APPENDICES
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MANAGEMENT SMALL ENTERPRISES
A CASE STUDY IN SONITPUR DISTRICT OF ASSAM.

Personal Interview Schedule

Organization Profile:
1. Name of the Enterprise and address :
2. Year of Establishment :
5. Natural Business activity : Manufacturing / Services / Agriculture/ Others.
7. Total Capital investment :
   a) Plant & Machinery :
   b) Working Capital :
   c) Any other :

Production Management – Its Practices:
1. a) Plant production capacity : Per day / Month / Annual (Rs.):
   b) Capacity Utilisation in Percentage : Up to 25 / 25-50 / 50-75 / 75 -100
2. If capacity is under utilised, reason for it : Low Demand/ Lack Raw Materials/
   Finance/ Power failure/ Lack of skill Worker / Any other.
3. Type of technology used and its advertisement : Updated/ out dated.
4. Techniques and Methods used for maintaining Quality standard the out put : Own standard/ As per customer requirement/BIS/Agmark/others.
5. Problems involved in production process : Raw material/finance/market/skilled Labour/machinery/ transport/
management / technology/ any other.
6. Measures initiated for solving the problems :
7. a) Type of Raw materials required :
   b) Sources of Raw materials : Local / Other state/ Abroad.
c) Availability of Raw materials: Adequate/ Inadequate / highly Adequate.

d) Facilitating agencies for procurement of Raw materials: DI/ASIDC/DIC/Any other.

e) In case of raw material is supplied by agency Quality of product and service: Excellent/ Good/ Satisfactory/Inferior

f) In case, if agencies have not supplied Raw material give reasons.

Financial management: Its practices:

1. (a) Plant capital outlay
   Year
   Amount in Rs.

(b) Sources of finance
       Bank:
       Personal:
       Friends and relative:
       Any other:

(c) Type of agency

2. Problems faced in getting loan and incentives:
   Government:
   Personal:
   Delay/documentation/Bribe/collateral security; margin money/ any other
   High Interest rate/ Short repayment/
   Any others.

   Profit
   Loss

4. (a) Repayment of loan
     Regular / Irregular
     (b) If irregular, Reasons for
         Loss/ Diverting fund/ inadequate Income/ Any other.

5. Problems involved in managing financial resources: Lack of knowledge on financial management/ lack of proper accounting/ diverting fund for unproductive purpose/ any other.
6. Steps initiated for managing problems positively:

Marketing Management - its practices:

1(a) Market place : Urban / Rural
Within State/outside State/ Abroad
(b) Target customers : Children/ Adult/ Aged.
Male / Female
Poor / Middle/ Rich.
(c) Identification of customer changing needs : By experience/ Government sources/
Personal research/ any other.

2. a) Methods used for fixing prices : Cost plus/ Skimming/
any other


3. Problems involved in marketing process:
   Distribution :
   Price fixing :
   Promotion :
   Identification of customer needs :

4. (a) Methods used for promoting products and services : Advertisements / sales promotion/
Publicity/ Personal selling

(b) Investment made on promotion of products for the last five years : 1995-96/96-97/97-98/98-99/99-2000
   Amount in Rs. :

5. (a) Marketing channels : Direct/ Indirect/ Both
(b) Specify the channels :
(c) In case, Government agencies are involved in marketing the product, rate their quality of service : Excellent/ Good/ Satisfactory/
Poor
(d) If, Government agencies are not involved in marketing process, reasons for
   : Lack of awareness/ poor service/
redtapism and favoritism/ any others
6. Measures initiated for solving problems

**Human resource management: Its practices:**

1. Number of employees- Category-wiseRelation wise: Manager/ Supervisors/ Skilled/ Unskilled
   - Family member/ outsiders.

2. (a) Nature of recruitment and selection: Formal/ Informal/ Merit/ Relation
   (b) Required number of employee existed: Surplus/ Shortage/ Adequate.

3. Cultural dimensions of employees work behaviour
   - a) Locus of control: High/ Moderate/ Low
     - External: High/ Moderate/ Low
     - Internal: High/ Moderate/ Low
   - b) Risk avoidance: High/ Moderate/ Low
   - c) Time orientation: Past/ Present/ Future.
   - d) Orientation to collectivist:
     - e) Orientation to sex difference: M>W, M=W, M<W
   - f) Power distance: High/ Moderate/ Low

4. What are positive and negative attributes that are observed among your employees' behaviour: Positive Negative.

5. (a) Measures initiated for HRD: Training programmes/ Job redesign
   (b) Give details for HRD measures: Empowerment/ welfare / any other
   - Self development / Housing /
   - Entertainment / any other

6. (a) Motivational techniques used: Monetary / Non-monitory / both
   (b) Give details of motivational techniques:

7. (a) Compensation package for employees Category wise: Managerial / Supervisor / Skilled / Unskilled / contractual
   (b) Methods used for wages and salaries: Demand & Supply / Affordable / Skill base / Any others

8. (a) Methods used for evaluation of employees Performance: Self-appraisal / appraisal boss any other
   (b) Use of feedback for employee development:
9. (a) Problems faced from employees: Individual/group
   (b) Measures initiated to create congenial atmosphere:

**Entrepreneur - SWOT analysis:**

1. (a) What forces have motivated you to initiate for
   Pursuing this business venture:
   - Family / friends/ govt. schemes / Potential demand / any other / own interest / did not get govt. job

   (b) What are the changes you have observed from your family behavior after starting your enterprise:
   - Encouragement for further business / supporting all aspects of business / Help in domestic work / Respect by family / Any other (Specify).

   (c) Exposure to professional training program:
   - Self-development / Managerial / technical

   (d) Impact of such training program:
   - Positive / Negative

2. Please specify a few of achievements and failures in personal as well as professional life:

   **Personal:**

   **Professional:**

3. Cultural dimensions of your professional behavior:

   (a) locus of control:
   - External: High / Moderate / Low
   - Internal: High / Moderate / Low
(b) Risk avoidance
(c) Time orientation
(d) Orientation to collectivist
(c) Orientation to sex differences
(f) Power distance

4. Entrepreneurial competencies - Impact on achievements and failures (Mention in detail How each of the following attribute has influence on achievements and failure)

(a) Initiate
(b) Persistence
(c) Self confidence
(d) Assertiveness
(e) Persuasion
(f) Monitoring
(g) Welfare
(h) Use of influence strategy
(i) Problem solving
(j) Systematic Planning
(k) Efficiency orientation
(l) High quality of work
(m) Information seeking
(n) Leadership
(o) Desire for money
(p) Independence
(q) Positive outlook

5. What opportunities that could be exploited which Confidence to run present enterprises are resulted out of changing business environment successfully?

(a) To set up another enterprise
(b) To expand existing enterprise
(c) To get recognition
6. What threats that you are experiencing or foreseeing from various quarters:
   (d) Any others (No Comments)
   : Competition/Localpeople/insurgency/Natural calamities/Reduce protection/RawMaterial/Electricity department/Cheep money credit/any other.

7. What measures are initiated to exploit the opportunities and converting threats into the opportunities:
   (i) Improvement of quality of the product
   (ii) Diversity area and business
   (iii) Information use of better technology
   (iv) Exporting

8. What cultural strength the playing an important role in managing your Enterprise:
   : (a) Confidence of Employee/increase respect each other/co-operation/inspiration for hard work/value for worth/any others.
   (b) Recognized by others/Respect by society/Good will among customers/Any other.
   (c) Ritual, customs, tradition.

9. Impact of cultures weakness important role in managing of Enterprise:
   : (i) Lack of cooperation from family
   (ii) Lack of in-depth knowledge of business
   (iii) Lack of Risk bearing capacity
   (iv) Poor of failure
   (v) Under Estimation of self
   (vi) Lack of hard work
Entrepreneur - Socio - Economic profile :

Name of Entrepreneur : 
Age : 
Nature place : 
Social status : 
Marital Status : 
Educational background : 
Previous occupation : 
Family background : 
Family structure : 