APPENDICES
QUESTIONNAIRE

(A) General Information Related to the Organizational Unit(s)

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 Organization:
   (a) Sole Proprietorship – Name of Owners
   (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 case...
   (a) Pvt. Ltd. Co. – No. of members
   (b) Public Ltd. Co. – No. of members
   (c) Co-operative Society –

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


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 (ii) others.

8. If power used? YES/NO

9. Year of establishment of unit.

(B) Personal Details & Background Factors of Entrepreneur(s)

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 entrepreneurs --
    (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 optimize 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 utilize your prior industrial or business experience.
   (e) To utilize your wealth and property.
   (f) Assistance and Incentive given by Government Promotional Agencies.
   (g) Motivation by family members, relatives or friends.
   (h) To utilize your training experience in trade or industry.
   (i) Absence of competition.
   (j) Heavy demand of the proposed products.
   (k) 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 Enterprise.
   (b) Time involved in building the premises and installation of machinery and equipment.
   (c) Time involved in obtaining loans & 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>Source</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 of Capital machines (e) Any other, at inception level.

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

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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

1. Please indicate the growth of the enterprise in the following terms:

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Terms</th>
<th>Initial Years</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Production capacity</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Production</td>
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<td></td>
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<tr>
<td>3.</td>
<td>No. of persons</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employed per Day</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>4.</td>
<td>No. of shifts Per day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>No. of machines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6.</td>
<td>No. of products</td>
<td></td>
<td></td>
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<tr>
<td>7.</td>
<td>Turnover</td>
<td></td>
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<tr>
<td>8.</td>
<td>Investment</td>
<td></td>
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</tr>
</tbody>
</table>

2. Expansion of the unit -
   (a) Has the unit been expanded since inception? YES/NO
   (b) Was expansion by more capital/more machines more labour/more building/more shifts? YES/NO
   (c) Was the expansion effective? YES/NO
   (d) Who helped in the expansion? Please give the details.
   (e) What difficulties did you face in expanding the unit? (f) Did you make plans for expansion but not practiced? If yes, then explain the reasons.

3. Established of new Enterprises –
   (a) Has the enterprise established new Enterprises since inception of this unit?
   (b) How were you influenced to do so?
   (c) Were you successful in operating the new Enterprises? YES/NO
   (d) Did you plan to set up the new unit but not practiced? If no, the give the reasons.

4. New products and by-products –
   (a) Has the enterprise started producing new products? YES/NO
   (b) Has the number of products or by-products over the years been reduced? YES/NO
   (c) Have some new uses of by-products coine in? YES/NO
   (d) Are the products standardized? YES/NO
   (e) Are the products marked with ISI or any other quality mark? YES/NO
   (f) Have you any research organization to improve the products and use of by-products. YES/NO

5. Future Plants, if the entrepreneur has any plan to –
   (a) Establish new Enterprises
(b) Expansion of the original Enterprises
(c) Improvement in machinery
(d) Improvements in layout or design of plant
(e) Introduce new products
(f) Change the marketing arrangements
(g) Other modifications
(h) Please mention the reasons prompting you to make improvement and modifications in above.

(E) Financial Structure of the Enterprises

1. Please indicate the following:

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Terms</th>
<th>Initial Years</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Owned capital</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>(b)</td>
<td>Contribution of father in risk capital</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(c)</td>
<td>Amount of retained earnings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(d)</td>
<td>Amount of reserves &amp; surplus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(e)</td>
<td>Borrowed from Banks</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>(f)</td>
<td>Borrowed from other Institutions</td>
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<tr>
<td>(g)</td>
<td>How much loan was applied for</td>
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<tr>
<td>(h)</td>
<td>How much loan was sanctioned</td>
<td></td>
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<tr>
<td>(i)</td>
<td>How much loan was actually borrowed</td>
<td></td>
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</tr>
</tbody>
</table>

2. How do you get our working capital – Banks/other Instts./
3. Was the loan made available to you in time?
4. What the attitude of financial institutions, give details.
5. Do you have all the funds you need?
6. What is the rate of interest do you pay?
7. Does your profit earning capacity permit such rate of interest?
8. What problems did you face in raising the initial finance?
9. Give details regarding existing financial problems.
10. How can these problems be solved? Give suggestions.
11. Give details regarding the following:

<table>
<thead>
<tr>
<th>Investments (in Rs.)</th>
<th>Initial Year</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Fixed Assets</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1. Land &amp; Building</td>
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<tr>
<td>2. Plant &amp; Machinery</td>
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<tr>
<td>3. Furniture</td>
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<td>4. Any other</td>
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<tr>
<td>(b) Current Assets</td>
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<td></td>
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<tr>
<td>1. S. debtors &amp; Bills Receivables</td>
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<tr>
<td>2. Inventories</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>3. Cash &amp; Bank balances</td>
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<tr>
<td>4. Advance &amp; Deposits</td>
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<td></td>
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<tr>
<td>5. Any other</td>
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</tbody>
</table>

12. (1) Cost structure

(a) Do you try control cost? YES/NO

xxxiv
(b) Do you appoint any cost accountant for the purpose? YES/NO
(c) Have you any plan to control the cost? YES/NO
(d) Could you control the cost to any Satisfactory level? YES/NO
(e) Please give details of costs in the table:

(2) Accounting System
1. Please give details in regard to the Accounting System in your Unit.
2. Is there any separate department/personnel for maintenance of the Accounts?
3. Any problem in this area.

(F) Techniques of Production
1. Has more mechanization been introduced? YES/NO
2. Have you changed the original techniques of production. If yes, then have you imitated it our innovated?
3. Have any future planning to change the technique? YES/NO
4. Please give the time taken to turn out product from the raw form?
5. Have you innovated any new method of production. If yes, then has it increased the productivity of the unit.
6. What the percentage of average production capacity utilization?
7. What are the main hurdles in way of full capacity utilization – (a) Shortage of raw materials, (b) paucity of working capital, (c) marketing of goods, (d) power shortage, (e) labour problems, (f) Any other.
8. How can the percentage of capacity utilization be increased? Suggest.

Productivity
9. Has the quality of products been changed since inception? YES/NO
10. Are some better techniques available in the market to improve the quality of the products?

Quality Control
11. Do you adopt any measures to control the quality? YES/NO
12. Can you get better prices and more market, if quality of your products is improved? YES/NO
13. Are your customers satisfied with the quality of products, if not then what are the main reasons.
14. Do you face any problem in marketing of your goods due to quality reasons? YES/NO

Raw Materials
15. Do you get all the needed raw materials locally? YES/NO
16. If not wherefrom do you purchase the same?
17. Is the raw material available in the open market?
18. If raw material is available through government controlled channel, do you get all the quantity you need, if not then what percentage do you get from government of your requirement, Please give details.
19. Do you use any raw material imported from abroad? If so give details.
20. Do you get the materials of requisite quality? YES/NO
21. Are there transportation difficulties, please give details.

xxxv
(G) Marketing Situation of the Unit

1. Nature of markets

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<tr>
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</thead>
<tbody>
<tr>
<td>Percentage of sales in –</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Local</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) State</td>
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<td></td>
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<tr>
<td>(c) India</td>
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<tr>
<td>(d) Foreign</td>
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<tr>
<td>Total Rs.</td>
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</tbody>
</table>

1. Do you face any problem in marketing your products, if yes, then explain the same.
2. Have you ever conducted marketing survey? Please give details.
3. Do you feel that marketing research is effective in determining the quantity and quality of the products in the market?
4. Do you get immediate information about the opportunity do your products in various markets, if yes then how?
5. Channels of distribution –

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

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

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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Material cost</td>
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</tr>
<tr>
<td>2.</td>
<td>Labour cost</td>
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<tr>
<td>3.</td>
<td>Factory cost</td>
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<tr>
<td>4.</td>
<td>Office Adm. Cost</td>
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<td>5.</td>
<td>Variable cost</td>
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<tr>
<td>6.</td>
<td>Selling and Distributive cost</td>
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<tr>
<td>7.</td>
<td>(i) Interest of Bank</td>
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<tr>
<td></td>
<td>(ii) Interest of financial</td>
<td></td>
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<tr>
<td></td>
<td>institutions</td>
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<tr>
<td></td>
<td>(iii) Interest to others</td>
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<tr>
<td>8.</td>
<td>Taxation</td>
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<tr>
<td>9.</td>
<td>Total Cost</td>
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</tr>
</tbody>
</table>

xxxvi
13. Profitability

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Details</th>
<th>Initial Years</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Loss</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2.</td>
<td>Gross Profit</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3.</td>
<td>Net Profit</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Profit ploughed back</td>
<td></td>
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<tr>
<td>5.</td>
<td>Total Sales</td>
<td></td>
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</tr>
</tbody>
</table>

(a) Are you satisfied with the profitability of the concern?
(b) Can you further increase your profits? If yes, then how?
(c) Are some efforts continuing to increase the profits? If yes, then explain your plan for the same.
(d) Do you consider ploughing back of profits as essential for increasing the profitability and strengthening the financial position of the concern?

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Item</th>
<th>Initial year</th>
<th>In last five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Cash sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Credit sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Cash Purchases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Credit Purchases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a)</td>
<td>Please explain your credit policies regarding purchase and sales.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>In how many days do you normally get the payments from Sundry debtors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td>What problems do you face in realizing the amount of credit sales?</td>
<td></td>
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</tr>
<tr>
<td>(d)</td>
<td>Please give suggestion how your dues can be realized earlier.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Do you think that sales promotion devices have increased / can increase your sales?</td>
<td>YES/NO</td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>What mode of transport is employed for conveying the goods to the markets?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Do you own your transport media?</td>
<td></td>
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<tr>
<td>17.</td>
<td>Do you find good future prospects for your products? YES/NO</td>
<td></td>
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</tr>
<tr>
<td>18.</td>
<td>Do you think that liberal credit policy can increase your sales?</td>
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(H) Personnel Management in the Unit

1. How manages the working of the factory?
2. Have you any trained persons to manage the factory? If not, then can the industry afford expenses for the same?
3. Is the staff working satisfactorily? YES/NO
4. Are you going to have some new techniques in office Organization? Please give details.
5. What are the main labour problems in your organization?
6. How do you solve them?
7. What is your attitude towards labour?
8. What is the strength of employees in your industry?
   (i) Skilled ............
   (ii) Semi-Skilled ............
   (iii) Unskilled ............
9. Do you have all the labour force you need in the industry? If not please give the reasons of shortage.
10. Do you have to pay wages under Minimum Wage Act?
11. What is the ratio of local and outside labour force in the industry?
12. Have the workers of your unit formed any union? YES/NO

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In our study, a majority of the entrepreneurs (72 per cent) were engaged in one kind of economic activity or the other before the present enterprise. Most of them entered into entrepreneurial field to earn more profits and accumulate more wealth. Most of the entrepreneurs take the industry as a sound source of earning. Another important factor which motivated the entrepreneurs to take a plunge into industrial activity is their strong urge for creation in their life. A few respondents assumed entrepreneurial role to raise their social standing. In their view, an industrialist enjoys more social prestige than any other profession.

It was observed that many of the entrepreneurs established the manufacturing Enterprises in order to utilize their technical knowledge and business experience acquired earlier. The entrepreneurs opined that prior business or industrial experience helps a lot in managing the Enterprises. Among environmental factors prompting the entrepreneurs, financial assistance from non-government sources and facilities provided by the Government rank high.

The study reveals that Enterprises established after the year 1990 have greater tendency to rely on institutional finance than those of the Enterprises set up before 1990. This change has been mainly caused by the reorientation of banking policies due to social control over banks as well as various efforts made by the Government to institutionalize the flow of financial assistance to small sector.

Entrepreneurs' contribution in the total initial capitalization of the surveyed Enterprises was 31.69 per cent. Average per unit amount of
13. What are the working hours of the factory?
14. What is the method of recruitment of labour in the Industry?
15. Do you have an apprentice system? YES/NO
16. Do you pay the workers on monthly basis or on the basis of work done? Please explain.
17. Do you have any incentive system for works? YES/NO
18. Are the workers satisfied with their wages and conditions of work in the industry?
19. Do the workers have any facility of self-expression in the production process. If yes, how?

(I) Other Problems
1. Does the industry run in own premises or is it housed in a rented premises?
2. If the industry is housed in a rented building, what rent is paid per month.
3. Does the present premises suit entire needs?
4. Do you get all the electric power you need? If not, then give the details of power problems.
5. Do you think that electric charges of industry are reasonable?
6. Do you need water for your production?
7. Does your production suffer on account of shortage of power of water? If so, give details.
8. Give details regarding transportation problem, if any.
9. Any other problems, the entrepreneurs wants to mention.
10. Suggestions to overcome those problems.

(J) Government Policy
1. Details regarding facilities, incentives, subsidies etc., from the Government promotional agencies –

<table>
<thead>
<tr>
<th>Nature of help</th>
<th>Name of Agency</th>
<th>Year</th>
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2. Were you acquainted with all kinds of incentives and facilities given to small entrepreneurs?
3. In case you could not avail any such facility, then give the reasons of the same.
4. Please mention the government agencies with which you deal.
5. Have your dealings with each were satisfactory? If not, then give the details.
6. Please explain the attitude and functioning of the government agencies with particular reference to small entrepreneurs.
7. Do you think that the Government official are anxious and alert to promote the growth of small industry?
8. Any problem arising out of the drawbacks in government policy regarding small industry sector. Please give details.
9. What are your suggestions for the development of small industry and the role of entrepreneurship?