

Success Factors for Small Scale Industries in Madhya Pradesh : A Study of Entrepreneurial Skills in Indore Division

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ABSTRACT

We have to admit the Small Scale Sector, either to known as SSI or generally as the Small and Medium enterprises have always been important for India's economic growth and its development. They are established for several regions. They not only feed the heavy industries but also provide constant support and strength. This sector has always been looked upon as a source of employment generation, given the labour intensive nature of the industries result under it. Therefore, the importance of SSIs in the economic development of the Country is of immense significance and they act as a nursery for entrepreneurship.

In spite of impressive growth figure of small scale Industries, we cannot ignore that large number of small scale Industries had turned out either to be sick Industries or could not survive more than five years. Nearly 30% cases of Small Scale Industries have been referred to Bureau of Industrial and Financial Reconstruction (BIFR).

Entrepreneurial skills are the combination of necessary characteristics to enable an entrepreneur to succeed in the concerned area. The present paper analyzes the important factors responsible for the success of the small scale industries.

Keywords- *Entrepreneurial Skills, Small Scale Industries, Success Factors.*

INTRODUCTION

The Small scale Industry (SSI) sector has, over the past six decades, acquired a prominent place in the socio-economic growth trends even during the periods when other sectors of the economy experience either negative or nominal growth. The SSIs today constitutes a very important segment of the Indian economy as they help in the dispersal of industries, rural development and the decentralization of economic power. More than 50% of India's GDP has been contributed by small and medium enterprises. Not only this, Small and medium enterprises has contributed a lot towards employment generation. The wide Spread distribution of small scale industries in India has also

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been responsible for the balance regional development. In spite of impressive growth figure of small scale Industries, we cannot ignore that large number of small scale Industries had turned out either to be sick Industries or could not survive more than five years. Today the Micro, Small and Medium enterprises contribute significantly to the manufacturing output, employment and the exports of the country. This sector is estimated to employ about 59 million persons in over 26 million units throughout the country.

The Small Scale industry Sector has emerged as a very highly vibrant and dynamic sector of the Indian industrial economy. Small Scale Industries (SSIs) are spread all over the country, contributing significantly to India's Economic Development. They are playing an important role in increasing trade, generating employment and creating seedbed for enterprise development. Further, this sector has consistently registered a higher growth rate than the rest of the industrial sector. There are over 6000 products ranging from traditional to high-tech items, which are being manufactured by the SSIs in India. It is well known that the SSIs provide the maximum opportunities for both self-employment and jobs after agriculture sector. Thus SSIs has made significant contribution towards building a strong and stable national economy.

LITERATURE REVIEW

We have reviewed many important studies on the subject during the research. A brief account of these studies is mentioned here. An important committee established by the government –Abid Hussain Committee reviewed the policy of the SSIs in the perspectives of globalization, liberalization and privatization. Other studies analyzed the technological problems and the human resource development in these industries. Some studies conducted in the part of rural India examined special problems attached to these units and the measures taken by the government to make the rural industrialization viable and strong. Some studies are primarily concerned with the various constraints relating to marketing, financial, material, labour, power, transport, etc.

The government of India conducted a survey of some of the small scale industries and found that the main reasons for their sickness include lack of demand, working capital problems, marketing problems, power shortage, non-availability of raw materials and equipment problems. This is a very purposeful study to understand and analyzed while the SSIs are still suffering from malaise of problems even today.

There is another noteworthy study which though investigates the problems of SSIs located in urban and rural areas in Africa and Latin America but is very relevant to our study in which we have found similar characteristics in India also. Location is found to be an important factor. Firms located in urban and commercial areas are more likely to survive for a longer period than those located in rural areas or being operated from home. Urban and commercial location is also associated with faster growth, as measured by the no. of employees in a given year. In this study it has been amply shown that human capital matters, especially when it is in the form of vocational training or prior business experience.

OBJECTIVES OF STUDY

- To study the impact of entrepreneurial skills on the success of Small Scale Industries. To

examine different variables of entrepreneurs like age, educational qualification, gender, etc. for the success of SSIs.

METHODOLOGY

For the present study stratified random sampling has been resorted to. Descriptive study has been undertaken to carry out the present study by contacting 101 small scales Industries from Indore division. These units covered following sectors: Electrical, Engineering, Food Processing, Pharmaceuticals and Plastics Industries. There was proper coverage of all important industrial centres of Indore division, The Areas covered for the survey were: Polo ground (Urban), Sanwer Road (Urban), Laxmibai Nagar (Urban), Rambali Nagar (Urban) and Pithampur (Rural). These industrial Centers have adequate representations for the Indore division. Data from one hundred one respondents have been collected and analyzed. Due care has been taken to ensure that respondents of all age, gender, education and income groups are included in the study. This study also gathered secondary data apart from primary data, which was collected through personal interview method with the help of specifically developed questionnaires. The questionnaires also contained various demographic variables: age, educational qualifications, gender, type of industry, industry location etc. The secondary data have been taken from various scores like-Census reports, five year plans, annual reports of SSIs, government documents, research reports, magazines and newspapers.

HYPOTHESES

An attempt has been made to test the following hypotheses:

H₀ I. Success of SSI is dependent on the entrepreneurial skills.

H₀ II. Success of SSI is highly dependent upon independent variables of entrepreneurs like- age, educational qualification, gender, etc .

SMALL SCALE INDUSTRIES IN MADHYA PRADESH

Madhya Pradesh is the heart land of India with its strategic centrally located position. Ample of natural resources especially large untapped deposit of copper ore, limestone, granite and bauxite etc. are available in Madhya Pradesh. Probably the largest covered area by forests (27% approx.) with wide range of wood and forest products like tendu leaf, mahua, neem, etc and large number of prominent herbs is also available in abundance. Low transportation cost to every corner of the country and Cost of basic requirement like land water and skilled manpower is very less as compared to other states. State also allows the industrial units to have captive power plants to produce power as per the requirement. Madhya Pradesh, in its present form, came into existence on November 1, 2000 following its bifurcation to create a new state of Chhattisgarh. The undivided Madhya Pradesh was founded on November 1, 1956. Madhya Pradesh is one of the large States in India in terms of area and population.

Madhya Pradesh is already one of India's most prosperous trade centres, boasting of many distinguished industrial groups. The auto and pharmaceutical sectors have special presence. A proactive and peaceful industrial work atmosphere, availability of basic infrastructure facilities, natural resources and skilled workforce has made it an attractive investment destination. The State

is a major producer of oilseeds, with soybean being a principal oilseed crop. Along with oilseeds, it is also an important producer of wheat and pulses. The State is the second largest producer of cement with a share of around 13 per cent in total production in the country.

: -Nearly 696 Medium and Large Industries with ample amount of investment (Rs 2335080.32) exist in M.P. till February 2010 as mentioned in **Table-1.1**

Table 1.1 Total no of Medium and Large Enterprises in M.P. (Up to Feb.2010)

Total No. of M and L Enterprises	696
Investment(Lacks)	2335080.32
Employment	168799

(Source: *Rajya Parshvika (2009-10), MSME-Development Institute, Indore*)

-Nearly 417686 Micro and Small-Scale Industries which have significant contribution to the economy and GDP, exist in Madhya Pradesh and provide an employment to 1103632 peoples as shown in **Table 1.2**

Table 1.2 Total no. of Micro and Small Enterprises in M.P. (Up to Feb.2010)

Total No. of MSEs	417686
Investment(Lacks)	189202.28
Employment	1103632

(Source: *Rajya Parshvika (2009-10), MSME-Development Institute, Indore*)

Thus, Madhya Pradesh houses more than 1800 companies and 19 industrial growth centers, many of which are close to major cities thus making good social infrastructure accessible to industrial units. Nevertheless, the rates of prime land in the State are still among the lowest in the country.

DATA ANALYSIS & INTERPRETATION

An Empirical Analysis on Personal Profile of the entrepreneurs:

The questionnaire test was administered to the personal profile of the entrepreneurs which shows distribution of entrepreneurs on the basis of gender, age, education, religion and industry location. Again, the name and type of industry was also mentioned along with the investment done and the no. of employees working. To find out the personal data along with the qualifications of the entrepreneurs we had analyzed their age, Gender and educational qualifications.

Distribution of entrepreneurs on the basis of gender:

Gender is an important factor for the balance development of any country. In spite of supporting the idea of woman empowerment the female entrepreneurs have still not come forward in this sector. Only 6 entrepreneurs are there. Indian society is still tradition bound and conservative. Though modernization and industrialization has made a great impact on the life style and mental setup on the people but still they do not dare to approve the ladies sitting or running a factory or interacting with the workers, which might go against their self respect. Though, when we see the Indian scenario we feel proud to say that girls and ladies have always excelled in their respective field. If

we are depriving of the population to show their mettle and continue to the economic prosperity of the country.

Table 1.3 Genders of Entrepreneurs

Gender	Total No. of Entrepreneurs	Gender wise Percentage of Entrepreneurs
Male	95	94.1
Female	6	5.9
Total	101	100

Source: Survey

Table 1.3 reveals that the percentage of male entrepreneurs is higher than that of the female entrepreneurs. The percentage of male entrepreneurs has come out to be 94.1 percent which is much higher than female entrepreneurs i.e. 5.9 percent.

Distribution of the respondents on the basis of age group:

While conducting behavioural research, it is always important to conduct study in relation to different age groups as entrepreneurs tend to behave differently with change in age.

In this research One hundred and one small-scale industrial entrepreneurs comprised the sample. They were drawn from the industrial population of Indore division. The age of the sampled entrepreneurs ranged between 25 years to 65 years. The following table analyses the distribution of entrepreneurs on the basis of their age groups:

Table 1.4 Ages of Entrepreneurs

Age Group	Total No. of Entrepreneurs	Age Wise Percentage of Entrepreneurs
Up to 30 Years	5	4.9
31-35 Years	14	13.9
36-40 Years	21	20.8
41-45 Years	53	52.5
46 Years & Above	8	7.9
Total	101	100.0

Source: Survey

Table-1.4 reveals that age group 41-45 Years constitutes the largest portion of the sample taken and is 52.5 percent. Whereas age group 31-35 Years constitutes 20.8 percent. Then 13.9 percent of respondents are from the age group 31-35 Years It shows that the majority (around 88%) of the entrepreneurs are between the age group 30 to 45 years of age which show their experience and knowledge. 7.9 percent of entrepreneurs have been found to be from the age group of 46 Years and above. Entrepreneurs of age group 'up to 30' Years constitute the smallest segment of the total sample taken and are 4.9 percent. A genuine attempt has been made by the researcher to ensure the proper representation of different age groups in the total sample.

Table 1.5 Qualifications of Entrepreneurs

Qualifications	Total No. of Entrepreneurs	Education wise Percentage of Entrepreneurs
B.E.	7	6.9
M.B.A.	25	24.7
Graduate	46	45.6
Post Graduate	23	22.8
Total	101	100

Table-1.5 shows that many entrepreneurs have completed graduation and post graduation courses. Some of them have also earned the degree of bachelor of engineers and MBA. The above table reveals that 45.6 percent of entrepreneurs belong to 'Graduate' segment and has come out to be the largest portion in the total sample. Then 'M.B.A.s' constitute the second largest segment in the total sample and is 24.7 percent. The entrepreneurs having 'Post Graduate' education are 22.8 percent. The segment of 'B.E.' is the smallest one and constitutes 6.9 of the total sample size.

Distribution of SSIs on the basis of industry location:

Industry location today has made its way to almost every nook and corner not only of the urban area but also of the rural area. So can we say that industry locating in urban areas and rural areas have different rate of growth because of infrastructure facilities available in these areas? In order to answer this it was necessary for the researcher to ensure sufficient representation from the rural area too.

Table 1.6 Distribution of SSIs on the basis of industry location

Industry Location	No. of SSIs	Location wise Percentage of SSIs
Rural	20	19.8
Urban	81	80.2
Total	101	100.0

Source: Survey

It can be seen that a large number of entrepreneurs hail from urban area. The number of entrepreneurs from urban area is 80.2 percent. 19.8 percent of entrepreneurs are from rural area. Researcher has made all possible efforts to make the sample a representative one.

ANALYSIS OF RISK TAKING ABILITY WITH AGE & QUALIFICATIONS OF ENTREPRENEURS

Any new business involves a risk an adventure, we have tried to analyze the risk taking ability of entrepreneurs with different age groups, and in this regard it was observed that the number of respondents from "up to 30" age group have significantly lower percentage than other age groups. This can be attributed to the fact that though they have the resources to start the business but they decidedly lack the intimate understanding in the successful working of the business. They consider risk to be dangerous in the sense that it may not prove to be fruitful. Since, they are raw in this field they take every step with great caution. The factors which damping their spirits are the fear of

financial loss, non-availability of raw material, problems of marketing, etc. Once they are able to safely steer clear of the teething problems, they become more confident and it is evident by the 41 to 45 age group of entrepreneurs, who do not hesitate to take the risk. Their experience and capability has become matured in this age group and this makes all the more difference. There is a significant difference of risk taking ability across different age groups. The value of chi square is significant at 0.05 levels and validates our analysis.

Table-1.7 Cross-Tabulation of Risk Taking ability with Age of Entrepreneurs (OBSERVED FREQUENCIES)

Age/ Risk taking score	Up to 30 Years	31-35 Years	36-40 Years	41-45 Years	46 Years & Above	Total
Up to 4	0	0	0	0	5	5
5-10	0	0	10	4	3	17
11-14	5	14	11	49	0	79
Total	5	14	21	53	8	101

Source: Survey

Hypothesis:

H₀ I: Entrepreneurial Talent Scale regarding (ETS) “risk taking ability” is independent on “age of entrepreneurs”.

H₁ I: Entrepreneurial Talent Scale regarding (ETS) “risk taking ability” is dependent on “age of entrepreneurs”.

Analysis Table-1.7: Cross-Tabulation of Risk Taking ability with Age of Entrepreneurs: (Chi-square test)

Data	
Level of Significance	0.05
Number of Rows	3
Number of Columns	5
Degrees of Freedom	8

Results	
Critical Value	15.50731
Chi-Square Test Statistic	88.46893
<i>p</i> -Value	9.51E-16
Reject the null hypothesis	

CONCLUSION

Since *p*-value is much lesser than 0.05, it is highly significant. Thus, risk taking ability among entrepreneurs is highly dependent on Age of Entrepreneurs. They are more confident about their decision and consider business to be a constant adventure in which risk taking is always involved.

Those who fail to take any sort of risk their unit becomes stagnant and in due course is likely to become a sick unit. The young entrepreneur in the age group of less than 30 years seldom weighs the pros & cons of a decision and is a ready to take any high risk or challenges. In doing so, we have found in informal conversation that these youngsters hesitate to take the advice of the elderly parents or other entrepreneurs because they do not want to share the consequences with anyone else.

Table-1.8 Cross-Tabulation of Risk Taking ability & Qualifications of Entrepreneurs (OBSERVED FREQUENCIES)

Qualification/ Risk taking score	B.E.	M.B.A.	Graduate	Post- Graduate	Total
Up to 4	0	0	2	3	5
5-10	3	9	3	2	17
11-14	4	16	41	18	79
Total	7	25	46	23	101

Source: Survey

In this survey has found that those having technical & engineering qualifications fear to take risk while entrepreneurs with general qualification like MBA & more particularly graduate excel in taking risk in the business. This analysis gives the impression that technocrats are very cautious in talking a new step while the generalists seldom bother about the technicalities of the problems and is ready to face any eventuality.

Hypothesis:

H₀ II: ETS regarding “risk taking ability” is independent on “Qualification of entrepreneurs”.

H₁ II: ETS regarding “risk taking ability” is dependent on “Qualification of entrepreneurs”.

Analysis Table-1.8: Cross-Tabulation of Risk Taking ability & Qualifications of Entrepreneurs: (Chi-square test)

Data	
Level of Significance	0.05
Number of Rows	3
Number of Columns	4
Degrees of Freedom	6

Results	
Critical Value	12.59159
Chi-Square Test Statistic	18.48853
p-Value	0.005121
Reject the null hypothesis	

CONCLUSION

Since p-value is lesser than 0.05, it is highly significant. Thus, risk taking ability among entrepreneurs is highly dependent on Qualification of Entrepreneurs. Analysis of respondents across different education level groups reveals that a significantly lower number i.e. 7 respondents of “B.E.” category are in favor of the above proposition. On the other hand, 46 “Graduate” respondents are ready to bear the risk of SSI Business. This significant difference has been confirmed by the value of chi square.

ANALYSIS OF ACHIEVEMENT/MOTIVATION ON AGE & QUALIFICATION OF ENTREPRENEURS

The second section is concerned with achievement & motivation. This is an important challenge faced by the entrepreneur at every level. No doubt he is having high hopes and ambitions to get success in his endeavor which is possible only by hard labor and being ahead of others in the competition. The nineteen questions devised in this section were to find out his attitudes in this sphere. The respondents seemed overconfident about their self. They try to show remarkable determination and firm belief in getting their aim in an exemplary way. In this section some questioned repeatedly figured of the risk taking section. For example-the respondents was asked to start a venture which has a probability of only 10% success. These achievement motivations are mainly concerned with the entrepreneurs and his attitude in running the business. These questions were appreciated by the entrepreneurs as they instil a filling of self confidence and hard work in them and also to make their identity in the field by hard work and perseverance.

Table-1.9 Cross-Tabulation of Achievement/Motivation & Age Groups (OBSERVED FREQUENCIES)

Age/ Achievement score	Up to 30 Years	31-35 Years	36-40 Years	41-45 Years	46 Years & Above	Total
Up to 9	0	1	3	4	1	9
10-14	2	6	9	18	3	38
15-19	3	7	9	31	4	54
Total	5	14	21	53	8	101

Source: Survey

Hypothesis:

H₀ III: ETS regarding “Achievement/Motivation “is independent on “age of entrepreneurs”.

H₁ III: ETS regarding “Achievement/Motivation “is dependent on “age of entrepreneurs”.

Analysis Table-1.9: Cross-Tabulation of Achievement/Motivation & Age Groups: (Chi-square test)

Data	
Level of Significance	0.05
Number of Rows	3
Number of Columns	5
Degrees of Freedom	8

Results	
Critical Value	15.50731
Chi-Square Test Statistic	2.634591
p-Value	0.955159
Do not reject the null hypothesis	

CONCLUSION

Since p-value is greater than 0.05, it is insignificant, Thus, Achievement/Motivation is independent of age of entrepreneurs. The value of chi square at 0.05 levels supports the analysis.

Table-1.10 Cross-Tabulation of Achievement/Motivation & Qualifications of Entrepreneurs (OBSERVED FREQUENCIES)

Qualification/ Achievement score	B.E.	M.B.A.	Graduate	Post- Graduate	Total
Up to 9	3	5	0	1	9
10-14	2	11	21	4	38
15-19	2	9	25	18	54
Total	7	25	46	23	101

Source: Survey

Hypothesis:

H₀ IV: ETS regarding “Achievement/Motivation “is independent on “Qualification of entrepreneurs”.

H₁ IV: ETS regarding “Achievement/Motivation “is dependent on “Qualification of entrepreneurs”.

AnalysisTable-1.10: Cross-Tabulation of Achievement/Motivation & Qualifications of Entrepreneurs: (Chi-square test)

Data	
Level of Significance	0.05
Number of Rows	3
Number of Columns	4
Degrees of Freedom	6
Results	
Critical Value	12.59159
Chi-Square Test Statistic	25.74107
p-Value	0.000249
Reject the null hypothesis	

CONCLUSION

Since p-value is less than 0.05, it is highly significant, Thus, Achievement/Motivation is highly dependent on qualification of entrepreneurs. The analysis shows that our hypothesis i.e. Achievement/Motivation “is independent of “Qualification of entrepreneurs” is wrong the reason being that the engineers are highly ambitious and wish to earn lots of profit in no time, this compensation they required for their earned degrees. Whereas entrepreneurs who are graduate, MBA or Post graduate are in no hurry and run the business steadily. They are more contented in their work and do not show undue hurry in achieving more and more, therefore, we conclude that the qualifications of the entrepreneurs do affect the achievement/motivation part but no clear cut relationship can be established between the qualifications and the achievement factors.

FINDINGS

Apart from many macro factors like-marketing problems, credit finance, Inspector raj, etc., the entrepreneurial talent plays an important role for the success or failure of the small scale industries. The major independent variables used for diagnosing the opinions of entrepreneurs with respect to impacts on survival and growth of small scale industries include –age, education, gender, religion, etc. The age wise analysis of entrepreneurs on small scale industries shows that the risk taking ability among entrepreneurs is highly dependent on age of entrepreneurs. It was observed that the number of respondents from “up to 30” age group have significantly lower percentage than other age groups. They do not want to take risk in their initial phase of careers. Since, they are new in this field; therefore, they take every step with great caution. The factors which damping their spirits are the fear of financial loss, non-availability of raw material, problems of marketing, etc. Once they are able to safely steer the teething problems, they become more confident and it is evident by the 36 to 45 age group of entrepreneurs, who do not hesitate to take the risk. Their experience and capability has become matured in this age group and therefore, they take more risk for the growth of their small scale industries.

It can be observed from the analysis of qualification of entrepreneurs that risk taking ability among entrepreneurs is highly dependent on qualification of entrepreneurs. Those having technical & engineering qualifications fear to take risk while entrepreneurs with general qualification like MBA

& more particularly graduate excel in taking risk in the business. This analysis gives the impression that technocrats are very cautious in taking a new step while the generalists seldom bother about the technicalities of the problems and is ready to face any eventuality.

It has been inferred from the analysis that achievement/motivation is highly dependent on qualification of entrepreneurs. The analysis shows that our hypothesis i.e. achievement/motivation is independent on “qualification of entrepreneurs” is rejected and the reason being that the engineers are highly ambitious and wish to earn lots of profit in short time, this compensation they required for their earned degrees. Whereas entrepreneurs who are graduate, MBA or post graduate are in no hurry and run the business steadily. They are more contented in their work and do not show undue hurry in achieving their goals.

RECOMMENDATIONS

On the basis of the findings of this study, the following recommendations are made:

: -It has been found that the majority of younger Entrepreneur does not possess the leadership qualities and they are always in haste in solving the problems and do not care for the consequences, younger entrepreneurs, therefore, are suggested to develop leadership qualities on the job before venturing out on their own. All entrepreneurs must also use their people management skills to motivate and inspire their employees.

: -It has been found from the findings that majority of younger Entrepreneurs do not want to take risk in their initial phase of careers. The factors which damping their spirits are the fear of financial loss, non-availability of raw material, problems of marketing, etc. Therefore, it is recommended that the entrepreneurs must turn their aggression in the workplace into a risk-taking approach. They must also capitalize on their skills to manage the financial aspects personally.

: -It should be also suggested that entrepreneur must leverage their functional expertise only when choosing the business of technical products. Besides, industrial training programmes should be frequently organized. This will help in widening the mental horizon toward practical business and industrial problems. Thus, Education and training will very much help in developing and augmenting a race of new entrepreneurs needed to harness and utilize the scarce of the resources for the success of small scale industries.

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