHS.,  
New MHADA Colony,  
Near NNP., Dindoshi,  
Malad – (E). Mumbai – 400097.  
Mobile No. +91 9819 0950 07  
E-mail: aditya131313@gmail.com

Date: 19<sup>th</sup> July, 2019

Place: Mumbai



**SA Air Works India Pvt. Ltd.**

- A Scandinavian Avionics and Air Works India Joint Venture -



### **Declaration by the Guide**

This is to certify that the **Mr. Aditya Dipak Dixit**, a student of **MBA in Aviation Management**, SAP ID **500064753** of UPES has successfully completed this dissertation report on **“ENTREPRENEURSHIP / STARTUP BUSINESS IN AVIATION INDUSTRY IN INDIA”** under my supervision.

Further, I certify that the work is based on the investigation made, data collected and analyzed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfillment for the award of degree of MBA.

*Nirav.*

**Nirav Upadhyay**  
**Assistant Manager**  
Mumbai Old Airport, Gate # 8,  
Near Kalina Military Camp,  
Santacruz - (E). Mumbai - 400029.  
MOBILE: +91 9820 2906 47  
E-mail: nirav.upadhyay@saairworks.in

Date: 19th July, 2019  
Place: Mumbai

## INDEX

### Table of Contents

|   |     |
|---|-----|
| ACKNOWLEDGEMENT .....   | I   |
| A DECLARATION BY THE GUIDE .....                                | II  |
| List of Tables and Illustrations .....                          | V   |
| List of Figures .....   | VI  |
| ABSTRACT.....   | VII |
| CHAPTER 1 INTRODUCTION .....                                    | 1   |
| 1.1 Introduction .....  | 1   |
| 1.2 Entrepreneurship – A journey loaded with difficulties ..... | 2   |
| 1.3 The Common Challenges faced by Entrepreneurs .....          | 5   |
| 1.4 Opportunities in Indian Aviation Industry .....             | 12  |
| 1.5 The Problem on Hand .....                                   | 16  |
| 1.6 Objective of the Study.....                                 | 16  |
| CHAPTER 2 LITERATURE REVIEW .....                               | 17  |
| CHAPTER 3 INDUSTRY PROFILE .....                                | 24  |
| CHAPTER 4 RESEARCH METHODOLOGY .....                            | 30  |
| 4.1 Introduction .....  | 30  |
| 4.2 Research Design .....                                       | 30  |
| 4.3 Source of Data .....  | 31  |
| 4.4 Data Collection.....  | 31  |
| 4.5 Research Tool.....  | 32  |
| 4.6 Questionnaire .....   | 32  |
| 4.7 Sample Size .....   | 32  |
| 4.8 Statistical Tool.....                                       | 32  |

|   |    |
|---|----|
| 4.9 Interpretation .....                      | 32 |
| 4.10 Likert scale .....                       | 33 |
| 4.11 Limitations .....                        | 33 |
| CHAPTER 5 DATA ANALYSIS .....                 | 34 |
| CHAPTER 6 FINDINGS.....                       | 49 |
| CHAPTER 7 CONCLUSION AND RECOMMENDATION ..... | 51 |
| 7.1 Conclusion.....                           | 51 |
| 7.2 Recommendation.....                       | 52 |
| REFERENCE.....                                | 53 |
| APPENDIX.....                                 | 58 |
| Questionnaire .....                           | 58 |

## List of Tables and Illustrations

| List of Tables   | Page No. |
|--|----------|
| Table 1 Age group of entrepreneurs                     | 34       |
| Table 2 Residential status                             | 35       |
| Table 3 Personal background                            | 36       |
| Table 4 No. of Employees in your firm                  | 37       |
| Table 5 Type of company                                | 38       |
| Table 6 Initial capital of company                     | 39       |
| Table 7 Current capital                                | 40       |
| Table 8 Source of funding                              | 41       |
| Table 9 Break-even period                              | 42       |
| Table 10 Current financial condition                   | 43       |
| Table 11 Current ROI                                   | 44       |
| Table 12 Difficulty in getting Permissions / Approvals | 45       |
| Table 13 Infrastructural constraints                   | 46       |
| Table 14 Entry barrier                                 | 47       |
| Table 15 Retaining skilled man power                   | 48       |

## List of Figures

| Figure/ Charts   | Page No. |
|--|----------|
| Chart 1 Age group of entrepreneurs                     | 34       |
| Chart 2 Residential status                             | 35       |
| Chart 3 Personal background                            | 36       |
| Chart 4 No. of Employees in your firm                  | 37       |
| Chart 5 Type of company                                | 38       |
| Chart 6 Initial capital of company                     | 39       |
| Chart 7 Current capital                                | 40       |
| Chart 8 Source of funding                              | 41       |
| Chart 9 Break-even period                              | 42       |
| Chart 10 Current financial condition                   | 43       |
| Chart 11 Current ROI                                   | 44       |
| Chart 12 Difficulty in getting Permissions / Approvals | 45       |
| Chart 13 Infrastructural constraints                   | 46       |
| Chart 14 Entry barrier                                 | 47       |
| Chart 15 Retaining skilled man power                   | 48       |

## ABSTRACT

The general development in Commercial aviation (scheduled airlines) as well as General aviation (non-Scheduled - Air Charter/business flying) has gotten open doors for business people. This brought forth entrepreneurship in various areas of aviation industry. Since the aviation business in India is still in its development organize, there isn't much reference accessible to the business visionaries who connect with themselves in aviation related business. Opportunity identification has progressively been seen as a center trait of entrepreneurship (Shane and Venkataraman, 2000), without which entrepreneurship can't occur (Singh, 1998). Entrepreneurs are a distinction breed, who drives the society, businesses and economy of nations on the loose. Entrepreneurs are brought into the world with flame and their flame inside turns into a woods fire as they tap the opportunity and become wildly successful. This investigation has made an endeavor to assess the variables which go about as flame inside the entrepreneurs. Studies demonstrate that the biggest boom in the worldwide Aviation industry will be activated from India and the present patterns are as of now demonstrating this. Entrepreneurs in the Aviation maintenance segment should set themselves up for this exponential development amid 2010 – 2020. This will require uncommon endeavors to connect with the OEMs (original equipment manufacturers) who can approve these business people to deal with the after deals backing of their items here in India.



## CHAPTER 1 INTRODUCTION

### 1.1 Introduction

All entrepreneurs begin with yearnings for self and the general public. These desires drive their scan for chances to offer items and administrations, acquire joint efforts, prepare assets and take activities for developments. They likewise shape the vision and mission of the venture as it takes roots and balances out. The entrepreneurs also have some ideas about market needs and their capabilities to fulfil the need. These ideas and aspirations form the strategic template of their enterprise (Bird, 1988). In fact the nature of these aspirations forms the basis for categorization of entrepreneurship as social entrepreneurship or commercial entrepreneurship (Austin, Stevenson & Wei-Skillen, 2006). While the crucial yearning or motivation behind social entrepreneurship is to make social esteem, the reason for business entrepreneurship is to make individual and investor riches. The achievement or disappointment of the business person methodology can be found as far as its effect on the yearnings.

Amid the most recent two decades, the commercial aviation industry in India has seen multi crease development because of the expansion in number of individuals going via air and hence has offered ascend to the need of more flying machine upkeep. The corporate or business flying has additionally observed amazing development, as the business houses have developed and original business people have made riches with the development in economy.

The general development in Commercial aviation (scheduled airlines) as well as General aviation (non-Scheduled - Air Charter/business flying) has gotten open doors for business people. This brought forth entrepreneurship in various areas of aviation industry. Since the aviation business in India is still in its development organize, there isn't much reference accessible to the business visionaries who connect with themselves in aviation related business. In the development arrange, each industry continues attempting distinctive business models and subsequently the difficulties looked by the business people are differed. In the development arrange business models and systems should be changed in accordance with the differing outside business situations. The business elements in the development stage are most astounding and along these lines the enterprising aptitudes are put to test amid this

phase. Achievement of a business visionary relies upon his/her flexibility to the adjustments in outside condition.

Opportunity identification has progressively been seen as a centre trait of entrepreneurship (Shane and Venkataraman, 2000), without which entrepreneurship can't occur (Singh, 1998). Entrepreneurs are a distinction breed, who drives the society, businesses and economy of nations on the loose. Entrepreneurs are brought into the world with flame and their flame inside turns into a woods fire as they tap the opportunity and become wildly successful. This investigation has made an endeavour to assess the variables which go about as flame inside the entrepreneurs.

It is hard to envision the economy of India less Tata, Reliance and Infosys, these being just 3 such names of effective enterprises for reference reason. Indeed, even such a creative mind would carry shudder to financial experts. Likewise there are a great many entrepreneurs adding to the economy of India, directly from the milk man who conveys milk each day morning to our homes to the auto rickshaw driver who takes us from our home to office. They are on the whole entrepreneurs who are self-motivated, self-driven and self-managed, who add to the economy in their own specific manner. No industry can development or advance without entrepreneurs.

### **1.2 Entrepreneurship – A journey loaded with difficulties**

"Entrepreneurship is the acknowledgment and quest for opportunity without respect to the resources you as of now control, with certainty that you can succeed, with the adaptability to change course as important, and with the will to bounce back from difficulties." An entrepreneur is an individual who starts a business to pursue a vision, to profit, and to be the ace of his/her own spirit (both monetarily and profoundly). Natural in the endeavour is the risk of what the future may bring. Thusly, a basic key to progress is that the entrepreneur additionally be an "informed" risk taker.

As per Muthu Kumar and Ayyapan (2003) – "There is no such thing as a decent time or awful time to start organizations, all times are similarly testing. Openings dependably exist, what is significant is the frame of mind which one takes to entrepreneurship. Nothing in the past that one has done can set one up for "throwing everything up" and turning into an entrepreneur. No administration training or hypothesis can give answers to the Right Way to

assemble an organization starting with no outside help. A large number of the best of the board scholars have been discovered needing, when it came to running their own organization."

The reality remains, that lone 1 out of 100 start-ups succeeds. If one somehow happened to get some information about their odds of progress, most would give themselves more prominent than even chances, even as high as a 60-70% shot of accomplishment. The truth however, is altogether different. While nobody can anticipate achievement or disappointment, it is essential to do things appropriate in the first place.

Fruitful entrepreneurs are the individuals who have the extraordinary capacity to explain in an energetic manner what their vision is, to their financial specialists, yet additionally to their representatives and potential clients. They ought to comprehend their restrictions, willing to be considered responsible, should be engaged, persistent and resolved to succeed. As they develop their businesses, they should figure out how to augment their inward circles and enable their experts for their business to develop.

Analysts have been conflicting in their meanings of entrepreneurship (Brockhaus and Horwitz, 1986, Sexton and Smilor, Wortman, 1987; Gartner, 1988). Definitions have accentuated an expansive scope of exercises including the making of associations (Gartner, 1988), the doing of new mixes (Schumpeter, 1934), the investigation of chances (Kirzner, 1973), the orientation of vulnerability (Knight 1921), the uniting of variables of generation (Say, 1803), and others (See Long, 1983). The diagram beneath presents a few creators meaning of entrepreneurship and endeavours to abridge these perspectives into an increasingly significant entirety.

As indicated by Richard Cantillon (around 1730): Entrepreneurship is characterized as self-work of any kind. Entrepreneurs purchase at specific costs in the present and sell at unsure costs later on. The entrepreneur is a carrier of vulnerability.

As characterized by Jean Baptiste Say (1816); An entrepreneur is the specialist "who joins all methods for generation and who finds in the estimation of the items, the restoration of the whole capital he utilizes, and the estimation of the wages, the intrigue, and lease which he pays, just as benefits having a place with himself."

As per Frank Knight (1921) he characterizes entrepreneurs as: Entrepreneurs endeavour to foresee and follow up on change inside markets. Knight stress the entrepreneur's job in

bearing the vulnerability of market elements. Entrepreneurs' are required to perform such essential administrative capacities as heading and control.

Entrepreneurs are characterized by Joseph Schumpeter (1934) as; the entrepreneur is the trend-setter who executes change inside markets through the doing of new mixes. The completing of new blends can take a few structures; 1) the presentation of another great or quality thereof, 2) the presentation of another strategy for creation, 3) the opening of another market, 4) the success of another wellspring of supply of new materials or parts, 5) the doing of the new association of any industry. Schumpeter compared entrepreneurship with the idea of advancement connected to a business setting. Accordingly, the entrepreneur moves the market far from harmony. Schumpeter's definition likewise underscored the mix of resources. However, the administrators of officially settled business are not entrepreneurs to Schumpeter.

Another meaning of entrepreneurship by Penrose (1963) is; Entrepreneurial action includes recognizing openings inside the financial framework. Administrative limits are not the same as entrepreneurial limits

The exploration researcher While Harvey Leibenstein (1968, 1979) characterizes it as; the entrepreneur fills market lacks through info finishing exercises. Entrepreneurship includes exercises important to make or carry on an enterprise where not all markets are entrenched or unmistakably characterized as well as in which significant pieces of the creation capacity are not totally known.

Late during the 1970s analyst Israel Kirzner (1979) has characterized entrepreneurs as ; The entrepreneur perceives and follows up on market openings. The entrepreneur is basically an arbitrageur. As opposed to Schumpeter's perspective, the entrepreneur pushes the market toward balance.

The Entrepreneurship Centre at Miami University of Ohio has a fascinating meaning of entrepreneurship: "Entrepreneurship is the way toward recognizing, creating, and breathing life into a vision. The vision might be an inventive thought, an opportunity, or essentially a superior method to accomplish something. The final product of this procedure is the formation of another endeavour, framed under states of risk and significant vulnerability."

In summary, entrepreneurship is frequently seen as a capacity which includes the abuse of chances which exist inside a market. Such misuse is most regularly connected with the

bearing as well as mix of beneficial information sources. Entrepreneurs as a rule are considered to endure risk while seeking after circumstances, and regularly are related with imaginative and inventive activities. Furthermore, entrepreneurs embrace an administrative job in their exercises; however routine administration of a continuous activity isn't viewed as entrepreneurship. In this sense entrepreneurial action is temporary. An individual may play out an entrepreneurial capacity in making an association, however later is consigned to the job of overseeing it without playing out an entrepreneurial job. In this sense, some entrepreneurs would not be viewed as entrepreneurs. At last, people inside associations (for example non-authors) can be delegated entrepreneurs since they seek after the abuse of chances. In this way business endeavour is suitably viewed as a type of entrepreneurship.

### **1.3 The Common Challenges faced by Entrepreneurs**

The internet boom has brought in vast opportunities; entrepreneurs have become one of the most dynamic forces in the economy of India. Entrepreneurs are now driving the technology boom, which is itself driving much of the country's economic growth. This makes entrepreneurs very important from a macro-economic perspective. They have turned into a more extensive economic wonder that majorly affects the economy. As the globalism of business becomes even more widespread, this impact will be felt even more deeply. Entrepreneurs have already become a major force in positioning India in the worldwide economy.

The extent of what entrepreneurship includes will proceed to change and advance as India continues to change and evolve, and yet there are some common issues of how to start a business, how to finance the business, how to run the business that this community can share and learn from each other. While there are many heroes and stories, entrepreneurism is an established field with a wide range of issues at all stages of the enterprise.

A shared factor for all entrepreneurs is the test of beginning a business, be it through designing something, searching for another thought inside a business, finding the correct chance to break into a business or becoming tied up with a franchise. All of these take planning and organizing all the aspects so that the entrepreneur reaches his goals. Entrepreneurs are also faced with the challenge of financing their entrepreneurial venture. So except if the venture originates from self-funding, getting money is a test that requires

planning funding proposals or applications to be written and presented for loans, venture capital, angel investors or even IPO's.

It might be felt that subsequent to defeating those difficulties, it would be a smooth cruising. Given the business has a decent arrangement; everything ought to continue with minor glitches. Be that as it may, the usage stage is by all accounts the genuine represent the deciding moment purpose of an entrepreneurial venture. Increasingly practical, maybe, is that there are such a wide assortment of abilities required at the usage arrange, that nobody individual can have what it takes to deal with every one of the capacities well. The genuine ability is for entrepreneurs to perceive what they progress nicely and after that discover workers or subcontractors who can fill the holes.

One approach to take a gander at this usage stage is to take a gander at what number of various abilities is associated with working a business. Working a business includes representatives, showcasing, promoting, deals, correspondences, advertising, lawful necessities, government guidelines, preparing the workplace, hazard the board, fiasco arranging, emergency the executives, protection, innovation, equipment, programming, the web, and the budgetary parts of the organization - accounting, overseeing obligation, assessments, and assets stream.

Most businesses are worked around solid specialized premise. Well beyond this, in any case, is the reasonable part of the board: morals, authority, development theory, and even the leave methodology of the organization. These are substantially less unmistakable, yet set the general topic and course that the business will take.

Ken Ryan (1967), quoted that "He that is prepared has half won the battle.". This is true for all startup entrepreneurs and studies have shown that entrepreneurs who prepared themselves well before starting their business were more successful. Every entrepreneur faces several challenges in his journey to establish the enterprise. Discussions reveal that below are 10 common Business Challenges every entrepreneur faces when building a business from scratch:

### **1. Developing the Vision and Idea**

This is normally the main challenge looked by each entrepreneur. Finding the correct business opportunity or inventively building up a thought is positively not a simple undertaking. "Envisioning the thought" is the principal genuine assignment of an entrepreneur. As an entrepreneur, one must build up the capacity to perceive what others can't see. While others see issues, an entrepreneur must see openings.

Be that as it may, seeing open doors is only the principal task. The principle challenge is his capacity to manufacture that opportunity into a business thought. This is a business challenge in light of the fact that the way toward changing open doors into business plans resembles attempting to transform lead into gold. This could be known as the way toward "Making Value from Nothing." Non-entrepreneurs probably won't be acquainted with the procedure. The procedure of:

- Identifying an issue - Seeing an opportunity in the issue - Coming up with an answer - Developing your opportunity into a business thought - Integrating your answer into the business plan.

Another way "building up the vision and thought" will be a business challenge in which an entrepreneur should sometimes expect the job of a magician. While others choose not to move on and present, an entrepreneur must envision and gauge what's to come. An entrepreneur should dependably be comparatively radical or else he may lose his significance. He should be able to bring into present what is yet to be.

In the late 70s and mid-80s, while IBM saw increment sought after for their centralized server PCs, Steve Jobs envisioned a PC in each home and Bill Gates envisioned the requirement for simple to utilize programming for PCs. While everybody saw people flying as an outlandish undertaking, the Wright siblings envisioned a flying machine. Back in those occasions when vehicles were uniquely designed and solely for the rich, Henry Ford envisioned reasonable autos for the majority. These couple of models plainly show that building up the vision and thought is the principal genuine assignment of an entrepreneur.

## **2. Raising Capital**

In the wake of creating thought, the following challenge looked by an entrepreneur is the challenge of raising capital. An entrepreneur is the main individual who knows the plan

deeply. He is the one in particular who knows the account of things to come. Attempting to persuade financial specialists about something that doesn't exist is unquestionably a challenge.

There is a whole other world to raising capital than just requesting money. Most financial specialists need to put resources into effectively settled businesses with negligible risk. When building a business starting with no outside help, raising capital is unquestionably a business challenge each entrepreneur must face.

To defeat this challenge, an entrepreneur must build up the capacity to offer his thought and vision to potential financial specialists. "Sell his thoughts", implies improving correspondence ability and way of introduction. In the round of raising capital, he should have a decent story upheld by a solid business plan.

### **3. Collecting a Team**

The third challenge looked by entrepreneurs throughout building up a business is amassing the correct group. Here group does not mean ordinary representatives; it implies a "round table key business group" that will meet consistently to conceptualize on approaches to develop the business.

As an entrepreneur, one will undoubtedly have qualities and shortcomings. That is the more reason he needs to amass a solid group that will conceal for his shortcomings. A group is a need in the mission to fabricate a business. Presently finding a business group is only the primary obstacle, moving the energy and vision to the group is the genuine bit of cake.

An entrepreneur must endeavour to ensure his group considers the to be through his eyes. They should have faith in his conceivable outcomes and should likewise be enthusiastic about making that probability a reality. In the event that they can't get a handle on his vision, in the event that they can't see their future with him, at that point they are not commendable being in the group.

The key business group may include the financier, money related counsel, bookkeeper, organization secretary or legitimate guide and whatever other masters that will be of gigantic effect to the business.



#### **4. Finding the Right Location**

Sometime an entrepreneur may feel that finding a decent area is simple however finding a decent area at the correct cost is certainly difficult. Coming up next are highlights one must consider before picking an area. These highlights are liable to change regarding the industry of business:

- Suitable cost - Easy access to crude materials - Good street arrange. - Basic civilities and foundations - Adequate Power supply - Easy access to modest work - State and Central tax cuts - Favourable Government budgetary and money related arrangement - Current monetary strategy and political circumstance.

#### **5. Finding the Right Employees**

The individuals who are as of now entrepreneurs realize that it is so hard to locate a dedicated, dependable representative. Most agents need to work less and get paid more Finding a decent representative will's identity enthusiastic about conveying his or her administrations is very troublesome.

Workers are the agents to clients and the outside world. They are an impression of business culture and morals of the organization. On the off chance that a representative is awful or discourteous to clients, it will depict an awful picture of the organization. So one must be cautious when enlisting workers. There is a brilliant guideline pursued by fruitful organizations; "Contract moderate and fire quick."

#### **6. Discovering Good Customers**

The 6th business challenges an entrepreneur countenances is the challenge of discovering great clients. At the point when during the time spent structure a business starting with no outside help, an entrepreneur will understand that there are great clients and awful clients.

One should truly be wary for terrible clients. Great clients are extremely elusive. A decent client will be faithful to the organization and will excuse if there is any slip-up and one

apologizes. A decent client will attempt to make the best decision that will profit both him and the organization commonly. An awful client will dependably search for escape clauses in the organization's approach to endeavour and make somewhere in the range of few increases. Terrible clients will dependably attempt to misuse the organization's generosity and search for approaches to sham the organization. Terrible clients are in charge of awful obligations. Great clients assemble the business and terrible clients will dependably attempt to exchange the business. Similarly as the workers are terminated, an entrepreneur should likewise be set up to terminate terrible clients decisively.

### **7. Defeating Competition**

Rivalry is the following challenge an entrepreneur faces. Most people consider rivalry to be a plague however entrepreneurs consider rivalry to be a decent challenge. They consider rivalry to be a benchmark for innovativeness, the principle motor for development and quality items at extraordinary costs. Without rivalry, there will be no advancement and without development, the world will be stale.

Entrepreneurs must consider rivalry to be an invited challenge. Rivalry keeps the entrepreneurs on their toes and drives them to continually improve their items and administrations. Be that as it may, one must be cautious; rivalry can cause business to lose its significance in the eye of the clients so an entrepreneur should dependably be wary.

"In the event that you don't have an upper hand, don't contend." – Jack Welch

### **8. Unforeseen Challenges and Expenses**

Similarly as a mariner gets ready for sudden tempest, similarly as a pilot is dependably on the watch for unusual terrible climate and rainstorms, so should an entrepreneur be set up for whatever comes. Sudden challenges can come as:

- Unexpected fights in court - Inconsistent government arrangement - Not having the option to pay rates - Unpaid bills and charges - Unexpected renunciation of staff from delicate positions - Bad obligations from clients - Loss of market share - Dwindling working capital - Inadequate stock or stock

These challenges, if not taken care of appropriately can demolish the arrangement of an entrepreneur to construct a fruitful business sans preparation. Another challenge entrepreneurs must expect is an unexpected increment in business costs. If not taken care of appropriately, it may result in consistent negative income and in the end, the business disappointment.

### **9. Staying aware of Industrial Changes and Trends**

Change in patterns is extremely a business challenge an entrepreneur must be set up for. Patterns have made and broken part of businesses. There are a few instances of beneficial businesses that have been cleared out by slight mechanical changes and patterns. A regular model is the Dot com pattern, where numerous mechanical based businesses were cleared out by new electronic website organizations. At the point when the Dot com period started, business proprietors were left with just two alternatives. It is possible that they join the website train or they get squashed by the website train.

Prepared entrepreneurs realize that pattern is dependably a companion and are continually eager to quickly alter their business with the present pattern. Keeping their eyes open to spot patterns is extremely a challenge yet the enormous undertaking will be an entrepreneur's capacity to rapidly utilize the pattern furthering his potential benefit.

### **10. Exiting the Business:**

"In the realm of business and contributing, an entrepreneur's exit could easily compare to his entrance. A decent thumb of principle is; "exit before you enter." - Robert Kiyosaki

When building a business without any preparation, entrepreneurs would confront the business challenge of deciding their leave system. Similarly as the statement above states, the entrepreneur needs to design his leave system before he even starts the business. Most entrepreneurs maintain their business with no designs to exit and regardless of whether they have a leave technique; they think that it's hard to execute it.

Prior to starting a business, it is most suitable to dependably design the exit. There are benchmarks one can use to decide the exit from business. Most keen entrepreneurs utilize this

benchmark as an objective and once the particular target is achieved, they leave the business.

Instances of such benchmarks are:

- Annual deals - Annual Turnover - Asset Base - Market Saturation - Customer base or number of clients.

With regards to leaving the business, there are three leave methodologies you can apply. The leave methodologies are:

**Surrendering the business to proficient administrators:** When the business achieves a specific phase of development, entrepreneurs can exit by giving it to proficient chiefs. For this situation, the business still has a place with him yet he isn't required with its everyday issues. The entrepreneurs surrender managerial job to accept the job of a guard dog. At the point when the entrepreneur exits as such, he will have all the more extra time to investigate different undertakings or resign.

**Selling the business secretly:** For this situation, the entrepreneur leaves the business by offering it to a private financial specialist. After the deal and move of benefits is finished, entrepreneur has nothing to do with the business once more.

**Taking the organization open:** The extraordinary thing about this sort of leave technique is that while the entrepreneur is selling his business (in type of offers) to open financial specialists, despite everything he possesses and control the business.

The above presentation about entrepreneurship and challenges would give an over all perspective on the entrepreneurial abilities and different factors and stages, which will help comprehend the entrepreneurial parts of advancement and sustenance of entrepreneurs in aviation business.

#### **1.4 Opportunities in Indian Aviation Industry**

There are in excess of three million sections in a plane that requires many merchants to finish. The aerospace industry in India is at a defining moment. A few research and gauges have anticipated an energizing future for the industry. In the following 10 years, an expected, INR 5 lakh crore (\$ 100 billion) will be put on acquisitions in the aerospace and barrier area in India.

The powerful development capability of the industry pulls in original equipment manufacturers (OEMs) in this segment to arrangement offices in India. In spite of the fact that the incubation period is long, organizations who have made their capital ventures are taking a gander at CAGR of almost 50 percent consistently.

### **1. India's Strong Framework**

India has a solid framework to give every single imperative resource to this industry — innovative work abilities, driving data technology and building administrations, manufacturing aptitude with worldwide firms situated in India, and an enormous pool of semi-skilled labour. Entrepreneurs, who need to enter this field, and notwithstanding existing players must perceive the open doors with the most yield.

### **2. Government Policies**

Ideal policies made by the government have advanced extension and development in this division. The ongoing "Make in India" activity has gone about as a push for airframe manufacturers to progressively utilize indigenous aerospace providers. The policies presented by the Ministry of Civil Aviation have set an antecedent for government activities that would support aerospace manufacturing.

The counterbalance statement of a nation characterizes the strategy for rerouting acquirement subsidizes paid to universal temporary workers once again into India.

The Defence Procurement Policy (DPP-2005) gave extraordinary advantages to Indian Defence industry.

Direct counterbalance implied universal players would consent to coproduce explicit segments of its items or get related administrations in India. This rate was expanded which helped worldwide players receive a minimal effort manufacturing base and consequently, gave Indian organizations access to technology and built up India as a centre for aerospace parts.

### **3. India as an Aerospace centre point**

India's aerospace and resistance manufacturing segment keeps on developing and extend through associations, new production lines and research offices. The whirlwind of exercises in the ongoing past has helped the nation acquire the acknowledgment of being one of the world's real aerospace centre points. The blend of open and private players assuming a functioning job has guaranteed this.

Telangana gloats of the nation's first Aerospace and Precision Engineering SEZ Park. Karnataka has likewise urged SEZs to be set up in different shrewd urban communities.

In the private part, Reliance Defence Limited had reported designs to dispatch a worldwide aerospace technology research focus in Bengaluru.

Boeing additionally has kept on extending its impression in the nation as the Boeing Research and Technology India Center, which is the Indian partner to its exploration and technology association in the US. Aequus Aerospace had propelled its aerospace biological system in Belagavi which has pulled in a few contracts to India.

### **4. Growing Competition**

There are in excess of three million sections in a plane that requires many merchants to finish. While rivalry might be seen as negative in many parts, it is certain sign for the Indian Aerospace and Defense industry. The segment urges more players to put resources into and upgrade the manufacturing procedure. An aggressive market advances development and shared development. The aerospace segment is vigorously reliant on the store network and with expanded players; more segments can be manufactured inside India. Along these lines, there will likewise be specialization in manufacturing of certain basic segments.

There is additionally colossal extension for different businesses to add to this part. Notwithstanding, in spite of India's data technology division being comprehensively perceived, the Aerospace & Defense industry is yet to use this quality.

## **5. Enormous Pool of Manpower**

Thinking about the curiosity of the aerospace industry, various alumni have not had the option to coordinate the prerequisite in the industry. Aerospace requires certain skills that supplement the zero mistake strategy in aerospace manufacturing.

Considering the accuracy of skill required, there must be thorough preparing given to each one of the individuals who might be legitimately taking a shot at the parts. While there is a shortage of skilled work in the aerospace part, the individuals who have been prepared on apparatus in the vehicle industry can be re-skilled to fit the aerospace division.

Organizations have stepped up to the plate and train experts in this regard. Aequus Aerospace had propelled the Aerospace Knowledge Center (AKC), with a vision to instruct fresher's and representatives in the skills that exactness aerospace manufacturing needs. It is a specialty skill that holds high worth and isn't customarily accessible in India. Since the organization has nearness in France and US, they had the option to bring exceptionally experienced educators to instruct about each part of aerospace manufacturing. They additionally give guiding to understudies in schools in Belagavi all things considered among the most favoured fields in designing.

## **6. Capabilities and Capacity**

India has dependably had plentiful ability to deliver segments at low expenses. Considering the work cost is extremely low and there are sufficient resources, manufacturing in aerospace is conceivable without any difficulty when contrasted with different nations.

Be that as it may, since India is still at a beginning stage, there is a shortage in accessible technology. Globally, nations like France and USA have had the option to enhance with technology throughout the years and improve systems.

This guarantees exceptionally effective procedures that guarantee most noteworthy nature of item. With global accomplices, there is a plausibility technology move and in the meantime, the accomplices can exploit the minimal effort of creation. Being centred around two key territories, expanding inward capacities and building brilliant organizations, is the thing that helps increment the edges. Practicing and being aggressive all-inclusive is significant.

The Indian Aerospace and Defense Industry is on the way of getting to be self-dependent. The manufacturing area particularly is encountering an upheaval with benefits taking off and a few firms being spoken to all around. With a blasting division and enormous chances, interests in Aerospace Manufacturing are currently at a record-breaking high.

### **1.5 The Problem on Hand**

The rising unemployment rate in India has realized creating disappointment among the immature. Besides there is constantly issue of underemployment. In this manner, extending the pioneering practices in the country is the primary solace. By some coincidence, both the reports masterminded by Planning Commission to create business open entryways for 10 crore people all through the accompanying ten years have earnestly recommended free work as a leave plan for joining unemployed youth.

We have the entire imperative specialized and learning base to respond to the entrepreneurial call. The achievement of Indian business people in Silicon Valley is obvious as verification. The main thing that is missing is certainty and mental readiness. We are to a greater degree a responsive sort of a people. We have to escape this and turn out to be more proactive. Additionally vital than the ability and learning base is the boldness to take the dive, our issue is we don't extend ourselves. Nonetheless, it is thankful that the present eras of youth don't have hang-ups about the past legacy and will try (Gupta, 2001). These are the general population who will achieve business in India.

### **1.6 Objective of the Study**

- Overview of aviation industry and find gap for startup opportunity.
- Understand the opinions of people working in aviation.
- Finding ease of business reality.
- Suggesting options for new entrepreneurs by skills and capital.



## CHAPTER 2 LITERATURE REVIEW

The research scholar Howard G. Jones has done a detailed study on the history of WACO Aircraft company, which started in the year 1919 and closed in 1963. His dissertation shows how the Waco aircraft company reflects the transformation of economic conditions in the twentieth century. Starting soon after the first world war, its entrepreneur, Clayton J. Brukner, built up a system of connections inside the aviation industry. This allowed his company to develop significant competitive advantage in the private flying market. Those advantages and the popular appeal of aviation helped Waco to become largest manufacturer of civilian aircrafts.

This research by Howard has emphasized on the networking and relationships of entrepreneurs in the aviation industry. Waco aircraft manufacturer's entrepreneur Brukner was involved with the trade associations and that revealed the critical role government played in the development of his company.

Howard wrote in his findings that relationships play an important role for any entrepreneur to be successful in his venture. Through the research on Waco aircraft manufacturing company, Howard has concluded that Waco Aircraft Company is a case that highlights the importance of public and private collaborations in encouraging innovative behaviour amongst entrepreneurs. In little firms the creative drive regularly lies with one pioneer. His research has studied this leader, the entrepreneur, as the key factor for economic growth of any country.

This research's findings show that the activities of an entrepreneur cause market disequilibria that creates the opportunities for consumers and firms to reallocate their resources more efficiently. A series of innovations stimulates economic growth, adding a dynamic component to the static equilibrium free market competition theoretically imposed on economies. The research on Waco Aircraft Company is particularly useful because it includes both entrepreneurial success and a remarkable failure to continue innovative efforts as market conditions changed.

This study reveals that although Brukner the promoter of Waco Aircraft Company was not flamboyant, his leadership helped him shape the early expansion of an industry in which his

country played a predominant role. He personally forged the manufacturing, marketing and management components into a coherent system that gathered market information and translated it into products that won sales regularly exceeding the combined efforts of his two closest competitors. A key to his success was his active participation in every aspect of his company. He met people and fellow aviation entrepreneurs at gatherings and learned about the competition first-hand. This helped him structure his procedure and shape his organization.

Simon Buck and Zen Lei Strategic (2008), have conducted a research on the topic Charter Airlines - Have they the future. Their report highlights factors in both the internal and external business environment which are plaguing Ryanair in terms of maintaining a strategic orientation that is completely congruent with sales goals and growth initiatives. A micro- and macro-level analysis of the firm in 2008 gives over all idea of the growth trends in Air Charter business in the Europe which could be compared to the Air charter business growth in India.

PEST examination is an abbreviation for political, financial, social and mechanical (Channon, 1997). Each of the previously mentioned powers is ordered by a specific full scale level outside impact, every one of which straightforwardly impacts vital bearing of Air Charter business. The external political environment is one of significant factors effecting the Air charter business. It is relatively common knowledge that political stability effects the air charter business, thus the operators do not experience issues with governmental instability as a concern regarding passenger volumes or flight destinations.

Mathew J. Manimala (1999) adds to this talk through his exposition - Entrepreneurial Policies and Strategies. "Considering the fact that the Government cannot be the sole employer, the role of entrepreneur in alleviation of poverty is enormous, especially when entrepreneurs invest in the area of ICT, which is a huge employer of labour directly and indirectly.

"Successful entrepreneurs are those who have the great ability to articulate in a passionate way what their vision is, to not just their investors, but also to their employees and potential customers. They should understand their limitations, willing to be held accountable, need to be focused, tenacious and determined to succeed. As they grow their businesses, they must learn to enlarge their inner circles and empower their professionals for their business to grow."

Mathew Manimal has done an extensive research on the traits of entrepreneurs and development of Entrepreneurial policies and strategies for Singapore government. During his research he has interview several small and medium entrepreneurs and drawn conclusions about the common traits found in them for achieving the success in business. The common goal which he found with all the entrepreneurs interviewed was persuasive and passion.

It is sited that the entrepreneurial skills are difference in different countries depending on the socio economic conditions of there; however the persuasion and passion are two traits which are common all over the world in the entrepreneurs.

Shawn Wang and Peng Chau (1990), discuss the specific details about success of Baidu the internet based entrepreneurship. China emerged as a global powerhouse, poised to become one of the world's biggest economies in the near future. Baidu, now one of that Asian country's major technology companies, has played a critical role in this growth and is now looking to expand beyond the Chinese market. In many ways the company exemplifies the pioneering energy coming out of China, a movement Wang described as "first generation entrepreneurship." "In China, if you want to be successful, you really have to have the courage, you have to have the mentality to do something that's never been done before," he said. "This is really first generation entrepreneurship in China. This is becoming big. It only happened in the last few years."

China's new entrepreneurs face major challenges, as they are forced to come up with their own roadmaps to success, he said. Entrepreneurs and executives from the United States and other countries can get guidance from "corporate policies, corporate procedures, and corporate manuals that you can just follow," he said. "We're starting from scratch,". The potential for growth clearly is huge for companies such as Baidu as China's economy steadily expands, Wang said. Baidu is a major Chinese language internet search company and web platform for businesses. "Our biggest challenge is managing our growth," he said. "We can only be our own competitor. Our ability to execute, our ability to grow our people, manage our business, and manage the scale of the operations—these are the challenges we face. And this is the challenge all Chinese companies face." Wang joined Baidu as chief financial officer in 2004. Before then, he was a partner at PricewaterhouseCoopers, working with PwC's Global Capital Market Group in such cities as New York, London, Hong Kong, and Beijing.

During the literature survey several national and international journals were studied and an understanding made about the entrepreneurship skill related to aviation industry.

Opportunity identification has increasingly been viewed as a core attribute of entrepreneurship (Shane & Venkataraman, 2000) without which entrepreneurship cannot take place (Singh, 1998). This research also addresses the fundamental question of entrepreneurship from a cognitive perspective: why some people are able to identify entrepreneurial opportunities in the aviation sector. It suggests that social networks, information diversity, prior knowledge and entrepreneurial alertness are necessary but not sufficient to explain the process of identifying entrepreneurial opportunities. Whether an opportunity can be identified necessitates cognitive processing, which refers to the mode of thinking through connecting previously unconnected matrices or domains of information.

According to the industry research papers published in industry journals (Aviation week, Feb 2010), it takes almost over 5,000 people to put each flight on air and perhaps another 5,000 to ensure that you fly without any incidents and land safely. Over 95% of these people don't work for airline companies.

Ko Chi Chung (2009), has greatly contributed to the study of entrepreneurship through his research work and dissertation with topic Entrepreneurial opportunity identification – Through Bisociative mode of thinking in Aviation maintenance. Opportunity identification has increasingly being viewed as a core attribute of entrepreneurship (Shane & Venkataraman, 2000), without which entrepreneurship cannot take place (Singh, 1998).

This dissertation addresses the fundamental question of entrepreneurship from a cognitive perspective: why some people are able to identify entrepreneurial opportunities. It suggests that social networks, information diversity, prior knowledge, and entrepreneurial alertness are necessary but not sufficient to explain the process of identifying entrepreneurial opportunities. Whether an opportunity can be identified necessitates cognitive processing in the form of bisociation, which refers to the bisociative mode of thinking through connecting previously unconnected matrices or domains of information (Koestler, 1964). By incorporating the role of bisociation in process of opportunity identification, the framework of this study differs from previous ones in that (1) it highlights the importance of an individual's bisociative mode of thinking to opportunity identification as a mediator; (2) it looks into the moderating effects of high technology entrepreneurs; (3) it considers a framework broader than firm creation with respect to opportunity identification, by taking

into account innovative product, services, or technology opportunities in the existing business; (4) it focuses on the identification of novel opportunities only; and (5) it examines the influence of individuals and opportunities, rather than environmental antecedents and consequences because entrepreneurial opportunity identification is primarily an individual-level phenomenon (Hills, Shrader, & Lumpkin, 1999).

While there was no relationship between social networks and entrepreneurial opportunity identification, it was found that the bisociative mode of thinking did act as a mediator for information diversity, prior knowledge and entrepreneurial alertness with respect to the number of entrepreneurial opportunities identified. Moreover, the relationship between prior knowledge and number of entrepreneurial opportunities identified was stronger for high technology entrepreneurs. One of the most important units of observation for analysing the determinants of entrepreneurship has been at the level of the individual. Observational trial of the model of salary decision has concentrated on close to home qualities. For example, using U.S data, Evans and Leighton (1989a, 1989b and 1990) link personal characteristics, such as education, experience and age as well as employment status, of almost 4000 white guys to the choice to start another firm. Other studies, such as Bates (1990) also using U.S data, and Blanch flower and Meyer (1994), emphasize human capital in the income choice. Storey (1991, p.177) concluded that, "the consensus is that time series analysis point to unemployment being, *ceteris paribus*, positively associated with indices of new firm formation, whereas cross-sectional, or pooled cross-sectional studies appear to indicate the reverse. Attempts to reconcile these differences have not been wholly successful. They may reflect conceivable determination blunders in the assessing conditions, since none incorporate all the free factors which have been demonstrated to be noteworthy in the current writing. Specifically, we recommend that more consideration is given to the issue of tax assessment, investment funds and state benefits than has been the situation before."

In the European context, Foti and Vivareli (1994) analyse self-employment data in Italy and find out that unemployment has a positive impact entry into self-employment. Ritsila and Tervo (2002) found the existence of a positive and non-linear effect of personal unemployment on the likelihood of an individual to become an entrepreneur. However, DE Wit and Van Winden's (1989) findings suggest that the probability of self-employment is positively influenced on the earnings differential between self-employed and wages from employment, having a relatively high score on an IQ test applied at the age of 12, and the employment status of the father (being self-employed). Delmastro and Colombo (2001)

inspect the qualities of innovative entrepreneurs in Italy. Specifically, they recognize contrasts in the qualities found between the web part and other ICT businesses. Their discoveries propose that entrepreneurs who started firms in web based businesses are deliberately more youthful than their partners in other ICT ventures.

Thus, over the decades, many studies have been conducted on the relationship between the entrepreneur's human capital and the post-entry performance of new or entrepreneurial firms. These studies generally demonstrate that the entrepreneur's age, education, work experience, and other factors, have a positive effect on the post-entry performance. Among all these, age of the entrepreneur is very important because on the one hand, age increases individual ability to exploit opportunities. On the other hand, however, opportunity costs and therefore reluctance to bear risk increases with age. The empirical evidence on the effect of age on new firm formation is controversial (see Reynolds, et. al.; 1994 for a survey). Age has also been shown to correlate positively with entrepreneurial firm performance (Birley, 1987). Among them, Cressy (1996) emphasizes the role of the entrepreneur's human capital, especially his or her age, and suggests a model that assumes the probability of a new firm's survival is an increasing function of an entrepreneur's age. In a study of 71 small business owners, it was found that risk-taking propensities depended on the following factors: age, education, years of business experience, span of life and size of the business (Schwer and Yucelt, 1984). On the other hand, the life cycle approach to business development (Kimberly and Miles, 1980; Scott and Bruce, 1987) suggests that the risk-taking propensity of the entrepreneur decreases over time; when the entrepreneur makes a transition to business manager, then by definition, he or she becomes less of a risk -taker and instead assumes a caretaker role. Several researchers in the typology field (Cooper, 1997; Chell and Haworth, 1992; Miner et al., 1992; Westhead, 1990; Birch, 1987; Smith, 1967) have found in these studies is that risk-taking propensity varies according to personality type.

Sinha's (1996) treatise covered human factors in entrepreneurship effectiveness. The study revealed that successful entrepreneurs were relatively younger in age, technically educated and had some business background in the family. Thus, the link between the development of a preference for an entrepreneurial career and factors such as parental role models (Scherer et al., 1989), education and employment history (Cooper, 1973), age of the entrepreneur and family life cycle stage (Petrof, 1981), socio-cultural (Terpstra et al., 1993) and economic factors (Gould and Keeble, 1984) have all been explored in the literature (see Garavan et al. 1997 for a review). However, only a few fragmented studies have concentrated mainly on

entrepreneur's age which in this paper is hypothesized to have an impact on firm entry, ownership and risk.

Rishiksha T. Krishnan (2008) has contributed to the literature survey through their research paper with topic "The Indian Aviation Industry 2008", submitted to Indian Institute of Management, Bangalore. The focus of this paper is on the domestic airline industry in India, their operations and growth in next 5 years. This research paper gives details about the factors affecting the operational costs of the airlines in India and how they are balancing these costs to survive. This study also gives information on per hour maintenance cost involved in flying of aircrafts and its impact on the overall cost of the airline. This research paper compares the airline industry with the aircraft manufacturers and the overall growth of this industry.

## CHAPTER 3 INDUSTRY PROFILE

Indian Aviation Industry is one of the quickest developing airline businesses on the planet. The historical backdrop of Indian Aviation Industry began in December 1912 with its first residential air course among Karachi and Delhi. It was opened by the Indian Air Services in a joint effort with the UK based Imperial Airways as an expansion of London-Karachi flight of the Imperial Airways. Goodbye Sons Ltd., the primary Indian airline, began a customary airmail service among Karachi and Madras three years after the fact with no sponsorship from the Indian government.

During the time of freedom, 9 air transport organizations were conveying both air freight and passengers in the Indian Territory. In 1948, the Indian Government and Air India set up a joint division organization, Air India International to further reinforce the Aviation Industry of India. As a feature of nationalization in 1953 of Indian Airlines (IA) brought the household common aviation part under the domain of Indian Government. Later till the mid 1990's government-possessed airlines overwhelmed Indian aviation industry. At the point when the government embraced the Open-sky strategy in 1990 and other advancement arrangements the Indian Aviation Indian made experienced a fast and sensational change.

Continuously 2000 a few private airlines have gone into the aviation business in progression and a lot more were going to go into the field. Indian aviation industry today is commanded by private airlines and eases transporters like Deccan Airlines, Go Air, and Spice Jet, and so forth. What's more, Indian Airlines, the monster of Indian air travel industry, bit by bit lost its piece of the pie to these private airlines. As per the report of CAPA, these spending bearers are probably going to twofold their piece of the pie by 2010 - one of the most astounding on the planet.

India has 464 airports and airstrips, of which 125 airports are claimed via Airport Authority of India (AAI). These 125 AAI airports oversee near 78% of domestic passenger traffic and 22% of global passenger traffic. Domestic airlines conveyed 123.32 mn passengers amid 2017-18 contrasted with 103.75 mn amid the past relating period. Maintenance, Repair and Overhaul (MRO) industry is required to develop to \$ 1.2 bn by 2020 from \$ 950 mn right now.



As indicated by information discharged by the Department of Industrial Policy and Promotion (DIPP), FDI inflows in India's air transport segment (counting air cargo) came to US\$ 1,817.23 million between April 2000 and December 2018. The government has 100 percent FDI under programmed course in booked air transport administration, local air transport administration and domestic planned passenger airline. In any case, FDI more than 49 percent would require government endorsement.

India's aviation industry is relied upon to observe Rs 35,000 crore (US\$ 4.99 billion) interest in the following four years. The Indian government wants to contribute US\$ 1.83 billion for improvement of airport infrastructure alongside aviation navigation benefits by 2026.

### **Brief Introduction**

Indian Aviation Industry has been one of the quickest developing aviation businesses on the planet with private airlines representing more than 75 % of the part of the residential aviation showcase. With a compound yearly development rate (CAGR) of 18 % and 454 airports and airstrips set up in the nation, of which 16 are assigned as international airports, it has been expressed that the aviation segment will observe restoration by 2011.

In 2009 with increment in rush hour gridlock development and increment in incomes by nearly US\$ 21.4 million, the Airports Authority of India appears to be set to accumulate better edges in 2009-10, according to the most recent appraisals discharged by the Ministry of Civil Aviation.

This is as a rule essentially credited as a result of the expansion in the offer of income from Delhi International Airport Limited (DIAL) and Mumbai International Airport Limited (MIAL). Passengers conveyed by Indian local airlines from January-February 2010 remained at 8,056,000 as against 6,761,000 in the relating time of 2009-a development of 19.2 %, as indicated by a report discharged by the Ministry of Civil Aviation.

Today, the arrangement of the international airport of Hyderabad has been among the world class standard five in the yearly Airport Service Quality (ASQ) passenger survey close by airports at Seoul, Singapore, Hong Kong and Beijing. This airport in Hyderabad is overseen by an open private joint endeavor comprising of the GMR Group, Malaysia Airports

Holdings Berhad and both the State Government of Andhra Pradesh and the Airports Authority of India (AAI).

The Indian aviation division can be extensively separated into the accompanying principle classifications:

- Scheduled air transport service incorporates local and international airlines.
- Non-booked air transport service comprises of sanction administrators and air taxi administrators.
- Air payload service, which incorporates air transportation of freight and mail.

**Planned air transport service:** It is an air transport service attempted between at least two places and worked by a distributed timetable. It incorporates:

- Domestic airlines, which give planned flights inside India and to choose international goals. Air Deccan, Spice Jet, Kingfisher Airline and IndiGo are a portion of the household players in the business.
- International airlines work from planned international air services to and from India.

**Non-planned air transport service:** It is an air transport service other than the booked one and might be on sanction premise and additionally non-planned premise. The administrator isn't allowed to distribute time calendar and issue tickets to passengers.

**Air load services:** It is an air transportation of freight and mail. It might be on booked or non-planned premise. These activities are to goals inside India. For activity outside India, the administrator needs to take explicit authorization of Directorate General of Civil Aviation exhibiting his ability for leading such a task.

### **Size of the Industry**

India is one of the quickest developing aviation advertises on the planet. An aggregate of 127 airports in the nation, which incorporate 13 international airports, 7 custom airports, 80

household airports and 28 common enclaves are overseen by The Airport Authority of India (AAI). There are around 450 airports and 1091 enlisted aircrafts in India today.

### **Top Leading Companies**

Players in Indian aviation industry can be characterized into three gatherings:

- Public players
- Private players
- Startup players

There are three open players: Air India, Indian Airlines and Alliance Air. The private players incorporate Jet Airways, Air Sahara, Paramount airways, Go Air Airlines, Kingfisher Airlines, Spice Jet, Air Deccan and some more. The startup players are those which are intending to go into the business sectors. Some of them are Magic Air, Omega Air, Premier Star Air and MDLR Airlines.

### **Work Opportunities**

Today India Aviation Industry requires around 7,500-8,000 pilots and an equivalent number or more air lodge group by 2010. Substantial pay bundles are anticipating pilots with a business pilot permit (CPL). A beginner pilot can begin his profession with a pay of Rs 2.5-3 lakh a month with a business airline. With the abrupt increment in the quantity of airlines, pilots are in extraordinary interest.

**Aviation sector provides the following types of opportunities:**

- Co-pilot
- Commercial pilot
- Air traffic controller
- Air cargo pilot
- Cabin safety instructor

- Expert cabin crew
- Cabin services instructor
- In-flight managers
- In-flight base managers
- Maintenance controllers
- Licensed aircraft maintenance engineering
- Cabin crew
- Cargo officers
- Training instructor
- Ground staff
- Quality control manager.
- Guest service agent

### **Latest Developments**

Toward modernization of non-metro airports the Airports Authority of India (AAI) wants to spend over US\$ 1.02 billion of every 2010. There are even plans of the city-side improvement of 24 airports, including airports at Ahmedabad and Amritsar. There are even moreover, 11 new Greenfield airports which are in pipeline which have been distinguished to decrease passenger load on existing airports.

The government has shaped National Aviation Company Ltd (NACIL) by consolidating national bearers Air India and Indian Airlines into a solitary element. The blue print was set up by the common aviation service to change over Delhi airport into an international center point for passenger airlines and has been done as such as of late.

### **Modernization of Airports**

Airports Authority of India (AAI) deals with the advancement and modernization of every one of the 35 non-metro airports in the nation at the same time and work is expected to be finished continuously end of 2010. Entirely possessed auxiliaries of AAI are being made for advancement of these airports. As per the AAI there are work orders for terminal structures at

13 airports, and for airside improvement, including runway, cover, fire station, control tower and detachment straight, at 19 airports.

### **Approach on Merchant Airports**

Indian Aviation Industry will permit 100 % remote direct speculation (FDI) in the improvement of airport foundation, the Government is quick moving towards settling an approach on dealer airports. Under this new idea, shipper airports will be assembled totally by private gatherings with their very own assets, with no government financing.

### **Development in MRO Segment**

Indian Aviation with the appearance of minimal effort airlines and consistently expanding passenger traffic there is an armada development. There is an Initiation of the totally different business road for worldwide aircraft organizations in upkeep, repair and upgrade (MRO). This MRO office gives major and minor upkeep, renovation and repairs of aircraft. The goliath players like Boeing and Airbus have declared their arrangements for MRO offices in India.

### **Foreign Equity Participation in Air Transport Services**

As of late the Government in India has endorsed the Domestic Air Transport Policy which accommodates remote value cooperation up to 49% and furthermore venture by Non-Resident Indians (NRIs) up to 100% in the residential air transport services. As the government intends to fix a higher remote direct venture (FDI) roof for five sub-segments of the business in days to come the progression of outside speculation into aviation is probably going to get smoother.

## CHAPTER 4 RESEARCH METHODOLOGY

### 4.1 Introduction

Research methodology is that part of the research work that comprise of taking a systematic approach in solving a problem it is a science that concerns about how the research will be carried out. Researchers have mentioned methodology as “the procedure by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology (Emory, 2010).” It is a process of studying different methods by which knowledge may be accumulated. The aim of the research methodology is to give the work plan of project.

There are different types of method which are applied in the process to collect data for conducting the study and meet with the objectives set in the first chapter. Methods according to Vander Stoep and Johnson (2009) help in creating the basic outline structure of the methods that should be employed in the study

Research technique is a way to deal with purposely deal with the investigation issue. In this envision, we find out about various steps that are generally grasped by the expert in focusing on his examination to know the investigation procedures and frameworks just as the methodology.

Experts furthermore need to understand the assumptions crucial procedures and they need to know the criteria by which they can pick that particular frameworks and techniques will be appropriate to explicit issues and others won't. This suggests it is central for the researcher to layout his framework for his issues as the equivalent may differentiate from issue to issue.

### 4.2 Research Design

The research design is selected by the researcher strictly by evaluating the aim and objectives identified in the proposal. It is the apt design of the research that enables the researcher to complete the study in a systematic manner. There are three types of research designs specifically used in dissertation or applied for conducting academic research. These are explanatory, exploratory and descriptive (Yin, 2003).

The design of the research venture famously known as the "Research design" decision with respect to what, where, when, how much, by what means concerning an inquiry or a research study constitutes research design. The research has concentrated each and every step of research design to design the project. The researcher wants to study the various aspects of aviation industry and find the gap for startup opportunity. Also the researcher wanted to determine the opinions of people working in aviation. The researcher wanted to study the ease of business reality in aviation industry. The researcher design is based on objective of research.

#### **4.3 Source of Data**

Both secondary and primary data was used in this study. Primary data will be collected directly from the people from aviation industry, using questionnaire specially prepared for this purpose. Secondary data was collected from various related books, magazines, reports prepared by entrepreneurs, research scholars, various websites, etc.

#### **4.4 Data Collection**

There are two types of methods used for data collection which are

##### **Primary Data**

I collected primary data using methods such as interviews and questionnaires. The key point here is that the data that collected is unique to research. I have tried to collect the data using a questionnaire method.

##### **Secondary Data**

Secondary data was collected through the internet, company website, office records, etc.

#### **4.5 Research Tool**

The research tool used by the researcher is questionnaire. The questionnaire consists of 15 questions of various dimensions related to the entrepreneurship in an aviation industry in India

#### **4.6 Questionnaire**

I was using the questionnaire for collecting data.

At first, a work in progress was readied remembering the goal of the research. A pilot concentrate was done so as to know the precision of the questionnaire. The last questionnaire was arrived simply after certain significant changes were finished. Thus my sampling came out to be judgmental and continent.

#### **4.7 Sample Size**

The sample size is 100 and main focus in this study is on full time entrepreneurship in aviation industry. Simple random sampling is used for this research. The questionnaire has been distributed to peoples working in aviation industry.

#### **4.8 Statistical Tool**

The data collected and classified, tabulated, analysed and interpreted in percentage to carry out the objectives of the study. The simplified data is then portrayed in the forms of tables and charts.

#### **4.9 Interpretation**

I have use interpretation on the base of the analysed data and also some recommendations are given to fill the loopholes of the actual scenario.



#### **4.10 Likert scale**

I have used Likert scale for data analysis. These comprise of various articulations which express either a favourable or unfavourable attitude towards the given object to which the respondents are asked to react. The respondent responds to in terms of several degrees of dissatisfaction or satisfaction.

#### **4.11 Limitations**

This study experience the following limitations

- This study is limited to entrepreneurs and aviation industry related people only.
- The result of the study is based on the views of the participants. Hence the data collected from them may be biased.
- The time allotted for the study is limited

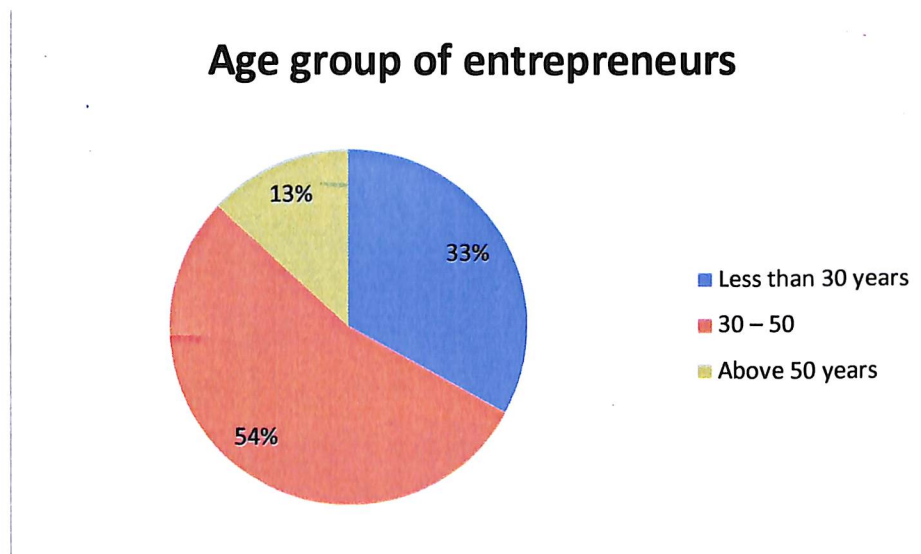
## CHAPTER 5 DATA ANALYSIS

1. What is the age group of entrepreneurs?

Table 1 Age group of entrepreneurs

| Options            | No of Respondents | % of Respondents |
|--------------------|-------------------|------------------|
| Less than 30 years | 33                | 33%              |
| 30 – 50            | 54                | 54%              |
| Above 50 years     | 13                | 13%              |
| Total              | 100               | 100%             |

Chart 1 Age group of entrepreneurs



### Interpretation

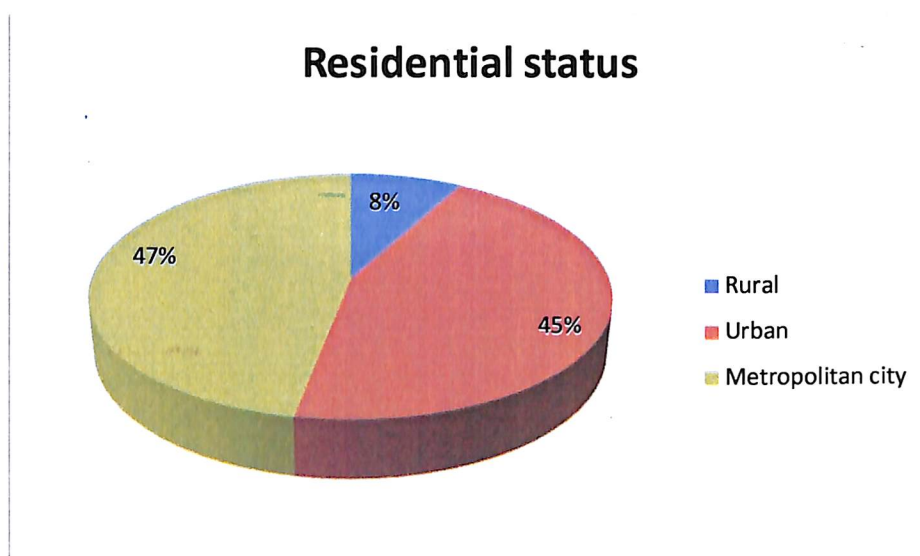
The above chart show the 33% of respondents age is less than 30 year, 54% of Respondents are in between 30-50 age group and 13% of respondents are above 50 years age group, so it is interpreted that maximum number of entrepreneurs fell in 30-50 age group.

## 2. What is the residential status of entrepreneurs?

Table 2 Residential status

| Options           | No of Respondents | % of Respondents |
|-------------------|-------------------|------------------|
| Rural             | 8                 | 8%               |
| Urban             | 45                | 45%              |
| Metropolitan city | 47                | 47%              |
| Total             | 100               | 100%             |

Chart 2 Residential status



### Interpretation

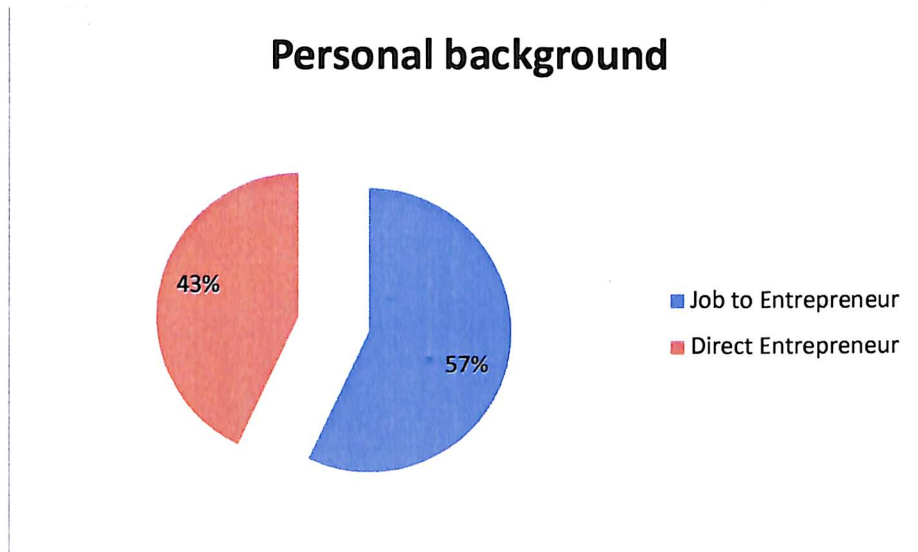
The above chart shows that 8% of respondents are coming from rural areas, 45% of respondents are coming from urban areas, and 47% of respondents are residential in metropolitan cities in India.

### 3. What is your personal background?

Table 3 Personal background

| Options             | No of Respondents | % of Respondents |
|---------------------|-------------------|------------------|
| Job to Entrepreneur | 57                | 57%              |
| Direct Entrepreneur | 43                | 43%              |
| Total               | 100               | 100%             |

Chart 3 Personal background



#### Interpretation

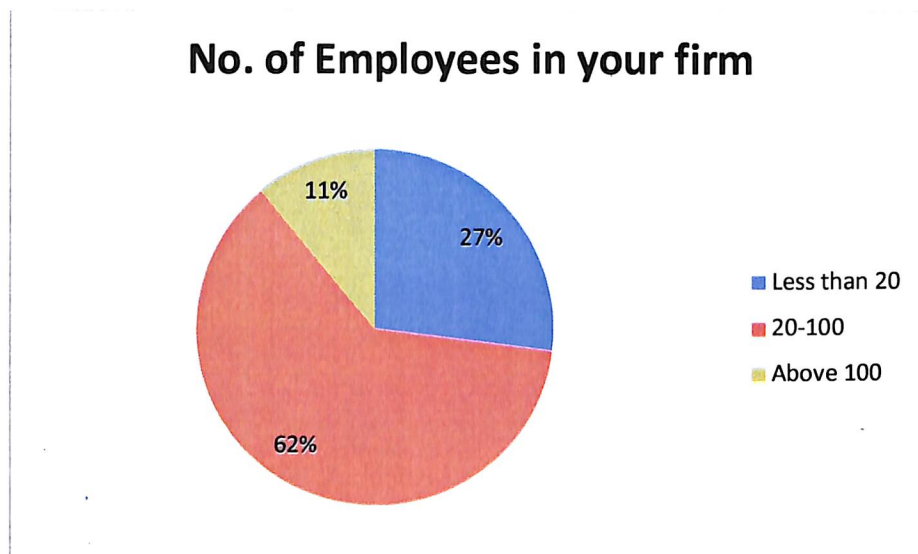
The above chart shows the 57% of respondents are first doing job and after that they become an entrepreneur while 43% of Respondents are directly enter in entrepreneurship.

#### 4. What is the No. of Employees in your firm?

Table 4 No. of Employees in your firm

| Options      | No of Respondents | % of Respondents |
|--------------|-------------------|------------------|
| Less than 20 | 27                | 27%              |
| 20-100       | 62                | 62%              |
| Above 100    | 11                | 11%              |
| Total        | 100               | 100%             |

Chart 4 No. of Employees in your firm



#### Interpretation

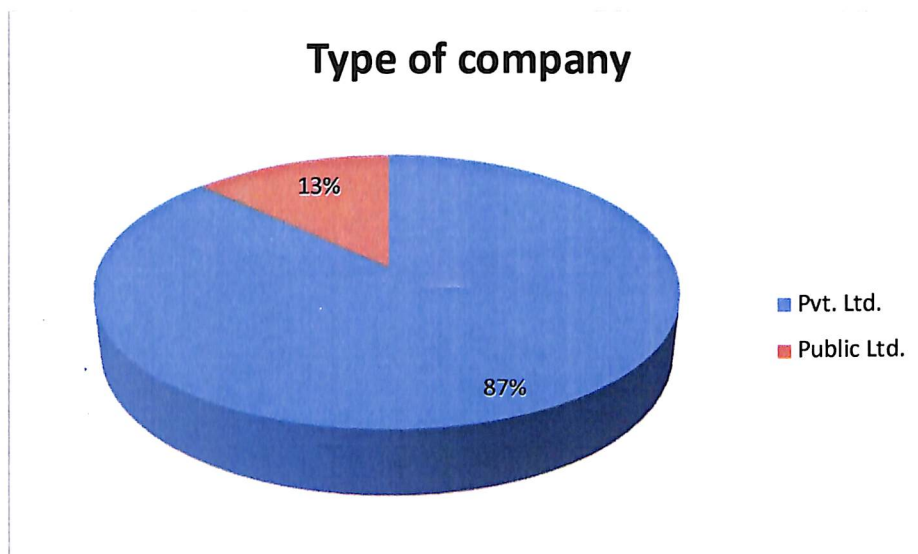
The above chart show the 27% of respondents say less than 20, 62% of respondents say in between 20-100 and 11% of respondents say that the No. of employees in their firm are above 100.

5. What is the type of company?

Table 5 Type of company

| Options     | No of Respondents | % of Respondents |
|-------------|-------------------|------------------|
| Pvt. Ltd.   | 87                | 87%              |
| Public Ltd. | 13                | 13%              |
| Total       | 100               | 100%             |

Chart 5 Type of company



**Interpretation**

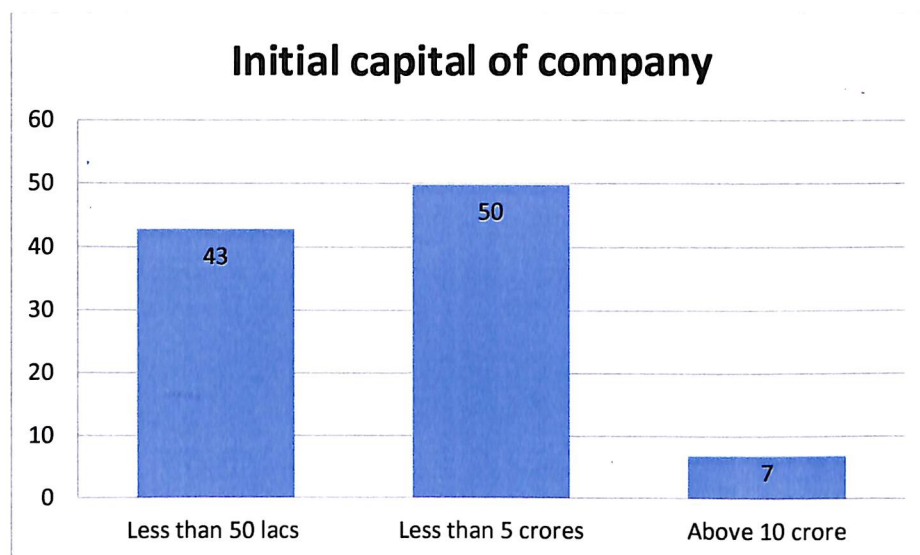
The above chart shows the 87% of respondents company type is Pvt. Ltd. while 13% of respondents are have Public Ltd. type of company.

6. What is the initial capital of company?

Table 6 Initial capital of company

| Options            | No of Respondents | % of Respondents |
|--------------------|-------------------|------------------|
| Less than 50 lacs  | 43                | 43%              |
| Less than 5 crores | 50                | 50%              |
| Above 10 crore     | 7                 | 7%               |
| Total              | 100               | 100%             |

Chart 6 Initial capital of company



Interpretation

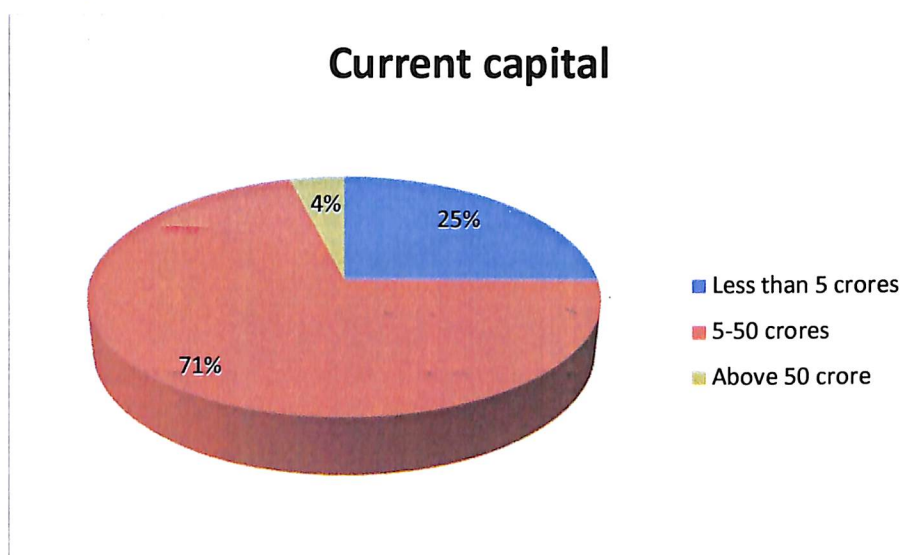
The above chart show the 43% of respondents have less than 50 lacks, 50% of respondents have less than 5 crores and 7% of respondents have above 10 crore INR initial capital of company.

7. What is the current capital of your company?

Table 7 Current capital

| Options            | No of Respondents | % of Respondents |
|--------------------|-------------------|------------------|
| Less than 5 crores | 25                | 25%              |
| 5-50 crores        | 71                | 71%              |
| Above 50 crore     | 4                 | 4%               |
| Total              | 100               | 100%             |

Chart 7 Current capitals



#### Interpretation

The above chart show the 25% of respondents have less than 5 crores, 71% of respondents have in between 5-50 crores and 4% of respondents have above 50 crore INR is their current capital of company.

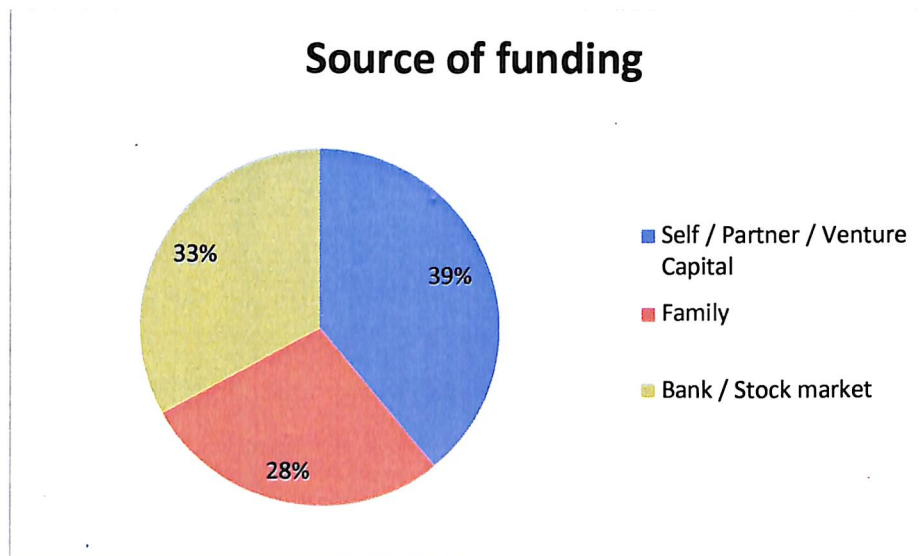


8. What is the source of funding of your company?

Table 8 Source of funding

| Options                          | No of Respondents | % of Respondents |
|----------------------------------|-------------------|------------------|
| Self / Partner / Venture Capital | 39                | 39%              |
| Family                           | 28                | 28%              |
| Bank / Stock market              | 33                | 33%              |
| Total                            | 100               | 100%             |

Chart 8 Source of funding



Interpretation

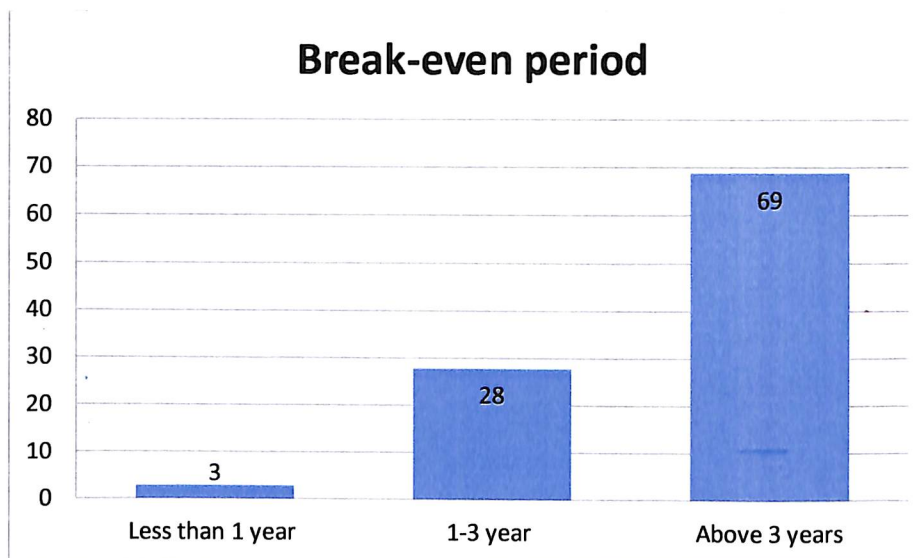
The above chart show the 39% of respondents have self/ partner/ venture capital, 28% of respondents have family funding and 33% of respondents have bank/ stock market as a source of funding for their company.

9. What is the break-even period?

Table 9 Break-even period

| Options          | No of Respondents | % of Respondents |
|------------------|-------------------|------------------|
| Less than 1 year | 3                 | 3%               |
| 1-3 year         | 28                | 28%              |
| Above 3 years    | 69                | 69%              |
| Total            | 100               | 100%             |

Chart 9 Break-even period



Interpretation

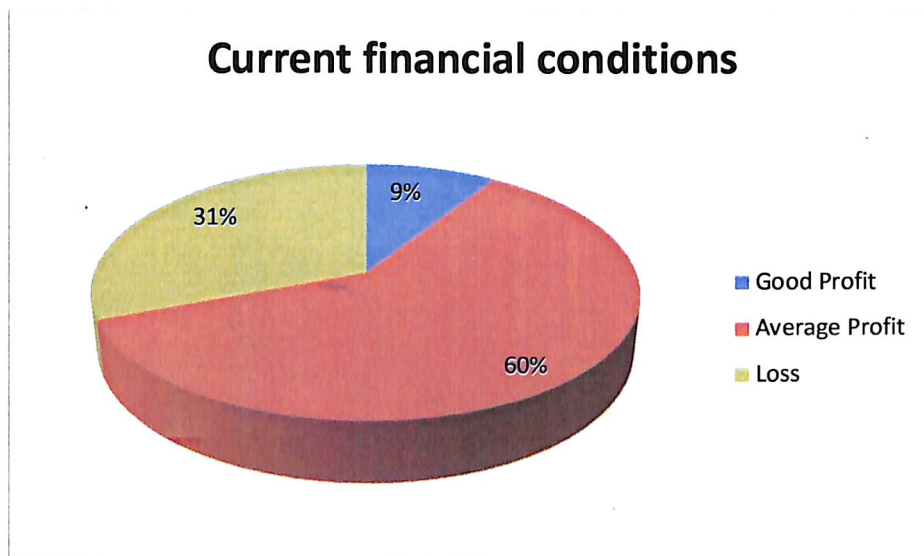
The above chart show the 3% of respondents have less than 1 year, 28% of respondents have in between 1-3 years and 69% of respondents have above 3 years' time period is required for break-even for their entrepreneurship

10. What is the current financial condition of your company?

Table 10 Current financial condition

| Options        | No of Respondents | % of Respondents |
|----------------|-------------------|------------------|
| Good Profit    | 9                 | 9%               |
| Average Profit | 60                | 60%              |
| Loss           | 31                | 31%              |
| Total          | 100               | 100%             |

Chart 10 Current financial conditions



#### Interpretation

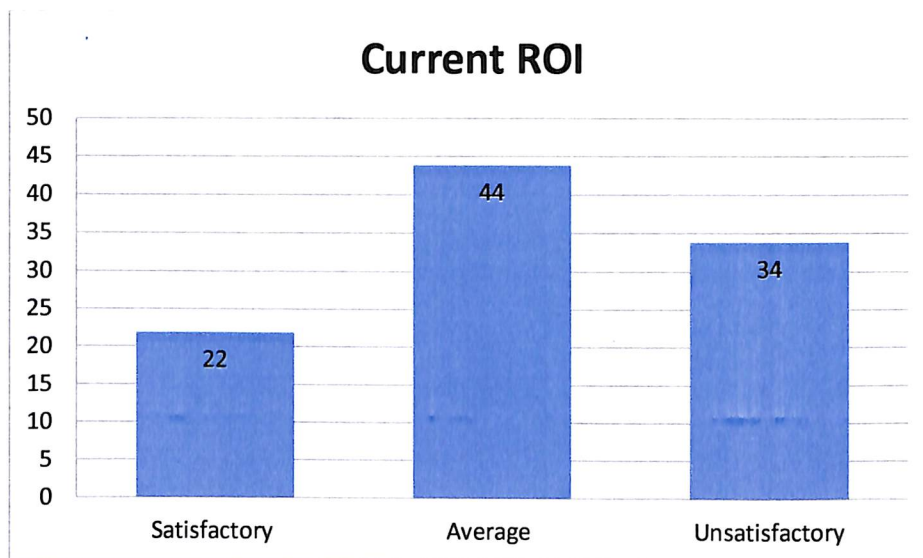
The above chart show the 9% of respondents have good profit, 60% of respondents have average profit and 31% of respondents have loss in current financial conditions.

11. What is the Current ROI of your company?

Table 11 Current ROI

| Options        | No of Respondents | % of Respondents |
|----------------|-------------------|------------------|
| Satisfactory   | 22                | 22%              |
| Average        | 44                | 44%              |
| Unsatisfactory | 34                | 34%              |
| Total          | 100               | 100%             |

Chart 11 Current ROI



**Interpretation**

The above chart show the 22% of respondents have satisfactory, 44% of respondents have average and 34% of respondents have unsatisfactory about their current ROI of company.

12. Do you face any difficulty in getting Permissions / Approvals?

Table 12 Difficulty in getting Permissions / Approvals

| Options | No of Respondents | % of Respondents |
|---------|-------------------|------------------|
| Yes     | 77                | 77%              |
| No      | 23                | 23%              |
| Total   | 100               | 100%             |

Chart 12 Difficulty in getting Permissions / Approvals



**Interpretation**

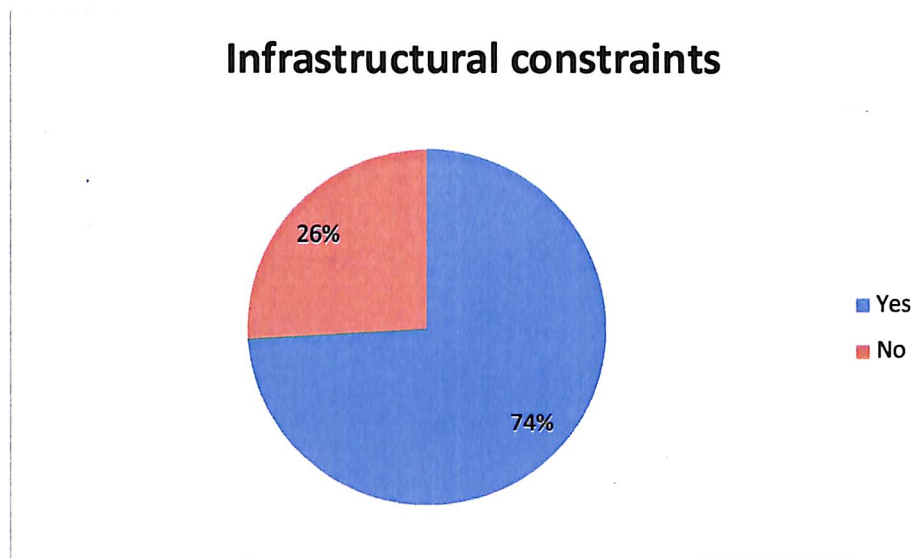
The above chart show the 77% of respondents face difficulty in getting permissions/approvals, while 23% of respondents does not face any difficulty in getting permissions/approvals.

13. Do you face any Infrastructural constraints?

Table 13 Infrastructural constraints

| Options | No of Respondents | % of Respondents |
|---------|-------------------|------------------|
| Yes     | 74                | 74%              |
| No      | 26                | 26%              |
| Total   | 100               | 100%             |

Chart 13 Infrastructural constraints



**Interpretation**

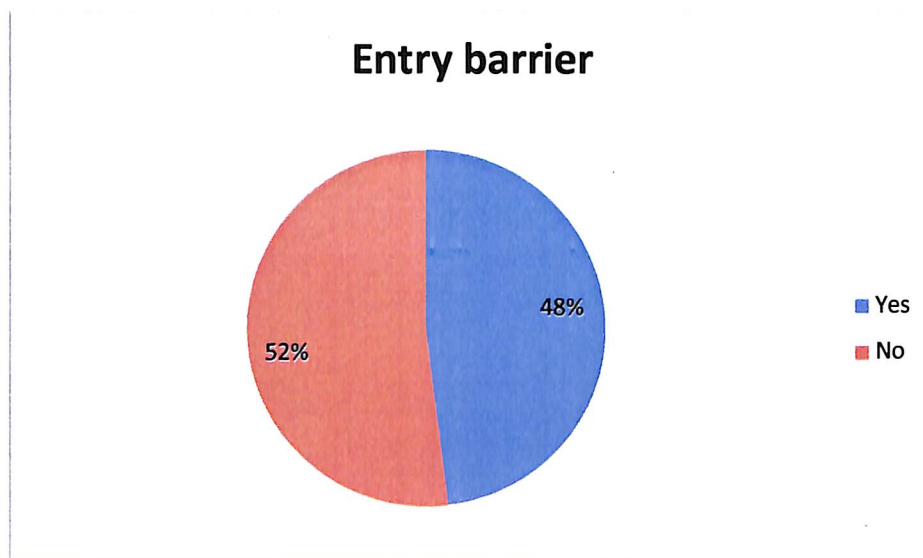
The above chart show the 74% of respondents face infrastructural constraints and 26% of respondents does not face any infrastructural constraints

14. Do you face entry barrier such as unavailability of data?

Table 14 Entry barrier

| Options | No of Respondents | % of Respondents |
|---------|-------------------|------------------|
| Yes     | 48                | 48%              |
| No      | 52                | 52%              |
| Total   | 100               | 100%             |

Chart 14 Entry barrier



**Interpretation**

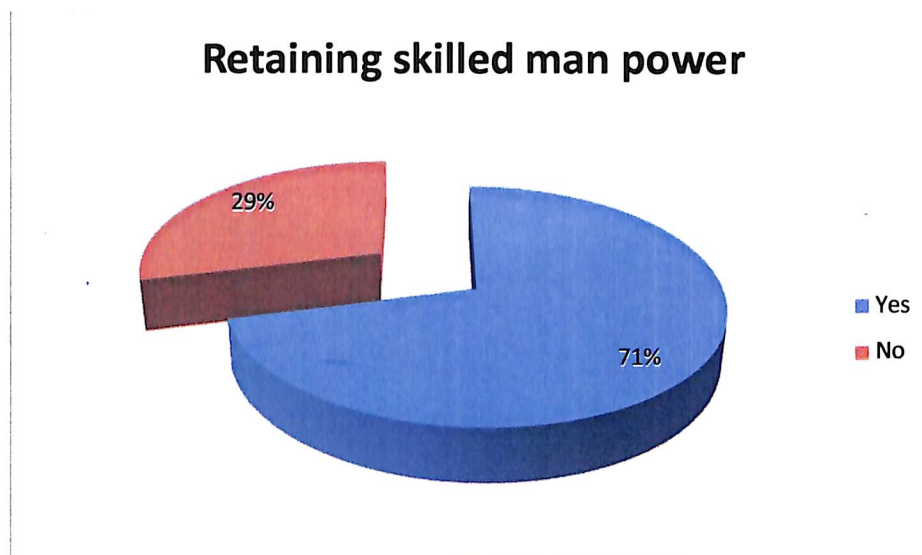
The above chart show the 48% of respondents face entry barrier such as unavailability of data while 52% of respondents does not face any entry barrier such as unavailability of data.

15. Do you face difficulty in retaining skilled man power?

Table 15 Retaining skilled man power

| Options | No of Respondents | % of Respondents |
|---------|-------------------|------------------|
| Yes     | 71                | 71%              |
| No      | 29                | 29%              |
| Total   | 100               | 100%             |

Chart 15 Retaining skilled man power



#### Interpretation

The above chart show the 71% of respondents face difficulty in retaining skilled man power while 29% of respondents does not face any difficulty in retaining skilled man power.



## CHAPTER 6 FINDINGS

### Findings of the Study

The result shows the 33% of respondents age is less than 30 year, 54% of Respondents are in between 30-50 age group and 13% of respondents are above 50 years age group, so it is interpreted that maximum number of entrepreneurs fell in 30-50 age group.

The result shows the 8% of respondents are coming from rural area, 45% of Respondents are coming from urban area and 47% of respondents are residential of Metropolitan cities in India.

The result shows the 57% of respondents are first doing job and after that they become an entrepreneur while 43% of Respondents are directly enter in entrepreneurship.

The result shows the 27% of respondents say less than 20, 62% of respondents say in between 20-100 and 11% of respondents say that the No. of employees in their firm are above 100.

The result shows the 87% of respondents company type is Pvt. Ltd. while 13% of respondents are have Public Ltd. type of company.

The result shows the 43% of respondents have less than 50 lacks, 50% of respondents have less than 5 crores and 7% of respondents have above 10 crore INR initial capital of company.

The result shows the 25% of respondents have less than 5 crores, 71% of respondents have in between 5-50 crores and 4% of respondents have above 50 crore INR is their current capital of company.

The result shows the 39% of respondents have self/ partner/ venture capital, 28% of respondents have family funding and 33% of respondents have bank/ stock market as a source of funding for their company.

The result shows the 3% of respondents have less than 1 year, 28% of respondents have in between 1-3 years and 69% of respondents have above 3 years' time period is required for break-even for their entrepreneurship.

The result shows the 9% of respondents have good profit, 60% of respondents have average profit and 31% of respondents have loss in current financial conditions.

The result shows the 22% of respondents have satisfactory, 44% of respondents have average and 34% of respondents have unsatisfactory about their current ROI of company.

The result shows the 77% of respondents face difficulty in getting permissions/approvals, while 23% of respondents do not face any difficulty in getting permissions/approvals.

The result shows the 74% of respondents face infrastructural constraints and 26% of respondents do not face any infrastructural constraints.

The result shows the 48% of respondents face entry barrier such as unavailability of data while 52% of respondents does not face any entry barrier such as unavailability of data.

The result shows the 71% of respondents face difficulty in retaining skilled man power while 29% of respondents do not face any difficulty in retaining skilled man power.

## CHAPTER 7 CONCLUSION AND RECOMMENDATION

### 7.1 Conclusion

Entrepreneurs in the Aviation upkeep business should put resources into expanding their capacities to fix the related segments. Moreover they should create capacities to produce PMA (parts makers' approval) parts to nourish their inward necessities.

Entrepreneurs in the Aviation upkeep business should put resources into expanding their capacities to fix the related segments. Moreover they should create capacities to fabricate PMA (parts makers' approval) parts to bolster their inside necessities.

Studies demonstrate that the biggest boom in the worldwide Aviation industry will be activated from India and the present patterns are as of now demonstrating this. Entrepreneurs in the Aviation maintenance segment should set themselves up for this exponential development amid 2010 – 2020. This will require uncommon endeavours to connect with the OEMs (original equipment manufacturers) who can approve these business people to deal with the after deals backing of their items here in India.

Numerous Entrepreneurs entered the Air charter business because of the marvelousness connected with flight industry, just to acknowledge later that Air Charter is anything but a beneficial business. This examination found that none of the Air Charter organizations in India have ever constructed benefit and keep on working as a help to their parent organizations which have utilized them for inside movement reason.

Numerous business people entered the Air contract business because of the excitement joined with avionics industry, just to acknowledge later that Air Charter is certainly not a beneficial business. This examination found that none of the Air Charter organizations in India have ever constructed benefit and keep on working as a help to their parent organizations which have utilized them for inward travel reason.

## 7.2 Recommendation

This study gives an understanding about the evolution and challenges faced by entrepreneurs in aviation sector. However there is a further scope of detail analysis of the external factors effecting the entrepreneurial growth in this aviation sector.

While the aviation industry is growing by leaps and bounces and India is the 2nd fastest growing market for aviation industry in the world, proportionate growth is not seen in MRO sector, this leaves a scope for further research to find out the actual reasons affecting the growth of this sector in India. The current research has tried to study aviation sector from entrepreneurial angle; however there are several challenges at the industry level which need to be further researched.

Air Charter and Independent aviation MRO are labour and technology driven industries and there is a need to study these sectors from the perspective of technology and manpower. Some information is gathered about the impact of high cost of labour and operation; however there is a need for an elaborate study in these two areas.

Government policies have an impact on growth of any industry in India as well as other countries, aviation not left aside. There is a need to study the impact of government policies on aviation sector, which is holding back the growth of revenue generations streams like MRO and Air charter, while the aircraft manufacturers are taking away forex from India without any commitment to the development of these sectors here.

## REFERENCE

- Thompson, Arthur A., Jr., A. J. Strickland, and John E. Gamble (2005), *Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Boston, et al.: McGraw-Hill, Irwin.
- Air Transport Association of America, (2006), Inc. Economics; Annual Revenue and Earnings, Retrieved 19 October 2006, from <http://www.airlines.org>
- Raman & Pushkar (2007), *A Report on Aviation Industry in India*, IBS Center for Management Research (ICMR) professional publications, Hyderabad
- Oiyver Wyman (2007), *Aviation MRO: The Next Place to Land for Private Equity investors*, Oliver Wyman MRO survey FINRA, New York.
- Robert Mionis (2008), *India's Challenges In a Dynamic MRO Market*, Dubai Aerospace Enterprise (DAE) white paper, Dubai
- Audretsch, D.E., & Thurik, AR (2001). What's new about the new economy? From the managed to the entrepreneurial economy. *Industrial and Corporate Change*, 10(1), 267-315.
- Stevenson H., H. Irving Grousbeck, M.J.Roberts and Amar V.Bhide, *New business Ventures and Entrepreneurs*. 5th ed, Richard D. Irwin (1990)
- Stevenson H., H. Irving Grousbeck, M.J.Roberts and Amar V.Bhide, *New business Ventures and Entrepreneurs*. 5th ed, Richard D. Irwin (1990)
- Thompson, Arthur A., Jr., A. J. Strickland, and John E. Gamble (2005), *Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Boston, et al.: McGraw-Hill, Irwin.
- *The Indian government to Ensure a Strong Competitive Airline Industry (1996), Change, Challenge and Competition: A Report to the Ministry of Civil Aviation : India Government Printing Press.*
- Air Transport Association of America, (2006), Inc. Economics; Annual Revenue and Earnings, Retrieved 19 October 2006, from <http://www.airlines.org>.
- Raman & Pushkar (2007), *A Report on Aviation Industry in India*, IBS Center for Management Research (ICMR) professional publications, Hyderabad.
- Thomas Brown (2007), *Business aviation-an alternate to executive travel*, North Central University, Arizona.

- Mike Werling (2008), Trails of successful entrepreneurs, North Hampster university library publication, Hampster.
- Mike Stubington (2009), Aerojet – Business aviation world, Aerospace Media Publishing, Verginia.
- Lee Holoway (2009), Space cost analysis-Biz jets, Thomson Corporation Company, Bahrain
- Sukantu Saxena and Pradeep Govat (2009), The fall of MRO industry in India, Tata McGraw-Hill, India
- S.C.Gupta and Nair Kadamba (2008), Boeing to invest 300 crore in MRO business in India-A study, Economic times publication, Mumbai.
- Gupta Sunil (2004), Entrepreneurial development and Introduction, ICFAI university press, Hyderabad.
- Manimala J. Mathew (2005), Entrepreneurship theory at cross roads : Paradigms and Praxis, Biztantra- Second Edition, New Delhi.
- Michael Henrahan (1997), The Innovator's Choice, McGraw-Hill, New York.
- Battaglia Roben (1998), Methodology To Evaluate Sample Designs, NASS Staff Report No. SSB-88-09, U.S. Depart. of Agriculture, National Agricultural Statistics Service.
- Cochran William (1977), Sampling Techniques, John Wiley and Sons, New York.
- Oiyver Wyman (2007), Aviation MRO: The Next Place to Land for Private Equity investors, Oliver Wyman MRO survey FINRA, New York.
- Robert Mionis (2008), India's Challenges In a Dynamic MRO Market, Dubai Aerospace Enterprise (DAE) white paper, Dubai.
- Feldman, M.P. (2001.) The entrepreneurial event revisited: Firm formation in a regional context. Industrial and Corporate Change, IO(4), 861-891.
- Cohen, W.M., & Klepper, S. (1992). The trade-off between firm size and diversity in the pursuit of technological progress, Small Business Economics, 4(1), 1-14.
- Audretsch, D.E., & Thurik, AR (2001). What's new about the new economy? From the managed to the entrepreneurial economy. Industrial and Corporate Change, 10(1), 267-315.
- Stevenson H., H. Irving Grousbeck, M.J.Roberts and Amar V.Bhide, New business Ventures and Entrepreneurs. 5th ed, Richard D. Irwin (1990)
- Guth W.D and Ginsberg A. (1990), Corporate Entrepreneurship, Strategic Management journal (special issue 11), 5-15

- Audretsch, D.B. (2003) 'Entrepreneurship-a survey of the literature', Enterprise Paper No. 14, Prepared for Enterprise Directorate-General, European Commission.
- Bates, T.M. (1990) 'Entrepreneur human capital inputs and small business longevity', *The Review of Economics and Statistics*, 72:4, 551-559.
- Birch, D (1987) 'Job creation in America: how our smaller companies put the most people to work', Task Force on Small Business, Dublin, Stationary Office, P.41.
- Birley, S. (1985) 'The role of networks in the entrepreneurial process', *Journal of Business Venturing*, 1:1, 107-117.
- Blanchflower, D. and Bruce, M. (1994) 'A longitudinal analysis of young entrepreneurs in Australia and the United States', *Small Business Economics*, 6:1, 1-20.
- Cantillion, R. (1755) *Entrepreneurship and Economic Development*, reprinted In Kilby, P. (ed.), New York, The Free Press, 1971.
- Carland, J.W., Hoy, F. and Boyton, W. (1984) 'Differentiating entrepreneurs from small business owners: a conceptualization', *Academy of Management Review*, 9:2, 27-41.
- Chell, E. and Haworth, J. (1992) 'A typology of business owners and their orientations towards growth,' in Caley, K. and Chell, E. (eds) *Small Enterprise Development Policy and Practice in Action*, London, Paul Chapman, pp. 96-105.
- Colombo, M.G. and Delmastro, M. (2001) 'Technology-based entrepreneurs: does internet make a difference?', *Small Business Economics*, 16:3, 177-190.
- Cooper, A. (1973) 'Spin-offs and technical entrepreneurship', *Research and Development Management*, 3:2, 50-95.
- Cooper, A. (1997) 'Time allocation patterns of craftsmen and administrative entrepreneurs: implications for financial performance,' *Entrepreneurship Theory and Practice*, 22:2, 123- 133.
- Cressy, R. (1996) 'Are business startups debt-rationed?', *The Economic Journal*, 106:438, 1253- 1270.
- De Wit, G. and Van Winden, F.A.A.M. (1989) 'An empirical analysis of self-employment in the Netherlands', *Small Business Economics*, 1:4, 263-272.
- Evans, D.S. and Leighton, L.S. (1989a) 'Some empirical aspects of entrepreneurship', *American Economic Review*, 79:3, 519-535.
- Evans, D.S. and Leighton, L.S. (1989b) 'The determinants of changes in U.S. self-employment', *Small Business Economics*, 1:2, 111-120.

- Evans, D.S. and Leighton, L.S. (1990) 'Small business formation by unemployed and employed workers', *Small Business Economics*, 2:4, 319-330.
- Foti, A. and Vivarelli, M. (1994) 'An econometric test of the self-employment model: the case of Italy', *Small Business Economics*, 6:2, 81-94.
- Garavan, T., O'Cinneide, B., Fleming, P., McCarthy, B. and Downey, (1997) *Entrepreneurship and Business Start-ups in Ireland*, Dublin, Oak Tree Press.
- Gould, A. and Keeble, D. (1984) 'New firms and rural industrialization in East Anglia', *Regional Studies*, 18:3, 189-201.
- Kimberly, J. and Miles, R. (1980) *The Organizational Life Cycle*, San Francisco, Jossey Bass.
- Knight, F.H. (1921) *Risk, Uncertainty and Profit*, New York, Houghton Mifflin.
- McClelland, D.C. (1961) *The Achieving Society*, New York, D Mostrand Co. Inc.
- Mill, J.S. (1848) *Principles of Political Economy with Some of their Applications to Social Philosophy* in Schumpeter, J.A. (ed), *History of Economic Analysis*, (1954), New York, Oxford University Press.
- Miner, J., Smith, N. and Braker, J. (1992) 'Defining the inventor-entrepreneur in the context of established typologies', *Journal of Business Venturing*, 1:7, 103-113.
- Petrof, J. (1981) 'Entrepreneurial profile: a discriminate analysis', *Journal of Small Business Management*, 19, 13-17.
- RBI Bulletin, (2007) *RBI Bulletin February*, Reserve Bank of India.
- Ritsila, J. and Tervo, H. (2002) 'Effects of unemployment on new firm formation: micro-level panel data evidence from Finland', *Small Business Economics*, 19:1, 31-40.
- Say, J.B. (1803) *A Treatise on Political Economy* (4th edn), Paris, Deterville, (reprinted by Lippincott, Gramdo & Co., Philadelphia).
- Scherer, R., Adams, J., Carley, S. and Wiebe, F. (1989) 'Role model performance: effects on development of entrepreneurial career preference', *Entrepreneurship: Theory and Practice*, 13:3, 53-71.
- Schumpeter, J. (1951) *Change and the Entrepreneur*, Cambridge, Mass., Harvard University Press. Reprinted in Richard V. Clemence (ed.) (1951), *Essays of Schumpeter*, Cambridge, Mass., Addison- Wesley.
- Schwer, R. and Yucelt, U. (1984) 'A study of risk-taking propensities among small business entrepreneurs and managers: an empirical evaluation,' *American Journal of Small Business*, 8:3, 31-40.



- Scott, M. and Bruce, R. (1987) 'Five stages of growth in small businesses', *Long Range Planning*, 20:3, 45-52.
- Sinha, T.N. (1996) Human Factors in Entrepreneurship Effectiveness, *Journal of Entrepreneurship*, 5:1, 23-29.
- Smith, N. (1967) *The Entrepreneur and His Firm: The Relationship between Type of Man and Type of Company*, East Lansing, MI., Michigan State University Press.
- Reynolds, P., Storey, D. J. and Westhead, P. (1994) 'Cross-national comparisons of the variation in new firm formation rates', *Regional Studies* 28:4, 443-456.
- Storey, D.J. (1991) 'The birth of new firms - does unemployment matter? A review of the evidence', *Small Business Economics*, 3:3, 167-178.
- Terpstra, R., Ralston, D. and Bazen, S. (1993) 'Cultural influences on the risk-taking propensity of United States and Hong Kong managers', *International Journal of Management*, 10:2, 183-93.
- Usher, A.P. (1954) *A History of Mechanical Inventions*, Boston, Mass., Harvard University Press.
- Westhead, P. (1990) 'A typology of new manufacturing firm founders in Wales: performance measures and public policy implications', *Journal of Business Venturing*, 5:2, 103-22.

## APPENDIX

### Questionnaire

1. What is the age group of entrepreneurs?

- a. Less than 30 years
- b. 30 – 50
- c. Above 50 years

2. What is the residential status of entrepreneurs?

- a. Rural
- b. Urban
- c. Metropolitan city

3. What is your personal background?

- a. Job to Entrepreneur
- b. Direct Entrepreneur

4. What are the No. of Employees in your firm?

- a. Less than 20
- b. 20-100
- c. Above 100

5. What is the type of company?

- a. Pvt. Ltd.
- b. Public Ltd.

6. What is the initial capital of company?

- a. Less than 50 lacs
- b. less than 5 crores
- c. Above 10 crore

7. What is the current capital of your company?

- a. Less than 5 crores
- b. 5-50 crores
- c. Above 50 crore

8. What is the source of funding of your company?

- a. Self / Partner / Venture Capital
- b. Family
- c. Bank / Stock market

9. What is the break-even period?

- a. Less than 1 year
- b. 1-3 year
- c. Above 3 years

10. What is the current financial condition of your company?

- a. Good Profit
- b. Average Profit
- c. Loss

11. What is the Current ROI of your company?

- a. Satisfactory
- b. Average
- c. Unsatisfactory

12. Do you face any difficulty in getting Permissions / Approvals?

- a. Yes
- b. No

13. Do you face any Infrastructural constraints?

- a. Yes
- b. No

14. Do you face entry barrier such as unavailability of data?

- a. Yes
- b. No

15. Do you face difficulty in retaining skilled man power?

- a. Yes
- b. No