

Drivers of Social Entrepreneurship: An Exploratory Study

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The area of entrepreneurship has been under research for a variety of factors it composes of. On one hand, it is the aim to dive into risk, earn money and has that satisfaction as quoted by various authors in the field and the literature review points towards it. But on the same side, there is social entrepreneurship research as a by-product which means not only to get the benefits but to leave a major impact on the society as well. Social entrepreneurship is comparatively new in the area of exploration and hence it has been defined as entrepreneurship with the goal of social impact. Social entrepreneurship has gained momentum because of its behavioural impact towards their goals and creation of social value. The aim of this paper is to look into the factors and aspirations that drive social entrepreneurship and that helps in categorizing the traits seen and/or developed for entrepreneurship field.

Not all independent business people are called entrepreneurs and not all entrepreneurs are created in equal parlance (Santhi and Kumar, 2011). So, defining entrepreneurship is an ever-evolving process in the research area. By taking into consideration the

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research work that needs to be done, the identification of entrepreneurship for this research has been narrowed down to characterizing on how opportunities are discovered and/or created and exploited by whom and with what consequences (Shane, 2003; Shane and Venkataraman, 2000). This leads us to another important concept of entrepreneurial thinking. It has been described as before taking entrepreneurial action there must be a perceived opportunity and intention toward pursuing that opportunity (Mitchell, 2005). So it is the intention towards the opportunity that describes what action would be adopted by an individual and hence it leads to entrepreneurship. So the questions are:

- How does one aspire to be a social entrepreneur?
- How does social entrepreneurship come into existence?

To know about the intentions of a social entrepreneur, it becomes necessary to know what kind of opportunities were presented before them and with what set of resources did they perceive towards it. These could be considered as the factors that help explore social entrepreneurship. Also, it becomes necessary to understand what kind of factors have led them to take up social entrepreneurship and do entrepreneurs expect returns out of this and if so, what kind of returns have been claimed. This could help in identifying more opportunities that could lead to social entrepreneurship and sustaining it for the aim it solves.

LITERATURE REVIEW

Entrepreneurship has been described in two forms: business and social. Numerous authors have presented their point of view on entrepreneurship. The view accepted here is exhibiting the behaviour of organizing and reorganizing of social and economic mechanisms to turn them into resources and situations according to the demand of practical scenarios (Hisrich, Peters, and Shepherd; 2005). Social entrepreneurship has been studied for about three decades. Many scholars and researchers have never been on a consensus on the definition of it (Choi and Majumdar, 2014). The definition that would provide justice for this paper is the productive use of social innovations or modifications that would help to solve societal problems or issues and would lead to bringing about some or magnificent social change, irrespective of their involvement in commercial activities or not (Dees, 1998; Martin and Osberg, 2007).

Another clarity towards defining what social entrepreneurship could mean comes from that definition of social entrepreneurship as “innovative social value creating activities” (Austin,

Stevenson, and Wei-Skillern; 2005). The social entrepreneur aims in some way to increase “social value,” i.e. to contribute to the welfare or well-being of a given human community. Any sort of disagreement which takes place over the discussion is because of the location that social goals must have in the purposes of the entrepreneur or his/her undertaking the entrepreneurship process (Peredo and McLean; 2006). This paper has also taken into consideration an important criterion that needs to be looked upon as opportunities for entrepreneurship and the intention to act upon them. This holds true as a part of social entrepreneurship as well. Acting on social entrepreneurial opportunities would require that the individuals perceive those opportunities to be feasible and desirable with social perspective and then pursue them (Krueger, 1993). The need for consideration here is that of the socio-cognitive processes that structure intention and interpretations of opportunities and the emotion-driven processes that force individuals to act on it (Mitchell et al., 2007).

Social entrepreneurs have an acute understanding of social needs and they fulfil these needs through the creative organization (Certo and Miller; 2008). Some of the considerable factors that have been provided by literature for pursuing social entrepreneurship are environmental and market conditions, acting on perceived opportunities (Grimes, et al., 2013), social goals, profitability (Peredo and McLean; 2006). More emphasis in research has been on social entrepreneurial opportunities: how do they get them and why are they required? Opportunities, according to researchers, have a lot of factors in themselves that describe well as to how that can be perceived. Opportunity recognition for a social entrepreneur could be shaped by the social mission (Dees, 2001) or by social and institutional barriers to entry in a particular social market (Robinson, 2006). Also, scholars have conjectured that the social entrepreneur’s background may shape what opportunities he or she recognizes (Dorado, 2006; Mair and Noboa, 2006; Robinson, 2006). It is essential that the opportunity recognition or identification processes of social entrepreneurs (Mair and Noboa, 2006) is explored in the domain of social entrepreneurship since the notion of opportunity recognition is a defining characteristic of entrepreneurship (Mair and Marti, 2006).

Thus, from the literature review of social entrepreneurship, it has been observed that higher focus has been provided to know about social entrepreneurship opportunities and factors related to them in order to explore about social entrepreneurship. The intensity of the social motive would derive as to how the organization’s goals are aligned. The following figure gives a better clarity on the concept of social entrepreneurship as it identifies the intensity of the social goals and commercial exchange that it provides.

Figure 1: Range of Social Entrepreneurship

<i>Place of Social Goals</i>	<i>Role of Commercial Exchange</i>	<i>Example</i>
Enterprise goals are exclusively social	No commercial exchange	<i>NGOs</i>
Enterprise goals are exclusively social	Some commercial exchange, any profits directly to social benefit ('integrated') or in support of enterprise ('complementary')	<i>Grameen Bank ('integrated'); Bangladesh Rural Advancement Committee printing press, cold storage, garment factory ('complementary'), Newman's Own</i>
Enterprise goals are chiefly social, but not exclusively	Commercial exchange; profits in part to benefit entrepreneur and/or supporters	<i>Missouri Home Care, Ciudad Salud</i>
Social goals are prominent among other goals of the enterprise	Commercial exchange; profit-making to entrepreneur & others is strong objective	<i>Ben & Jerry's</i>
Social goals are among the goals of the enterprise, but subordinate to others	Commercial exchange; profit-making to entrepreneur & others is prominent or prime objective	<i>'Cause-branding'; social-objectivities undertaken by corporations such as banks</i>

Source: Peredo and Mclean, 2006

Table 1 Summary of Articles on Social Entrepreneurship

Table 1: Literature Review

Year	Author	Objective	Methodology	Conclusion
1993	Krueger	Understanding entrepreneurial intentions	Exploratory study	Intentions derive from feasibility, desirability and propensity to act
1998	Dees	Concepts of "social entrepreneurship"	-	Discovering the meaning of social entrepreneurship through variety of concepts
2001	Dees	Theory building by combining two concepts	-	Creating interests of researchers, developing new knowledge
2005	Austin, Stevenson and Wei-Skillern	comparative analysis of commercial and social entrepreneurship	Exploratory research	Exploring issues of social entrepreneurship

2005	Hisrich, Peters and Shepherd	Instruct students on how to formulate, plan, and implement a new venture.	Case study	Practical stories about success and failure gives a better notion about entrepreneurial activities
2006	Dorado	One of the factors that affect entrepreneurship	-	differences between SEVs and EVs and which is beneficial for research interest for scholars
2006	Mair and Marti	Addressing social change and social need not be dominated by profitable needs of the entrepreneur	Theoretical comparisons	Enlighten road to research on social entrepreneurship
2006	Mair and Noboa	Intentions that lead to creating social entrepreneurs	Qualitative study	Factors such as markets, business strategy, social and institutional forces, opportunities.
2006	Peredo and McLean	Analytical and critical evaluation of social entrepreneurship including its elements	-	Flexible explication of the concept of social entrepreneurship
2006	Robinson	Social entrepreneurship related to opportunities	-	Process of evaluating and identifying opportunities for social entrepreneurship
2007	Martin and Osberg	Defining social entrepreneurship while clubbing concepts		Categorizing and defining the "social" part of the concept
2007	Mitchell et al.	Researching on entrepreneurial cognition stream	Reviewing articles	Linking the 'thinking and doing' part of the entrepreneurship
2008	Certo and Miller	Key issues and concepts	Critical evaluation	Combining the concepts of business and volunteering in the same field
2013	Grimes et. al	Compassion and opportunities in social entrepreneurship	-	compassion can be embedded in defining social entrepreneur
2014	Choi and Majumdar	Contribute in the ongoing discussion on social entrepreneurship	Reviewing articles	Understanding the concept with portraying different problems that could be a part in forming it

METHODOLOGY

Research methodology is a structured way of solving the issues that arise in the research while it is being conducted for a variety of purposes (Rajasekar et.al, 2013). In terms of research, qualitative research is conducted when an issue/problem is required to be explored (Creswell, 2007). The grounded theory approach is a methodology that falls under the category of qualitative research and is used when the need is to generate or discover a theory, an abstract analytical schema of a process (Strauss and Corbin, 1998). The systematic approach to developing a theory that explains the process, action or interaction on a topic has been adopted (Strauss and Corbin; 1990, 1998). The categories are developed and analysed after the data has been collected from the field and is claimed to be a “zigzag” position of doing so forth and again. The participants are interviewed until theoretical sampling helps to reach the end zone of the process (Creswell, 2007; Strauss and Corbin, 1990; 1998). The developed process helps in obtaining the insights of the exploration of the inside world and hence may lead to a formation of a theory that would rationalize the variables (i.e. factors) thus obtained. Table 2 (Saunders, Lewis, and Thornhill; 2009) gives a summarization of what is done as part of the research that was conducted.

Table 2: The Research Onion (Saunders, Lewis and Thornhill; 2009)

Research Onion	Under Current Research
Strategy:	Grounded Theory Research
Choice:	Mixed Methods (semi-structured interviews, observation)
Research Methodology:	Exploratory Research
Types of data:	Qualitative Data
Sampling:	Theoretical Sampling
Sampling Technique:	Interviews
Sample size:	30+ saturation
Sampling method:	Convenience and Snowball sampling

Grounded theory has been described as a qualitative research design in which the inquirer generates a theory out of the actions, process or interaction that has been shaped by the views of a large number of participants. It is also identified as focused on identifying changes

in the events or series of events. The end result is the formation of theory which is formed when the data collected from participants is analyzed. It is said to be a detailed and systematic approach. Sampling here is theoretical sampling which is obtained in grounded theory survey. Interview method is generally used to collect data which is categorized into open, axial and selective coding and then, a theory is constructed from the data (Strauss and Corbin; 1990, 1998). A key concept for the approach of theory building or development is “theoretical sensitivity” which reflects the ability to think about data in theoretical terms and integrate complex knowledge in the research situation. Theoretical sensitivity as “the attribute of having insight, the ability to give meaning to data, the capacity to understand, and capability to separate the pertinent from that which isn’t” (Glaser, 1978).

The research tools, as mentioned in Table 3, are used for understanding the area of social entrepreneurship and address the research objectives for the article. The findings of the article are in sync with the use of qualitative research as accepted by Creswell, Maxwell and other well-known authors in the field of qualitative research.

For this study, qualitative research which is exploratory in nature had been adopted and in-depth semi-structured interviews were taken in order to explore more about social entrepreneurship. Interviews as a part of qualitative research, build a holistic snapshot, analyses words and also enables interviews to speak for themselves and express their thoughts and feelings (Berg, 2007). An interview (Schostak, 2006) that is used in this research as a research tool is like an extended conversation between partners i.e. the interviewer and interviewee who aims at having an ‘in-depth information’ about the topic of discussion. This helps to explore the phenomenon which could be interpreted in terms of the meanings interviewees bring to it.

The tools adopted for the research here are:

- In-depth interviews as mentioned above
- Semi-structured interviews so as to have a deeper knowledge generally beyond the textual references
- Researcher’s observation (Saunders, 2009) to support primary data as collected via various tools

Table 3: Data Sources and Tools

Data Required	Data Source	Data Collection Tool
Intentions of entrepreneurs	Entrepreneurs	Interviews
Factors leading to social entrepreneurship	Review of Literature	Journals, articles, references, books

Sampling and Validity of the Study:

Sampling techniques (Patton and Cochran, 2002) that states the following that can be used for collection of samples are:

- Snowball or chain sampling-To facilitate the identification of hard to find cases
- Convenience sampling-To save time, money and effort. Information collected generally has very low creditability

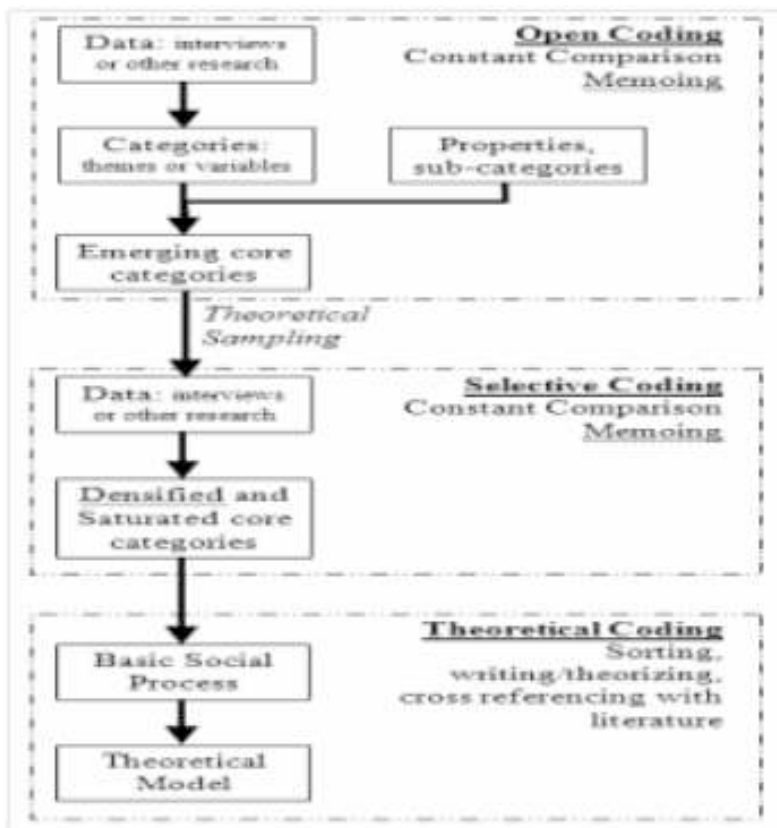
Here, maximum variation sampling is used to identify diversified impact social entrepreneurship research creates to identify their aspirations with the research facing methodological issues. In grounded theory, other than the method of going about sampling, theoretical sampling comes into the picture. Theoretical sampling (Thompson, 2011) is to interpret the theories that emerge from the data and in case additional data is required then search for examples. There is no guarantee in grounded theory when saturation could come through interviews. Thus interviews would be conducted until data saturates and generally in grounded theory 30 plus participants show saturation for the research. In qualitative studies, the concern is related to its validity. It involves knowing about researchers' knowledge. The credibility of the research has a holding in the area of focus (Cho and Trent, 2007).

Table 4: Sample

Industry of operation	No. of interviews
Education: School	7
Colleges	2
Housing and development	5
Food and eatery	3
Hostels	4

As a validation of the sampling techniques for this paper (Saunders et al., 2009) emphasizes on the relationship between sample selection technique purpose and focus of research questions where 'generalizations of findings are made to theory and not to the population has been considered. The validation not only enhances the credibility but also proves sufficiency of the data being put to use for the study.

Figure 2: Research Process



Source: Jones and Alony (2011)

ANALYSIS AND RESULTS

The core phenomenon was the first finding of the data collected and then a theoretical model that would sum up the findings of the rest of the study to know as to what has been the purpose of the study.

Interviews were conducted in the interviewee’s work setting and information was gathered with a recorder and a notepad just to make sure possibly everything that was required was given equal importance. Any or no attempt to influence the setting was made so as to have an

authentic experience with the interviewee. There were few scenarios where follow-ups were made. It was done as per the flexibility of the interviewee and interviewer. The recorded interviews were then transcribed and hence the process of analysis was made with the help of literature as studied for the research study. The inductive approach (Strauss and Corbin, 1998) and deductive approach (Glaser and Strauss, 1967) were both a part of the research study. These studies helped research findings to emerge from the frequent themes inherent in the data.

CORE PHENOMENON(S)

The core phenomenon as summarized from the created model links both positive and negative feelings for social entrepreneurship. The findings in the process have identified the central phenomena of:

- Knowing what was crucial to the entrepreneurs
- Influencing factors that affected their aspirations

Some of the core phenomena that emerged in the process have been mentioned below along with the emotions that entrepreneurs held while defining the process according to them:

- Majority of the entrepreneurs that were interviewed had a common aim of giving something back to the society. Here the intention is to provide a better living standard for the elevation of the society.
- Education of girls, awareness on major diseases, medical camps have been the focus for the upliftment of the society. With a majority of them of coming from a background with sometimes having no basic amenities, they know the importance of these amenities. The privilege of having a good living over the years makes them work for the society for giving the same to others as much as possible.

For the continuous engagement as well as the betterment of society the factors that come to aid are as follows-

- The first and foremost factor that provides the boost is the fact that the society should be paid back for what it has given us. The members who are included as the head of the institution state that they are highly inclined to providing a better life for the people of the society (or community).

- The other factor that provides a boost is the vision for a better society. With the change in the environment, the generations have to keep pace with it in order to succeed societal issues refraining from sustaining a fulfilled life and hence it becomes utmost important that such issues should be sorted out at the earliest.
- Also, the hierarchy of the organization plays a key role as to how the functioning takes place.
- The reporting system and transparency of the organization provide continuous engagement from the employees' end.
- Another factor for engagement is the preference of a person interested in the work that the organization does. Highly motivated people are given preferences because more than the outcome the persistent efforts matter. Their level of satisfaction comes when the issues no more are of concern for the society (or community).
- There are also times when the need for external help i.e. funds arise and when such need arises either some reliable supporters or volunteers participate or the society gathers to resolve it.
- Last but not the least, when one does entrust society with providing a service like this, it definitely gives some positive results that would benefit all.

Table 5: Categorizing Data Analysis

Data Phase (Glaser and Strauss) [Heath & Cowley, 2004]
<p><u>Initial coding:</u> Open coding Use of analytic technique</p>
<p><u>Intermediate phase:</u> Axial coding Reduction and clustering of categories</p>
<p><u>Final development:</u> Selective coding Detailed development of categories, selection of core, integration of categories</p>
<p><u>Theory:</u> Detailed and dense process fully described</p>

Grounded Theory Model: Structure and its Description

The grounded theory model on social entrepreneurship focuses on how and why part of the entrepreneurs taking up this field of work along with the causal conditions, the phenomenon, the behaviour, the situational conditions, and the consequences.

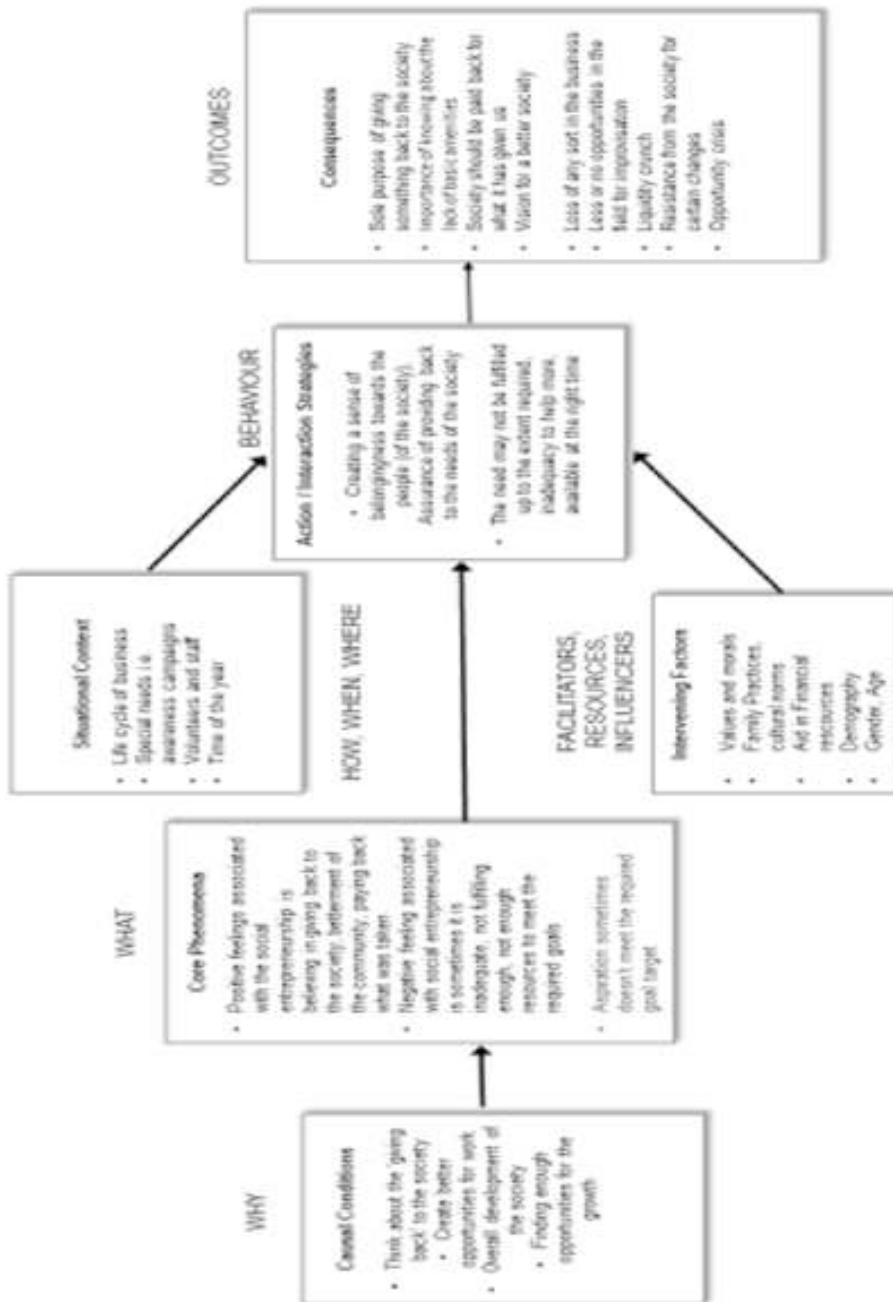
The findings of the study focus on the lived experience of the entrepreneurs who are currently either enduring with more opportunities for the same or focusing a niche for it. The experiences give a specific meaning to the process of social entrepreneurship. The grounded theory model storyline is that the occurrence of the core phenomena of the betterment of society and giving them back is caused by situational and social factors with the experiences they themselves faced in the past. The phenomenon involves around the morals and values of the person that they have grown up with and then having a better vision for their society to help it progress and achieve development as was expected by these individuals.

The model explains the life cycle of social entrepreneurship as affected by various factors which include situational context and influencing factors that result in the behavioural attempt to exhibit the outcomes of the same. Once the individual has entered the process of entrepreneurship, he goes through the core phenomena such as positive as well as negative feelings associated with it. Then they have their experience from the situational and influencing factors trying to associate it with causal conditions as their aim of the whole process and then have their behavioural situation explaining their outcomes towards taking up social entrepreneurship. The lived experience of people also involves their past experiences as they started with their entrepreneurial journey and what measurements were taken to have the kind of set up that they required and how much of help their own community or society was.

The explanation of model illustrates how “human behaviour” takes a turning point when faced with critical challenges or situations not as per the expected plan. Along with the betterment of the society and the vision to see its development, certain individuals also felt the need to have a sense of belonging towards their own community. Some of them were also keen to have the name associated with the contributions they make and hence have a “feel good” factor for themselves thus indicating their desire of belonging as stated by Maslow’s hierarchy of needs.

There have been turning points in each of the individual’s life that helped them define social entrepreneurship in their own context and so either they have been quoted in situational context or the intervening factors. The Figure 3 explains the theoretical scenario in a figurative manner to get a better understanding of the research that was conducted.

Figure 3: Grounded Theory Model: Looking at the Aspiration and Continuity of Social Entrepreneurship



Theoretical model: Looking at the aspiration and continuity of social entrepreneurship (Khushboo Vachhani, 2017)

DISCUSSION AND IMPLICATIONS

The objective of the study was to identify the factors and aspirations that drive social entrepreneurship. To this, the research led to identifying certain core factors that mold social entrepreneurship and the drive that aspires them to be a part of the same. Factors such as providing back what has been taken from the society shows that resources not only taken in times of need is what entrepreneurship is all about but what has been given back can be defined as social entrepreneurship too. The positives and negatives define that unlike anything else, social entrepreneurship is also a part of a coin that has good and bad sides to it.

The theoretical propositions provide a linkage between the aspirations of social entrepreneurship and the survival of them from the individual's point of view. It gives an insight into the various factors having their influence on the process of social entrepreneurship. These dimensions or factors can well be sorted out and thus, could help in further research.

The process of social entrepreneurship is not a start and end process but a continuous engagement that expand with "other influencing factors" coming in the context of it. The findings strongly suggest more experiential research is required for an understanding of the process.

The findings provide insights into their causes of considering the social impact they provide about their work. Resources, no matter, in what form have been taken for beginning entrepreneurship of any kind, when even the slightest motive of taking social responsibility into being, can help this field in the growth that it deserves. Others, in the practical aspect, can become a part of such initiatives and can help in progress and growth of both society and entrepreneurs.

LIMITATIONS AND FURTHER RESEARCH

This research is subject to certain limitations. Because of exploratory research work, it was challenging to research as well as analyse textually. It is that this research provides encouragement for further research. The sample is restricted to the area of Gujarat whereas future research can be conducted in other areas as well with a more in-depth study of factors prevailing there. The findings here are not supposed to be generalized.

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