Entrepreneurship development in small-scale industry is a subject of predominant moral code of governance in all developing countries. Small enterprises are large in number and more are their participants: large number of entrepreneurs and employees. In this era of democracy, economic growth and development is determined by dynamic entrepreneurial resources present in a nation. A large number of studies have been conducted in this regard by various experts in this field. Multifarious criteria are used to determine factors responsible for entrepreneurial motivation, competitive strategies, performance and so on. A brief review of the important studies in this area is presented here.

Patric, Martin; (2004)\(^1\) in his article entitled “Informal Sector: Seedbed of Industrial Entrepreneurship” analyses the economic and non-economic factors behind their success by looking into the size of investment, cultural traits of the entrepreneurs and the business environment. The study reveals that successful entrepreneurs have attained growth enormously by improving the level of investment and earning. The study shows that unsuccessful entrepreneurs are not maintaining a balanced approach among the elements of business environment, not continuously engaged in accomplishing tasks, and finally not trying to change the basic direction towards broader environment for good.

Chattopadhyay, Rachna; and Ghosh, Anjali; (2002)\(^2\), in their article “Predicting Entrepreneurial Success: A Socio-Psychological Study”
attempts to identify the psychological and socio-cultural variables which might prove to be responsible for entrepreneurial success, particularly of those entrepreneurs who could take advantage of the changed situation. The study is concluded with the findings that, achievement value along with entrepreneurial success are the most efficient predictor variables in predicting entrepreneurial success.

Ganesan, R; Kaur, Dilbagh; Maheswari, R.C; (2002)³, in their article “Women Entrepreneurs: Problems and Prospects” identifies factors which are responsible for influencing women to become entrepreneurs; and the constraints that a woman entrepreneur or her enterprise would normally face in the course of her conducting business. The study highlights the fact that entrepreneurial trainings help women entrepreneurs to become successful. Training programs needs to be reoriented towards moulding women entrepreneurs with traits and skills to meet challenging market situations.

Manimala, Mathew J; (2002)⁴ in his study “Founder Characteristics and Start-up Policies of Entrepreneurial Ventures: a Comparison Between British and Indian Enterprises” examines the cross-cultural comparisons of entrepreneurial profiles to ascertain the extent of universality in entrepreneurship theory. The study also assesses the extent of influence the specific environment of a country has in the nature of its entrepreneurs and enterprises. The study concludes that cultural differences between the two countries are observed to have a great impact on the personality profile than on enterprise policies and strategies. Findings of this research confirm the perception that there is a great need for support and preparation for spreading entrepreneurial spirit outside the traditional communities. There are a few fundamental strategies that are applicable to management of a new venture, irrespective of the person who starts it or the culture in which it operates.
Panda, Tapan K, (2002) in his article “Entrepreneurial Success and Risk Perception among Small-Scale Entrepreneurs of Eastern India” explains the relationship that exists among various socio-economic variables with different success levels among the enterprises. The findings reveal that there are associations between the success levels of an enterprise with factors like technical education of the entrepreneur, occupational background of parents, previous background of the entrepreneur and capability to arrange working capital. The paper also brings out the entrepreneurs perception of risk namely, the functional risk and business risk.

Kalyani, W, and Chandralekha, K, (2002) in their article “Association Between Socio-Economic Demographic Profile and Involvement of Women Entrepreneurs in Their Enterprise Management” analyses the involvement of women entrepreneurs in their enterprise management; and examines the association between socio-economic and demographic characteristics and involvement of women in managing their enterprise. The paper brings forth the observation that socio-economic and demographic characteristic has a significant impact on the involvement of women entrepreneurs particularly when it comes to enterprise management. Women are found to exhibit different degrees of motivation and gave considerable time for their business. Many of them had no exposure to training and hailed from poor conditions.

Mathew, P.M, (2001) in his article “Organizational Innovation Models for SME’s; Their Suitability to Indian Situation”, states that, it is organizational strength rather than technology per se is going to be the key for development of small enterprises in the developing countries. He concludes that international experience does not imply possibilities of their replication in the Indian contexts, as the Indian reality is obviously complex. A truly Indian model needs to be
developed, taking into account the country’s complex socio-economic situation.

Raju, S.V; (2001)³ in the paper “The Recent Environmental Changes and Impact on Small Scale Industrial Sector” examines the impact of Industrial policy on SSI, which are considered as the nursery for entrepreneurship. The paper concludes that the policy framework instead of strengthening the economic structure will produce bizarre consequences like triggering uncontrolled chain reaction in which the weak and the defenseless sector like the SSI is most likely to suffer.

Rasure, K. A.,(2001)⁹ writes in the paper “Entrepreneurship and Globalization” that after a decade of initiation of economic reforms Indian industries are trying to grapple with the problems unleashed by globalization. Entrepreneurs should work well with a passion to innovate with an ambition to succeed. The products that are environment-friendly can be exported to other countries with an emphasis on innovation and value addition. The author makes a case study of the manner in which an entrepreneur located in UP has succeeded in exporting coconut shell-buttons made from coconuts grown in Kerala. The study is concluded with a caution that while integrating into global system, regional preferences and needs should also be taken into account. Trade shall be self-sustaining if the enterprise and entrepreneurs grow smoothly integrating into the global markets.

Strohmeyer Ronald,(2000)¹⁰ in his presentation “Public-Private Partnership in SSI Promotion: The International Experience”, underlines the new quality of relations government and business in sharing both risks and chances of a project. PPP has a strategic dimension and an operative dimension. It is concluded that the modernization of all groups of society is deeply interlinked. PPP helps government to raise the efficiency of polity, strengthen the private
sector institutions and promote the growth of SSI by a reduction of scale-induced disadvantages and transaction costs.

Mathew, P.M., (2000)\textsuperscript{11} in his work “Towards a Vibrant Small Enterprise Economy in India” indicates the need for a solid macro-frame work within which the small enterprise policies and the institutional mechanisms should work. Transparency in policy formulation and administration should be assured and that policies as well as institutional mechanisms do not work in contradiction. Regional imbalances in industrial development are reduced to the minimum possible level. Proposing an alternative administrative model of establishing a National Small Enterprise Commission with a high-power status concludes the study. It should also have judicial powers as that of Women’s Commission, Minorities Commission and so on.

Patel, V.G. (2000)\textsuperscript{12} in his article “Changing Contours of Entrepreneurship in the New Millennium” writes that withdrawal of special concessions and protection to small enterprises and market protection to the large enterprises, combined with new rules of international trade (GATT and WTO), technological pressures (TRIPS), and financial inflows (TRIMS) will shake Indian entrepreneurship from its foundation. The author suggests the government to formulate an internal competition policy for India, as we have overplayed the fear of foreign competition, which is only small component. The author concludes that Indian industries will have to be innovative. All innovations cannot come from the research laboratories or large companies. Most of the innovations come from small companies as USA has found out.

Borch Odd Jarl; Huse, Morten; Senneseth, Knut; (1999)\textsuperscript{13} in their research work, “Resource Configuration, Competitive Strategies and Corporate Entrepreneurship: An Empirical Examination of Small
Firms”, examines the relationship between firm resources and strategic orientation in small firms. The study indicates that the relation between competitive strategy and industry were strongest for market strategies, and that the relations between resources and competitive strategy vary among industries. Firm size, age, and industry were included as control variables.

Trehan, V.M.,(1999)\textsuperscript{14} in his paper “Entrepreneurship-My Way, Through Quality”, asserts that the growth of the enterprise depends only on commitments to management and in fact to quality management. The paper concludes that evaluation on a daily basis helps if keen on developing oneself there is no limit to what extent one can grow.

Bhat,Khursheed A.,(1999)\textsuperscript{15} in the article “Small Entrepreneurial Education: Approach and Methodology”, states that entrepreneurial talent can be developed anywhere which calls for well designed planned interventions and in the presence of efficient and sufficient support system. Once the entrepreneurial culture is fully developed, then it strengthens its bonds itself. It is concluded that methodologies in vogue for entrepreneurship development are not well planned. To develop competent and capable small entrepreneurs, is a three tier process viz., creating achievement motivation education and skill development and guidance and support during pre and post training stages.

Manimala , Mathew J.,(1999)\textsuperscript{16} in his work, “Entrepreneurial Motivation Revisited” points out that individual is the most important factor that determine performance and growth of the enterprise. The study examines the principal dimensions like human motivation, strengthening and weakening of motives over time and a comparison between motives of entrepreneurs and small business owners. Various human motives are factor analyzed to identify the major work motives of an individual. The factors that identified are self actualization ,
nature of work, power motives, status motives, affiliation motives and deontic motives. It is concluded that there has to be a fresh look at the policies for promoting innovators and entrepreneurs which should focus on developing innovative individuals than facilitating a particular task.

Kulkarni, P.R.; (1999)\textsuperscript{17} in his published work, “Entrepreneurship Development: Role of the Government and Financial Agencies” asserts that the success of EDP depends upon its integrated development approach, adequate advance planning and business opportunity guidance, support from Government and other delivery agencies, availability of trainers and training facilities and individual approach to the trainee entrepreneurs. It is concluded that the overall strategy for the development of small industries comprises integration of promotional programs which would correct the regional imbalances; and the creation of suitable organizational base at various levels.

Govindappa, G.T., (1999)\textsuperscript{18} in the article, “Rural Women Entrepreneurship: Constraints and Strategies for Development” states that to reduce social and technological risks faced by rural women, entrepreneurship may be developed in group basis. Women face less social problems when they work in a group. The study concludes by stating that entrepreneurship developed on group or co-operative basis is more effective. EDP’s for women in rural areas should also aim at preparing the individual to work in a group.

Manimekalai, N; (1998)\textsuperscript{19} in the paper, “Entrepreneurship Development in Industrial Estates of Tiruchirappalli”, compares socio-economic background of entrepreneurs in select industrial estates with that of entrepreneurs outside industrial estates. The finding of the study is that the industrial estates program has developed most of the first generation entrepreneurs to take up industrial activity as self employment venture. The major factors which facilitated it were
better infrastructural facilities, with good work sheds and common service facilities and engineering units.

Balu.V., (1998)\textsuperscript{20} in the article “Lessons in Funds Management in Small-Scale Units” writes that an entrepreneur’s success depends upon many things including his skill of managing funds. Quality of expenditure is more important than the quantity of expenditure. It is concluded that a prudent entrepreneur limits his personal and family expenditure and makes use of surplus funds for maintaining reserves.

Rajendran, N; (1998)\textsuperscript{21} in “Small-Scale Industrial Policies-An Evaluation” writes that small scale industrial policy has stimulated economic activity of a far reaching magnitude and has created a sense of confidence among entrepreneurs. Small scale industries has attained the major objectives of self-reliance, creating wider employment opportunities and raising the levels of output, income and standard of living. It is concluded that the policies adopted in the early years of independence laid stress on employment generation, balanced growth of industrial sector and the use of indigenous technology.

Singh, Sukhpal., (1997)\textsuperscript{22} in his article “Aspects of Entrepreneurship in Primary Food Processing Industries in Punjab” writes that entrepreneurship in agriculture and primary processing activities as possible entry points of industrial entrepreneurship and explores the nature, pattern and problems of entrepreneurship in two processing industries in Punjab. It also examines the pattern of investment of agricultural surplus. The study suggests that the primary food processing industries in Punjab are owned by entrepreneurs from a trading or merchant background, which coincides with their castes as well. The analysis highlights the need for evolving entrepreneurial developing strategies as to create and sustain a new class of entrepreneurs and expedite the process of structural transformation of economy and community.
Khan, Jamal and Knight, Richard B., (1997)\textsuperscript{23} in their study “Innovations in a Plantation Economy: A Study of The Barbadian Small Farmer," examines innovations in small farm agriculture by looking at the extent of technological change in the plantation economy of Barbados. The study establishes that small farmer innovations in Barbados are not based on indigenous knowledge, but on imported technology and, as a result, the farming system has moved from a low external input and sustainable agriculture to high external input agriculture. The transfer technology has made the farmer more efficient on farm management and operation.

Samal, Kishore C., (1997)\textsuperscript{24} in the paper “On Redefining the Urban Informal Manufacturing Sector: A study of Micro Businesses, Petty Producer Units and Small Capitalist Producer Units and Small Capitalist Producer Firms in Sambalpur, Orissa”, tries to redefine the concept of the informal manufacturing sector (IMS) based on two surveys done in 1985 and 1994. In the benchmark study (1985), size of the unit was used as the first order condition for demarcating the informal sector, while all the other characteristics were taken as second-order conditions. In the follow up study, the existing units were classified into three groups using the labour composition establishment approach. It was concluded that irrespective of size, the IMS includes (a) micro business, (b) petty producer units, and (c) small capitalist producer units involving unprotected wage work and operating in an unprotected economic environment.

Gautam, Vinayshil., and Verma, Vinnie (1997)\textsuperscript{25} in their research article “Corporate Entrepreneurship: Changing Perspectives” analyses varying perceptions about corporate entrepreneurship and argues that despite the realization that entrepreneurship occurs at various levels within an organization, no coherent framework analysis was made. The authors conclude the study by proposing a conceptual model of
corporate entrepreneurship that integrates the influences of individual, organizational and environmental factors.

Menning, Garre(1997)\textsuperscript{26} in the paper, “Ethnic Enterprise in The Decentralized Textile Industry of Surat, India” explores the role of ethnic networks in the contemporary art silk industry of Surat, Gujarat, India’s largest production centres of synthetic fabrics. It is argued that one of the secrets of its success is a system of ethnic entrepreneurship in which business people rely on informal networks based on ties of kinship, caste, sect and place of origin. It is concluded that participation in flexible network gives merchants and manufacturers access to community resources, and allows them to minimize costs, adapt to market fluctuations and avoid government restrictions.

Bhowan, K., Tewari D.D. (1997)\textsuperscript{27} in their article “Indian Entrepreneurs in South Africa: Challenges and Achievements During the Apartheid Era” the focus of the study is on challenges faced by a few successful non-white entrepreneurs in South Africa during difficult years of the apartheid era. The study foresees certain new challenges unleashed by the emerging political situations and urges the Indian small business owners to upgrade their skills to be able to meet them.

Hood, Jacqueline N. and Young, John E.(1997)\textsuperscript{28} in their article “Attitude of Low-Income Individuals Towards Entrepreneurship: An Assessment” assess the attitudes of low-income individuals toward entrepreneurship on the basis of a survey of the residents of a public housing in a major south-western city in the United States. These attitudes are considered in consequences of the conditions and context of life of the urban poor. The study recognizes the significance of entrepreneurship as a solution to urban poverty and it proposes a three phase strategy to attract and motivate low-income individuals to take up entrepreneurial ventures.
Rao, M.S. Sampath (1997) in the paper “the Entrepreneurial Competency Index: An Assessment Tool for Financial Institutions” highlights that the conventional techniques used by financial institutions to ensure success of business ventures are lopsided, in that they focus exclusively on venture-specific aspects and tend to completely ignore person-specific factors. Using the concept of entrepreneurial competencies, the author proposes a four-stage strategy to screen out individuals with least potential for success. The author suggests that the findings of this study needs to be tested and validated for future research. Such studies can help banks and financial institutions to select the most suitable entrepreneurs.

Wtterwulghe, Robert and Janssen, Frank (1997) in their article, “The Role of The Banker in Financing Medium-Sized Firms in Belgium: Lender or Adviser” analyses, on the basis of a field study, the role of banks in financing medium enterprises in Belgium. Like small firms medium-sized business have a preference for self financing. Debt is generally their main source for external funding. As compared to large firms, these enterprises take less recourse to their financial function. The banker does not play an important role as an adviser, except when the firm decides to raise funds through stock market. The article calls for greater specialization on the part of the banks so that they can avoid conflicts of interests arising out of the mismatch between their service priorities and the needs of their clientele.

Saxena, Shailendra (1997) in the paper “R&D in India: Bridging the Huge Gap” writes that despite a large pool of professional talent, the pursuit of R&D and the needs to be revamped thoroughly. The author concludes that by focusing on R&D management, we can get more out of our expenditure on R&D. Restructuring a body like National Research Development Corporation may help in promoting R&D.
FOOT NOTES


22. Singh, Sukhpal (1997). Aspects of Entrepreneurship in Primary Food Processing Industries in Punjab, the Journal of
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