

CHAPTER 1

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CHAPTER 1

INTRODUCTION

1.1 *The Rationale of Corporate Sector in India*

Corporate sector in India occupies a pivotal position in the economy of India. It has come to play a predominant role in economic life of our country. This sector has been recognised as a model and democratic form of business organisation. It has recorded a phenomenal growth over the years. It provides a vital, effective and organised system for the growth of the industrial as well as non-industrial sector of Indian economy. The rapid growth of the sector in India and increasing scale of its operation and investments have turned it into the most dominant form of economic organisation.

The corporate sector in one form or the other existed in ancient past. Due attention has not been paid to it at its early past. But with the passage of time, it has come to play a predominant role in the economic life of almost all countries. In India, it has dominated the economic scene in terms of investment, areas of operation, creation of employment opportunities, exploitation of vast and abundant resources, development of infrastructure, etc. The corporate sector has recorded a phenomenal growth over the years following the patronage, and policies pursued by Government congenial for its growth.

Industrialisation has an important role to play in the economic development of a country. The corporate sector being the life line of the Indian economy, provides impetus for its accelerated growth. It contributes towards balanced and allround development to bridge the gap of regional imbalances. It helps in maximising gross domestic product and tax revenue to the Government. The corporate sector in India is divided into three categories namely, i. Private sector ii. Public sector and iii. Joint sector.

Private sector constitutes the first category. In the private sector, the institutions and the individuals exercise and enjoy legal title, right of possession,

contract and disposal of assets of the enterprise in their own interest. The second category is the public sector. In the public sector the rights are vested in such political bodies as Local Authorities, State and Central Government and the agencies incorporated by them. The third category is called the joint sector, where both public and private sector jointly undertake any economic and industrial activities. Under the system of mixed economy, the intention was to let all the flowers bloom. In this arrangement, the public sector remained overwhelmingly involved with the development of the industries of basic and strategic importance, while the bulk of development in terms of overall scope and quantum remained with the private sector.

The blossoming and the proliferation of public as well as private sectors in India brought their importance into sharp focus. In many ways, the public sector is counter productive in terms of productivity, profitability and financial management. Many of them are incurring heavy losses and their operational efficiency has raised eyebrows of many. Hence they are popularly known as the shelter of white elephants. The private sectors are also not free from criticism. They are facing many problems like diversion of surplus into parallel economy, artificial manipulation of supply and price to earn huge profits, monopoly, etc. In this context, it was felt essential by the Government, the economists and planners to have a new sector, which will combine the merits of both private as well as public sector and to overcome their inadequacies. The third category industries are covered under joint sector. The joint sector concept was conceived by the authors of the Industrial Policy Resolution, 1956. It was the brain child of Subimal Dutt Committee. The joint sector works in the interest of the harmonious industrial development of the economy¹. It is an extension of the idea of a mixed economy. It fulfils the basic socioeconomic objectives of the company. The joint sector was introduced in 1970. But, however, during its existence for more than three decades, it has not yet made its presence felt either in terms of industrial coverage or in its contribution to the economic growth.

India launched her programme of planned development in 1951. The objectives of India's five year plans are achieving a high and rapid rise in the standard of living of the people and a fuller and richer life for them through additional employment opportunities and increased production. An equally important aim is to achieve a balanced economy by the evolution of an expanding and diversified agricultural system, encouragement of cottage and small scale industries and development of large scale consumer goods and heavy industries².

To achieve development in all the spheres of our national life is the chief aim of all our five year plans. Each five year plan has its own aim and objectives. The first plan (1951-56) was directed towards agricultural development and neglected the vast fields of industry. The special features of the second plan (1956-61) was that it placed emphasis on accelerating the rate of growth of the economy, increasing employment opportunities, reducing disparities in the income and wealth and preventing concentration of economic power. The feature of the third plan (1961-66) was that it targeted at a self reliant economy. But the fourth plan (1969-74) aimed at removal of disparities between class and regions. The fifth plan (1974-79) placed emphasis on two objectives namely, self reliance and removal of poverty. Among others the main objectives of sixth plan (1980-85) were to ensure a significant step-up in the rate of growth of the economy and progressive reduction in regional inequalities in the pace of development. The seventh plan (1985-90) sought to emphasise policies and programmes which would accelerate the growth in foodgrains production, increase in employment opportunities and raise productivity. The basic objectives of eighth plan (1992-97) are namely, generating adequate employment, containing population growth through people's active cooperation, providing safe drinking water and primary health facilities, diversifying agriculture to achieve self sufficiency in food, strengthening the infrastructure sector in order to support the growth process, etc.

According to the Sixth Plan Document, the basic objectives of planning in India can be grouped under four heads : Growth, modernisation, self reliance and social justice³. The objectives are not independent and can be linked with any thing which makes it easier to achieve the others.

According to the Asian Development Bank Statement issued on 11th May 1997, India within South Asia accounted for most of the pcor with a poverty rate of 52 percent. It constitutes the most urgent and fundamental problem. This has been eradicated to a sizable extent due to India's rapid economic growth, but it still remains a pressing concern. In another study was conducted very recently by the World Economic Forum, a organised research institution in Geneva, which has analysed 53 countries in order to rank them as the most competitive and least competitive and rank countries with biggest growth potential and smallest growth potential. In the growth potential category, India ranked third next to USA and China. On the other hand, it cut a very sorry figure when it came to the most competitive category. Out of 53 countries surveyed, India emerged only at number 45. The first, second and third ranks were secured by the Singapore, Hongkong and USA , respectively. This study has confirmed that India has the potential to be an economic giant in the global market if it develops its competitive character. Economic and industrial growth is the result of the interaction of three key factors: the investment, the productivity, and the entrepreneurial ability. For India, with a multiplicity of socio-economic demands on its capital, the limited resources utilised in industrial sector assumes main and basic importance. It should not only be used increasing production, but increasing efficiency as a result of good utilisation. Hence scarce resources should be properly utilised at least to earn a minimum return to cover the opportunity cost of capital and hedge inflation.

Efficiencies are critical in ensuring the industrial performance of a nation. In Indian Literature, there is now belated recognition, that efficiency has a major role to play in ensuring industrial success. Success in industrialisation is not only about judicious resource allocation but also about resource utilisation and

creation. The process of creation of resources is a crucial determinant of economic growth⁴. In India the reasons for lacklustre economic growth can be attributed to not achieving the twin objectives namely liquidity and profitability by the corporate sector.

The role of the private corporate sector is broadly indicated in the development plans. It is to operate within parameter of the national planning. Number of steps have been taken by the Government and other agencies for the last 45 years to improve the economic condition of the country. In spite of that it has not helped in developing conditions of the masses and achieving an uniform economic growth. Some areas of the country grow more rapidly as compared to other area, thus creating serious regional imbalance. Eastern India is one of such example.

The corporate sector (specially the private sector) performs an increasingly important role in the economic growth of a country. India has attracted several academicians, researchers, administrative and professional institutions to conduct diversified studies in the area. Most of the studies relate to the organisation, management and finance of the corporate sector of India and the selected states. But no systematic study has yet been made to analyse the liquidity in the corporate sector which goes to the core of economic growth and survival. Among many objectives, those are imputed to a firm, the pragmatic approach of survival is considered as a necessary condition for the achievement of other objectives. A major precondition to such survival is avoidance of serious resource constraints. It leads to business failure, frustrates the business objectives, etc. A firm in order to remain in existence and sustain its activities must remain liquid and meet its obligations properly. The present study is a small endeavour to fill up this important gap in our knowledge.

1.2 *Corporate Sector Objectives*

Corporate sector operates with various objectives. These objectives are almost a natural extension of the views expressed in various policy statements, plan documents and other pronouncements. The main objectives are as follows:

- i. To help in the rapid economic growth and industrialisation of the country and create a launching pad for accelerated economic development,
- ii. To earn adequate return on investment and thus generate resources for development,
- iii. To generate employment opportunities,
- iv. To promote balanced economic growth and regional development,
- v. To reduce disparities in the income and wealth and removal of poverty,
- vi. To increase production and profitability,
- vii. To assist the development of small scale and ancillary industries,
- viii. To promote import substitutes, save and earn foreign exchange for the country.

The above list of objectives is in fact by no means exhaustive. The corporate sectors are required to fulfil many more objectives for achieving economic development and fulfilling the egalitarian aspirations of the society.

1.3 *Eastern Region in National Matrix*

Eastern region of India alone constitutes 21 percent of the total area of the country. It spreads over an area of 680847 square kilometres. The three major states of the region, Bihar, Orissa and West-Bengal cover an area of 4,10,000 square kilometres, which is 60.2 percent of the total area of Eastern India and 12.7 percent of the country. As per 1991 census, the total population of the region is 21,76,59,480 (approximately 22 crores) which constitutes 25.7 percent of the population of India. Out of 22 crores, 19 crores alone inhabits in three

major states, (Orissa, Bihar and West-Bengal). Their population constitutes 85.5 percent of the population of Eastern region and 22 percent of India.

The Eastern region is a reservoir of a rich, variety of natural and mineral resource like, coal, iron ore, manganese, mica, bauxite, chromite, graphite, dolomite, nickel, tea, jute, timber and oil. Bihar accounts for nearly half of the coal, bauxite and mica produced in the country. Besides, the entire output of kyanite and about 90 percent of apatite are found in this state⁵. In the recent past, ratio-active minerals have been discovered in Singbhum district of Bihar. Orissa occupies a distinct place in mineral map of the country. It accounts for 18.4 percent of the total mineral deposits of the country. It has huge deposits of iron ore, manganese, coal, chromite, lime stone, dolomite, graphite, bauxite and so on. All India Mineral Resources (1991) has estimated the deposit of minerals in Orissa at the order of about 98.4 % of Chromite, 69.7% of bauxite, 20% of iron ore, 95.2% of nickel ore, 23.81% of coal and 32.6% of graphite of the total deposit of India. West-Bengal contributing about 30.0% of the total production of coal is the second largest mineral producing state in India after Bihar. The other minerals which are available in West-Bengal are china clay, dolomite, fireclay, and lime stone. Assam accounts for more than half of the entire tea output in the country. West-Bengal produces another quarter, a large part of it is of superior quality. Indeed, Assam and West Bengal constitute the largest single tea producing area in the world.

The standard of living of the people of Eastern region can be known from the pattern of consumer expenditure as the main indicator. Engle's Ratio is an important index used in the computation of percentage of people living below poverty line. This ratio depicts the percentage of expenditure on food items to total expenditure. The more is its magnitude, the less is the level of development. The 47th and 48th Round (1992) of National Sample Survey Report revealed that while the relevant ratio for the nation was 63.08%, the said ratio in respect of the states of Assam, Bihar, Orissa and West-Bengal were 71.98%, 77.06%, 69.82% and 69.60%, respectively. The lowest ratio at 50.5% went in favour of

industrially advanced state of Maharashtra. The percentage of population below poverty line in 1987-88 was 29.9% for the country as a whole, while Assam, Bihar, Orissa and West-Bengal accounted for 22.8%, 40.8%, 44.7% and 27.6%, respectively⁶. It was observed that Orissa topped the list in the percentage of population below poverty line followed by Bihar. The per capita net state domestic product in 1991-92 at constant prices (Base year 1980-81) was Rs. 2250 for the country as a whole while it was Rs. 1915, Rs. 1142, Rs. 1652 and Rs. 2084 for the states Assam, Bihar, Orissa and W.B., respectively.⁷

The annual survey of Industries 1992-93, conducted by C.S.O. reported that out of 1,19,494 factories working in India during 1992-93, 11,267 factories (9.4 % of the total) were found to be working in three major states of Eastern India, i.e., Bihar, Orissa and West-Bengal. The factories in these three states accounted for 16.3%, 12.0% and 12.7% of the total in respect of capital investment, value of output and net value added by manufacturer, respectively.⁸

Regional imbalance exists due to wide spread poverty and widening gap between the rich and poor states, and advanced and backward regions. Despite rich, abundant and varied natural resources, the Eastern region has all along trailed behind many of the resource deficient but industrially developed regions/states. The industrial development in India during the five year plan periods had little impact in bridging in the gap between regional/ sectorial imbalances and income disparity, in rural and urban areas of the country.

1.4 Importance of the Study

The development and progress of corporate sector in India has been rapid. But it is lopsided and has widened the gap of regional imbalance in industrial growth. The growth of an enterprise is based on its success and profit is the primary and acid test of the success of an enterprise. Financial management always links the twin goals of liquidity and profitability⁹. Hence it should be aimed towards achieving both of these goals. Liquidity helps in securing short-

run position. Keeping the short-run position in tact, the financial manager may be successful to plan for profitability in the long run which is the principal motivating force in conducting a business. Thus liquidity is a means towards the end-profitability, though too much liquidity leads to decline in profitability. Therefore, the importance of the study lies in the analysis of liquidity in the corporate sector.

It is further observed that the companies functioning in the advanced regions have prospered remarkably, while the companies working in the relatively backward regions are found lagging behind. In the same region again, the success of an enterprise differs depending upon its size, age and nature of industrial activities. The corporate sector in Eastern India is underdeveloped and its rate of investment is the lowest in the country. According to the Seventh Annual Report (1990-91), of IRBI (Industrial Reconstruction Board of India), the largest number of sick units (large and medium) belong to Textiles Industry group while West -Bengal alone accounted for the largest number (26%) of sick units in India. About 32% (75 out of 235) of the total sick units belonged to Assam, Bihar, Orissa and West-Bengal having outstanding loan of Rs. 130.96 crores (51%). Hence at this juncture, an analysis of liquidity in the corporate sector of Eastern India is felt relevant.

1.5 *Survey of Related Literature*

In the fifties and onwards several attempts were made to analyse the trend and pattern of profitability in the corporate sector. In the seventies and onwards the trend of research on corporate sector has shifted from ownership-cum-descriptive to functional-cum-analytical approach on specific functional areas. The research in the area of finance have covered various aspects such as fixed investment decisions and working capital structure, profitability and cost structure, financial planning and control and profitability.

The crisis in the business world in the seventies and after, was precipitated

by inflationary pressure, increasing industrial sickness, credit crunch, tight money market, delay in execution of capital expenditure outlay led to a state of panic for want of liquid resources.

The situation first attracted the attention of business executives and researchers abroad where concerted efforts were made in the area of liquidity management. This section presents some important work and findings of various authorities on the study of liquidity.

Some of the pioneering work include Bierman's (1960)¹⁰ and Lemke's (1970)¹¹ papers on measurement and evaluation of financial liquidity. They have suggested that quantitative measures may be applied for analysis, evaluation and measurement of liquidity in the corporate sector. Besides, Cossabom (1971)¹² paper on, 'liquidity profitability trade off', has tried to analyse the relationship between liquidity and profitability. It has arrived at the opinion that its relationship is negative and has the shape of an inverted cup. Increase in liquidity up to a certain level leads to increase in profitability and beyond that will lead to decline in profitability. Hence, it is suggested that there should be a trade off between the two.

Kirkman (1973)¹³ reported that ratios of liquidity may fail to evaluate the function and failure or sickness of corporate sector.

Leudman (1974)¹⁴ observed that the ultimate measure of corporate success is the way liquidity is managed. Hence, it is suggested that at any point of time its management should not be neglected.

Woods (1984)¹⁵ in his paper 'Profitability, Liquidity and Solvency' has made an attempt to elaborate the term liquidity and has opined that the test of solvency arises only at the time of a firm going into liquidation, otherwise a firm is said to be solvent if its true net worth is not negative. Accordingly, if a firm remains liquid, it would be equally solvent.

Weetman's(1984)¹⁶ work on 'How to help a business to maintain liquidity and growth' suggests that a growing firm should be vigilant over its liquidity position particularly during recessionary periods, when sales are not increasing and outside funds are not forthcoming, any attempt to raise funds by squeezing debtors and stock are not going to yield any good results. Even during increasing sales volume, an undue consideration of liquidity while making new investments may lead the firm to disaster. Therefore, a growing firm should assess the extent of growth possible with the current liquidity base. Similarly, in support of the above view some studies were also conducted by Ernst(1984)¹⁷and Higgins(1977)¹⁸

Researcher's like Mason(1961)¹⁹, Largay and et al (1981)²⁰, Gombala and et al (1983)²¹, Casey and et al (1984)²², Lawson(1978)²³, and Golub and et al (1984)²⁴, have presented some evidence to the effect that cash flow from operation is a better measure of liquidity. They have also tried to justify that the cash flow ratios show a greater degree of mobility and respond sharply to the changes in the real situations.

The bankruptcy studies of Beaver and et al (1966)²⁵, Deakin(1972)²⁶ and Blum (1974)²⁷ have tried to present some evidence to the effect that a business failure can be predicted by cash flow from operation ratios. They have also elaborated the application of the technique of discriminant analysis as a predictor of failure and judged the efficacy of liquidity management of business.

Westwick (1981)²⁸ and Flink and Grurenwald (1969)²⁹, in their study identified two first line test of liquid ratios such as current ratio and liquid ratio and suggested few other ratios to be supplemented by a second line of factors comprising items of current assets and liabilities. They are namely, debtors turnover ratio, inventory turnover ratio, creditors turnover ratio, ratio of cash and marketable securities to current liabilities called cash position ratio, ratio of sales to current assets, ratio of net working capital to total tangible assets, and working capital turnover ratio, etc.

A good number of studies have been conducted to analyse the firms liquidity by using financial ratios and have helped in evolving a group of ratios as liquidity parameters. Prominent among them are the research paper on 'Liquid Evaluation by means of Ratio Analysis' by Fadel and Parkinson(1978)³⁰ . Carrying similar views forward, Robertson (1984) ³¹ pointed out that the liquid ratio like current ratio is a crude measure and its limitations are exposed while analysing the corporate liquidity. He tested the efficacy of liquid ratio in a group of 48 failed British companies during 1978-82. It was revealed that only a meagre 13 percent companies emits signals of illiquidity before failure. They propose some cash flow ratios which should be used for analysing corporate liquidity.

Robertson (1985) ³² in his paper entitled 'A ratio model to measures changes in financial health' suggested some unconventional non-cash flow ratios which have been successfully applied in liquidity management and analysis.

The only comprehensive Indian study on corporate liquidity was made by Parashar(1986)³³, who examined the concepts and issues in liquidity management in the private corporate sector and evolved a new framework for evaluation of liquidity. He advocated a cash flow index as latest technique for analysis of firms liquidity and successfully applies to Indian firms in the corporate sector.

An exhaustive study on liquidity in the Public Enterprises in India was conducted by Kar (1988)³⁴ , who laid a ground work on the concepts and issues in liquidity management policies, their problems and the measures to overcome them. The study spanned over a period of six years (from 1980-81 to 1985-86) and it was confined to central government production enterprises only.

In India, The Economic Times conducted a study on giant and mini giant companies in public and private sector and gave awards annually on the basis of their performances and opined that the cash flow analysis goes straight into the heart of any business enterprise and helps in management of liquidity, while the conventional accounting principles obscure inherent weakness in liquidity.

Over the years many sample studies have been conducted periodically by Reserve Bank of India to ascertain the financial performances of firms in private corporate sector. The studies have also suggested selected financial ratios to analyse the liquidity position of corporate sector in India.

There are many writings and research work on liquidity in corporate sector. It will not be possible to record all of them as many of them reiterate the same views opined by authors mentioned earlier. However, the research paper titled, 'Towards Better Measure of Working Capital Performance in Liberalised Era' written by Mishra and Kar (1999)³⁵ deserves special mention. In this study, the authors have ventured to ascertain whether the financial ratios can be clubbed into three categories, viz., Traditional Liquidity Ratios, Profitability Ratios and Cash Flow Based Ratios and have tried to justify empirically through discriminant analysis, which of the above categories of ratio is a better indicator of the financial health of the company. The study reveals that there is a high degree of correlation among different groups of financial ratios and hence it can be clubbed into different groups. It further justifies that cash flow base ratios are better indicators and have a better predictive power for indicating the financial health.

Many other "brief focus" contributions have appeared in the various issues of different journals and periodicals from time to time, throwing light on chosen aspects in the management of liquidity. Some of the contributions in recent years are cited below.

Menon's (1977)³⁶ work on 'Liquidity of the Indian Corporate Sector' Bhatnagar's (1979)³⁷ study on, 'Ratio analysis as measure of liquidity', Kulashrestha's (1980)³⁸ paper on 'Corporate Liquidity' X' Rayed' Vijayasradhi and Gangadhar's (1981)³⁹ research articles, 'The Liquidity position in the Indian Private Corporate Sector', Mishra's (1975)⁴⁰ work on 'Problems of working capital with special reference to selected public undertakings', Vijayasradhi's (1982)⁴¹ study on 'Working capital management in public enterprises', Rao's (1985)⁴² research study on 'Working capital planning and control in PEs in India', Jain's

(1993)⁴³ study on 'Working capital management in paper industries' and many others.

1.6 *A Perceptible Gap*

The above survey of related literature shows that the research in the financial management of corporate sector has increased both in volume and depth, covering wide ranging issues from capital management and profitability to financial policies and control of working capital by taking a single enterprise or fairly a large number of corporate units, sector-wise or total. All these studies have attempted to explain the rationale for corporate sector or to justify or improve their actual performance. But surprisingly the research on financial management covering aspects of liquidity of corporate sector has been neglected and due importance/thrust was not given by the researchers. Though there are much evidence on the resource constraints faced by the corporate sectors in the various reports and studies, one does not find any work addressing the symptoms, causes of liquidity problems, policies and remedial measures. Most of the studies referred to in the survey above, have made a passing remark on liquidity as a part of discussion on working capital. This is largely due to the fact that liquidity management as a concept and system got into prominence in the corporate world only during and after seventies. Earlier to that the concept of liquidity was equated with the concept of working capital and researchers in finance used to discuss it as a part of management of current assets.

At present there is very little published evidence on the analysis of liquidity in the Indian context. Hence, the study is conducted to gain some preliminary descriptive evidence on the issue of liquidity in the Indian context. In the financial statement analysis literature, a lot of importance has been attached for assessing a firm's financial performance and conditions. The ratios traditionally used to analyse firm's liquidity reveal similar things. The analyst is always at a dilemma to find out which ratio to use to determine the liquidity of a firm.

An attempt to determine interrelationship between and among the liquidity ratios, in order to select a few ratios which can possibly give maximum information about the liquidity of a firm is an empirical issue. No elaborate study has been conducted in this direction.

There is also a little evidence of finding out a single liquidity index by combining several liquidity ratios constituting segments of current assets (working capital). To sum up, a missing link in the issues selected for research in finance of corporate sector is clearly visible. Aspects of liquidity analysis in corporate sector have remained completely unexplored. The present study is an attempt to fill up this void.

1.7 Objectives of the Study

The main aim of the study is to make a critical analysis of liquidity in the corporate sector of Eastern India. The present study aims at measuring the composite liquidity of each sample company as well as the general liquidity in the corporate sector of Eastern India by formulating a package of parameters for evaluation of liquidity. The study also aims at making a structural variable wise, i.e., industry-wise, size-wise and age-wise analysis of liquidity in the corporate sector of Eastern India, as liquidity might be expected to differ depending on their industrial activities, size and age. Finally, an attempt will be made to compare the general liquidity of corporate sector in Eastern India Vis-a-Vis All India.

1.8 Organisation of the Study

The study has been broadly divided into two parts. The first part is a theoretical review of the available literature and incorporates the methodology adopted in collection and analysis of data, while the second part gives an empirical analysis of the data collected.

The study has been organised in nine chapters. The first part has been divided into four chapters, Chapter-1 is introductory in nature. It gives a brief account of the rationale of corporate sector in India, its contribution to the national economic development and the position of Eastern region on national matrix. It also highlights objectives and importance of the study and the survey of research conducted in the area of study. The chapter finds a gap to which the present study is pointed. The methodology adopted in the selection of the sample and their analysis constitutes chapter 2. The third chapter deals with the conceptual and theoretical issues of liquidity such as definition, importance, difference between liquidity solvency and financial flexibility, liquidity-profitability-growth link and level of liquid assets and financing. A critical discussion of specific parameters in liquidity measurement and evaluation is also made in this chapter. Chapter 4 explains the growth of corporate sector in India. The second part covers the analytical part containing five chapters. Chapter 5 details an empirical approach to measure composite liquidity and accordingly ranks the sample companies. Further, it helps in identification of suitable parameters with the help of multiple correlation analysis. Chapter 6 and 7 contain total sample analysis vis-a-vis all India samples and variable-wise analysis of liquidity, respectively. Chapter 8 tests the hypotheses of the study with the help of various statistical techniques. In ninth and final chapter, an attempt has been made to give the summary of the findings and conclusions of the present study.

1.9 Limitation of the Study

An attempt has been made to study and analyse the position of liquidity in corporate sector of Eastern India. The present study deals only with non-Government and non-financial public limited companies having their registered office in any one of the following states (Assam, Bihar, Orissa and West-Bengal) of Eastern India only. It does not cover private limited companies and companies limited by guarantee and the public sector.

The sample companies did not follow uniform accounting period. The financial data are, therefore, so organised that they relate to twelve months of the relevant year.

The data collected from the Stock Exchange Official Directory, Mumbai, are not detailed in nature. Thus, the study incorporates all the limitations that are inherent in the condensed financial statement published in the Stock Exchange Official Directory, Mumbai.

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