CONCLUSION
It is quite clear that none of the theoretical constructs that were discussed in the first chapter is fully capable of explaining the emergence of entrepreneurial ventures in setting up industries in Cuttack or for that matter in Orissa. Nor it is easy to discard any of them altogether.

Our observation of an excessively high proportion of the entrepreneurs belonging to the Hindu community appears to support all those who have tried to negate Weber's view that the psyche of the Hindu formed by the religious prescriptions is essentially against enterprise especially in the domain of mundane economic activities which are looked down upon. Interestingly, our findings show that majority of the entrepreneurs among the Hindu-Oriya entrepreneurs were Brahmans by caste who are supposed to be the most pious as far as the other worldly values are concerned. It was also found that among the Hindu-Oriya entrepreneurs more than three-fourths of them were from the dominant castes. Kinship relationships, friendships and contacts established otherwise among the members belonging to the dominant castes enabled a fellow member to have better prospects to be an entrepreneur than those belonging to the lower castes. Though most of the entrepreneurs did not have enough finance to set up industries, they could do so as they belonged
to the higher social stratum which was the first to appropriate the opportunities. Thus the social structure has facilitated some to be prospective entrepreneurs, while for others it laid constraints and formidable barriers.

In many cases, the entrepreneur seemed to lack rationality in the Weberian sense. Much of the funds of the entrepreneurs got dissipated for non-productive purposes (as far as the interests of the industry are concerned), compelled primarily by the social obligations and commitment to values. This could be the cause of much of the industrial sickness in the small scale industries of Cuttack, especially as the entrepreneurs have very limited resources of their own. At least during the formative period of the industry, the entrepreneur needs to overcome the social threshold caused by his social obligations and commitment to the prevailing values. Depending on the individual cases of the entrepreneurs this threshold proves to be a major deterrent or otherwise. For instance, for Mr. Bishnu Kumar Sahoo this threshold could not be easily overcome, (it stunted the growth of his industry), but for Mr. Binod Dash, it never mattered much as his father was quite well-off to take care of them. Moreover, it should be mentioned that the need for money by most of the officers and their subordinates which tends to corrupt them is, to a great extent,
caused by their desire to fulfil their varied social obligations which they are incapable of meeting with their limited income due to rising costs and growing consumerism.

The situation appears to be aggravated by the vested political interests of the ruling party and those who gain out of them, to maintain the stagnating status quo. Determined political will to adopt and implement realistic measures seems to be utterly lacking at all levels and spheres in promoting small scale industries at Cuttack. Though the entrepreneurs have formed associations to look after the interests of their industries, yet they are not much effective due to factionalism and individual vested interests.

The entrepreneurs in Cuttack are not innovative and path-breakers as held by Schumpeter. The selection of product as we have seen, was not only imitative, but even the imitation lacked the needful spadework to assess the demand of the product and other aspects of the viability of the project, like supply of raw materials, labour, power etc. Innovation or creativity of the entrepreneurs was limited to adapting to unfavourable and unforeseen circumstances, trying to survive somehow or the other or to make as much money as possible even to the extent of not caring whether the industry was running smoothly or in the red. The circumstantial situation demanding an adaptive nature of management compelled the
entrepreneur to rely on familial relations for management and production activity. The dearth of professionalism in management and non-availability of skilled persons along with an indisciplined and lethargic labour not only hampered productivity but also the quality of the product. On the other hand, the inability of the entrepreneurs to procure regular orders, uncertainty of payments, and the lack of resources to go into the open market, complicated the task further. Cumbersome bureaucratic procedures, diverse and often changing official paraphernalia, consume much energy and time of the entrepreneur, who, because of his limited resources, is incapable of delegating responsibilities, to take care of the routine requirements. Under such circumstances, it is perhaps unwise to expect any innovative entrepreneurship from the entrepreneurs of small scale industries.

The majority of the entrepreneurs coming from the lower middle class among the Oriya entrepreneurs with motives like prestige, independence, and making profit, as was gathered from the interviews, probably implies the existence of the need for achievement among many of the entrepreneurs to ameliorate their positions in the society. Thus, the relevance of McClelland's pronouncements cannot be ignored in the context of entrepreneurship among the Oriyas. It is worth recapitulating in this context that there were only a few entrepreneurs from established business families or
whose fathers were very high officials. It may be construed therefore that persons from established families perhaps do not find much sense of achievement in industrial entrepreneurship though they are resourceful in terms of finance and connections.

In individual cases we have noticed entrepreneurs striving to regain their lost positions. But, as far as the phenomenon of status withdrawal of the group is concerned, it is limited to the displaced people from Bangladesh, Punjab and Burma.

Limited job opportunities are perhaps responsible for such high level of education among the entrepreneurs. The behaviouristic model of Kunkel could be applied to explain the rush of so many entrepreneurs who are young and fresh, without any experience to take to entrepreneurship. But, the prime incentive appears to be getting loans on easy terms when other avenues of employment were more or less saturated.

It should be underscored that the liberal sanctioning of loans without timely disbursements and delays in sanctioning of working capital have caused much unpleasantness and frustration among the entrepreneurs, especially among those who come from not so well-to-do families. The long gestation periods of industries have added to the strains that an entrepreneur has to bear. Very few among them have had the patience, perseverance and the resources
not to deviate from the goals set by them. As mentioned earlier, many of the entrepreneurs were tempted to make easy money by becoming more of suppliers of manufactured goods from elsewhere with their own brand names than by taking all the botheration of production.

The behaviouristic model seems to be beneficial for economic development, provided there is a great deal of control to manipulate various variables to keep the set goals among the entrepreneurs intact, by seeing to it that the gap between aspiration and achievement is not too large to overcome. Otherwise, it is bound to lay the demonstrative effort of various deviant behaviours which would lead to more detrimental consequences and check the further supply of genuine entrepreneurs. With the burden of the low level of the economy, the efforts of the government for the promotion of small-scale industries in Orissa should however not be outrightly rejected, but need to be critically assessed to ensure development.