6.0 Introduction

This chapter provides the detailed findings of the main study with implications for Small and Medium Scale Industries activities, prospects and problems of SMIs in Nanded District. The findings pertaining to SMIs at all India, Maharashtra and Nanded District levels are presented crisply. It also concludes the findings of the study and provides a scope for further research along with suitable suggestions for the development of SMI activities.

There is a need to develop industrial infrastructure to initiate setting up of new industries in any region. Industrial infrastructure needs land in good locality, facilities of banking and finance, communication network, developed market, educational facilities, skilled labour supply etc. Good Industrial Infrastructure attracts entrepreneurs in the region.

In Nanded District there are four MIDC areas reserved for industrial establishment. These areas are situated at Dhanegaon near Nanded, Kandhar, Dharmabad and a recognized five star industrial area Krushnoor. In these industrial areas there are near about 500 Small units and 5 Medium Scale units are running. Co-operative Industrial Estates are located at Nanded, Loha, Degloor and Dharmabad. These Estates in all accommodate about 116 units. 4 More Co-operative Industrial Estates are proposed at Barad – Taluka Nanded, Bhokar- TalukaBhokar, and Dabhad- Taluka Nanded and
Tamsa–Taluka Hadgaon. Taking into consideration the potential for industrial development, the Government of Maharashtra has taken a decision to develop five star industrial estates of 645.81 hectares at Krishnur. The existing MIDC Industrial Estates in the district are well developed with sufficient facilities like water, roads and power.

Small and Medium Scale Industries ambitious approach helped them to know more opportunities in business and this spirit gives moral support during failures and also have confidently approved that self-interest is the important motivating factor to identify the opportunities in their business. They remain neutral in their opinion about traditional family business and its support. Small and Medium Scale Industries are of the same belief that the government encourages them and banking sector during negative results and this balanced support has helped them to solve business problems.

Small and Medium Scale Industries strongly agree that they have the ability to work hard, hard earned money and to take quick business decisions in tranquil atmosphere. The questioned Small and Medium Scale Industries owners strongly agree on their ability to struggle hard to develop business opportunities by taking superior positions. They are ready to shoulder responsibilities and undertake risk for their personal employment. Small and Medium Scale Industries are extremely positive to the view that they are active, hard working to see the daily income and are very confident and optimistic to make their business successful through their experience.

SMI’s are very positive to all jolts in their business, and are flexible to adapt the environment and this has in turn increased their reputation. Small and Medium Scale Industries are with the strong intention of their power over the qualities of honesty,
integrity, creativity, organizing them before any venture, accepting short comings, planning and thinking twice about prudential effects. Small and Medium Scale Industries have very positively reacted about their responding ability and are always prepared to take initiatives to materialize suggestions and are very resourceful to achieve the goal.

The Small and Medium Scale Industries partly agreed for the view of the importance of emotional approach in the business. SMI’s encompassed unlike outlook and agree for the query about mental vigor in problem solving and the success of the decisions they take.

The Small and Medium Scale Industries agreed that they are encouraged by the government policies and do not find impediments in availing facilities. They have an agreement with procedural delays and bureaucratic interruptions. The Small and Medium Scale Industries confessed that the demand of personal and political influence obstructs them. They have an optimistic opinion on impact of globalization and periodic changes in the discouraging government policies. The Small and Medium Scale Industries realized the difficulties in reaching the government policies and lack of awareness among them in getting government policies. They do not have any opinion about inadequacy of government funds.

Small and Medium Scale Industries are not enthusiastic in attending the entrepreneurial development program and they themselves measure their potentiality for constant development. They agree with consultation of friends and relatives to develop the business and periodically collect the information for the perfect development. They have an optimistic idea of exploring the results of their development strategies.
Small and Medium Scale Industries periodically plan their budgets and they have the inclination towards periodic check for monthly income and expenditure. The female entrepreneurs study thoroughly study the cash flow and innovatively apply the mathematical model to avoid financial problems. It is believed that the SMI’s expect their investment money to work hard with maximum risk and prudentially plan for the future through shrewd strategies.

They are interested in applying the new technologies and ignoring the primitive technology. They in fact apply the latest management and operations management techniques to increase production and profit. Perseverance and motivational aspects are essential for Small and Medium Scale Industries, which establish their interest for innovations.

They have accepted that they are proud to be women entrepreneur, and also positively expect a bright future in business. They have strongly agreed that they have obtained happiness and they are proud of their entrepreneurship. Small and Medium Scale Industries feel that they have gained monetary advantage, dignity and respect from the society, efficiency and reputation through entrepreneurship. Small and Medium Scale Industries strongly feel that sincerity and diligent hard work is very essential and this in large extent contributes to the economy. Small and Medium Scale Industries also sense that quality and ability is very imperative for their business and their response about entrepreneurship is very encouraging.

Entrepreneur’s advertisement increases the market potential and supply of quality of products. They generally do not seek assistance of marketing agencies. They strongly
agree with the increase of marketing through smooth innovative marketing strategies and polite approach and safe margin and reasonable price. They profoundly believe that innovative marketing strategies and extending the circle of acquaintance are useful for the successful marketing.


Following is the general conclusion on Primary Data which was collected by Researcher.

01. It was found that in Small and Medium Scale Industries 101 to 200 employees are working in majorly and more than 300 employees are working in only 4.00% industries. So it concludes that Human Resource Management need to improve this category.

02. There is no need to unskilled employee for both organizations. But researcher found 16% and 14% unskilled employee in study area. 32% and 42% were required of Skilled and Unskilled employee in Small and Medium Scale Industries.

03. Recruitment of employee’s 52% and 58% employee were selected by ads in newspaper in Small and Medium Scale Industries. Local Consulting are old channel of selection of employee.

04. In Nanded district’s 84% & 78% Small and Medium Scale Industries human resource management are checking the qualification grade.
05. It was seen that 48% & 46% of the respondents are having experience of 10 to 19 years, 12% & 14% of the respondents have experience of 20 to 29 years, 24% & 18% have experience up to 9 years, and 16% & 22% of the respondents have work experience of more than 30 years.

06. The 48% & 52% of respondents are post graduates, like M.Com, MBA, MSW, and MCM etc.

07. The Small and Medium Scale Industries units 30000 to 50000 monthly income holders were highest is the lowest in relation to the number one. It denotes income of Small and Medium Scale Industries unit holders is slowly increasing.

08. 50% & 42% of the managements have ‘study of the market.’ 26% and 38% of managements take measure for risk cover as technicality and business process. 16% and 12% responded for ‘efforts’. And 8% responses are for calculated risk.

09. The Manager aware of industrial Engineering and Implement. 22% & 24% respondent are strongly agree with the question given by researcher. But 52% & 54% respondent are agree.

10. The cooperation of Employee 48% & 50% respondent were agree with the question asked by researcher. 38% & 34% respondents were Strongly Agree with researcher.

11. Leadership Accept by employees the question asked to Human Resource Manager by researcher. 62% & 68% respondent were Agree with question. 24% & 20% respondent were strongly agree.
12. The monitoring activities are done by Human Resource Manager. 36% & 38% respondent were agree. Thereafter 12% & 10% respondents were strongly agree. Here 08% & 06% respondent were goes to neither agree nor disagree.

13. Employee was motivated by increase the Salary.

14. Employees are motivated facilities then 24% & 28% respondents were suggested to pay the various types of Leave.

15. By taking meeting of the employee is moral support to employee is accepted 20 % & 18% of the respondents. 24% & 26% respondents are suggest the supporting for good work. 40% & 42% respondents were suggest is Delegating authority and responsibilities to employees for taking a proper decision.

16. The visualize the daily planning with anticipated output. 20% & 24% respondents were strongly agree with the question. 52% & 48% respondents were agree with researcher.

17. The updating introduced by competitors. The researcher was asked to the respondents do you updates yourself introduced by competitors. 06% & 10% respondents were strongly with question. 52% & 62% respondents were agreeing.

18. Customers of the industries. 24% & 20% respondents strongly agree with researcher. They confident to his customers are fixed. 64% & 70% respondent agree with researcher.

19. The TQM for control unit i.e. 24% & 28%. Followed by JIT techniques were also adopted by the respondents and after that Six Sigma is used for total control.
20. HRM practices connects ideal savings into productive use. 38% of respondents are strongly agreed in Small Scale Industries. And 30% respondents are strongly agreed in case of Medium Scale Industries.

Human resource is one of the important assets for the business. Recruitment and selection of human resources plays an important role in the success of the organization. Knowledge and skill required in management of human resources and it contribute to the preparation and realization of strategic plans of the business organization. Personnel management is important in SMIs to adjust their business policy to the market demands.

There is a need of continuous evaluation and assessment of human resources working in the organization. Assessment can be done through laid down procedure. Performance is measured, evaluated and communicated to the superiors. In other words, the evaluation of human resource management contributes to the identification of the financial contribution of HRM in the Industries final score, or index return realized investment. Work environment is one of the major factors which create impact on the employees and their efficiency. Job security is one of the major concerns to the employees. There are other factors such as relationship with superiors, health facility, timely wage payment, financial and non-financial incentives etc. affects the performance of the employees in the business. Each of these elements with the importance of providing security for the individual and gives them the motivation and incentive to stay in the enterprise.
6.2 Conclusions on Primary Data of Small and Medium Scale Industries:

Industrial sector in India stretches from the highly organized sector compromising of large and medium and some modern small scale industries to some unorganized sector consisting of traditional industries like village and small industries. While the performance traditional segment of village small industries has been unsatisfactory in terms of production and productivity. Its modern segment is gaining importance because it serves as the training ground for entrepreneurs.

Emphasis on the development of Small and Medium Scale Industries in India has emanated from the belief that the small units serve a multiplicity of objectives such as decentralization of industry, generation of employment, mobilization of resources, distribution of economic power and rural development. The role of small and Medium Scale industries as an effective instrument for creating employment opportunities with in limited range of capital requirement. It has been realized in all the developed and developing countries that the Small and Medium Scale Industries directly helps the needy and poor to develop their economic back ground.

Small and Medium Scale Industries undertake risk and they are engrossed to do things in different ways adapting newest techniques and use strategies to lessen their expenditure. Small and Medium Scale Industries react positively to all challenges and struggle hard to accomplish goals. Decision makers have realized that innovation and analyzing the threats and opportunities available in the market is the essential factor for the success of an organization.
Small and Medium Scale Industrial sector has stimulated economic activity of a far reaching magnitude and created a sense of confidence among large number of entrepreneurs about their vitality and viability. It is emerging as a self-reliant sector and does nor depends on subsidies for its existence. The Small and Medium Scale industrial sector has been recognized as an effective instrument in the development of backward and rural areas. Apart from economic aspects, the social value of Small and Medium Industries sector justified its being given the most significant role in attaining the main objectives such as removal of poverty, attainment of self-reliance, a reduction in disparities in income, wealth and consumption standards and regional imbalances etc. Small scale industries generate a large number of employments.

It was found that the details of sample Industries and the area from which they have been selected in Nanded District. The Small and Medium Scale Industries beyond the rural and urban areas. A sample consists among the priority sector 75 percent are in rural area and 25 percent are in urban areas. The sample consists of 75 respondents from urban area 25 from rural area. It is inferred that the rate of Priority sector units are more in rural areas and in Non-Priority sector more in urban areas.

It was found that the details of sample Industries and the area from which they have been selected in Nanded District. The Small and Medium Scale Industries beyond the various Religious such as Hindu, Christian, Muslim and others. A sample consists among the priority sector 58 percent are in Hindus in Small Scale Industries and 64 percentage in Medium Scale industries, 04 percent are in Christians by both Small and Medium Scale Industries, 14 percentage and 10 percent are Muslims in Small and
Medium Scale Industries respectively. Near about 06 percent and 04 percent are in others.

It was found that the details of sample industries and the area from which they have been selected in Nanded District. The Small and Medium Scale Industries beyond the various Communities such as SC/ST, OBC, Minority and Other. A sample consists among the Small Scale Industries sector 05 percent are in SC/ST, 30 percent are in OBC, 20 percent are in Minority, 45 percent are in others. In Medium Scale Industries sector, 06 percent are in SC/ST, 29 percent are in OBC, 15 percent are in Minority, 50 percent are in others.

It was found that the details of sample industries and the area from which they have been selected in Nanded District. The Small and Medium Scale Industries beyond the Nationality of Respondents. A sample consists among the Small Scale Industries 100 percent are in Indians, there didn’t fond NRI and foreigner. In Medium Scale Industries there were also 100 percent respondent were found in Indians.

It was found the details of sample in industries and area from which they have been selected in Nanded District. The Small and Medium Scale Industries beyond the Educational Background of the respondents. A sample consist among the Small Scale Industries 10 percent respondent were primary educational, 12 percent were High school, 36 percent were graduates respondents. A sample consist among the Medium Scale Industries 06 percent respondent were primary educational, 10 percent were High school, 36 percent were graduates respondents.
Following are the general conclusion on Primary Data Collected by Researcher from Small and Medium Scale Industries in Nanded District.

01. The highest annual income in small scale industries were in the bracket of 100000-300000 which is 30% of the respondents. And the highest annual income in Medium Scale Industries in the bracket of 300000-500000 i.e. 36%

02. It were indicates majority of respondent’s emphasis on loan taken from nationalized banks.

03. It were indicates the high level of competition is there in Small Scale Industries as compare to Medium Scale Industries.

04. Economic impact of Small and Medium Scale Industries were indicates in case of Small Scale Industries majority of the respondents were neither agree nor disagree i.e. 26%. And same in case of Medium Scale Industries it was 28%. Only 20% respondents are strongly agreed in SSIs and 24% respondents are strongly agreed.

05. Reveals how HRM practices helps for industrial distribution majority of respondents are neither agree nor disagree statements.

06. 28% of respondents are agree with Capital and output ratio are inversely proportional in Small Scale Industries. But when it comes to Medium Scale Industries 36% of respondents are neither agree nor disagree. The strongly agree respondents are only 24% in Small Scale Industries and 20% respondents in Medium Scale Industries respectively.
07. 32% respondents are strongly agreed with workers are very intensive to increase production. And in case of Medium Scale Industries 36% respondents are strongly agreed on same.

08. SMI decentralizes the industrial activity at one particular point. That were indicates 44% respondents are agreed on decentralization of industrial activity in Small Scale Industries. Whereas 50% of respondents are agreed in Medium Scale Industries.

09. 22% of respondents are strongly agreed who believe it helps fostering the entrepreneurs and 24% of respondents are strongly believed. It helps fostering the entrepreneurs.

10. 32% respondents are strongly agreed with productive function is distributed equally due to Small Scale Industries and 36% of respondents are strongly agreed with it.

11. Utilization of unutilized resources where 22% of respondents are strongly agreed with it in case of Small Scale Industries, 32% of respondents with it. 32% of respondents are strongly agreed in case of Medium Scale Industries.

12. 28% of respondents are strongly agreed who believe lucrative channels are found more in Small Scale Industries. And 24% of respondents are strongly agreed in Medium Scale Industries.

13. 26% of respondents are strongly agreed with price of product is comparatively less in case of Small Scale Industries and 26% of respondents are strongly agreed with it in Medium Scale Industries.
14. Workers are able to feel their independence 44% of the respondents are strongly agreed in case of Small Scale Industries and where as 36% of respondents are strongly agreed in Medium Scale Industries.

15. It is difficult to control unregistered industries where 36% of respondents are strongly agreed on that in Small Scale Industries and only 22% respondents are strongly agreed in case of Medium Scale Industries.

16. The private money lenders demand high rate of interest i.e. 36% of respondents in Small Scale Industries and 32% in Medium Scale Industries. Whereas 24% in Small Scale Industries and 26% in Medium Scale Industries respondents are neither agreed nor disagreed.

17. Rental problems of business establishment the strongly agree respondents are 36% in case of Small Scale Industries and 34% respondents were Medium Scale Industries the majority of this respondents are strongly agree with this statement.

18. Deteriorating industrial relations was indication of respondents is likely strongly agree statements in both Small and Medium Scale Industries. 16% and 26% of respondents are only neither agree nor disagree in case of Small and Medium Scale Industries respectively.

19. It was found that vast majority of the respondents 32% of respondents were neither agree nor disagree on there are no established channels of negotiation between employers and employee and 30% of respondents are neither agree nor disagree in case of Medium Scale Industries.
20. Show the sudden noncooperation of workers leads to closure of Small Scale Industries the 32% respondents are agree with this table in case of Small Scale Industries and 30% of respondents are agree in Medium Scale Industries.

21. Mortality in HRM practices of Small and Medium Scale Industries. 32% of respondents are strongly agree of Small Scale Industries and strongly agree i.e. Medium Scale Industries were 28% respondents.

22. Entrepreneurs in Small and Medium Scale Industries the strongly agree respondents are 28% of Small Scale Industries and 26% in Medium Scale Industries. 20% respondents are neither agree nor disagree.

23. 28% and 40% of respondents are the majority of respondent in Medium Scale Industries they are strongly opinion of this lack of technology.

24. Vast majority of the respondents 26% of respondents are agree in case of Small Scale Industries and neither agree nor disagree respondents in Medium Scale Industries of There is no special help from Government and other organization for modernization.

25. Difficulty in improving quality standards and productivity of respondents in Small Scale Industries were 18% and 20% of respondents in Medium Scale Industries. Neither agree nor disagree respondents are likely 26% and 28% in SSI and MSI.

6.3 Problems of Small and Medium Scale Industries:

Almost all the small and medium scale enterprises are facing many fold problems in the economy as a whole. These problems are mainly because of uneven economic and social development in the Indian economy and development of infrastructure. In India
economy there are regional disparities and Nanded district is in one of the socially and industrially backward areas of the country. Though, there are unlimited problems connected with SMIs, some of them are given below. They are:

- Many small and medium scale units are facing the problems of capital formation as well as obtaining credit for working capital
- There is a competition with large scale manufacturers and threats from Chinese low cost imported products
- There is a problem of introducing and identifying appropriate technology & technical assistance in the country
- Inability to offer liberal credit terms in the sale of their products, obscene of management expertise, under capitalization and bureaucratic red tapism and regulations.
- Lack of industrial training & skill formation, quality control & testing facilities, proper market promotion both domestic & export, scientific & industrial research, lack of management & reorganization of small & medium scale enterprises through various schemes and productivity increase through modernization. Thus, SMIs are facing multi-dimensional problems. However, this sector in India has been confronted with an increasingly competitive environment.

It is inferred that the Small and Medium Scale Industries are aimed at acquiring maximum benefit through their production with in the short span of time. The industries also find that these industries are one of the lucrative channels for their economic advancement. The distribution of industry has achieved successfully according to the
policies of government in Nanded Districts. The industrial development is also noticed in these districts through the developmental activities of Small and Medium Scale Industries and also providing appreciable scope to solve unemployment problems.

It is ascertained that the proprietors of Small and Medium Scale Industries in Nanded District are continuously affected by the heavy interest rates for the loan amounts. They are supplying to their purchasers in time, but the purchasers procrastinate their payments. This leads to serious financial crisis for the Small and Medium Scale Industries. The industries are not able to get the loans in time from the government sources and private sources. There is a popular feeling prevails among the sources of loans of Small and Medium Scale Industries that their repaying capacity is very low. It is found that the Small and Medium Scale Industries in Nanded District are facing enormous amount of Raw material problem. They are not able to get the raw materials in time, both government and private suppliers are delaying in their supply. This attitude of the suppliers affects the continuous flow of production of Small and Medium Scale Industries in the district. The Small and Medium Scale Industries in Nanded District are facing constraints of limited hours of power supply and High Tariff for the current usage. These are affecting their continuous production and severe financial crisis. It is identified that around 29% of Small and Medium Scale Industries in this District has been closed by the action Maharashtra State Electricity Distribution Company Ltd. for non-payment of electricity bills.

The Small and Medium Scale Industries products have not got proper advertisement and popularity of the products is also less. In fact they are not able
compete with the productions of large industry in price as well as the popularity. They are forced to sell their products to specified buyers with fixed profit. Their scopes for different marketing avenues are totally obscured by these sort of buyers. So far government has not taken strenuous efforts to curb the marketing problems of Small and Medium Scale Industries. The Small and Medium Scale Industries in Nanded District is helpless in selling the products in the midst of heavy competition from the large industries. The Small and Medium Scale Industries possess poor planning and insincere workers due to financial and other prominent constraints. The financial constraints cease their development in the form of rent and other important expenses. The modern technology is identified as a one of the serious problems faced by the Small and Medium Scale Industries in present situation. They are not in the position to modernize their industry with small capital.

Small and Medium Scale Industries are effectively generating the income for rent and other expenses they have modern technology in their premises to produce the high quality products. But they face so many other problems like loans, raw material and power problems. The Small and Medium Scale Industries in second cluster face all the problems severely. It is found that 53% of Small and Medium Scale Industries in Nanded Districts face severe financial problems, raw material problems, power problems and marketing problems. The Small and Medium Scale Industries in second cluster are very much confident about their production. The third cluster differs from first cluster in financial problems and resemble in technology and quality. It is identified that 57.04% face serious financial problems and they are not able to meet all the expenses of
their industries. Besides that all the three clusters face power problems with different dimensions of severity. The third cluster Small and Medium Scale Industries also face raw material and marketing problems and hampered by their severity.

The Small and Medium Scale Industries in second and third clusters are facing raw material, power, marketing, and other general problems with severity ranging from moderate to high. The first cluster Small and Medium Scale Industries with 28% of frequency are not accessible to problems of rent, planning, workers, modern technology and quality. It is also found that the quality of products of Small and Medium Scale Industries in Nanded District is good and welcome by the purchasers.

The Small and Medium Scale Industries are accepting that the government has taken only the moderate efforts for issuing the quick loans for less interest, subsidies, raw materials, sales outlet and policies for overall developments. In the domain of priority sector Small and Medium Scale Industries are considered as most important for development. In fact the central government has directed the public sector banks to issue loans for Small and Medium Scale Industries for development and to solve unemployment problems.

It is inferred that both the registered and unregistered of Small and Medium Scale Industries in Nanded District is distributed over all the three types of clusters and facing problems of finance, raw material, marketing and power problems. The registered Small and Medium Scale Industries are able to get the aid from the government easily than the unregistered. It is revealed that the ownership is independent of problems faced by the Small and Medium Scale Industries. The Small and Medium Scale Industries under sole proprietorship, partnership, and private limited are distributed over all the cluster of
Small and Medium Scale Industries and facing numerous problems. The Small and Medium Scale Industries in Nanded District is obtaining loans from all the sources. They get their loans from public sector banks, private sector banks, private finance and foreign banks according their conveniences like quick loan system and less interest loans with subsidies. The Business establishment place is independent of problems faced by the Small and Medium Scale Industries in Nanded District. They have own, leased, and rent establishments and present rationally in the entire cluster. The annual turnover does not distinguish the Small and Medium Scale Industries in Nanded District based on their problems. There is general opinion of Small and Medium Scale Industries with small and high turnover that they face financial, raw material, power and marketing problems regularly.

The findings of the study are useful to make an intellectual deduction regarding the four hypotheses of the study. The performance of Small and Medium Scale Industries in all India level, Marathwada Region level in terms of production, employment and export supports that the Small and Medium Scale Industries are more suitable for the developing countries like India.

The observations of performance of Small and Medium Scale Industries in terms of number of units, investment, production and employment made by the researcher for the span of 05 years supports profoundly that the performance of Small and Medium Scale Industries at all India, Marathwada and district level are highly impressive.

The microscopic analysis of various problems like finance, marketing, power, labour and administrative problems revealed that Small and Medium Scale Industries are
facing all these problems equally. So this is not supporting the hypothesis that the Small and Medium Scale Industries are facing more marketing problems than any other.

6.4 Suggestions

Following are some of the important suggestions:

01. Success of an enterprise irrespective of the scale of operation depends mainly upon the competitive nature of its products, managerial efficiency and process technology. For the adoption of improved technology the government and financial institutions need to play a dynamic role by providing technical guidance and timely credit to Small and Medium Scale Industries considering limited resources.

02. Although certain level of protection is necessary for the healthy growth of the Small and Medium Scale Industries sector, the protection beyond some reasonable limit like pricing and marketing of the products would do more harm than good to the overall efficiency and productivity of the sector. Infrastructure development is vital for the development of the Small and Medium Scale Industries. As the industry has made remarkable growth in the regions having adequate infrastructural facilities rather than cash subsidies will prove more productive.

03. The technological innovations are generally labour saving which pose a real danger by depriving employment to a large number of persons. Economic wisdom demands employment opportunities in the absence of which man cannot
survive and the wisdom lies in the women entrepreneurship because of its labour intensive characteristics. The technological progress should have trickledown effect by creating additional job opportunities in the related activities. However, the irony is that much of the success in technological progress has not benefited the humanity even in the developed countries, which are now facing the problem of increasing unemployment as they have failed to manage the technological progress.

04. The proposed National equity fund for the upgradation of technology and improvement of skills among women entrepreneurs must be effectively utilized. The Small and Medium Scale Industries avail various benefits provided by the center and state government for the promotion of small scale industries should be asked to provide information periodically to the respective directors to identify the pattern of their growth.

05. The government should take initiatives to increase the number of Small and Medium Scale Industries by inculcating the ideas of entrepreneurship in schools and colleges by introducing a new academic curriculum. Proper technical education should be given to women in particular.

06. Effective steps should be taken by the government to create entrepreneurial opportunities among men and women, and steps should be taken to develop their knowledge and skill and to raise their level of motivation for Small and Medium Scale Industries development.
07. As self-employment breeds entrepreneurship, Government should undertake more and more self-employment programmes and proper training should be given to bathe rural and urban people. Free training facilities should be provided in all fields of enterprises.

08. Small and Medium Scale Industries should be made aware of various credit facilities, financial incentives and subsidies.

09. Government should take steps to develop markets in rural and semi-urban areas so that Small and Medium Scale Industries can sell their products easily in the nearest markets. More and more fairs and exhibitions should be arranged for Small and Medium Scale Industries products.

10. It is indispensable to give adequate and timely credit being a key factor in catalyzing entrepreneurship, it is highly essential to involve bank managers/Small and Medium Scale Industries specialists from banks at the pre-training, training and post-training phases of entrepreneurship development programmes.

6.5 Recommendations:

During the study it is found that in Nanded Districts Small and Medium Scale Industries are at infant stage of development and there is ample scope of improvement in the condition of the sector. Sufficient infrastructure is required to develop these industries and help in the growth and development in the region. There is a need of proper market and marketing activities to promote these industries. Due to various incentives by the government agencies there is scope in the growth of the Small and Medium Scale
Industries in the study area. But, the problem is related to sustainability of these units is major concerns for the entrepreneurs.

Recommendations are given on the basis of conclusion derived from findings:

- The total installed production capacity in small and medium scale industrial sector in Nanded District in averagely underutilized. In most of the cases studied intensively, the capacity utilization was below 58 percent, if full utilization of capacity is made then concerns are capable to reduce the cost and capable to increase employment and production.

- There is a need of development of educational facilities and training centers to develop skilled manpower in the region. It is possible through development and establishment of quality education in the Industrial Training Institute (ITIs).

- The need of human resources at top levels can also be developed through providing quality education in Management Institutes in the region.

- There is a need of knowledge and skill development of entrepreneurs which can be possible through training. Government should take initiative in training of new and existing entrepreneurs in the region.

- It is also abundantly clear from the present study that the marketing aspects have been largely neglected and concerted efforts for stimulating demand have not been made either by Small and Medium Scale Industries units or state level agencies. Considering the fact that poverty alleviation programme and other development activities of the state would make the large masses of the country, mainly in rural areas, conscious of better living standards and this would ultimately create huge
demand for the consumer goods for mass consumption, the promotion and development of Small and Medium scale industries holds a key of prosperity and higher living standard in Nanded Districts.

- There should be a Central All India Marketing Federation with its branches in the State to assign major responsibility for marketing of products of such Small and Medium scale industrial units, which willingly to become its members.

- The average entrepreneur in Small and Medium Scale Industries sector is apparently to sell whatever is produced by him. The marketing approach of evolving what is required in the market is missing. It needs to emphasize that the consumers today expect more value to their expenditure. A properly conceived and speedily implemented marketing support programme for this sector, therefore the need of hour is to introduce the scientific marketing method to improve the productivity and to reduce the unit cost.

- Lack of efficient executive is also felt. So, the thrust areas like marketing and salesmanship besides general entrepreneurship training should be emphasized in the schools and college programme.

- Poor quality of products, lack of standardization, branding and packaging are some serious product deficiencies. It is worthwhile to encourage some good Small and Medium Scale Industries units to establish their own laboratories by subsidizing a part of initial capital outlay say about 58 percent a subsidy by government. In product development process, the advice of technical experts and market survey should also be taken into consideration.
To conclude, the ultimate objective of prosperity and happiness of the people can be achieved only through expansion of economic activities, on a massive scale in Tiny, small and large sectors on the basis of the rationality of their complementarity. Therefore, need of the hour is strong and flourish Small and Medium scale sector. Indian economy will become capable to fulfill needs of the huge population as well as to provide sound base for industrial progress only with the help of strong Small and Medium scale sector. For strong Small and Medium scale sector, there is need of primitive measures rather than protective measure.

6.6 Scope for Further Research:

This study concentrates on Human Resource Management of Small and Medium Scale Industries in Nanded District. It also identified the contribution of government to Small and Medium Scale Industries in Nanded District in terms of growth and performance. A wide innovative study can be undertaken by the energetic researchers to study the growth of Small and Medium Scale Industries microscopically by covering all the districts. This study does not cover the governmental ideas for the development of Small and Medium Scale Industries so a separate study can be initiated in this direction to obtain a torrent of useful results for the development of Small and Medium Scale Industries in India and Maharashtra State. Most of the products produced by the Small and Medium Scale Industries are subject to export. A empirical and economic analysis would be helpful to identify the contribution of Small and Medium Scale Industries in India to the globalized and liberalized economy.
This study ascertained the various predominant factors of Human Resource Management of Small and Medium Scale Industries in Nanded District. With the experience it is stated that a separate research of leadership quality of Small and Medium Scale Industries owners on various aspects like skills, knowledge, administration, retrenching the capital flow may be undertaken elaborately.