CHAPTER - VIII
SUMMARY AND CONCLUSION

Historically, rapid industrialisation has taken place following urbanisation that resulted in agricultural transformation. The transition from agricultural to industrial economy in various developing countries is constrained by various factors. Several strategies to alleviate poverty, unemployment and inequality have had mixed results, most of them just touching the fringe of the problem. This is of particular importance in the backward areas where the intensity of the development problems is higher. Increase in labour intensity and transformation of agriculture on the one hand and rapid industrialisation resulting in optimal linkage between agriculture and industry on the other, are viewed as crucial in any development initiatives that may be opted for in the given growth strategy.

The Neo-Classical as well as Keynesian analytical frameworks are inadequate for coping with employment problems of developing countries. The two paradigms were concerned with the short run problem of unemployment and were cast with the given mould of given stock of capital. Expansion in the level of employment is the function of the growing stock of capital, its magnitude depending upon the existing capital-labour ratio. The employment problem of developing countries assumes the character of invisible underemployment or a low productivity employment. Employment generated in rural areas and to an extent in the urban areas also does not conform to the job patterns in organised industrial or service sector activities. The lack of employment opportunities arise on account of inadequate stock of physical capital and infrastructural facilities that could provide avenues of fruitful employment, although inadequate aggregate demand could also exist simultaneously. Consequently, employment creation would be
dependent upon the pace at which the requisite stock of physical and human capital could be expanded.

Industrialisation in the most of the underdeveloped countries was not the capital intensive type as was the case with the West, and it was not an integrating type in the sense of having induced backward and forward linkages as in contemporary developed countries of the West. As a result, rural-urban migration in the developing countries has only added to urban unemployment. While the rate of investment is a key variable, its employment impact is very much dependent upon the technique used in the production process which has an important repercussion on the pace of capital formation. An effective use of an economy’s labour resources is also a major pathway to achieve sustained progress in developing countries. Labour intensive development is the only effective and sustainable way in which basic needs and growth objectives can be pursued simultaneously.

Employment problems vary between developed countries and developing countries. In a wide spectrum of developing countries, open unemployment is prevalent among the urban and rural labour force. Although the reasons for unemployment are varied in nature, the change in employment patterns across different sectors either require new skills through training or upgradation of skills among the existing employees. Therefore, the only hope for the educated unemployed in the present context seems to be self-employment.

While it is necessary to ensure that greater productive employment is generated in the growth process itself, it is recognised that the growth process alone cannot provide employment if the growth rates of gross domestic product are low and pattern of growth is not labour intensive. Hence there is a need for state intervention in order to
provide supplementary employment to the people. Relevant and applicable policy measures are of vital necessity in containing this problem. This alone will provide the necessary impetus required for economic growth. Consequently, this leads to growth of industrialization and diversification. The much-required boost for entrepreneurship is thus automatically generated. State interventionist policies are required to propagate employment generation because it establishes the culture of risk-taking and entrepreneurial behaviour.

In view of employment potential, small-scale enterprises can be promoted on a priority basis. The policy measures undertaken in Japan and European Union have been successful in leading small enterprises towards prosperity. Promotional techniques like sub-contracting and business incubators have gone a long way in encouraging the rapid growth of small enterprises. In India, state policies play a major role in encouraging balanced regional growth through the provision of motivational training, capital and other necessary infrastructure for potential entrepreneurs.

The problem of small enterprises centres on the lack of appropriate skill and entrepreneurial development, inadequate infrastructural development, work linkage with other sectors and lack of enough development initiatives. In addition, the problems of socio-economic development have greatly hindered the process of not only rural industrialization but rural development too.

Entrepreneurship among women is an emerging reality that addresses itself to the need of developing latent skills among women to achieve social justice and economic growth. The entrepreneurial role being increasingly assumed by women is mainly due to the training and support provided to them by the entrepreneurial development schemes.
The experience of the United States where the share of woman-owned enterprises is continuously on the increase strengthens the view that the future of the small-scale enterprises depends very much on the entry of women into business enterprise. Financial and technical support provided to women have brought forth their managerial capabilities and entrepreneurial skills which calls for risk-taking on a priority basis. Risk management becomes important in evaluating the performance of small-scale enterprises and growth of entrepreneurship. In India, programmes like Prime Minister’s Rozgar Yojana (PMRY) provide the necessary support and encouragement for risk taking behaviour among women entrepreneurs.

**REVIEW OF LITERATURE**

Since the 1950’s many different interventions have been formulated in regard to women development. These reflect changes in macro-level economic and social policy approaches to development programmes of developing countries as well as in state policy towards women. The shift in policy approaches towards women from ‘welfare’ to ‘equity’ to ‘anti-poverty’, to ‘efficiency’ and ‘empowerment’ has mirrored general trends in developmental policies of developing countries. Review of studies on risk taking and decision-making reveal that the issue concerning the avoidance of risk in arriving at decisions is an important ingredient of the entrepreneurial behaviour. Studies show that entrepreneurs of successful units and sick units differ in their risk-taking propensities.

Issues like the managerial capability of women, their risk taking Nature and their success in running enterprises in face of competition from their male counterparts have been given little coverage. These issues however are important factors in emerging fields of studies on women. This study therefore is an attempt to investigate this emerging
area in order to understand the risk taking behaviour of women entrepreneurs

OBJECTIVES OF THE STUDY

The specific objectives of the study have been as follows

1. To evaluate the major factors affecting risk-taking behaviour along with their sub-techniques that is being adopted in operation
2. To analyse profit performance, labour and capital productivities through scaling techniques and the relative efficiency in different locations, age and investment groups
3. To make a comparative analysis of operation performance in relation to high risk taking and high level of performance and so on
4. To investigate the factor responsible for deviations and to suggest entrepreneurship development initiatives in different situations

HYPOTHESES

Different hypotheses to be tested are

1. As the age of the unit increase, its risk taking capacity increases
2. As the size of investment increases, the intensity of risk taking also increases
3. The nature of risk taking in urban areas is at a higher level than in rural areas
4. Any combination of the three when not related to high-risk taking is due to the absence of one or all other

TECHNIQUE OF ANALYSIS

Technique of analysis considered is ratio analysis and risk analysis. The function of these techniques is to assist in the process of decision-making. The performance of the enterprise is evaluated in terms of profitability and productivity ratios. These two ratios are of two kinds
Together these ratios classify, measure and assess the performance of an enterprise

**Profitability Ratios**

Rate of return on investment This ratio shows the earning power of an investment The formula used is

\[
\text{Rate of return} = \frac{\text{Profit after tax}}{\text{Total fixed investment}}
\]

1 Profit ratio The ratio of profit after tax on sales expresses the cost price effectiveness of the operation The formula used is

\[
\text{Profit ratio} = \frac{\text{Profit after tax}}{\text{Total sales}}
\]

**Productivity Ratios**

Productivity ratios measure how efficiently an enterprise is using its workforce and capital employed They are labour and capital productivity ratios Both these ratios refer to standardised units The ratios used are as follows

\[
\text{Labour productivity} = \frac{\text{Total production}}{\text{Standard number of employees}}
\]

\[
\text{Capital productivity} = \frac{\text{Total production}}{\text{Standard fixed investment}}
\]

The ratio analysis presents facts on a comparative basis and enables to draw inferences regarding the performance of enterprise in terms of operating efficiency, overall profitability and trend analysis

The four major performance indicators are rate of return on investment, profit rate, labour and capital productivities The five major management techniques that are considered for developing the
performance indices are technology, nature of the product, marketing, capital and labour with relative sub-techniques. By way of criteria rating matrix, the above factors are evaluated as low, medium and high entrepreneurial performance and compared with performance indicators.

These criteria are given numbers as 1, 2 and 3 to indicate the levels and intensity of risk taking depending upon the nature of performance. The weighted average indicates the degree of entrepreneurship in different enterprises both in urban and rural areas and the scaling is done according to the degree of control exercised by women entrepreneurs.

**SAMPLE DESIGN**

Dakshina Kannada is an emerging industrial area where the number of service entrepreneurs has been burgeoning. Various business communities and women's groups encourage women to establish small-scale enterprises. The emergence of women entrepreneurs has been further reinforced by the fact that the proportion of female-headed households in the region is very high. Due to the fact that the Mangalore industrial area shares far more than 60 percent of the total units in the region, the sample from Mangalore has been given maximum representation. With regard to rural units, other taluks including Mangalore have been selected. Since the performance of the Prime Minister's Rozgar Yojana has been more satisfactory than other programmes, 75 percent of this sample belongs to this category. From the list available with the District Industrial Centre on women beneficiaries, 50 percent of all the running units have been selected taking into account all products, investment, age groups and location.
MAJOR FINDINGS

1. As many as 60 percent of sample enterprises are located in the urban area and 40 percent are located in the rural area. Among the sample enterprises, 20 percent are in the industry sector, 52.5 percent in service and 27.5 percent in business sectors. Availability of marketing facilities has been the major facilitating factor at 33.5 percent followed by availability of basic infrastructure at 24.5 percent. Self-realisation is the major motivational factor at 33.5 percent followed by expectation of higher standard of living at 29 percent. The average project cost of the entire sample is Rs. 1.19 lakhs. In the industrial sector, it is Rs 1.68 lakhs, in the service sector, it is Rs 1.08 lakhs, and in the business sectors, it is Rs 1.06 lakhs.

2. The average number of employment per unit for the entire sample is 2.65. The share of female employment is 66 percent. The share of hired labourers is 50.6 percent, self-employed is 37.7 percent, and family labourers is 11.7 percent. The total average income for the entire sample is Rs 0.74 lakh. The share of the project income is 54.4 percent. The percentage growth rate of investment per annum of the entire sample units is 9.35 percent. The overall growth rate of sales turnover per annum is 14.56 percent, profit rate is 22.39 percent, and fixed asset is 6.74 percent.

3. The average investment of the entire sample at the base period was Rs. 1.19 lakhs and has increased to Rs 1.75 lakhs in the current period. The average sales turnover has increased from Rs 1.43 lakhs to Rs 2.42 lakhs, the average profit increasing from Rs 0.25 lakh to Rs 0.53 lakh, and that of the fixed asset has increased from Rs 0.69 lakh to Rs 0.94 lakh. The average labour productivity has been Rs 0.91 thousand per worker and capital productivity is Rs 1.38 per rupee of investment in the current period.
Agewise Risk Analysis

4 In the industry sector, about 42.5 percent of the units are high risk taking with an average investment of Rs 3.80 lakhs and an average sales turnover of Rs 5.65 lakhs. In the urban area, about 46.1 percent of the units are high risk taking with an average investment of Rs 4.18 lakhs and an average sales turnover of Rs 6.31 lakhs. In the rural area, about 35.7 percent of the cases are high risk taking with an average investment of Rs 2.88 lakhs and an average sales turnover of Rs 4.07 lakhs. Under the higher age group, about 63.6 percent of the units are high risk taking cases with an average investment of Rs 4.82 lakhs and an average sales turnover of Rs 7.50 lakhs. The rate of return on investment is 30.29 percent, the profit rate is 19.47 percent, capital productivity is Rs 1.56 and labour productivity is Rs 1.17 thousand. In the rural area, under the lower age group 100 percent of the units are low risk takers, 42.8 percent of the cases are medium risk takers in the medium age group and 50 percent are high risk takers in the higher age group with an average investment of Rs 3.75 lakhs and an average sales turnover of Rs 5.35 lakhs. The rate of return on investment is 26.4 percent, profit rate is 18.5 percent, capital productivity is Rs 1.43 and labour productivity is Rs 0.94 thousand. Overall trend of risk taking behaviour in the industrial sector reveals that higher the age of the enterprise higher is the proportion of risk taking both in urban and rural areas.

5 In the service sector, 40 percent of the units are high risk takers with an average investment of Rs 2.03 lakhs and an average sales turnover of Rs 3.02 lakhs. About 38.1 percent of the units are medium risk takers with an average investment of Rs 1.42 lakhs and an average sales turnover of Rs 1.91 lakhs and about 21.9 percent of the cases are low risk takers with an average investment of Rs 0.95 lakhs and an average sales turnover of Rs 1.14 lakhs. In the
urban area, under the lower age group about 16.7 percent are high risk taking units, 36.4 percent are high risk taking units in the medium age group and 61.9 percent of the units are high risk takers in the higher age group. In the rural area, under the lower age group 16.7 percent of the units are high risk takers, 33.3 percent of the units are high risk takers in the medium age group and 55.6 percent of the units are high risk takers in the higher age group.

6 In the business sector, about 36.4 percent of the units are high risk takers with an average investment of Rs 2.07 lakhs and sales turnover of Rs 2.88 lakhs. The profit performance in relation to rate of return on investment is 25.12 percent, profit rate is 18.06 percent, capital productivity is Rs 1.39 and labour productivity is Rs 0.95 thousand. About 34.5 percent of the units are medium risk takers with an average investment of Rs 1.34 lakhs and sales turnover of Rs 1.74 lakhs. About 29.1 percent of the units are low risk takers with an average investment of Rs 1.06 lakhs and sales turnover of Rs 1.24 lakhs. In the urban area, under the lower age group 20 percent are high risk takers, 35 percent of the units are high risk takers in the medium age group and 55.6 percent of the units are high risk takers in the higher age group. In the rural area, 100 percent of the units are low risk takers in the lower age group, 33.3 percent of the units are high risk takers in the medium age group and about 40 percent of the units are high risk takers in the higher age group.

Investmentwise Risk Analysis

7 In the industry sector, about 42.5 percent of the units are high risk takers, 37.5 percent of the units are medium risk takers and 20 percent are low risk takers with an average investment of Rs 2.56 lakhs and sales turnover of Rs 3.61 lakhs. The rate of return on investment is 25.39 percent, profit rate is 18.01 percent, capital
productivity is Rs 1.41 and labour productivity is Rs 0.95 thousand. In the urban area, about 55.6 percent of the units are low risk takers under low investment category, 66.7 percent are medium risk takers in medium investment category and 77.8 percent of the units are high risk takers in the high investment category. In the rural area, under low investment group 100 percent of the units are low risk takers, 60 percent of the units are medium risk takers in the medium investment category and 57.1 percent of the units are high risk takers in the higher investment category.

8 In the service sector, about 40 percent of the units are high risk takers, 38.1 percent are medium risk takers and 21.9 percent of the units are low risk takers with an average investment of Rs 1.56 lakhs and a sales turnover of Rs 2.18 lakhs. The rate of return on investment is 37.18 percent, profit rate is 26.61 percent, capital productivity is Rs 1.40 and labour productivity is Rs 0.94 lakh. In the urban area under low investment category, about 55.6 percent of the units are low risk taking units, 66.7 percent of the units are medium risk taking in medium investment category and 77.8 percent are high risk taking in high investment category. In the rural area, under low investment category, about 77.8 percent of the units are low risk takers, 40.7 percent are medium risk takers in medium investment category and about 66.7 percent of the units are high risk takers in high investment category.

9 In the business sector, about 36.4 percent of the units are high risk takers, 34.5 percent of the units are medium risk takers and 29.1 percent of the units are low risk taking with an average investment of Rs 1.53 lakhs and sales turnover of Rs 2.01 lakhs. In the urban area, under low investment category 50 percent of the units are low risk taking, 50 percent of the units are medium risk taking in medium investment category and 75 percent of the units are high risk taking in high investment category. In the rural area, under low
investment category 60 percent of the units are low risk takers, 36.4 percent of the units are medium risk takers in the medium investment category and 60 percent of the units are high risk takers in the high investment category.

10 Among the three sectors, overall performance of service sector is high in relation to profitability and productivity ratios because the enterprises depend more on the personal skills and capabilities. Service firms have more flexibility to devise new product development processes that suit their distinctive circumstances and the demand for service is less sensitive to economic fluctuations than demand for goods. Services are separately identifiable, intangible activities and in recent years the service environment is changing bringing with it a focus on increasing productivity and measuring customer satisfying performance.

**DISCUSSION ON THE IMPLICATION OF THE STUDY**

a The performance of the enterprises run by women in relation to location of the units in the industry, service and business sectors reveal that the proportion of high and medium risk taking and performance cases together account for 77 percent, of which 64 percent of the units are located in the urban area and only 36 percent of the units are located in the rural and correspondingly have high and medium performance. Therefore it is construed that location of the unit has a convincing effect over profitability and productivity ratios.

b Among the urban enterprises in the industry sector, 50 percent of the units have adopted low technology and techniques and have low performance. About 46.1 percent of the units have adopted medium level of technology and techniques and have medium performance. About 63.6 percent of the higher age group units have adopted high
level of technology and techniques and show a convincing relation between high performance and techniques adoption.

c) Rural enterprises have adopted low technology and techniques and have low performance. About 42.8 percent of the medium risk cases have adopted medium level of technology and techniques and have medium performance. About 50 percent of the higher age and risk cases have adopted high technology and techniques and have high performance. High risk cases do not show convincing relation between high performance and techniques adoption.

d) In the urban area, among service enterprises 50 percent of low risk cases have adopted low techniques and have low performance. About 48.5 percent of the medium risk cases of the medium age group have adopted medium techniques and show medium performance. About 61.9 percent of the high risk cases of the higher age group have adopted high technology and techniques and have high performance. Lower and medium age groups have the tendency to adopt low and medium technology and techniques. Among rural enterprises under lower age group, 50 percent of the low risk cases have adopted low technology and techniques and show low performance.

e) Service enterprises in the rural area in relation to lower age groups reveal that 50 percent of low techniques adopted units have low performance and 36.7 percent of the medium age and medium techniques adopted units have medium performance. About 55.6 percent of the higher age and high techniques adopted units have shown high performance. Thus, lower and higher age group units have high tendency of adopting low and medium techniques.

f) Among the business enterprises, in the urban area in relation to lower age groups reveal that 60 percent of low techniques adopted units have low performance and 40 percent of the medium age and medium techniques adopted units have medium performance. About
55.6 percent of the higher age and high techniques adopted units have high performance. Thus, low medium and high technology and techniques adoption show correspondingly low, medium and high performance.

G In the rural area, among the business enterprises in relation to lower age groups, 100 percent of the low techniques adopted units have low performance and 33.3 percent of the medium age and techniques adopted units have medium performance. About 40 percent of the higher age and high techniques adopted units have high performance.

H Among industrial enterprises in the urban area in relation to low investment category show that 50 percent of the low technique adopted units have low performance. About 70 percent of the medium investment and techniques adopted units have medium performance and 78.6 percent of the high investment and high techniques adopted units have high performance. Rural enterprises in relation to low investment show that 100 percent of the low technology and techniques adopted units have low performance and 66.7 percent of the medium investment units have adopted medium techniques. Among the high investment and high techniques adopted units, about 50 percent have high performance. Thus, low and medium performing units have a high tendency of adopting low and medium techniques.

I Urban service enterprises under low investment group show that 55.6 percent of low technique adopted units have low performance and 66.7 percent of the medium investment and techniques adopted units have medium performance. About 77.8 percent of the high investment and techniques adopted units have high performance.

J Rural service enterprises under low investment group show that 77.8 percent of the low techniques adopted units have low performance and 40.7 percent of the medium investment and techniques adopted
units have medium performance. About 66.7 percent of the high investment and techniques adopted units have high performance. Thus, low and high techniques and performance have shown convincing relationship.

k. Urban business enterprises reveal that 50 percent of the low techniques adopted units have low performance and 50 percent of the medium investment and techniques adopted units have medium performance. About 75 percent of the high investment and techniques adopted units have high performance. Thus, high techniques and performance show convincing relationship.

l. Rural business enterprises reveal that 60 percent of the low investment and techniques adopted units have low performance and 36.4 percent of the medium investment and techniques adopted unit shave medium performance. About 60 percent of the high investment and techniques adopted units have high performance. Thus, low and high techniques and performance have shown a convincing relationship.

m. The industry, service and business sectors reveal that with the increase in the age of the unit and the level of investment, the level of risk taking has increased both in urban and rural areas. Moreover, low, medium and high level of technology and management techniques in relation to products, market finance and labour have direct influence on low, medium and high levels of performance. The overall performance of the enterprise largely depends on the adoption of high level of technology and management techniques. Thus, it confirms that performance of small enterprises largely depends on the adoption of technology and management techniques and higher the level of technology and techniques adoption, higher will be the level of performance.
CONCLUSION

Technology has been instrumental in increasing productivity and poverty alleviation by inducing development of different sectors and through trickle-down process also. Where the trickle-down is not realised, the disadvantaged sectors and groups are not able to realise the benefits of technology. For this purpose, endogenous technology development and adoption of suitable technology have enabled direct and positive impact, given the requisite infrastructure and institutional frameworks. The new programmes, which are introduced for providing employment opportunities assume path-breaking and ameliorating forms. The PMRY along with other self-employment programmes belong to this category.

An attempt to consider the efficacy of these programmes in bringing the desired changes in the given environment reveals the following:

1. Wherever the quantum of investment is viable, the performance on the whole has been satisfactory. However, there has to be a direct relationship between investment and infrastructure, so as to bring in the reinforced and integrative impact.

2. Though in the absence of these programmes, the situation of poor would have deteriorated, adequate awareness building and education has not been given due importance. This has resulted in less value addition to the schemes prior to the introduction of PMRY. The PMRY has been successful in filling these lacunae.

3. Hitherto, participation has been either partial or biased and not addressed to the larger integration between different activities, regions and time periods. In crucial stages of development, this has resulted in over-governance and bureaucratisation, further jeopardising the decentralisation process in decision-making analysis at the micro level. But the advent of PMRY has brought about positive
change in the situation due to the importance given to decentralization with the help of institutions like the DIC

4 The technology component either in respect of technical, institutional and economic has not been systematised and scientifically found operational due to adhoc and non-economic considerations changing with changes in administration. Introduction of PMRY with the characteristics of permanency and increasing quantum of assistance has negated the instability in policy and programming.

5 As there is no viable alternative to technology for affecting the desired level of development, the functions of technology have to be integrated with these of institutional and infrastructural frameworks. The PMRY has been the ideal programme in this direction for it supports entrepreneurial activities particularly those of women in the existing socio-economic milieu.

6 Women entrepreneurship as the technological infrastructure is the new force for economic growth and development of the economy. Programmes like PMRY encourage risk-taking behaviour owing to their capital intensity, wide coverage, and end-use supervision that act as an impetus to women entrepreneurship.

SUGGESTIONS

The problems faced by the scheme are not peculiar to it, they are the results of the general socio-economic and political changes of the day. The very fact that the scheme has been extended beyond the initial years suggests that the scheme had made its impact on the process of industrial development of the regions. Hence the following suggestions, which pertain to the specific problems of the different components of the scheme:

1. A separate cell specifically intended for the self-employment scheme has to be created not only at the macro level but also at the local level. This cell will be responsible for appraisal of the projects,
inspection and follow-up action, technology generation, extension market surveys and identification of prospective entrepreneurs in the region and so on

2 A scheme to consider joint ventures with more than two beneficiaries may be considered Though the net loan amount would remain constant the scale of operation may become enlarged

3 Since industry, service and business units are interlinked with bigger units, special attention can be shown in developing the sub-contracting system The sub-contracting system involves horizontal integration among various rural enterprises and vertical integration with the urban enterprises For this, supply of raw materials and other inputs has to be made smooth The development of small enterprises has to be both from supply side through skill development and demand side through sub-contracting.

4 Marketing is yet another problem which hinders quality production and diversification The enterprise may be organised into joint ventures and cooperatives in order to facilitate quality marketing and input procurement Support should be extended in helping the enterprise in establishing its own market niche A market nicher is a small firm that chooses to operate in some specialized part of the market that is unlikely to attract the larger firms Many of the most profitable and medium-sized firms owe their success to a niching strategy In many products exportability has to be strengthened so as to increase the viability of the units

5 Commercial banks and other financial institutions have a crucial role to play in identifying innovative women enterprises and assisting those having higher carry-over benefits and wider marketing and export base It may be appropriate here that separate bank branches are opened for women to promote entrepreneurial capability in them
6 Under PMRY, women are trained but not organised into producer groups. A separate women’s cell in each district to deal with women development becomes necessary and appropriate.

7 As found in the study, risk-taking is higher in the urban area and it is high in the higher age and high investment groups. However, risk management is of vital importance in increasing the performance of the entrepreneurs. This can be achieved on four levels:

At the individual level, exposure to enhanced entrepreneurial skills through Entrepreneurial Development Programmes (EDP) can help in improving risk management abilities. ‘Risk intelligence’ on the part of the entrepreneur ensures minimization of risks because one needs to have a continuous process of analysis and communication as an integral part of successful business endeavour.

While obtaining capital for high investment enterprises, care has to be taken to reduce risks. Ensuring that the rate of return remains stable without fluctuating widely can do this. Stability in rate of return can be achieved by financial and technological grouping with other enterprises or groups.

In the case of new firms, risk management can be sought by employing the methods of grouping and joint stocking, which will reduce risks. This will lead to greater technology adoption and economies of scale.

Setting up EDP centers and nodal agencies in strategic locations can support risk management in rural enterprises. Other than these, self-help groups too can play a major role in this direction.
LIMITATIONS

With the available data, a modest attempt has been made to analyse the performance and evaluate the management techniques of women entrepreneurs running small enterprises in the district. However, there are certain limitations due to lack of proper information and non-availability of the data. It has not been attempted to work out how an individual management technique has influence over the individual performance variables. Only performance and management techniques are taken up to find out relative efficiency on output. Apart from study of risk taking behaviour and management techniques considering four performance indicators there are other areas that need further study. A comparative study with relation to male beneficiaries of the PMRY can be taken into consideration.