CHAPTER TWO

RESEARCH METHODOLOGY

2.1 LITERATURE REVIEW

2.2 NEED FOR STUDY

2.3 SCOPE OF STUDY

2.4 CONCEPTUAL FRAMEWORK

2.5 OPERATIONAL DEFINITIONS

2.6 RESEARCH HYPOTHESES

2.7 SAMPLE DESIGN

2.8 DATA COLLECTION METHODS AND PROCEDURES

2.9 PRESENTATION AND ANALYSIS OF DATA

2.10 LIMITATIONS OF STUDY
CHAPTER - II

RESEARCH METHODOLOGY

Different aspects of research methodology adopted in connection with the present study have been presented in this chapter. This chapter begins with the review of available literature followed by a description of the scope of the study; operational definitions; research hypotheses; methods and procedures of data collection; presentation and analyses; and limitations of study, which are presented under separate sections and sub-sections.

2.1 LITERATURE REVIEW

A large part of this section includes an updated version of the literature survey done by the researcher for his M.Phil. work.\(^1\) It had relevance with the present study. Utmost care has been taken while scanning various sources of information with a view to enrich the literature with more relevant and latest information. Different aspects of jute industry like agriculture, productivity, marketing, pricing, industrial relations etc. are reviewed in this section.

2.1.1 Agricultural Aspects

The agricultural sector of jute is analysed by Burger\(^2\) in the form of a model wherein he described the growing, processing, and trading of jute fibre and, thus, suggested measures for the total upliftment of the sector. The effect of cultivation of autumn paddy on the acreage of jute cultivation in jute-growing state of Assam (India) had been shown in the study of Goswani, et al.\(^3\) Bangladesh Agriculture University,\(^4\) and Bangladesh Agriculture
Information service\textsuperscript{5} suggested some common improved ways and means in their respective studies. These devices would help enhance the per acre yield of jute fibre.

The Government of Bangladesh\textsuperscript{6} and India\textsuperscript{7} evinced much interest in removing various problems in cultivation and distribution process of jute. Both the Governments very often form study teams or commissions to assess the feasibility of incentive prices and other facilities for jute growers. In an article, De\textsuperscript{8} has outlined jute procurement problems and their solutions.

In a brief article, Kabir\textsuperscript{9} explained the causes of low productivity of jute plants and suggested remedies, for producing better quality of jute fibre which could strengthen its competitiveness against synthetic fibre. The need for procedural innovation and quality seeds have been emphasised in another article so that yield per acre in India can be raised from 13/14 quintals to 20/21 quintals as produced in China. Indian agriculture sector has been undertaking sustained research\textsuperscript{10} to boost production of jute fibre in order to become self-sufficient in domestic supply. In the same way, Bangladesh has also conducted several scientific studies\textsuperscript{11} on jute cultivation.

2.1.2 Productivity in Jute Industry

The productivity trend in Bangladesh jute industry has been studied by Habibullah,\textsuperscript{12} who has suggested some pragmatic policy measures. In another work\textsuperscript{13} he has indicated that the supervisors or line 'sardars', by which name they are called, have a great influence on workers' productivity than the supervisor. The supervisors are mostly production-centered and confine their role to 'policing' while the line sardars blend and integrate their
production orientation with employee orientation and obtain more favourable worker's response to higher productivity. Contrary to popular belief, his study shows that job experience and education of jute mills workers have little influence on their productivity.

Rabbani\(^{14}\) has reviewed the productivity of both Bangladesh and Indian jute industry. He has thrown light on some economic determinants and calculated their effects on jute industry. He finds that economic determinants like capital, market, labour etc. influence the productivity of an industry in general and an individual worker in particular. Productivity of Indian jute industry is studied by Chakravarti.\(^{15}\) He has analysed the trend of productivity over a certain period of time and researched the causes of fluctuation in productivity trend.

2.1.3 Marketing of Jute and Jute Products

The traditionality in the nature of jute products as well as its markets has probably attracted less attentions with regard to marketing aspects. Of the several research studies conducted on Indian jute and jute goods marketing, Verma\(^{16}\) indicates that the present demand for jute goods has been increasing if compared with the demand during 1970s. This increase is the direct impact of Mandatory Jute Packaging Materials Act in packing food grains, sugar, cement, and fertilizer. Another project report\(^{17}\) describes that newly innovated diversified jute products would enhance future demand and expand the market of jute made products. This expectation is further endorsed by FAO in a separate study. The study report forecasts the demand for jute goods in the global market perspective. The projection of demand for jute goods indicates that it would be continuously rising because of the growth in overall
consumption. With this end in view, the study suggests some special measures for the promotions, technical development, cooperation among the producing and consuming countries, and efforts to improve the prospects for securing and expanding markets for jute.18

2.1.4 Competition in Jute Industry

Several studies regarding competition between the two major producer-exporter countries - Bangladesh and India, are available. Ahmed,18A Rabbani,19 Khan,20 and Ahmmed22 have studied the different aspects of jute-market competition. They have highlighted the severity and wastefulness of competition and suggested policy measures for overcoming the adverse effects. Some of these studies also point out the terms and conditions of Bangladesh export trade.

Verma,23 Iqbal,24 and Mongia25 have intensively investigated problems and prospects of Indian jute industry under the competitive situation. In the study of Verma, export behaviour of Indian jute goods at the disintegrative level has been depicted categorically. He observes a movement in the quantity of sale of all categories of jute products and records the trends of jute goods demand in export market. He shows that Indian export market has been affected by the price of polypropylene (PP) and by the world gross domestic product (GDP) index of jute goods of importing countries. Iqbal opines that Indian export market of jute goods is in downswing trend. Though the latest diversified jute products are showing a healthy prospect but it should not be at the cost of major items of jute products. In his view, the stronghold of Indian jute is gradually shifting from international to domestic market.
The study of Mongia is based absolutely on South Asian Regional Cooperation's (SARC) principles. He suggests some policies that could protect the mutual interest of jute producing SAARC countries in the overseas jute market. To avoid wasteful nature of competition between Bangladesh and Indian jute industry, Rahman and Bagchi studied the feasibility of setting indicative prices. They recommended a common price which could benefit both the industries. International buffer-stock of jute and jute goods is another aspect suggested by another study. Presently, International Jute Organisation (IJO) has undertaken several research projects to support the world jute trade in favour of its member countries.

The success of jute industry depends critically on the price structure of raw jute as it forms a major part of the cost of finished product. This important issue has been studied empirically by Osmani, Thomas, and Rahman. Prices of jute and jute products in both domestic and international markets are analysed in these studies followed by constructive suggestions.

The impact of synthetics on jute product, in the market of packaging materials, has been investigated by FAO. The study reveals that, since mid-sixties synthetics have been increasingly cornering the market share of jute products globally. At the present juncture, competition from synthetics and the degree of severity of the competition have become a problem for jute producing countries in the process of formulating marketing strategies for their products. Industrial analysts and critics are also highlighting the consequences of intense competition from synthetic packaging materials.
2.1.5 R&D in Jute Industry

From the survey of literature, it is found that Bangladesh and Indian jute industries have conducted researches on areas like cost-reduction, product development, equipment and technological development, market expansion etc. At present, R&D institutions of both the industries have undertaken product diversification programmes to successfully handle the dangerous effects of synthetic substitutes. Indian Jute Industry's Research Association (IJIRA) and Bangladesh Jute Research Institute (BJRI) have some projects in collaboration with UNDP, FAO, and IJO. These projects are trying to find out newer means of production for value-added diversified products other than traditional hessian, sacking and CBC. Atkinson analyses the existing strengths, weaknesses, and possible opportunities and threats of jute industry. He perceives that there is a coordination gap between R&D and production functions. Therefore, pilot plant for R&D would have to be established in each of the jute mills so that people working in production area may have an easy access to R&D.

2.1.6 Industrial Relations in Jute Industry

Being a labour-intensive industry, cordial labour-management relations are always desirable for a better industrial atmosphere. Sen, Bhattacharyya and Sengupta separately have studied industrial relations in jute industry particularly at Calcutta. Findings and suggestions of these studies are more or less common. The researchers have suggested maintenance of good labour-management relations to ensure smooth production and favourable industrial environment. The research works of Ahmad, Norbyo, Khan, and Sinha have given a general and descriptive view covering almost all aspects of both
Bangladesh and Indian jute industries. These works are very much concerned with the problems faced by the industries and remedial suggestions are put forth.

2.1.7 Product Diversification

After a detailed analysis of various issues of jute industry, Surinder Sud\textsuperscript{47}, in an article, opines that jute industry should no longer thrive only on conventional packaging items and must, therefore, change its line of production to include some of the diversified value-added products. Besides, it would have to go in for innovative marketing techniques aimed at satisfying a large number of individual customers rather than only a few bulk purchasers of gunny bags.

In their research article, Moulik, et al.\textsuperscript{48} describe that factors like variation in raw jute price; challenge from synthetics in traditional markets of packaging materials; utter dependence on government sheltered domestic market nurtured and lulled by government finance; more governmental intervention and protection in traditional product lines instead of diversified product bases etc. are responsible for the existing stagnant conditions of Indian jute industry. In their view, these factors indicate that one of the main issues about the future of jute industry is that of financial viability of jute products manufacturing units and evolving of suitable management practices including marketing, production flexibility etc. In the latter part of the article, they have prescribed that the rejuvenation of jute industry requires formulation of industrial policy for jute with a dynamic response to emerging scenario. One of the potential areas is that of diversified products. In this context, they have recommended some project structures which are claimed to be
most appropriate in terms of operational flexibility. Further, they affirm that the ultimate success of diversified jute units will depend on management, which is responsible and capable of integrating product and market changes within the production set-up.

The question of diversification has been raised by the government authorities. According to R.N. De, Jute Commissioner, "the problem with Indian exporters is that they depend much on traditional goods ignoring the tremendous scope for exporting diversified items." Even the high-powered, 'L.V. Saptarishi Committee' appointed by the Textile Ministry to go into the gamut of issues dogging the industry, was of the view that unless it could put in efforts at diversification, the industry would fall by the wayside.

Government of India has recently pursued multifibre arrangement to promote the ongoing jute diversification campaign. As a part of governments' strategy to increase export earnings, the centre has set up a National Centre for Jute Diversification (NCJD). The secretary, Textile Ministry, has stressed that jute should be developed as a "national fibre".

2.1.8 Other Issues

Under the ongoing fundamental changes in Indian economy towards its orientation, attitude, and outlook, Mahalingam urged that the sickness of jute industry should be combated. He opines in his article that, since nationalisation has not proved to be the panacea, it was believed to be in the case of jute industry, future attempts to combat sickness should take other forms. In this context, the unique success of cooperative venture could
provide an example. Mahalingam suggests and supports the
denationalisation initiative of the Government for the
commercially sick undertakings especially the Indian jute
industry which he perceives to be a loss-making white
elephant in the public sector.

With the ongoing changes in socio-political and
economic scenario especially in the Eastern Europe, FAO\textsuperscript{52}
has conducted a study on jute industry. The study warns
that jute exporting countries should closely monitor the
emerging scenario in Eastern Europe and erstwhile USSR in
order to devise alternative strategies to adopt to changing
situations in the region. It further suggests that a wider
scope might exist for establishing jute processing
industries in the major market of East Europe and erstwhile
USSR on a joint venture basis. In fact, the erstwhile USSR
was the largest buyer of Indian jute industry but due to the
changes in political environment, the market has become
uncertain. The Government of India is, therefore,
continually reviewing the policies related to jute industry.

2.1.9 Research Gap

The relevant literature reviewed in previous
subsections show that no study has so far been conducted
with the aim of evaluating impact of changing structure of
jute industry on strategic management of jute business
firms. Of course, some of the experts, academician,
researchers of national and international repute agreed upon
the need for the adoption of a strategic attitude in the
case of management of jute industry. But, they did not go
into the depth of the matter. For instance, Hoque\textsuperscript{53} has
expressed the need for practice of better management in jute
industry but made no suggestion with respect to strategic
factors at micro-level.
There are several research projects that are either completed or under implementation by national and international agencies like IJIRA, FAO, UNDP, IJO etc., that focus on the need to protect world jute economy in general and jute economy of major jute producing countries in particular. For instance, IJO has undertaken a study on "Farm to Factory Practices" in jute exporting countries. It has other research projects like "Germplasma Project", "Jute Seeder Research", "The Development of Non-woven Products from Jute and Jute Blends and Test Marketing", "Market Promotion Projects for Jute Carpet Backing Cloth in USA", Market Promotion for New 30 Kg Jute Rice Bag in Japan" and "Market Development in Selected European Countries". But none of these projects are related to strategic management which is a vital issue in this changing environment.

From the scanning of literature regarding previous and present day context, the researcher, therefore, finds strategic management of jute business firm as an issue needing research at the micro-level for intensive study. This could fill up the research gap and would suggest policy measures with respect to both Bangladesh and Indian jute industry for their rejuvenation in near future.

This researcher, in his previous research work for the M.Phil. degree, has dealt with a comparative analysis of jute industry profiles in Bangladesh and India. A major reason for the motivation to take up further study for the present doctoral work is the knowledge and experience gained while doing the M.Phil. research work. The results of the previous work, documented in the M.Phil. dissertation, support the need for a study on the topic taken up for research presently.
2.2 NEED FOR STUDY

The present study includes both Bangladesh Jute Industry (BJI) and Indian Jute Industry (IJI). They are the two major jute goods manufacturing industries in the world having similar historical, cultural, and traditional heritage. Moreover, they are the traditional competitors in world export markets. Both the industries are playing important roles in developing their respective economies.

It has been revealed from the economic performance that the industries which had tremendous growth and development during mid-sixties have started dwindling over the last few years. Moreover, their productivity and profitability have unevenly declined. Most of the Bangladeshi jute business firms are incurring losses for years together. A large number of Indian jute firms have closed down their shutters and some of them have become sick. This downswing position of BJI and IJI is conditioned by a number of factors which are more or less similar in nature and characteristics.

The Government as well as the management of concerned industries have undertaken various policy measures in the past to get rid of the deplorable conditions. But, important aspects like analyses of the changing structure of jute industry and its impact on strategic factors of jute business firms are hardly considered. It is, therefore, imperative to carefully monitor the impact of changes in industry factors, and draw conclusions for final recommendations of policy measures.

A study on the topic mentioned above could be helpful in determining factors that constitute the structure of both
BJI and IJI. It could trace out the major structural changes that have taken place during the life span of the industries. The scanning of major changes in industry factors, and evaluation of their effect on different strategies of an individual jute business firm would help the policy makers in coping with the ongoing challenges and opportunities, and help run the business firms more efficiently and profitably.

Moreover, the study could help one to evolve certain concrete measures and assist the planners and policy-makers of both Bangladesh and India to come forward mutually in the light of SAARC and, thus, save the industries from the predicament that they find themselves in.

2.3 SCOPE OF STUDY

To make the study more specific, extensive and feasible, investigation and analysis were limited within a defined boundary. The following facts limit the scope of the present study:

1. Of the different jute and jute goods producing countries in the world, Banglades: and Indian jute industries have been taken for study. This is because they are the two major and traditional exporters, producers, and competitors. This choice is again constrained by the provisions of cultural exchange research programme, time, and the nature of study.

2. Only the jute industry is chosen for study and the subsidiaries or dependent industries, which might have a direct or an indirect linkage with the jute industry have been excluded from the scope of study.
3. The agricultural aspect of jute industry is not included in study though some information have been furnished to highlight the agro-based nature of the jute industry and to give a balanced and complete picture of the context.

4. In analysing the changing structure of industry, the industry factors like the evolution, management and ownership pattern, market characteristics, state of competition, and technological development have been selected for study. Other peripheral factors which might exist are not considered significant and relevant to the study.

5. The present study limits the number of jute business firms to six from Bangladesh and five from India. Case study method is adopted to know the characteristics of the population, that is, the total number of jute business firms existing under BJI and IJI.

6. While collecting, analysing and interpreting data relating to the management of selected jute business firms, only seven strategic factors like history and growth, management structure, marketing, production, personnel, finance, & future prospect have been considered. The assumption is that these seven factors cover a broad spectrum of a firm's activities, and there are no other significant factors that could be included. Further, these seven strategic factors are assumed to be representative of the strategic management process and other elements of the process such as evaluation of strategy are not specifically considered.
7. The period covered in study is from mid-sixties to the present (1992) as the changes in industry factors have become prominent during this span of time. Relevant data essential for analysing both industry factors and strategic factors at firm-level management have been collected for the same time period.

2.4 CONCEPTUAL FRAMEWORK

The main theme of the research has been conceptua­lised within a framework to avoid disorder and ambiguity in the process of conducting the present study. This is also intended to provide a clearcut approach to the researcher. The main objective of research project is to determine the impact of industry factors on strategic factors of the management of jute business firms with a view to draw descriptive inferences as to how jute business firms have adapted to changes in industry structure.

To attain this objective, presumed relationships among the chosen factors of both the jute industry and jute business firms have been graphically presented in the basic conceptual framework (Exhibit 2.1). The Exhibited framework specifies that the study is attempting to know the impact of changing structure of jute industry and therefore is going to collect data on five chosen industry factors as well as data on seven chosen strategic factors of the management of jute business firms. The industry factors are shown in the left hand box and strategic factors in the right hand box of the diagram. The arrow marks indicate the presence of varying impact of industry factors on all strategic factors of the management at firm level. While the conceptual framework assumes only a unidimensional impact of industry factors on the strategic factors it must be noted that, in
EXHIBIT - 2.1

BASIC CONCEPTUAL FRAMEWORK

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<th>INDUSTRY FACTORS</th>
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<td>1. Industry Structure</td>
<td>1. History and Growth</td>
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<td>5. Technological Development</td>
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<td>7. Future Prospects</td>
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reality, there is a two-way relationship. The present study is limited to a discussion of only the impact of industry factors on the strategic factors of business firms.

Generally, the conceptual framework is designed to minimise diversion and to maximise reliability and relevance. Hence, it must be treated as a pragmatic bounding device. The flexible framework is required to accommodate any deviation and changes that may creep in the theory building process as the study in progress.

2.5 OPERATIONAL DEFINITIONS

The important terms used in the study have been operationally defined as below:

1. The term impact means influence/effect of industry factors on the strategic factors of a jute business firm.

2. Changing structure refers to the shift in industry factors within the time limited for study. Industry structure, in the context of the present study, is represented in term of the five industry factors. This is adapted on the basis of the definition of industry structure as enunciated by Micheal Porter,\(^{54A}\) and is different from the usual meaning of the term 'structure' as adopted mainly by economists in describing an industry.

3. An industry\(^{55}\) is defined as "a group of firms whose products are sufficiently close substitutes for each other that the member firms are drawn into competitive rivalry to serve much the same needs of some or all of
the same types of buyers." The term industry, in the present study, refers to the jute industry unless specified otherwise.

4. **Strategic management** is defined as "a stream of decision and actions which leads to the development of an effective strategy or strategies to help to achieve corporate objectives". This study includes seven strategic factors that are assumed to be representative of the strategic management done for a business firm.

5. A business undertaking engaged in manufacturing jute goods either in public or in private sector of both BJI and IJI is termed as a **business firm** for the purpose of this study.

2.6 **RESEARCH HYPOTHESES**

On the basis of reviewed literature, and as per the need for the study, the following general hypotheses are developed for investigation:

1. The changes in jute industry structure have had an impact on strategic management of a jute business firm.

2. The impact of changes in industry factors on strategic factors of a jute business firm are varying in nature.

3. The shifts in industry factors and their effect on strategic factors of jute business firms of both BJI and IJI are dissimilar.

2.7 **SAMPLE DESIGN**

The researcher has adopted certain techniques in selecting items for the sample. Number of jute mills in BJI
and IJI have been considered as the population of the sample. "Quarterly Jute Goods statistics" published in last quarter of 1991, by Bangladesh Jute Mills Corporation (BJMC) and 'Indian Textile Annual Director 1990' published in India have been treated as the sampling frame. Apart from this, the researcher has taken six jute business firms from BJI and five jute business firms from IJI as sample units in order to make the study more relevant and workable.

2.7.1 Sample Chosen from BJI

The researcher considered the suitability of limiting population to those mills that are listed in the 'Quarterly Jute Goods Statistics' published by the MIS division of BJMC, Bangladesh. Both private and public sector jute mills and their statistics are provided in this publication. Jute business firms registered with Dhaka Stock Exchange are not taken as population because only large firms are registered there and hence it would be biased if samples are chosen from those units. Apart from this, jute business is not showing better performance, and hence its shares are not traded regularly in the stock market. So the stock exchange market is not compiling jute industry's information on a regular basis.

BJI has seventy firms, presently, in operation. Out of these units, public sector owns 33 jute mills and 37 units are owned by private sector. The total population of 70 jute mills have been categorised into three classes - big, medium and small - on the basis of installed capacity in terms of looms. Jute business firms having capacity of more than 500 looms are treated as big-size mills, those having 250-500 looms are treated as a medium-size mills, and those having below 250 looms are treated as small-size mills. To make the sample more representative, the sampled
mills are chosen by taking one mill from each category. Accordingly, three mills are taken from public sector and three from private sector.

It is to be mentioned that researcher has ended up selecting all the six mills from Chittagong Zone other than Dhaka and Khulna Zone of BJI on the basis of the sampling process described above. This has proved to be beneficial because of the fact that researcher had been at Chittagong for several years in connection with his university education and, thus, it is thought to be more convenient to conduct field study in a known place and environment rather than unknown one. The six sample units possess a total installed looms capacity of 1,888 which is 7.26 per cent of the total installed capacity of 26,081 looms of BJI.

2.7.2 Sample Chosen from IJI

Total number of jute business firms of IJI stood at 112 in the early fifties. But, at present, only 67 mills are in operation. In fact, this number of operating mills fluctuates every now and then because of frequent 'closure and reopening' phenomenon prevailing in the industry. The size of the Indian jute business firms is treated as big-size as most of jute mills have installed looms capacity more than 500 looms which is considered in the case of categorising BJI units. Moreover, most of the Indian mills are in the private sector. As a result, same order and bases are not followed in drawing Indian sample units. For practical reasons, four units are chosen from private sector and the only public sector unit is also taken in the sample. One of the private firm belongs to non-IJMA units and the rest of the units are the member units of IJMA.
The list of Indian firms has been procured from the Indian Textile Annual and Directory, 1990. The Bombay Stock Exchange Directory does not compile information of all firms and hence was deemed unsuitable for the purpose of sampling. The five sample units of IJI have a total looms capacity of 8,539 constituting 19.38 per cent of the total installed looms of 44,042 of IJI.\(^5\)\(^8\)

2.8 DATA COLLECTION METHODS AND PROCEDURES

This section includes the procedures followed in data collection and problems faced in data collection from both primary and secondary sources. The details are presented in the sub-sections that follow.

2.8.1 Data Collection

The comprehensive analysis of an industry requires a great deal of data. Information in connection with the present study, has been collected from both primary and secondary sources. Personal interviews and field investigation techniques were adopted in collecting information from the primary sources. The interview with the top level executives of the sampled jute business firms, and high officials of government, non-government, and international organisations dealing with jute economy, were the main sources of primary data.

Information about world jute economy as well as its past and present performance, and position have been had from the publications of different agencies of U.N.O. like FAO, UNDP, UNESCO, etc. The data required for analysing changing structure of both BJI & IJI have been gathered from diverse sources of government and privately recognised
authorities of the concerned countries. Library sources have also been utilised as a prime source for collecting published data.

Data required for the evaluation of changing structure of BJI are obtained from sources like the Ministry of Jute; Statistical Year Book, published by Ministry of Planning, Bangladesh; Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh; Export-Promotion Bureau, Ministry of Industry and Trade; Federation of Chamber of Commerce of Bangladesh, Dhaka; and reports, magazines, newspapers, articles and papers presented by eminent scholars in national and international seminars on jute industry.

For the purpose of depicting and analysing changes in the structure of IJI, sources like the Ministry of Textile, Government of India; Planning Commission, Government of India; IJMA, NJMC, JMDC and other concerned offices of IJI have been consulted. Besides, Directory and Year Book published by some government and private organisations; Business Reports published in different journals, magazines, and other periodicals, for instance, Business India, Business Standard, Business Review and some important dailies providing more coverage on industry have been scanned for the same purpose. While scanning secondary sources, the researcher took precaution about the authenticity, reliability, suitability and adequacy of data and sources as well. At every step latest possible information has been chosen to make the study topical.

In order to collect information regarding jute business firms, the researcher visited six jute mills in Bangladesh and five mills in India (Calcutta). He personally observed the actual operations in jute mills and
their corporate offices. The top level executives and managers of these firms were interviewed by researcher. To interview the Chief Executives and top level managers is very much related to study selected strategic factors of firm-level management because they are the persons responsible for formulating long-term business strategies to achieve the predetermined objectives.

The interview was of open structured. The respondents were given maximum opportunity to determine the structure of interview. This helped sometime in divulging information of an unexpected nature. The researcher used a pre-planned Checklist (Appendix-I) as a guideline to conduct the interviews. Survey research based on Checklist may provide, generally, more standardised data useful for statistical analysis. But in most cases, adequate replies are not found even after several follow-ups. As a result, objectives of the survey and study suffer greatly. Hence, the questionnaire method was avoided in this study. The researcher, however, had to face some problems while collecting data through field study. The problems and their nature have been outlined in the following sub-section.

2.8.2 Problems in Data Collection

The researcher faced problems in gaining access to the secondary sources maintained by different authorities. Except a few, most of government, non-government, private, and voluntary organisation were reluctant to supply their publications, printed records, annual reports etc. to the researcher. Even the private sector jute industry of both BJI and IJI showed a conservative attitude in providing information, especially, relating to their financial affairs.
The researcher also encountered problems in utilising data compiled by the government authorities because they are not suitable and have considerable time lag in many cases. Moreover, in-house libraries of various government departments showed less interest and considerable effort had to be expended by the researcher in getting the required information. The quantitative information supplied by various sources often showed a divergence that had to reconcile with great difficulty.

The most important impediment in collecting data from primary sources through interview technique was that, the materials collected from different respondents were not standardised. It is very difficult to conduct any survey or interview research in both Bangladesh and India as the business-men of these countries rarely have a positive attitude to research. They are hesitant in discussing business matters with an unknown outsider even after proper and genuine introductory documents issued by the concerned authorities are produced before them. Business-men are extremely reluctant to divulge detailed financial information concerning their organisation although these may be available in the Annual Reports of the companies in a summarised form.

The field study took a great deal of time. Sometimes several hours had to be spent waiting before meeting the respondent, or several visits were necessary to get one interview. As a result, it frequently happened that fewer people than expected could be interviewed within a scheduled time. In some cases, especially in India, the researcher was suspected by the respondents as a man belonging to the country which is a major competitor of IJI in export market. Researcher had to spend a lot of time to make these
respondents understand the purpose and nature of the research project before going into the subject matter of interview.

Despite all the problems faced during data collection, the researcher through sustained efforts spread over a period of about two years has been able to acquire sufficient timely and relevant data that has made the successful completion of the study possible.

2.9 PRESENTATION AND ANALYSIS OF DATA

The present study is qualitative as well as descriptive in nature. It is based on case study method. In the word of H.W. Odum,\textsuperscript{59} "the case study method is a technique by which individual factor whether it be an institution or a group is analysed in its relationships to any other in the group." In order to show relationships between the industry factors and strategic factors of jute business firm, an analytical framework (Exhibit 2.2) has been conceptualised. This analytical framework facilitated the systematic presentation and analyses of data and provided direction to the researcher as the study progressed. The arrow mark is indicating the direction of the phases of analyses.

Guided by the need for research and general hypothesis, the researcher has presented and analysed the data regarding the changes of industry structure of both Bangladesh and Indian jute industries, separately, in two chapters (Chapter III and V). Each chapter contains five sections each wherein five chosen industrial factors have been presented in details. The chosen industry factors are: \textit{evolutionary changes}; changes in management and ownership
pattern; Changes in market characteristics; Changes in state of competition; and Changes in technological development. To make the part of study dealing with the macro-level more comprehensive, and in order to screen out the nature and direction of various changes in industry factors, two analytical charts (Appendix 2 and 4) have been used for two jute industries separately. The nature and direction of changes in each industry factor thus found out, have been brought forward in chapter VII for analysing the impact of such changes on strategic factors of jute business firms.

Data collected from selected jute business firms (case studies) of both Bangladesh and Indian jute industries through field survey, have been compiled and presented in two separate chapters (Chapter IV and Chapter VI). As per research design, each chapter comprises of seven sections each wherein seven chosen strategic factors have been analysed in a descriptive manner. These seven strategic factors are: history and growth, management structure, marketing, production, finance, personnel, and the future prospect. To have a concrete idea about the case studies of both Bangladeshi and Indian jute business firms, two separate analytical charts (Appendix 3 and 5) have been developed wherein the consolidated results of each of the strategic factors emerged clearly. Moreover, researcher's explanations over a particular strategic factors, common for all case studies, have been outlined in the analytical charts. At the final stage of analysis, the nature and direction of changes in industry factors and the ongoing situation of the strategic factors of the management of selected jute business firms have been again logically interpreted in Chapter VII. The main purpose of these analyses and interpretations was to find out the nature and intensity of impact of industry factors on strategic factors.
under changing situations in business environment. Two sections have been created to show the impact separately on Bangladeshi and Indian firms. There are five sub-sections under seven each sections. The sub-sections deal with the industry factors and the analysis in each of the sub-sections contains on exhibit showing the intensity of impact of changes in particular industry factors on all the seven selected strategic factors of jute business firms.

2.10 LIMITATIONS OF STUDY

The present study has been carried on within the following major limitations:

1. As the project is sponsored under bilateral cultural exchange programme between Bangladesh and India, the study is limited only to jute industry that covers both native and host countries and thus it satisfies the provisions of the exchange programme. Other jute producing countries have not been included though references to them have been provided wherever necessary to make the description complete.

2. The structure of jute industry has been analysed by choosing only five major industry factors in order to make the study feasible.

3. Due to time and money constraints, only eleven jute business firms were selected for writing the case studies. This selection covers a broad spectrum of the business firms in Bangladesh and India.

4. The seven strategic factors included for preparation of case studies adequately capture, in the opinion of the researcher, the essence of strategic management.
With these strategic factors, adequate coverage has been provided to the different functional areas such as marketing, finance, etc. However, a limitation of the study is that it does not directly consider the other elements such as behavioural elements of strategy implementation or the strategy evaluation.

5. The field survey was done at Chittagong (Bangladesh) and in Calcutta (India). These places are far away from Aligarh Muslim University, Aligarh, U.P., (India) where the researcher was based. Frequent visits to these places were not possible. The researcher visited Calcutta two times and Bangladesh two times during the period of two years in which this study has been completed.

The limitations, as described above, have been faced due to constraints that are a part of any research study. However, in the opinion of the researcher, these do not affect the quality of analysis and presentation of the research work and this work has proved to be mentally satisfying to the researcher.
REFERENCES


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