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ANNEXURES

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I - B : Questionnaire- B : Organisational

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III : NEED FOR A ACCREDITED PROGRAMME FOR
TRAINER MOTIVATORS

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1. Biographical Information
2. Other Data

I - B Questionnaire - B: Organisational

1. General Information relating to Unit
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3. Origin of Entrepreneurship
4. History and Growth of Enterprises
5. Marketing situation of the Unit

II EMERGING NEW PROFILE OF ENTREPRENEURSHIP

01. Innovativeness
02. Human Resource Development
03. Environmental Ability
04. Cooperation
05. Commitment
06. Joint Optimisation

III NEED FOR ACCREDITED PROGRAMME FOR TRAINER MOTIVATORS

01. Background
02. Objectives
03. Learning Methods

IV LIST OF PERSONS WHO RESPONDED TO QUESTIONNAIRE

V BIBLIOGRAPHY

A) Books
B) Articles
C) Journals & Newspapers
D) Journals that have published articles concerning entrepreneurship
E) References
NEW DIMENSIONS OF ENTREPRENEURSHIP MANAGEMENT

("An enquiry into the perspectives of Entrepreneurship Management in Nashik-Pune Region")

I) Biographical Information -

A) Name and State -
   (i) Full Name -
   (ii) State of Origin -

B) Address -

C) Religion and Caste -

D) Age (at start of enterprise) -

E) Marital status -

F) Family Background and Status -
   1) Type of family -
      i) Joint Family
      ii) Nuclear Family
   2) Number of family members -
      i) Earning
      ii) Number of dependents

G) Education -
   i) Self
   ii) Father
   iii) Mother
iv) Wife/Husband  
v) Children  
vi) Brother/Sister  
vii) Any other relation  

H) Economic Status:

I) Nature and Motives of career:

If service initially and then Business: 1) Traditional  
2) Innovative  

(A) Reasons for starting the enterprise after service:

(Depict priorities by giving numbers)
1. Higher monetary gain/Economic Gain  
2. Own Ambition  
3. Unemployed/utilisation of education  
4. Job satisfaction/Frustration in other job  
5. Father's/other ambition  
6. Availability of Finance  
7. Desire to be independent  
8. Higher status/special prestige  
9. Any other  

IF NEW:

(B) Reasons to start the New enterprise initially:

(Ranking according to priorities in No.)
1. Motivation for Economic gain  
2. Own Ambition/Liking for Innovation  
3. Unemployed/utilisation of education and Managerial skills.
4. Job satisfaction/tolerance towards changing environment
5. Father's/other's ambition
6. Availability of resources
7. Desire to be independent
8. Higher status/special prestige
9. Any other

J) Hobbies and interests -

K) Self Assessment of present position (Tack mark):
1. Very good
2. Good
3. Not so good
4. Difficult to say

II) ENTERPRISE DATA -
A) Name -
B) Address - (Location -
C) Year of the establishment
D) Nature of the Enterprise -
E) Product Information -
   i) Name /s

ii) Reasons for selecting the same
iii) Nature of the Products/
         (Type)

iv) Any other products
    introduced

F) Capital Investment -

i) Initial Investment
   A.1) Working Capital
   2) Fixed Capital

B.1) Owned Capital

2) Borrowed Capital
   (Tick Mark the source and specify
   the amount)
   i) Relatives
   ii) Banks

iii) Financial
     Institution/s

iv) Any other source

ii) Present Investment

A. 1. Working Capital
   2. Fixed Capital

B. 1. Owned Capital

2. Borrowed Capital
   (Tick mark the source of specify
   the amount)
   i) Relatives
   ii) Banks
iii) Financial Institution/s

iv) Any other sources

iii) Proportion of owned/borrowed funds:

G) Employees -

i) Initial Position (in No.)
   1) Male
   2) Female

ii) 1) Skilled
    2) Semi-skilled
    3) Unskilled
    4) Professional

B) Present Position (in No.)
   1) Male
   2) Female

ii) 1) Skilled
    2) Semi-Skilled
    3) Unskilled
    4) Professional
H) Power installation:

Capacity: Initial -

At present -

I) 1) Salary and wage structure

2) Incentives and welfare schemes
   i) Year of Introduction:

   ii) Nature

   iii) Details

J) Trade Union Position

K) Financial Position of last 3 year (Year Wise)

   1) Turnover

   ii) Cost of running the business

   iii) Profits
III) Challenges Encountered: (Tickmark)

A) Finance:

1) Inadequate loans sanctioned by the Financial Institution:

2) Inadequate working capital:

3) Shorter repayment period of loan:

4) Time lag between sanction and Availability:

5) Any other (Please specify)

B) Personnel:

1) Manpower planning problem(s)

2) Labour turnover problem(s)

3) Non-cooperative labour attitude

4) Lack of Training facilities

5) Any other (please specify)
C) **Land and building:**

1) Inadequate support from MIDC
2) Non-availability of Land/Bldg. in Industrial Estates
3) Unsatisfactory and Small Area
4) High rent for land and building
5) Any other

D) **Infrastructure:**

1) Frequent power failure
2) Lack of water supply
3) Lack of communication facilities
4) Any other (Please specify)

E) **Raw Materials:**

1) Lack of availability of quality raw material
2) Non-availability of inputs
3) High cost
4) Any other (Please specify)
F) Customer reactions :

Whether opinion poll survey conducted?

A) If yes - specify

B) If no - give reasons

G) Marketing :

H) Operations/Technical :

I) Legal / Tax :

J) Social Environment :

1) Supportive for Growth

2) Social Status Heightened

3) Changing policies according to social environment

4) Any other (please specify)

K) Inter personal :

Are you an Intrapreneur ?

Answer "Yes" or "No" to the following questions :

1. Does your desire to make things work better occupy as much of your time as fulfilling your duty to maintain them the way they are?

2. Do you get excited about what you are doing at work?
3. Do you think about new business ideas while driving to work or taking a shower?

4. Can you visualize concrete steps for action when you consider ways to make a new idea happen?

5. Do you get in trouble from time to time for doing things that exceed your authority?

6. Are you able to keep your ideas under cover, suppressing your urge to tell everyone about them until you have tested them and developed a plan for implementation?

7. Have you successfully pushed through bleak times when something you were working on looked like it might fail?

8. Do you have more than your share of both fans of critics?

9. Do you have a network of friends at work whom you can count on for help?

10. Do you get easily annoyed by other incompetent attempts to execute portions of your ideas?

11. Can you consider trying to overcome a natural perfectionist tendency to do all the work yourself and share responsibility for your ideas with a team?

12. Would you be willing to give up some salary in exchange for the chance to try out your business idea if the rewards for success were adequate?

If you have answered yes more times than no, the chances are you are already behaving like an intrapreneur.

xxxxxx
QUESTIONNAIRE - B

1. Name of the enterprise

2. Locality -
   (a) Town
   (b) Distt.

3. Main Products of the enterprise:

<table>
<thead>
<tr>
<th>Name of products</th>
<th>Initial year</th>
<th>At present</th>
</tr>
</thead>
</table>

4. Form of Organisation:
   (a) Sole Proprietorship - Name of Owner .........
   (b) Partnership
      (i) No. of Partners ........
      (ii) No. of family members in Partnership...
      (iii) No. of partners of same caste...
      (iv) No. of partners of other caste..
   (c) Pvt. Ltd. Co. - No. of members
   (d) Public Ltd. Co. - No. members
   (e) Co-operative Society -

5. Is enterprise registered with Labour Commissioner under the Factories Act, 1948? and with Director of Industries and year thereof?

6. Location of the Unit - Inside the Town/Industrial Estate/Industrial Area
7. Please mention the factors which led to the present location of the enterprise:
   (a) Residence  (b) Established business  (c) own land
   (d) Absence of competition  (e) Infrastructural facilities
   (f) Political Presence to open here  
   (g) Availability of raw materials / skilled / cheap labour / power / transportation  
   (i) Facilities of promotional agencies  
   (j) others.

8. If power used? YES / NO

9. Year of establishment of unit.

(B) Personal Details & Background Factors of Entrepreneur

1. Sex
2. Age
3. Nationality
4. Caste
5. Place & Year of Birth
6. Year and reason of migration
7. Education — (i) Formal - Examination passed ...
   (ii) Technical - Nature of qualification ...

8. Father's Principal occupation
9. Family was rich / middle class / poor
10. Prior occupation of the entrepreneur —
   (a) Were you unemployed before setting up the Unit? YES / NO.
(b) Did you take up any jobs prior to setting up the enterprise? Please give details.
(c) Please mention the principal causes of leaving the job.
(d) Did you set up any other industrial unit? YES/NO.
(e) Details of experience received in any related or unrelated line of industry or business, if any.
(f) Details of any business industrial or managerial training, if any.

11. Personality contours -
(a) Did you have any firm plan to establish any enterprise in childhood or at young age? YES/NO
(b) Are you a man with imagination? YES/NO
(c) Do you take risks? YES/NO
(d) Do you retain your courage and optimism after a set back? YES/NO
(e) Do you work after a detailed and careful scrutiny and planning? YES/NO.
(f) Do you have a restless urge to create something new? YES/NO.
(g) Do you have the sustained capacity of devoted and concentrated work to make the work in hand a success? YES/NO.

(C) Origin of Entrepreneurship
1. Name of the Entrepreneur...
2. Mention the factors which have motivated you to establish this Industry.
   (a) More profits and accumulation of wealth.
   (b) To do an independent job.
   (c) Social standing or prestige in the Society.
   (d) To utilise your prior industrial or business experience.
   (e) To utilise your wealth and property.
   (f) Assistance and Incentive given by Government Promotion Agencies.
   (g) Motivation by family members, relatives or friends.
   (h) To utilise your training experience in trade or industry.
   (i) Absence of competition.
   (j) To serve the social or national interests like production of the quality products, supply of goods at reasonable prices, to create employment opportunities.
   (l) Any other.

3. Please mention the details regarding Gestation Period -
   (a) Planning of the Enterprise.
   (b) Time involved in building the premises and installation of machinery and equipment.
(c) Time involved in obtaining loans and other facilities from the Banks and other Government departments.

4. Please mention the sources and nature of help received from government promotional agencies in planning out the Unit:

<table>
<thead>
<tr>
<th>Serial No.</th>
<th>Sources</th>
<th>Nature of Help</th>
</tr>
</thead>
</table>

5. Please mention the nature of help received from:
   (a) father
   (b) other family members or relatives
   (c) friends
   (d) supplier or Capital machines
   (e) Any other, at inception level.

6. Please explain the story of the establishment of the enterprise.

7. Please mention the difficulties faced in planning out and setting up the enterprise and how have they were overcome.

8. Did you imitate the technology of production or innovated something new? Give details.

(D) History and Growth of Enterprise.
### Marketing Situation of the Unit

1. Nature of markets

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<td>(a) Local</td>
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<td>(b) State</td>
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<td>(c) India</td>
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<td>(d) Foreign</td>
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<td>Total Rs.</td>
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2. Do you face any problem in marketing your products, if yes, then explain the same.

3. Have you ever conducted marketing survey? Please give details.

4. Do you feel that marketing research is effective in determining the quantity and quality of the products in the market?

5. Do you get immediate information about the opportunity of your products in various markets, if yes then how?
6. Channels of distribution -

<table>
<thead>
<tr>
<th>Channels</th>
<th>Percentage of sales</th>
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<tbody>
<tr>
<td>(a) Wholesalers</td>
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<td>(b) Retailors</td>
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<td>(c) Consumers</td>
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<td>(d) Other producers</td>
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<td>(e) Government departments</td>
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<td>(f) Parent units</td>
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<td>(g) Any other</td>
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</tbody>
</table>

7. Nature of competition you face in the market.
8. How do you fix the prices of your products?
9. Do you get satisfactory prices of your products?
10. How can you get the better prices of your products?
    Improving quality / lowering the quality of products / adopting sales promotion techniques.
11. Do you produce goods on the basis of orders.
12. Do you have any significant amount of sub-contracting with the local firms?
13. Do you adopt some sales promotion techniques? If yes, then what are they and if not then mention the reasons.
APPENDIX II

QUESTIONNAIRE: EMERGING NEW PROFILE ENTREPRENEURSHIP

Instructions: To transfer scores from the survey to the summary sheet, simply place a check mark in the column corresponding to your answer for each question.

**INNOVATIVENESS**

<table>
<thead>
<tr>
<th>Question *</th>
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**HUMAN RESOURCE DEVELOPMENT/UTILIZATION**

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<th>Question</th>
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<tr>
<td>Supervisory roles</td>
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</table>
**HUMAN RESOURCE DEVELOPMENT/ UTILIZATION Continued**

<p>| Question | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 |
|----------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Work flow structure | | | | | | | | | | | | | | | | | | | | | | |
| ENVIRONMENTAL ABILITY | | | | | | | | | | | | | | | | | | | | | | |
| Environmental Awareness | | | | | | | | | | | | | | | | | | | | | | |
| Productivity/Reactivity | | | | | | | | | | | | | | | | | | | | | | |
| Structural flexibility | | | | | | | | | | | | | | | | | | | | | | |
| Technical flexibility | | | | | | | | | | | | | | | | | | | | | | |
| Product/service flexibility | | | | | | | | | | | | | | | | | | | | | | |</p>
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<tr>
<th>COOPERATION</th>
<th>Question</th>
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<tr>
<td>Subunit interdependence</td>
<td>71</td>
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<tr>
<td>Teamwork</td>
<td>72</td>
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<td>Mutual support</td>
<td>73</td>
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<td>Share values</td>
<td>74</td>
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<td>Common rewards</td>
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<tr>
<td>COMMITMENT/ENERGY</td>
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<td>Dedication</td>
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<td>80</td>
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<tr>
<td>Reward systems</td>
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<td>Information availability</td>
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<td>JOINT OPTIMIZATION</td>
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<td>Sociotechnical balance</td>
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<td>91</td>
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<td>Variance control</td>
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<td>Technological appropriateness</td>
<td>96</td>
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<td>97</td>
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<tr>
<td>Tech. support for teamwork</td>
<td>98</td>
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<td>99</td>
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<td>Technological adaptability</td>
<td>100</td>
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</table>
Training in entrepreneurial motivation (TEM) is one of the most important inputs of entrepreneurship development programmes. The central theme of TEM revolves around developing need for achievement among a group of entrepreneurs. The need for achievement input helps potential as well as existing entrepreneurs so strive for unique and excellent achievement in their business career. A training in achievement motivation helps potential entrepreneurs to initiate activities to start and manage the business successfully. It also helps existing entrepreneurs to initiate activities to further expand their business.

Throughout the country there is an acute shortage of well trained trainer-motivators who can impart training in entrepreneurial motivation as a part of EDP input. In order to ensure adequate supply of trained trainer-motivators, it is necessary to design an accredited programme on training in entrepreneurial motivation for EDP trainers.
OBJECTIVES

An accredited programme on training in entrepreneurial motivation can be designed basically to develop competent trainer motivators to organise and conduct achievement motivation programmes for entrepreneurs. The TEM should intend to strive for the following objectives:

1. To help participants understand various behavioural characteristics of successful entrepreneurs.

2. To provide conceptual clarity of various inputs of achievement motivation.

3. To help participants develop skills of conducting achievement motivation training.

4. To enable participants to carry out various exercises, simulations, role play and use of psychological instruments independently.

5. To develop participants competencies to carry out analysis and probing into entrepreneurs behaviour as a part of unfreezing, changing and refreezing mechanism.

6. To help participants to learn to design new motivational games, exercises, simulations and role play.
LEARNING METHODS

The programmes is to be designed to facilitate the learning through various means which may range from participating in various exercises, games, simulations and role play to lecture method demonstration of various tools and technique for probing and explaining the behaviour. The discussion on possible strength, weakness and difficulties in carrying out various inputs of TEM and guidelines for how to overcome the same should also be the part of the method.

The core aspect of the methodology will have to practicing and counselling on imparting various motivational inputs. The TEM should run through three phases, each of 10 days duration.

Phase I : 10 days
- Exposure to effective TEM model
- Sharing of experiences by successful trainer-motivators.
- Developing conceptual background, skill and requisite aptitude and style for conducting such motivational programme.
- Procedures for administering various games, exercises, simulations and role plays.
- Scoring procedure of various psychological instrument.
- Analysis and probing into various resultant behaviour.
- Designing new games, exercises, simulations and role plays.
- Planning, organising and implementing TEM inputs for various target groups of entrepreneurs.

Phase - 2:

In order to test effectively the learning acquired during the first phase and to strengthen classroom training, participants be required to conduct at least one TEM, immediately after the first phase. Each trainee will submit a report stating programme evaluation, self-assessment and difficulties faced in conducting achievement motivation training to programme coordinator within three months time.

Phase - 3:

The last phase be planned to provide refresher and readjustment training to motivators which will include a systematic analysis added with expert counselling and guidance on the experience and outcome of on-the-job training. The experience
sharing should enable participants to analyse and assess their effectiveness and will lead them to make necessary adjustments, in their individual approach and style. The participants have to draw detailed individual plans for planning, organising and conducting the TEM for various target groups of entrepreneurs.
ANNEXURE-I

LIST OF PERSONS WHO RESPONDED TO THE QUESTIONNAIRE/INTERVIEW

ENTREPRENEURS / ENTREPRENEURS / SUPER MANAGERS

1. S. L. Kirloskar
   Lakaki, Shivajinagar, Pune-5

2. M. S. Gosavi
   BYKCC, Nasik-6

3. Abhaykumar Kapadia,
   Trimbak Road, Near Trimbak.

4. Nalini Morarji,
   Dhole Patil Road, Pune-1

5. Ms. Poonawala,
   Beck & Co., Pune-1

6. Neelkanth Kalyani,
   Bharat Forge, Pune.

7. Babubhai Rathi,
   Satpur Estate, Nasik

8. Dadasaheb Potnis,
   Ravivar Peth, Nasik

9. Nandlal Kala,
   Nasik Road.

10. A. Dasgupta
    Crompton Greaves, Ambad.

11. Arvind Dubale
    Kedar Prakashan, Pune.

12. Hurshad Bytco
    Nasik Road.

13. Vasantsa Kakatriya
    Nasik

14. Vikram Aurangabadkar
    Nasik.

15. Mrs. Sushama Deodhar,
    C/O Prof. Gaikwad,
    Geetanjali Society, Nasik.

16. Sanjay Pandit,
    C/O Sun Chem (India) 
    W-63, MIDC,
    Near CCL Ltd., Satpur, Nasik.

17. Krishna Pawar
    B-7/4, Shimpri Line, Sinnar, Nasik.

18. Vandan Arvind Potnis
    C/O Daily Gavakari,
    Tilak Path, Nasik.

19. Pradumna Dhabolkar,
    Cheeranjeev Bungalow,
    Opp. Everest Colony,
    Bombay-Agra Road, Nasik-1.

20. Narayan Hari Joshi
    Plot No.42, S.No.512/3,
    'CHATTANYA', Near Sai Kiran 
    Agra Road, Nasik.

    667, Nahalkar Lldg.,
    Ravivar Peth, Nasik.

    Prabhakar Khadilkar,
    TA Kulkarni Colony,
    Nasik

22. Chandrakant Nene,
    ANUGAADHA, Kulkarni Col,
    Nasik-2.

23. Ashok Bang, Ramniwas College,
    Road, Nasik-5.
25. Vikas Madanlal Shah, 6, Rahee Apartments, Sharanpur Road, Nasik-5.

Sanjiv Shah, 953, Main Road, Nasik.


29. Ashok Eknath Bhide, ANUGRAH, Kulkarni Col. Nasik

30. Digvijay B. Kapadia, Babubhai Collections, Tilak Road, Nasik.

31. Gujarathi R. Ramchandra, 1, Model Col., College Road, Nasik

32. Vishwas V. Mandlik, Yog Chaitanya, Kalpana Nagar, Nasik-5.


34. Wg. Cdr. Av Lele (Retd) 3, Dena Laxmi Lele, Opp. Sable Hotel, Trimbak Road, Nasik-2.


36. Shobha Deshpande, 'SUGANDH' Gangapur Road, Nasik-2.


38. Ramani Rajan C/O Corrosion Controls, F-125, MIDC, Satpur, Nasik-3.


40. Mohan Chhagan Kasar SHEETAL Enterprises, 1828, Old Tambat Lane, Nasik-1.

41. Sunil Kashinath Kale, Damodar & Sons, 1828, Old Tambat Lane, Nasik.

42. Pradeep Madhukar Pingale 1361, Shramasafalya, Tilak Wadi, Nasik-2.

43. Sahebrao V. Jadhav, W-55 (A), MIDC Area, Near CCL, Satpur, Nasik-7.


45. Samrat Udyaog, Prof. Ashok C. Bhutada, W-13(A), Near MJC, MIDC, Satpur, Nasik.

46. Rajeev M. Deshmukh, Aditee, Lane No.2, Jyoti Structures, Patil Colony College Road, Nasik-5.


49. Mukund Zambre,
14, Anandvan Colony,
College Road, Nasik-5.

50. Pallavi Deepak Avad,
Ranenagar Colony Road,
Nr. Neelmani Hsg. Socy.
Opp. New CIDCO, Nasik-10.

51. Yogini B. Baviskar,
N-31, A-2/1/1, 'Siddheshwari',
Morwadi Road, New CIDCO, Nasik.

52. Mrs. Ranjana Sunil
Deshpande,
3751, Rajani Bunglow,
Kailas Society,
Takli Road, Nasik.

53. Veena H. Dalwala,
C/O T. K. Dalwala,
Malviya Chowk, Panchawatim
Nasik.

54. Vibha M. Deshpande,
Trupti, 18, Shastri Nagar,
Indira Nagar, Nasik-9.

55. Kiran D. Gangurde,
26, DIAMINI, Uday Nagar,
Gangapur Road, Nasik-5.

56. Swati V. JadHAV,
C/O Shri V. M. JadHAV,
Plot No. 16, Kalpana Nagar,
Nr. Model Colony, College Rd,
Nasik-5.

57. Sucheta S. Karanjikar,
Gole Colony, Nasik-2.

58. Nalini D. Kulkarni
SHARIKAM, 22, Shantiniketan
Vasahat, Gangapur Rd, Nasik-5.

59. Aruna M. Kanthikar,
Vikrant, Old Bombay Agra Rd,
Nasik-2.

60. Sulbha A. Murudkar,
Flat No. 3, Bagul's Bunglow,
Near Pandit Colony, Nasik-2.

61. Parul R. Mehta,
B.No. 14, Shastri Nagar,
Sharanpur Road, Nasik.

62. Rekha N. Mozart
C/O Kadlon Enterprises,
L-114, MIDC Ambad, Nasik.

63. Vaijayanti D. Nikam
C/O BN Patil, Suprabha
Hsg. Socy. Block No. 4,

64. Manorama Paliwal,
C/O Dr. D. A. Dhumat
Main Road, Ojhar.

65. Sandhya H. Patwa,
2911, Deepchand Bunglow,
Opp. Jain Mandir, Nasik-Poona Rd,
Nasik City.

66. Anjali P. Pathak,
Shankar Nagar, Siddheshwar Socy.
New 60' Road,
Nasik-1.

67. Manjiri V. Padhankar,
DEEPJYOTI Gangapur Road, Nasik

68. Bharati B. Patil, Plot No. 5,
Akastranga Hsg. Socy. Kathe Lane
Dwarka Hotel, Nasik.

69. Suchitra S. Ranade,
Plot No. D-44, Sheet No. 11,
MIDC Satpur, Nasik-7.

70. Rajani A. Sakurkar,
480, Mani Kunja, Block No. 9,
Ashok Stambh, Nasik-2.
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