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CONTENTS

- | | | |
|-----|-----------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 1. | Destination Branding | Dr. S. H. Honnalli |
| 2. | Financial Institutions For Tribal Development
- A Case Study | Dr. M. Gangadhar |
| 3. | Multilevel Marketing Approach :
Evaluation of Satisfaction of Stakeholders | Dr. Prafulla A. Pawar |
| 4. | Industrial Sickness And Role of SIDBI in
Rural Industrialization | Mr. V.K.Khillare |
| 5. | Trends and Issues in Recruitment and Selection :
A Significant Study | Dr. Mohammed Abdul Raffey |
| 6. | Recent Trends In Data Warehousing And Data Mining | Dr Memon Ubed Yusuf |
| 7. | Changing Perspectives of Rural Marketing in
New Millennium | Mr. Amol Murgai |
| 8. | Rural Marketing and Agricultural Produce in India | Manjiri V Hiranya |
| 9. | Review of Disinvestment Policy in India | Dr. Prasad Madan |
| 10. | Conceptual Development of Supply Chain Management
in Indian Retail Organised Market | Dr. Sarwade W.K. |
| 11. | A Bibliometric Analysis of Doctorial Research
(A Case Study of Dr. B.A.M. University,
Aurangabad Library) | Dr. D.K. Veer
Mr. Shivaji Sontakke |
| 12. | India And Asean: Trends In Foreign Trade | Dr. Sunil Narwade |
| 13. | Indian Small Scale Industries : Global and
Economical Growth Aspects | Dr. H.G.Vidhate
Prof. Y. M. Gosavi |
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Destination Branding

Dr. S. H. Honnalli

Introduction

Today, every country, city and region on earth must compete with every other for its share of the world's commercial, political, social and cultural transactions in what is virtually a single market. As in any busy marketplace, brand image becomes critical: almost nobody has the time, the patience or the expertise to understand the real differences between the offerings of one country and another, and so people fall back on their fundamental beliefs and prejudices about those countries to help them make their decisions. Just as in the commercial marketplace that 'brand image' provides a short cut to an informed buying decision. Countries with a reputation for being poor, uncultured, backward, dangerous or corrupt will find that everything they or their citizens try to achieve outside their own neighborhood is harder, while countries that are lucky or virtuous enough to have acquired a positive reputation find everything easier. Their brand goes before them like a calling card that opens doors, creates trust and respect, and raises the expectation of quality, competence and integrity. In this way, the reputation of a country has a direct and measurable impact on just about every aspect of its engagement with other countries, and plays a critical role in its economic, social, political and cultural progress.

In destination branding there must exist a fit between the corporate image of brand and the image of the destination country. Consumers must trust on country laws, regulations, products, and sub categories like hospitality & infrastructure. One good example in destination branding is "Taj Mahal". A destination brand must possess several associations to the consumers' minds. "Taj Mahal" has a variety of such association a symbol of romance, a historic dignity, and now-a-days a place to political alliances. Consumer loyalty to destination increases the positive image as public visits on and off such places and enhances its brand image.

For the travel and tourism industry, national image is fundamentally important. The tourist board needs to 'sell the country' to a vast international audience of ordinary consumers as well as a highly informed professional cadre of tour operators and other influencers, and the background reputation of the country ultimately determines whether that 'selling' process is easy or difficult, expensive or cheap, simple or complex – and whether it gets gradually easier and more efficient over time, or whether it remains forever a struggle. A country's reputation determines whether its messages are welcomed, and whether they are believed. This is the reason why the concept of destination branding has become so important. The idea of 'brand equity' sums up the idea that if a place, product or service acquires a positive, powerful and solid reputation, this becomes an asset of enormous value – probably more valuable, in fact, than all its tangible assets, because it represents the ability of the place or organization to continue to trade at a healthy margin for as long as its brand image stays intact. Brand equity also represents the 'permission' given by a loyal consumer base for the company or country to continue producing and developing its product range, innovating, communicating and selling to them.

Concept of Destination Branding

It is important to understand what brand means in order to better utilize its marketing potential. A brand is an accumulation of characteristics that form a destination's image and identity. In simple words, branding is a promise to the consumer, an expectation of performance and a mark of integrity and reputation.

It builds up continuously in the minds of the destination's consumers and it is affected by experiences, memories (Deutsch and Real, 2002) and other visitors' comments. A brand reflects all the destination products and services, which are part of the destination's identity. A brand needs to have unique elements, which differentiate it from its competitors and establish an image in the mind of the consumer. After establishing an image, branding can further build upon other destination brand elements.

Destination branding is about combining all the attributes associated with the place (i.e. its products, and services from various industries such as agriculture, tourism, sports, arts, investment, technology, education, etc.) under one concept, which expresses a unique identity and personality of the destination and differentiates it from its competition.

Brand Positioning

Brand positioning involves the management of the brand and the "manipulation" of the brand components to create an image, a position in the minds of the visitors that differentiates the destination from its competitors. The positioning of a brand is associated with the concepts of brand image and brand associations. A brand association is anything "linked" in memory to a brand (Aaker, 1991). Positioning a destination brand means to use the destination's strong points and build upon them. It is vital that the brand is believable and reflects some of the underlying features of the destination even though they might not be widely known. It is also important to understand the position of the destination in the minds of the consumers so that the pertinent positioning strategy is formulated.

Brand Equity

David Aaker (1996) defines brand equity as "a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and that firm's customers. The major asset categories are brand name awareness, brand loyalty, perceived quality and brand associations." Ritchie and Ritchie (1998) define brand equity in more technical terms as "the total accumulated value or worth of a brand; the tangible and intangible assets that the brand contributes to its corporate parent, both financially and in terms of selling leverage."

Nature of Branding

Destination branding is a complex kind of branding as it has in its components products, services and corporate brand activities. It is largely defined through its logos and slogans. Consumers decisions matters a lot in it as they collect information prior to consumption or purchase and then their ability to sort out that information to make a useful decision. As far as destination branding is concerned in making a worthwhile decision the main players are word-of-mouth, mass media, travel agents, and lastly personal experiences.

Destination branding has particularly three components such as Functional, Symbolic, and Experiential components. Functional comes under intangible, Symbolic comes under tangible, and experiential goes to the route of personality and emotions. Moreover, brand image cannot be static. Brands with energy have the ability to adapt to customers changing trends and needs to do better than more static brands. Individual's personal experiences and perceptions particularly determinant in the brand image built up as far as destination branding is concerned. Hence consumers' motive is normally is to choose brands on the basis of its image in the society hence social brand linkages play vital role in destination brand tactics.

In destination branding symbolic properties of brands matters more than its functional properties and has a greater and sustainable competitive advantage. To promote destination brands companies usually go for experiential marketing campaigns. Value added services also enhance a destination brand and generate a positive word-of-mouth. Furthermore, like functional and symbolic capabilities, heritage and values, and

Psycho-social match counts for destination branding. It is a kind of branding that can be controlled through target consumers' personality profile and unique traits.

Branding is strategic! It's a business toolkit, and is all about prioritizing, differentiation, focus and consistency. It should boost your destination's marketing effectiveness and efficiency. And you really can do it on a shoestring budget by optimizing the resources, messages, and leverage that is available through the power of focusing key partners onto the same page.

The Challenges of Destination Branding

The main challenge of destination branding is about balanced representation of the country. Tourism is frequently the 'loudest voice' in communicating the country; the tourism sector often has the biggest marketing budgets and the most experienced marketers of any sector. This can, over many years, have the effect of drowning out the economic, political, industrial and even cultural voices, and creates a skewed, 'soft', leisure-oriented nation brand which conflicts with the country's reputation as an exporter of quality products, a serious political player, a technological power, or a suitable destination for investment.

One way of avoiding this trap is for tourist boards to ensure that they always take care to properly represent the reality of the country's population in their marketing. Empty landscapes, in any case, tend to be less effective images for tourism promotion since the cultural aspects of tourism are so important to travellers; and stereotyped representations of smiling natives in national dress are seldom very convincing. Tourism promotion that gives some sense of the real abilities and real activities of the population is likely to be more engaging, more convincing, more agreeable to the population itself (which is, after all, the 'product' which is being 'sold' and therefore has a large stake in the process), and is less likely to set up images of the country which will clash with its economic, political or industrial reality.

The second challenge is objectivity. Of all the qualities needed by those who are responsible for nurturing a country's image, objectivity is one of the most valuable, and one of the hardest to achieve. After all, Marketing Directors who are responsible for marketing a product are generally salaried employees, are seldom the inventor or manufacturer of the product, and so do not find it too difficult to take a cool, objective view of the brand they are building: indeed, good ones are valued precisely because of their ability to see the brand in the same way as the consumer.

But when the product doesn't come out of a factory, but is the homeland of the people trying to market it – where they and their parents were born, raised, schooled and trained – objectivity becomes an extremely elusive quality.

A lack of objectivity can be fatal to the image strategy of a country, no matter how good the intentions at the start. Typically, communications departments in ministries producing lists of their country's achievements and natural advantages: the nation's most distinguished sons and daughters, the role it has played in world events, its own major historical moments, gems of architecture and natural beauty, regional cuisine, language and folklore, all served up with pages of indigestible demographics and statistics about GDP and income per capita.

From the point of view of a busy consumer the historical achievements and natural advantages of most countries are of little interest, and seldom add up to anything that could be described as a coherent or powerful brand. Indeed, since Competitive Identity is most urgently needed by the smaller, poorer and newer countries, it is all the more likely that such fact will seem pretty unimpressive to the detached observer.

There is a real risk for smaller countries with limited achievements simply confirming the world's belief that they are a smaller country with limited achievements, by telling people about the handful of world-class or nearly world-class assets they have, and of which they are greatly and perhaps justifiably proud. But the fact is that the potential tour operator or tourist is already comparing them with countries that are

in a completely different league, and their expensive marketing will simply serve to emphasize the differences, to their own disadvantage.

Rather than attempt to measure themselves up against much bigger, richer or more successful countries, it is far better for countries to identify where their real genius lies, their unique abilities or potential that really do put them in a class of their own. This potential may well be the result of their small size, small population or small economy, not something that they manage to achieve despite it. All countries, if they look hard enough, will find something that is uniquely theirs, and inherently competitive.

The ability to see one's own country, its people, its achievements and its landscape through the eyes of an indifferent consumer on the other side of the world, through the complex lenses and filters of an entirely different culture, is an indispensable skill for all those involved in promoting the nation. Proper consumer research and communications testing is one facet of this, but unless the research findings are fully 'internalized' by marketers and become part of their own perspective, they are unlikely to create real objectivity.

Consequences of Branding Absence

The importance of branding may be better perceived by discussing what happens when branding is not present. Lack of branding means that the consumer may not be as aware of a destination or its identity. This means that during the decision making process of choosing a travel destination the consumer will consider a destination, which has a distinct position in his/her mind. Lack of branding means also lack of visual, emotional, rational and cultural destination images, which do not encourage potential visitors to feel a certain way about a destination and potentially motivate them to go there. Branding is very important in today's market. With so many products and services to choose from, consumers need to have some basis in order to make decisions.

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Financial Institutions For Tribal Development - A Case Study

Dr. M. Gangadhar

Introduction

Indian Planning has concentrated on the raising of socio-economic standards of tribal people to a satisfactory level in conformity with the basic principles in the constitution. The planners experimented with various developmental programmes and brought several salient features required sound for programmes. Integrated Rural Development Programme (IRDP) has been evolved on this realization and launched in 1984 with great expectations. It envisages identification of target beneficiaries providing subsidy, arranging credit from financial institutions for the purchase of an asset proper supervision and management. Extending credit of the financial institutions like commercial and cooperative banks have significant role to play. In recent times, the political and socio-economic problems of the tribals in the country have come to be considered in an altogether different light. Their welfare and economic development have become part of the more general issue of up-building democracy by integrating the complex culture of tribal communities with the mainstream of Indian life. Hence, the financial institutions are to play a major role for the development of tribals.

Institutional Finance to the Tribal Households

The problem of indebtedness of the tribal's in the country has been a cause for concern for several decades. The nature of the problem assumes serious dimensions when reviewed in the context of tribal economy where agriculture as the only source of livelihood is characterized by the traditional techniques and practices. The credit procured even for economic activities like agriculture and allied activities becomes debt due to low yield of agriculture and allied activities which further compelled the tribal people to procure and spend the borrowings for unproductive uses. The process of continuous failure of repayment of loans makes the tribal society fall in the trap of a vicious circle of low earnings, poverty and indebtedness. The significant sources of credit in tribal areas are money-lenders-cum-traders, friends and relatives, co-operative banks and societies, and commercial banks. Nevertheless non-institutional agencies are still dominating the credit scene in most of the tribal areas of the country. The basic goal of the financing institutions is to extend credit facilities to the poor tribals for generating income and creating opportunities for self-employment for exploiting vast unutilized and underutilized manpower resources. However, they were still depending on the money-lenders, commission agents, traders, etc.

Needs of Financial Institutions

Indebtedness has been considered as one of the most vicious causes of the exploitation of tribal's in the country. This is because of the usurious rates of interest charged by unorganized financing institutions in the tribal areas. The result was either alienation of land or bonded slavery for many generations. The laws passed after independence to check the problem of usury were inadequate and ineffective. Since, there the State Governments have been passing number of laws to curb the problem and to provide debt relief to the tribal community. However, these laws are often circumvented by resorting to oral transaction which the tribal's in their innate honesty feel morally bound to fulfill. Thus, the problem of development of tribal

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areas is primarily linked with the backwardness of these areas, poverty of the tribal people and the concept of integration of tribal's with rest of the population. The policy of the Government of India has, therefore, been to emphasize steps that prevent alienation of poverty for tribal lands, ensure fairness in marketing transaction of sale and purchase, avoid cheating by money lenders, liquor vendors, contractors etc., in tribal areas. In this context, the organized financing institutions have come to acquire a significant role in providing development credit to the tribal communities for their economic upliftment.

Disbursement of Rural Credit : Recent Trends

Under the co-operative umbrella PACS cover almost all villages in India and mainly provide short-term loans for seasonal agricultural operations and also to some extent medium-term loans mainly for acquisition and replacement of farm assets. District Central Co-operative Banks (DCCBs) provide long-term loans to PACS apart from directly financing marketing, consumer and processing cooperatives etc. The PLDBs and the SLDBs provide long term loans for various economic development activities in agriculture and allied sectors. In addition, so this, the rural and semi-urban branches of commercial banks provide both short-term working loans and term finance for periods ranging up to 15 years for investment capital to agricultural and rural producers for various activities covering farm and non-farm activities. The lending of RRBs is confined to the specific target groups consisting of small/marginal farmers, agricultural laborers, rural artisans, etc. At the apex level, active financial support is provided by both the Central and State Governments and at the national level by financing institutions such as the National Bank for Agriculture and Rural Development (NABARD) and the Reserve Bank of India (RBI). The refinance facilities to the institutional credit agencies are provided by the National Bank of the country, which plays a crucial role in the development of agriculture and rural credit agencies and provides them all the necessary financial support in their operations through the National Bank. It is heartening to note that co-operatives have played a dominating role in the distribution of maximum amount of total rural credit till the end of the seventh Five Year Plan.

New Strategy for Rural Lending In India

The new strategy for rural lending in India is presented as follows

District Credit Plan (DCPs): Planning for credit has not received serious attention in development planning for the agriculture sector prior to nationalization of commercial banks. The scheme of social control, of banks was initiated by Government of India to bring about wider diffusion of banking facilities and changes in the pattern of lending. The system of credit planning became an integral part of the credit policy and the Lead Bank Scheme (LBS) introduced by RBI sought to make the banking system function as an instrument of development. The Lead Bank was assigned the role of a consortium leader for co-orienting the efforts of all credit institutions in the district including branch expansion and meeting of credit needs.

Potential Linked Plans (PLPs): Taking advantage of the experience and expertise available to DCPs in the preparation of projects for long-term investment in agriculture, the National Bank took a major initiative in 1987-88 by preparing Potential Linked Credit Plans (PLPs) for agriculture and rural development. The PLP attempt was towards potential mapping to facilitate systematic and planned exploitation of these potentials over a specified time frame. These plans present an effort in making financially and technically vetted projections of credit requirements in different sectors of the districts, taking into account, *inter alia*, and the long-term physical potential, availability of infrastructure, marketing support, credit/refinance absorption capacity and other strengths and weaknesses of the rural credit institutions.

Service Area Approach (SAA): RBI introduced in April 1989 a new strategy of micro credit planning with bottom up approach popularly known as Service Area Approach (SAA). Under this approach, all the villages in the country are allocated amongst the existing rural and semi-urban branches of commercial banks and RRBs, who would be responsible for credit planning and development in the allotted villages. The co-operative banks which form an integral part of the rural credit delivery system are also brought into the mainstream under SAA although they continue to operate in their existing area of operation.

Revised Service Area Monitoring and Information System (SAMIS): The RBI, in consultation with National Bank introduced the new system known as Lead Bank Return (LBR) System in 1991, substituting the existing LBS system. This system is based on the computerized processing of information at the district level. With the help of computerized data/information, the progress in the implementation of Service Area Plans, implementation of priority sector and special government programmes and progress in the recovery of rural credit are designed with comparative ease and precision.

Comprehensive Crop Insurance Scheme (CCIS): The Comprehensive Crop Insurance Scheme introduced throughout the country in April 1985 is being implemented by the General Insurance Corporation of India on behalf of the Government of India in collaboration with the state governments. Half of the premium payable by small and marginal farmers is subsidized equally by the Central and State Governments concerned in the ratio of 2:1.

Development of Viable Co-operative Credit Structure: In view of the poor financial position of PACs, the Government of India has embarked upon a programme of business oriented development of primary level credit institutions as recommended by the ACRC. The programme envisages preparation of Business Development Plans (BDP) for selected PACs for implementation in a phased manner during 1991-95 and aims at development of selected districts in certain states into viable units to serve all socio-economic groups in their area of operation through economically viable activities.

Committee on crop loan system: The committee on crop loan system constituted by the national bank to review the policies and procedures governing disbursement of crop loans, to make recommendations for improvement in the system and for revision of crop loan manual had approved the modalities for conducting field studies by agricultural finance corporation (AFC). Accordingly, the AFC has carried out field surveys in different agro-climate zones to cover various aspects of the crop loan system. Reports on the scope and usefulness of normal credit limits statements, methods for fixation of scale of finance, adequacy of crop loans, innovation in crop financing etc., were discussed at the meeting of the committee held in 1993.

Task Forces on Credit-Deposit Ratio: The Reserve Bank of India has constituted six separate Task Forces in rice growing states viz., Bihar, West Bengal, Rajasthan, Uttar Pradesh, Kerala and Union Territory of Pondicherry to review the reasons for low credit-deposit ratio; to assess the performance of banks with a relatively large share of business in their respective areas; and to make recommendations for a time- bound improvement in credit-deposit ratios.

Setting Up of Small Farmers Agri-business Consortium (SFAC): The Government of India constituted a Small Farmers' Agri-Business Consortium in 1993 as an autonomous corporate entity funded by the Reserve Bank of India, National Bank for Agriculture and Rural Development and Industrial Development Bank of India. The consortium includes representation from various Development Boards dealing with individual crops and public sector corporations dealing with agriculture and agro-industries, private sector companies, banks, scientific organizations and farmers' associations.

Establishment of Rural Infrastructural Development Fund: There are many rural infrastructural projects, which have been started but are lying incomplete for want of resources. This represents a major loss of potential income and employment to the rural population. To encourage quicker completion of projects in rural infrastructure, the Government of India has announced setting up of new Rural Infrastructural Development Fund within the National Bank for Agriculture and Rural Development from April, 1995. The fund will provide loans to state governments and state owned co-operations for completing ongoing projects relating to medium and minor irrigation, soil conservation, water-shed management and other forms of rural infrastructure.

Institutional Finance Disbursed to Beneficiaries: This information is presented in Table-1. This table shows the institutional finance disbursed to the beneficiaries during the year 2005 to 2010 at Mahaboobnagar district by the financial institutions. The number of beneficiaries is classified into male and female. The number of male and female beneficiaries covered under the institutional finance is showing the increasing trend except last year of the study. The average number of male and female beneficiaries is 386 and 433 respectively. The number of male and female beneficiaries is less than their average over the study period except in the fourth year of the study. The financial institutions are offering the more number of schemes to the female beneficiaries than the male beneficiaries. It can be concluded that the more number of female beneficiaries are covered under the institutional finance. This is a good sign for the development of tribals in the Mahaboobnagar district. The average amount disbursed to the male and female beneficiaries by the financial institutions are Rs. 0.83 crores and Rs. 0.88 crores respectively. Finally, it can be concluded that the institutional finance offered by the financial institutions to the female is more than the male.

Table-No-1						
Institutional Finance Disbursed to the Beneficiaries During the Year 2005 to 2010 At Mahaboobnagar District						
Year	No. of Beneficiaries			Amount Disbursed to Beneficiaries (Rs. Cr)		
	Male	Female	Total	Male	Female	Total
2005-06	300 (50%)	300 (50%)	600 (100%)	0.55 (50%)	0.55 (50%)	1.10 (100%)
2006-07	320 (49%)	330 (51%)	650 (100%)	0.64 (49%)	0.66 (51%)	1.30 (100%)
2007-08	325 (46%)	375 (54%)	700 (100%)	0.70 (46%)	0.80 (54%)	1.50 (100%)
2008-09	648 (45%)	785 (55%)	1,433 (100%)	1.25 (45%)	1.50 (55%)	2.75 (100%)
2009-10	335 (47%)	375 (53%)	710 (100%)	0.89 (47%)	1.00 (53%)	1.89 (100%)
Total	1,928	2,165	4,093	4.13	4.41	8.54
Mean	385.60	433.00	818.60	0.83	0.88	1.71
SD	147.24	199.33	346.25	0.27	0.38	0.65
CV	38.18	46.03	42.30	32.90	43.49	38.15
Source: Data collected from the various financial institutions.						

Institutional Finance Disbursed by the Banks: The relevant information is presented in Table-2. It shows the institutional finance disbursed by the banks to the tribal community during the year 2005 to 2010 at Mahaboobnagar district. The data relating to institutional finance is collected from ten banks. They are State Bank of India, District Credit Co-operative Bank, Sanghameshwara Grameena Bank, Punjab National Bank, Vijaya Bank, Canara Bank, Indian Overseas Bank and Vysya Bank. These banks are actively involving in the disbursement of institutional finance for the development of tribal community over the years. Out of selected banks the highest and lowest amount of institutional finance disbursed by the State Bank of India and Andhra Bank respectively. The State Bank of India, State Bank of Hyderabad, District Credit Co-operative Bank and Sanghameshwara Grameena Bank are playing an

important role in the development of tribal community by disbursing the higher amount of institutional finance to them over the period of study. The other banks should involve actively for the development of tribal community in the near future. It can be suggested that the Government has to take initiation to make them to involve all the financial institution actively for the tribal development.

Table No-2 The Institutional Finance Disbursed by the Banks During the Year 2005 to 2010 at Mahaboobnagar District (Rs. Cr.)											
	SBI	DCCB	SGB	AB	SBH	PNB	VB	CB	IOB	VYB	TOTAL
2005-06	0.30 (27%)	0.11 (10%)	0.11 (10%)	0.06 (6%)	0.11 (10%)	0.07 (6%)	0.10 (9%)	0.06 (6%)	0.08 (7%)	0.10 (9%)	1.10 (100%)
2006-07	0.32 (25%)	0.13 (10%)	0.13 (10%)	.07 (5%)	0.13 (10%)	0.09 (7%)	0.13 (10%)	0.07 (5%)	0.10 (8%)	0.13 (10%)	1.30 (100%)
2007-08	0.37 (25%)	0.15 (10%)	0.15 (10%)	0.09 (6%)	0.15 (10%)	0.10 (7%)	0.15 (10%)	0.09 (6%)	0.11 (7%)	0.14 (9%)	1.50 (100%)
2008-09	0.67 (24%)	0.27 (10%)	0.27 (10%)	0.16 (6%)	0.27 (10%)	0.19 (7%)	0.27 (10%)	0.16 (6%)	0.22 (8%)	0.27 (9%)	2.75 (100%)
2009-10	0.48 (25%)	0.18 (10%)	0.18 (10%)	0.11 (6%)	0.19 (10%)	0.13 (7%)	0.18 (10%)	0.11 (6%)	0.15 (8%)	0.18 (10%)	1.89 (100%)
TOTAL	2.14 (25%)	0.84 (10%)	0.84 (10%)	0.49 (6%)	0.85 (10%)	0.58 (7%)	0.83 (10%)	0.49 (6%)	0.66 (8%)	0.82 (10%)	8.54 (100%)
MEAN	0.428	0.168	0.168	0.098	0.170	0.116	0.116	0.098	0.132	0.164	1.708
SD	0.15	0.063	0.063	0.040	0.063	0.047	0.065	0.040	0.055	0.066	0.652
CV	35.56	37.27	337.27	40.43	37.20	40.25	39.18	40.43	41.98	40.12	38.15

Source: Data collected from the various financial institutions.

Institutional Finance Disbursed in Revenue Divisions: This information is presented in Table-3 shows the institutional finance disbursed in five revenue divisions of Mahaboobnagar district during the year 2005 to 2010. The total amount disbursed in Nagarkurnool, Wanaparthy, Narayanpet, Mahaboobnagar and Gadwal revenue divisions is Rs.2.562, Rs.2.135, Rs.1.281, Rs.1.708 and Rs.0.854 crores respectively. The highest and lowest amount of institutional finance disbursed in Nagarkurnool and Gadwal revenue divisions. With this analysis it can be concluded that the beneficiaries in the five revenue divisions are not getting similar institutional finance.

Table No-3: Institutional Finance Disbursed in Revenue Divisions During the Year 2005 to 2010 (Rs. Cr.)						
Years	Revenue Divisions of Mahaboobnagar District					Total
	Nagarkurnool	Wanaparthy	Narayapet	Mahaboobnagar	Gadwal	
2005-06	0.330 (30%)	0.275 (25%)	0.165 (15%)	0.220 (20%)	0.110 (10%)	1.10 (100%)
2006-07	0.390 (30%)	0.325 (25%)	0.195 (15%)	0.260 (20%)	0.130 (10%)	1.30 (100%)
2007-08	0.450 (30%)	0.375 (25%)	0.225 (15%)	0.300 (20%)	0.150 (10%)	1.50 (100%)
2008-09	0.825 (30%)	0.687 (25%)	0.412 (15%)	0.550 (20%)	0.275 (10%)	2.75 (100%)
2009-10	0.567 (30%)	0.472 (25%)	0.283 (15%)	0.378 (20%)	0.189 (10%)	1.89 (100%)
Total	2.562 (30%)	2.134 (25%)	1.281 (15%)	1.708 (20%)	0.854 (10%)	8.54 (100%)
Mean	0.512	0.427	0.256	0.342	0.171	1.708
SD	0.195	0.163	0.098	0.130	0.065	0.652
CV	38.15	38.11	38.09	38.15	38.15	38.15

Source: Data collected from the various financial institutions.

Scheme-wise Institutional Finance Disbursed in Mahaboobnagar District: The relevant information is presented in the Table-4. This table shows that the different schemes, subsidy, margin money and loan offered by the financial institutions. The selected schemes are broadly classified into agriculture,

irrigation, handicrafts, animal husbandry and self-employment. The financial institutions are offering more number of schemes in the area of self-employment and agriculture. These self-employment schemes are targeting the unemployed ST population. By the agricultural schemes, the ST farmer's needs are satisfying up to the certain extent.

Table No-4: Scheme-wise Institutional Finance in Mahaboobnagar District as on March 2005

Sl.No.	Name of the Scheme	Subsidy	Margin Money	Bank loan	Total
A.	Agriculture & Irrigation:				
1	Lime making	6000	3600	8400	18000
2	Bullock Carts	6000	2400	9600	18000
3	Bore well	10,000	6,000	25000	41000
4	Bore motor	10000	5000	25000	40000
5	Pipe Line	6000	2400	3600	12000
6	Plough bullocks	6000	2400	9600	18000
7	Well	10000	5000	20000	35000
8	Land Dev.	15000	15000	70000	100000
B.	Animal Husbandry				
9	Sheep	6000	2400	9600	18000
10	Milk Animal	6000	2400	3600	12000
C.	Self Employment & Handicrafts				
11	Tractor	6000	30000	344000	380000
12	Basket Making	6000	2400	3600	12000
13	Auto	6000	20000	84000	110000
14	Crane	6000	5000	17000	28000
15	Centering material	6000	5000	17000	28000
16	Kiranam	5000	2000	23000	30000
17	Brick Making	6000	2400	3600	12000
18	Hotel	5000	2000	13000	20000
19	Tata Sumo	6000	30000	439000	475000
20	Veg. Vending	6000	2400	3600	12000
21	Tea Stall	6000	2400	3600	12000
22	Cycle Tax	6000	3600	8400	18000
23	Stone Cutting	6000	3600	8400	18000
24	Silver Store	6000	2400	3600	12000
25	Tailoring	2500	1000	2500	6000

Pocket-wise No. of Beneficiaries: This data presented in the Table-5. It shows that the pocket and mandal-wise distribution of beneficiaries from the year 2005 to 2010. The total number of beneficiaries is registered with 4093 over the study period. Out of total beneficiaries 1638 and 2455 beneficiaries are identified as male and female beneficiaries respectively. The more number of men and women beneficiaries are registered under DTG. Hence, this analysis shows that the DTG is playing an important role in covering the beneficiaries and by granting loans to them.

Table No-5: Pocket-wise No. of Beneficiaries from the Year 2005 to 2010

S. No.	Name of the Pockets	Male	Female	Total
1	MADA	565 (40%)	846 (60%)	1411 (100%)
2	CLUSTER	54 (40%)	81 (60%)	135 (100%)
3	D.T.G	1019 (40%)	1528 (60%)	2547 (100%)
4	Total	1638 (40%)	2455 (60%)	4093 (100%)

Conclusion

It is necessary to take some policy decisions not only to improve the operational efficiency of existing financing institutions but also to relieve the tribal people from the clutches of the unorganized sector. This is possible with the help of simplification of lending procedure by all financial institutions, encourage for formation of self-help tribal groups, institutional credit should be external for development of tribal viable marketing system, regulation of unorganized tribal marketing activities, long term credit should be extended for upgrading tribal agriculture, Government should promote cottage and small scale industries, banks should offer the loans with low interest rates and to strengthening resources base of credit cooperatives.

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Multilevel Marketing Approach : Evaluation of Satisfaction of Stakeholders

Dr. Prafulla A. Pawar

Introduction

You will be told that you can top-up your salary with a few hours' work a week or, with more commitment, become financially independent within a few years. You will be assured that this can be true and that there is no catch. It all sounds too good to be true; therefore you feel that there must be a catch somewhere. Certainly, there are many people who have made some money and a select few who have made lots of money from MLM. But there is a catch, a big one, and it is the aim of this study to point out just what it is. No book or article confronts this harsh reality head-on and certainly no MLM distributor will tell you - they may not even have thought it through themselves.

The problem, in general, is that the activity of recruiting people into MLM schemes is socially and psychologically unacceptable to most people in our society. In other words, the process of network marketing brings with it some situations, attitudes and types of behavior that are highly problematic in ways that will be described below. People promoting multilevel marketing praise it as an opportunity of a lifetime. The conventional process of promoting this so-called opportunity to friends and virtually everyone else in someone's circle of acquaintance is, for the most part, unacceptable. The big draw card is that commission is paid not only for direct sales you have made yourself, but from sales made by your recruits as well. Theoretically, you can make a fortune as this process expands in a sort of multi-layered network which, when drawn on paper, fans out into a pyramid-like structure. It offers great advantages to company itself, distributors and members. The advantages vary in nature and from company to company. Companies involved claim they are different than others. But the ethical association of human values results into discontent and break down of relationships as eventually the plan fails. In terms of the Fair Trading Act, MLM frequently treads a very fine line between genuine marketing of goods and an attempt to sell a pure investment or moneymaking scheme. Thus, an attempt is made to explore factors that mitigate the pyramid. These may include the plan itself, recruitment, ethical and legal aspects.

Objectives

The objective of this study is to find out the general modus operandi, offered benefits, and impact of association with Multilevel Marketing and their implication on human psychology, physiology and society. It includes

To study the general practices followed in Multilevel marketing (MLM) and the benefits offered.

To study the satisfaction level of those who are actually involved in MLM.

To understand the impact of MLM on interpersonal relationships of the promoters.

To find the reasons behind the high drop-out rate in MLM

To find out measure to be successful in MLM, if any.

Limitations

This study does not deal with any particular firm but with the concept and practice of multilevel marketing or network marketing in general. There is no intention to deal with MLM firms that are

considered as legal. Those which are really just pyramid schemes or perilously close to being so, are a separate issue, and while worthy of discussion, fall outside the bounds of this study. The authenticity of data collected lies itself on the responses of participants.

Research Methodology

The present study was conducted at three levels viz. Prospective customers, members of MLM (recruits) and executives of the firms. Students and housewives were treated to be the representatives of the prospective customers' group and a sample size of 150 was considered. From the class of recruits and executives, a sample size of 25 each was selected by convenience and judgement sampling. The data was collected through a self-administered questionnaire and interviews of the experts. The area selected for the survey was Jalgaon and Dhule districts of Maharashtra State. However, interviews were conducted with experts and prominent people from all over the state.

Data Interpretation and Findings

Benefits of Multilevel Marketing

MLM certainly offers its distributors many advantages. Anyone can get involved and it can be done with as much or little time commitment as one likes. The minimal capital costs, autonomy and potential for earning are indeed for real.

Approach in Multilevel Marketing

According to MLM marketing principles, you need to approach everyone, and never prejudge whom you think would be likely or unlikely to be interested, because you just never know. This is of course true, you do not know in advance, and indeed, by a MLM operative, "It's a number game." If you are willing to set aside your scruples and wade ruthlessly through every person on the planet that you know and eventually those you do not, you will develop a "down line" and make money. You are advised to compile a list of every person you know, friends, acquaintances, colleagues, old school friends and just about every person who can actually be contacted. They must then be told over the phone or personally, one way or another, which in practice ranges from quite open and honest to downright devious, about a "business proposition" or "once-in-a-lifetime opportunity."

Response Evaluation

Once a person is contacted and a proposal is put forward, what happens then is the crux of the problem. Between nine and nine-and-a-half out of ten responses range from :

Not interested, but a neutral response, i.e. they do not mind being asked, but they will not do it; (53 %)

Moderate disapproval; (27 %)

Serious disapproval, i.e. some combination of upset, annoyed, offended or horrified. (13 %)

It is also observed that, 77 % respondents already knew about the proposal. They were already told about similar, if not the same, business ideas. Those (students, housewives, servicemen, executives etc.) who just know, superficially, about MLM shows that they are always come to know about various schemes from their friends, relatives or acquaintances. Though they don't have in-depth knowledge of the schemes, they tend to be reluctant and refuse clearly at the first instance. As they are all aware about the risk associated with the scheme.

Apart from this the condition of actually involved is not rather different. They deny revealing the correlation between being involved in such activity with self-actualization needs. Most of them are dissatisfied or less satisfied with monetary benefits they received. They also presume that such involvement does not accrue their social values. They just try to conceal the fact that they are just treading the beaten path on the cost of just forced to involved. Along with that they compel others to follow the same just because they and/or their up line will get returns and benefits from his business.

Impact on Interpersonal Relationships

Most of the respondents (84 %) admitted that involvement in MLM activities affected their interpersonal relationships adversely.

But the price is that for most people, the whole thing is incredibly unpleasant and distasteful. Plus, you jeopardize your entire network of friends and acquaintances to a greater or lesser degree. The logical conclusion is that MLM distributors run the risk of having a circle of friends that comprises only the other people in the network, all others having, as the saying goes, fled for the hills.

They are also very well aware of the fact that promoting MLM, you are, not only putting yourself through some major rejection stress, but asking your prospective down line to go through the same. The selected few who can cope and go on to make a fortune may well thank you for it, but the vast majority will not. The friend/ acquaintance is also put in the unpleasant, and arguably unfair position of having either to turn you down or go along with it so as not to offend. In so many cases the relationships are totally came to an end.

Success in Multilevel Marketing

But at a substantial cost, and the cost is not just plain old-fashioned hard work. The one thing you need is strength of character. To make it big in MLM is one of the hardest tasks you can undertake. Well, you certainly need strength. Often, you must push on despite the insults and discouragement of friends, relatives, and even spouses.

Discussion

If this is such a wonderful way to make money, why exactly, will most people have nothing to do with it and even of those that do initially, why is the drop-out rate so high?

Success in MLM means finding other people who want the business too; this is often translated as using these people so that you gain while they somehow lose out. This is simply not the point or the issue at stake. There is a big difference between MLM and ordinary selling, even for something relatively similar, like selling insurance, or any other direct selling from person to person. The difference is that an insurance salesperson sells you a contract, earns a commission and that is the end of it. It is something else altogether if the salesperson then suggests that you phone everyone you know including your friends and try and sell them a contract as well and that both of you would then get a commission. Yet, this is precisely what MLM is all about. The issue is not whether your friends will make money or not, but the entire psychological set up and in particular the fact that you would make money out of your friends, and more often than not, under the pretext of “helping them.”

Recommendations and Suggestions

The code of conduct could indeed prevent major abuse, but the basic nature of recruitment is unsatisfactory for all the reasons discussed here. As soon as someone tries to recruit a friend or acquaintance, implicit pressure is exerted on that person. This does not fall foul of the code of conduct, but remains the essence of the problem.

Similarly, a lack of openness and frank disclosure of what is really being proposed to potential recruits is evidently all too common. Therefore, when complaint is raised, there must be full clarification of the whole picture.

If people find MLM fundamentally distasteful, this is because they do not understand it. That is why the people relating to same interest group or class must be involved rather than everyone you know. It will reduce the risk of drop out adverse publicity.

In addition, public relations work and some contributions to society will eradicate the negative image of MLM.

Some issues that are discussed earlier such as that there is nothing wrong with selling and posed the question about the difference between MLM and selling insurance! So it is interesting to note that they were defending MLM in what can only be termed the standard defenses. These rationalizations really do

not come to terms with the interpersonal problems to which I have drawn attention. They provide a convenient justification for those in the industry, but outsiders are unlikely to find them particularly convincing. Furthermore, the success of the company and the numbers of people involved are merely an indication that there is money to be made, and not that this is done in way that is acceptable to the public as a whole. In other words, the people that count are those who have been approached and were not impressed. I would argue that no amount of public relations work will eradicate the negative image of MLM, because it is a fundamentally problematic way of doing business.

If companies are producing good products, which might sell well through more traditional routes, then they must avoid the MLM way, as it is by no means a cheap distribution channel. This is true that self-employed distributors carry the distribution costs. In effect, the company continues to sell its products through a pyramid distribution system, at the bottom of which are distributors who fail at their own financial cost. In most distribution systems the failure of a distributor represents a cost to the company.

Subtle changes to the MLM model. In the case above, free demonstrations on a “party plan” basis enhanced the distributor approach. Although it did not, the company could argue that it is not an MLM organization but a “party plan” company (as if “party plan” is a dramatic improvement).

When somebody becomes a “distributor,” they are obliged to develop their own network which means approaching people they know and asking them to make a financial commitment - not just any old financial commitment but one from which the introducer stands to profit. Not surprisingly, many people soon find that this exploitation of friendship for profit is disliked. MLM exploits one of the baser instincts of man - the belief that there is an easy way to make lots of money. Millions are gulled out of susceptible people by the producers of self-help books, homeworking schemes, party plan and MLM. With MLM, and systems like it, the problem lies in the failure of most people to succeed at it.

Conclusion

What does all this mean? Does this mean that MLM is ethically wrong and that you should not do it? People need to decide for themselves what is acceptable and what is not. Intention is to inform people about the full picture. Those having anything to do with MLM in the past, present or future ought to be aware of what it really involves and the full implications of trying to recruit people. The MLM road to financial independence is a rocky one. The highway is there all right, but it is not as painless as switching on a computer and plugging into the Internet.

People are doing very well, that MLM provides a good service in terms of informing people about products and so on. The essence of MLM or related organizations is that they alleged each other in a way or two. For instance, they do not operate like the others in terms of telephoning friends and so on. Point is that telephoning people you had not seen for months, pretending that this was a social call and then hitting them with the MLM “plan” is unethical. The standard MLM way of doing things was unacceptable and that people were being “sold a dream that did not correspond at all with reality.” The basic modus operandi of MLM is socially unacceptable to most.

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Industrial Sickness And Role of SIDBI in Rural Industrialization

Mr. V.K.Khillare

Introduction

It is a real fact that more than 70% of Indian population resides in rural areas of our country. But the majority of that population is still backward due to less support of external environment. The quoted quote that "wheel is the symbol of development" is proven false in case of Rural India because there is lack of development which may be because of unfair political environment and government negligence. SIDBI is an apex financial institution which provides financial support to the sick / small scale industries. So, we can say that SIDBI is the institution which engaged in the business of rural industrialization in India.

The small Industries Development Bank of India is Principal Financial institution engaged in development initiative in rural sector and improving the SSI unit. The another very important role is keeping by this Bank is that it is also encouraging SSIS and generating employment in rural India. The Bank also performing the rehabilitation duty and improving the performance of small Industries.

Industrial Sickness In India

Industrial sickness specially in small-scale Industry has been always a demerit for the Indian economy, because more and more industries like – cotton, Jute, Sugar, Textile small steel and engineering industries are being affected by this sickness problem.

As per an estimate 300 units in the medium and large scale sector were either closed or were on the stage of closing in the year 1976. About 10% of 4 lakhs unit were also reported to be ailing. And this position also remain same in the next decades. At the end of year 1986, the member of sick units in the portfolio of scheduled commercial banks stood at 1,47,740 involving an out standing bank credit of Rs. 4874 crores.

- * Where the total number of large Industries which are sick were 637 units at the end of year 1985 increased to 714 units in the end of next year 1986.
- * Likewise on the other hand the number of sick small scale units were also increased 1.18 lacks at the end of 1985 to 1.46 lakhs at the end of 1986.
- * The bank amount which was outstanding in case of large industries for the same period also increased from Rs.2,900 crores to Rs. 3287 crores at the end of year 1986
- * Dues of Small Scale sector also increased from Rs.1071 crores to Rs.1306 at the end of the year 1986.
- * Of the 147, 740 sick industrial units which contains large medium as well as small scale involving the total bank loan (credit) of Rs. 4874 at the end of the year 1986.

Causes Of Sickness Of SSI's

Most of the Indian authors and researchers have classified the different types of industrial sickness under two important categories. They are :

1) Internal Cause for sickness

We can say pertaining to the factors which are within the control of management. This sickness arises due to internal disorder in the areas justified as following:

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- a) Lack of Finance: This including weak equity base, poor utilization of assets, inefficient working capital management, absence of costing & pricing, absence of planning and budgeting and inappropriate utilization or diversion of funds.
- b) Bad Production Policies : The another very important reason for sickness is wrong selection of site which is related to production, inappropriate plant & machinery, bad maintenance of Plant & Machinery, lack of quality control, lack of standard research & development and so on.
- c) Marketing and Sickness : This is another part which always affects the health of any sector as well as SSI. This including wrong demand forecasting, selection of inappropriate product mix, absence of product planning, wrong market research methods, and bad sales promotions.
- d) Inappropriate Personnel Management: The another internal reason for the sickness of SSIs is inappropriate personnel management policies which includes bad wages and salary administration, bad labor relations, lack of behavioral approach causes dissatisfaction among the employees and workers.
- e) Ineffective Corporate Management: Another reason for the sickness of SSIs is ineffective or bad corporate management which includes improper corporate planning, lack of integrity in top management, lack of coordination and control etc.

2) External causes for sickness

- a) Personnel Constraint: The first for most important reason for the sickness of small scale industries are non availability of skilled labor or manpower wages disparity in similar industry and general labor invested in the area.
- b) Marketing Constraints: The second cause for the sickness is related to marketing. The sickness arrives due to liberal licensing policies, restrain of purchase by bulk purchasers, changes in global marketing scenario, excessive tax policies by govt. and market recession.
- c) Production Constraints: This is another reason for the sickness which comes under external cause of sickness. This arises due to shortage of raw material, shortage of power, fuel and high prices, import-export restrictions.
- d) Finance Constraints: The another external cause for the sickness of SSIs is lack of finance. This arises due to credit restrains policy, delay in disbursement of loan by govt., unfavorable investments, fear of nationalization.

Lending (Financing Schemes Of Sidbi)

A) Direct Financial Assistances

For the development of Industrial infrastructure for SSIs

- | | |
|-------------------------------------------------|---------------------------------------------------|
| * Venture capital/development scheme | * Short term & long term loan schemes |
| * Equipment Finance Scheme | * Direct Discounting of bill |
| * Integrated Infrastructural Development Scheme | * TDMF Schemes |
| * Project Finance Scheme | * Factoring scheme |
| * Schemes related to Marketing of SSI's Product | * Pre & Post shipment financial assistance scheme |
| * ISO 9000 Scheme | * Export bill financing scheme & so on |
| * Micro credit financing scheme | |

B) Indirect Finance by SIDBI

I) Refinance Assistance

- | | |
|-----------------------------------------------------------------|-------------------------|
| a) Composite loan scheme for cottage, Village & tiny Industries | c) SEMFEX Scheme |
| b) Scheme for women entrepreneurs Mahila Udyam Nidhi | d) Single window scheme |
| | e) RTDM Scheme |
| | f) RISO-9000 Scheme |

- g) NEF Scheme
- h) RSR Scheme
- i) Scheme for SRTOs
- j) Scheme for ST/SC & Physically Challenged
- k) Other General Schemes

II) Scheme for Rediscounting of bills

- a) For equipments
- b) For Inland supply bills

III) Other support through various institutions

- a) SFC's, SIDC, SSIDC, Bank to Intermediaries
- b) To leasing / hire purchase companies.
- c) To factoring companies
- d) To special corporate entities and institutions which are engaged in the business of development of SSIs

Sector Appraisal

In general we can say that the small scale sector of India has grown slowly and occupied the very important position in the Indian economy. The small scale sector is providing employment to the rural unemployed people. The number of registered units in the SSI sector has increased from 0.42 million as at end of March 1974 to 03.37 million at the end of year 2001 march. It means the sector has achieved the growth of 2.95 millions in the period of 27 years. But we have also unregistered small scale Industries who were working and their contribution was also very valuable for the economy.

The small scale sector is also playing significant role by their contribution to the socio-economic objective which is related to the

- employment generation
- Output
- Export &
- Fostering Entrepreneurship

It is well to say that the small scale sectors account for around 95% of the industrial units in the country contributing 40% of the manufacturing sector output and near by 1/3 of nations export. In the area of employment generation the small scale sector has provided employment with the help of their more than 3.37 million modern small scale units around 1.86 million peoples.

Bank Credit To Small Scale Sector

The commercial and rural regional banks as well as co-operative banks have been regular finance provides for the small scale sector. The interest charged to the small scale units located in backward have to pay the rate of interest @12.5% p.a. Where the units which are situated in developed areas they can get finances at rate of 13.50% p.a. interest on the loan amount up to Rs.25 lakhs and @ 14% if they are taking the loan more than 25 lakhs. SIDBI with the mode of its refinance and rediscount provided and providing financial assistance to the sector. The Bank SIDBI through SFC's , SIDC's and other RRB"s providing finance to the developing sector. The small scale sector specially the small scale units are getting refinance facility through SIDBI & its subsidiaries more than 85%.

Table No:-1 -Total Bank Credit (Rs. In Crores)

Year	Credit To Industry	Credit To Ssi'S	% Share Of Ssi's
2001	61576	17118	14.72
2002	65240	17830	14.47
2003	78662	20026	13.17
2004	80482	22620	13.75
2005	102953	27612	13.05
2006	124937	31726	12.49
2007	138548	34113	12.25
2008	161038	43508	13.43
2009	178799	48483	17.88

Source :- SDBI 2010

The apex financial institution in the field of development of small scale sector The bank (SIDBI) by the mode of refinance discounting and rediscounting as well as financial assistance through indirect & direct functions encouraging the rural India.

Table No:- 2 Assistance By SIDBI To SSI's (Rs. In Crores)

YEAR	SANCTIONED	DISBURSMENT
1999	2408.7	1838.5
2000	2846.0	2027.4
2001	2909.2	2146.3
2002	3356.3	2672.7
2003	4706.3	3389.8
2004	6065.6	4800.8
2005	6485.3	4584.7
2006	7484.2	5240.7
2007	8879.0	6285.2
2008	10265.0	6964.2
2009	10821.0	6441.0

At the end of year 2009 March, SIDBI has sanctioned Rs.66299 crores and disbursed Rs.46,392 crores by the various mode of its services like – Refinance, Bills rediscounting, other scheme and direct finance. With its refinance scheme the bank has sanctioned Rs.22792.3 crores and disbursed Rs.17225.2 crores.

With bill discounting facility the bank has sanctioned Rs.2260.8 crores and Rs.1622.9 crores disbursed to the sector. With its direct finance scheme SIDBI has sanctioned Rs. 12,975.6 crores for the SSI's and disbursed Rs. 9948.6 crores. From its other various schemes bank has sanctioned Rs. 7115.1 crores and disbursed Rs. 4190.3 crores for the development of SSI's till year 2009.

SSIs AND FIVE YEAR PLANS

When the First Five Year Plan introduced the industrial base of India was not so good and was very limited. Generally, the industrial development based on consumer goods producing industries. Some important industries of that period were cotton industry, paper industry, salt industry, sugar industry, soap industry and

leather industry which were facing a lot of financial and technological problems and fighting for their survival.

When the Government of India had introduced Second Five Year plan it was given first priority to the industrialization in rural, semi-urban and areas of our country. That was a good decision. But, it is sad to say that the government has given priority to all the large scale and heavy industries and neglected the small scale sector which cause the sickness in small scale industries.

After neglecting in 3rd, 4th, 5th, 6th, 7th, and 8th Five Year plans, we can say more than 25-30 years the government realized its mistake and then they had taken actions for rehabilitation of small sick industries by technological reform with sufficient credit facilities and various training programs for the workers engaged in small scale sector. The industries like power looms, handlooms , coir, sericulture and silk, handicrafts and other similar industries got affected due to the negligence of the government which results sickness in small scale sector.

If we go through the business area of SIDBI we find that SIDBI governs small scale industrial units which contribute significantly to the national economy in terms of production employment and exports via rural development through rural industrialization.

Conclusion

In conclusion we can say that the SIDBI, by the mode of refinancing, discounting and rediscounting as well as financial assistance through indirect functions regarding lending to primary institutions, through its direct assistance to small units and through its various developmental and supporting services, encouraging small scale sector in Rural India.

SIDBI obviously engaged in the business of reforming SSIs with its different Rural Industrialization Programs (RIP) with the following aims:

- * Expansion of small scale sector and increase its share in industrial output.
- * Development of rural areas where more than 70% of the population resides.
- * Increase the efficiency of SSIs.
- * Increase the contribution of SSIs in export.
- * More employment generation in rural areas of rural India.

By keeping in mind the optimistic approach, we can say that SIDBI will provide better and essential services for the betterment of SSIs with its rehabilitation programs and Rural Industrialization Programs (RIP) and then the quoted quote will prove true that "Wheel is the symbol of development".

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Trends and Issues in Recruitment and Selection : A Significant Study

Dr. Mohammed Abdul Raffey

Introduction

Recruitment is a process of finding and attracting potential candidates for the job available. Recruitment is a set of activities an organization uses to attract job candidates who have the abilities and attitude needed to help the organization achieve its objectives. There are three stages of recruitment process-identify and define the recruitment, attract potential employees, select and employ appropriate people from job applicants. Recruitment is a continuous process because of staff departure, changes in business requirement; changes in business location and promotion. There are two kinds of recruitment ie Internal recruitment and external recruitment.

To get a right candidate you need to know their traits :

Persuasive	Adaptable	Rule following	Conscientious
Analytical	Decisive	Emotionally controlled	Tough Minded

To get right candidates need to know their abilities :

Numerical	Managerial	Data Analysis
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Recruitment and selection process together are known as hiring process. There are three steps in Hiring process.

* Analyzing * Recruiting * Interviewing

Analyzing involves finding out the vacancies and jobs that need to be filled. Next recruiting where in suitable strategy and operationalised to inform and attract eligible candidates about the job vacancy. Lastly, the recruited candidates undergo test and interview towards final selection.

The following points should be taken care of in formulating recruitment strategy :

- * Identifying and prioritizing jobs
- * Candidates to target
- * Trained recruiters.
- * How to evaluate the candidates
- * Sources of recruitment

Socio- economic development in employment perspectives

Entire scenario in changing fast.GDP of the country is rising and contribution of service sector is now more than half to GDP whereas contribution of agriculture sector is less than 20%.This has made and created millions of job in services sector, manufacturing sector and other sectors. Today employment is not an issues(Tourism sector-20 millions job, retail sector 10-15 million ,Banking sector 1.1 million, oil and gas 2.3 millions, Gems and jewellery 3.16 millions, health care 3.1 millions, Horticulture 2.6 millions,Khadi 1.9 millions, media and entertainment 1 million, Tobacco and tobacco products 6,4 millions, railways 1.9

millions, State transport 2.3 millions, food 2.1 millions) but human resource available against this not at par. Organisation is trying all the way to get good human resource. So the Recruitment and selection plays vital role in the success of an organization.

The 21st century challenges

The major challenges faced by the HR in recruitment are:

Lead Time Analysis – Time taken to complete the process of recruitment is the main concern for an organization.

Road Ahead – The ongoing and upcoming new systems are both an opportunity as well as a challenge for the HR professionals.

Trends in Recruitments

- | | |
|-----------------------------------|-------------------------|
| * Recruitment Process Outsourcing | * Referral recruitment |
| * Poaching /Riding | * Summer Internship |
| * Online or E – Recruitment | * Contract Recruitment |
| * Campus Recruitment | * Temporary Recruitment |

Recruitment Process Outsourcing : The recruitment is one of the leading functions that organization outsourced. External service providers are conducting all or parts of clients' recruitment services. This practice is very common today and widely accepted in the Industry. This practice will help the organization in reducing time and costs in recruitment.

Head Hunting and Poaching : Head Hunting means you attract the employ of your choice from competitors by the way offering lucrative packages for beginning the work for your organisation. Poaching means intended to offer job who are already working with another organization and which is known. Indian retail and software sector are facing this serious brunt of poaching today. This is very common in BFI sector for gaining immediate advantages. Various implication presents in this process cracking of relationship and offering unrealistic salary for immediate gain.

E-recruitment : Internet has created revolution in recruitment and selection process. Career with us or Job@organisation is common button on Companies website .Today aspirants having global mindset and information on opening are available online with placement consultant website, companies website, city line websites and other portal. Organisation are collecting database whole of the year through this and excusing this to its level best. This will help in time and money cost for the companies and for aspirants it is easier to access it on 24/7.

Summer Internship Programme: This programme bridges the gap between concepts reinforced in class room and real corporate and environmental situation. Corporate having opportunity to evaluate students for long term perspectives. Internship programme is undertaken in the discipline concerned.

Referral recruitment : OK4KO refer the people for job with your esteemed organization. This is very common term in Coca Cola; in fact, this is the process of recognizing the employee's loyalty and Values. This means organization need valuable employees like you.

Campus Recruitment : This campus recruitment is the systems where various organizations visit the college campuses to recruit bright youngsters to work for them. The various selection processes tend to remain the same for most of the companies. The selection occurs through 3 main steps,

(i) Aptitude test,

- (ii) Group discussion (GD) and,
- (iii) Personal Interview.

Hiring great candidates is a pretty hard job. Recruiters try to dip into their employee's social network by having them refer candidates they know.

Contract Recruitment : In this kind of recruitment two basic points to be considered, first abilities to match a job requirement and the specialized skill and professionalism of contractors. Communication is critical throughout the process- Contracts, Insurance, accommodation and expenses all need to organize efficiently and professionally.

Temporary Recruitment : A Flexible work forces that can respond to your ever-changing business demand. This is recognized by quick, efficient and provide strong level of fit between the requirement of companies and matching skill, attitude and behavior of candidates. This is one of the most noticeable effects of downsizing epidemic and labor shortage of past two decades has been dramatic rise in the use of temporary employees. Today ,JUST IN TIME, can be formed staffing all types of jobs in the organization including, professional, technical and higher executive position.

Application : If you go through advertisement for recruitment ,one item is common , "Last date of application", means buy the application, fill the application and reach the application on or before that date, in the very first of important date. The common application form generally consists of:

Personal Information : It comprises name, date of birth,gender,marital status,detail of his family ,annual income of the family ,address etc.This helps in identifying the applicants socio economic strata and family background. This information also helps in the assess his suitability in the organisation,in the job and in the team that he would be associated with.

Educational Qualification : This includes schools, colleges and institution attended by applicants or jobseekers, the period of study, the various courses taken and subjects studied ,the percentage of marks scored and the class of grade secured by him. This components provides opportunity to assess an applicant's academic background.

Work experience: This provides basic information on applicant's previous job. This will help the prospective employers to understand and evaluate the, candidate's suitability to the job, his working habits and his competencies. in relation to the job.

Salary(Present and Expected) : The salary structure is important because different companies have different salary structure. A company might have low basic salary but higher percentage of other components.

Personality Items: This requires the applicants to provide information on his strengths and weaknesses, his professional goals- both long terms and short terms and his hobbies and interest. This extra information help the employers to understand his hobbies and interest. This extra information helps the employers understand personality of applicants which would help in motivating and improving his performance on the job.

Reference Checks : In this ways organization wants to check credibility of candidates and to get past record of an applicant.

Interviews

Preliminary Interview : The aim of prelims is to eliminate the applicants who are obviously unqualified of jobs. These interviews are generally informal and unstructured and conducted even before the candidates fill in the application blanks. This is presenting more obvious facts and information. This enables the manager to quickly evaluate the interviewee on the basis of appearance and quality of communication.

Formal and structured Interview: This interview is based on through job analysis, which directs the flow of interview. The questions cover all pertinent facts. The same questions are asked to all candidates which helps in better evaluation.

Unstructured Interview: No structured frames of questions. The more open ended questions. A candidate remained comfortable through out the interview. This tends to more subjective.

In-depth Interview: This is more suitable in selecting the candidates for high end technology and high skill jobs. Experts in the relevant areas test the candidates ,knowledge and understanding of the subjects and assess his expertise. They determine suitability of candidates for the jobs in questions and based on these evaluation.

Panel Interview: In this process, representatives from various departments get to meet and interview a candidates. This reduce the subjectivities involved in the one to one interview.

Group Interview : This method is resorted to when the number of applicants is high and time available for interviewing is short. This method is useful in while recruiting for entry level and junior management position.

Stress Interview: the objective is to test the applicants abilities to performs and deliver under stress. Interviewers put the interviewee under stress by repeatedly interrupting him, criticizing his answer, asking him unrelated questions or keeping quiet for long time after interviewee has finished talking.

* Psychometric Assessment

This is standardized procedure to measure intelligences or aptitude or personality of aspirants. This is one of the important parts of selection process of many domestic and international organizations. This help employer to find best match of individual to occupation and working ambience. It should be standardized, reliable, predictive and non discriminatory.

Reference Check

The information given by the candidates is checked by references after final decision taken and before offer is to made. This reference might have been work related (such as former supervisor or co worker) or they might have been personal (such as friend, clergy, or family members). In either case, to the extent that you could, you provided the organization with a list of people who you believed would generally speak favorably about you.

The Offer

Once the candidates are evaluated and final decision is taken, then the offer letters is made which is formal, written and requires acceptance in writing. The objective of the offer letter is " we are pleased to select you for our esteemed organization."

The Medical examination

This is very common in hiring process .This is in fact mentioned in the clause in offer letter to the candidates, which says that the offer is conditional on the candidates being medically fit.

The Orientation

Orientation is process by which we introduce new employees to the organization, their superiors, coworkers and job. The orientation process provides a foundation upon which new employees can build their skill and contribute to our efforts to providing responsive and effective services to the organization.

Issues in Recruitment and Selection

* **Chances of failure increases in RPO** : The chances of failure will be high if the RPO do not understand the Vision and recruitment strategy of an organization. The entire success of organization depends upon people and their integrity towards employers. Better recruitment begets better results this is true in every aspects.

* **Break down in collaboration with other organization in poaching** : Organization could offer job to which they thought of valuable but it does not means poach and hunting 100% right perspectives. This spoil the goodwill of an organization to some extent. The organization might practice **Coordinate Recruitment**.

* **Competition driving up salary to unrealistic level** : This is common in today's scenario of fierce competition.

* **Resume check** : Authenticity of resume is questionable in this stiff competitive world. Prospective employers are using track methodology to judge reliability of the content by references, educational qualification, talking to candidates over phone, previous employer reputation etc.

* **Internet and PC savvy** : This is obstacle in popularizing e recruitment, but rate of enhancement in PC penetration in our country is quite high so in near future we do not take it as challenges. Lets we have to set modus operandi for online recruitment which will guide prospective employers and aspirants/jobseekers both.

* **Face to Face interview, meet the candidates in person** : Technologies have created impact on every function of an organization and Recruitment and Selection is not an exception. An employer prefers to contact or interact people to feel and understand would be HR asset for them. This will help the organization to manage expectation of would in best possible manner.

Inbreeding ,nepotism and old boy's network

We should be very careful in this aspects, referring own people is human tendencies. If it find we have to re-correct it with intelligences, integrity and interventions.

We should be very careful in designing and implementing Hiring Process, Recruitment and Selection, as it plays pivotal role in the success of an organization.

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Recent Trends In Data Warehousing And Data Mining

Dr Memon Ubed Yusuf

Introduction

A data warehouse is a repository (collection of resources that can be accessed to retrieve information) of an organization's electronically stored data, designed to facilitate reporting and analysis.

This definition of the data warehouse focuses on data storage. The main source of the data is cleaned, transformed and cataloged and is made available to be used by managers and other business professionals for data mining, online analytical processing, market research and decision support (Maracas & O'Brien 2009). However, the means to retrieve and analyze data, to extract, transform and load data, and to manage the data dictionary are also considered essential components of a data warehousing system. Many references to data warehousing use this broader context. Thus, an expanded definition for data warehousing includes business intelligence tools to extract, transform and load data into the repository, and tools to manage and retrieve metadata.

Data warehousing arises in an organization's need for reliable, consolidated, unique and integrated analysis and reporting of its data, at different levels of aggregation.

The practical reality of most organizations is that their data infrastructure is made up by a collection of heterogeneous systems. Another problem is that enterprise resource planning (ERP) systems are designed to support relevant operations.

Yet another problem might be that the organization is internally in disagreement about which data are correct. It is partly the purpose of data warehousing to bridge such problems. It is important to note that in data warehousing the source data systems are considered as given.

Conforming Information

Another important fact in designing a data warehouse is which data to conform and how to conform the data. For example, one operational system feeding data into the data warehouse may use "M" and "F" to denote sex of an employee while other operational systems may use "Male" and "Female". Though this is a simple example, much of the work in implementing a data warehouse is devoted to making similar meaning data consistent when they are stored in the data warehouse. Typically, extract, transform, load tools are used in this work. Master data management has the aim of conforming data that could be considered "dimensions".

Evolution in organization use

Organizations generally start off with relatively simple use of data warehousing. Over time, more sophisticated use of data warehousing evolves. The following general stages of use of the data warehouse can be distinguished.

1 Off line operational Database

Data warehouse in this initial state are developed by simply copying the data off an operational system to another server where the processing load of reporting against the copied data does not impact the operational system's performance.

2 Off line data warehouse

Data warehouses at this stage are updated from data in the operation system on a regular basis and the data warehouse data are stored in a data structure designed to facilitate reporting.

3 Real Time Data Warehouse

Data warehouse at this stage are updated every time an operational system performs a transaction (e.g. an order or a delivery or a booking.)

4 Integrated Data Warehouse

Data warehouses at this stage are updated every time an operational system performs a transaction.
Benefits

Some of the benefits that a data warehouse provides are as follows:

1 A data warehouse provides a common data model for all data of interest regardless of the data's source. This makes it easier to report and analyze information than it would be if multiple data models were used to retrieve information such as sales invoices, order receipts, general ledger charges, etc.

2 Prior to loading data into the data warehouse, inconsistencies are identified and resolved. This greatly simplifies reporting and analysis.

3 Information in the data warehouse is under the control of data warehouse user so that, even if the source system data are purged over time, the information in the warehouse can be stored safely for extended period of time.

4 Because they are separate from operational systems, data warehouse provide retrieval of data without slowing down operational systems.

5 Data warehouse can work in conjunction with and, hence enhance the value of operational business application, notably customer relationship management (CRM) systems.

6 Data warehouses facilitate decision support system applications such as trend reports(e.g., the items with the most sales in a particular area within the last two years,) exception reports, and reports that show actual performance versus goals.

Disadvantages

There are also disadvantage to using a data warehouse. Some of them are;

1. Data warehouses are not the optimal environment for unstructured data.

2. Because data must be extracted, transformed and loaded into the warehouse, there is an element of latency in data warehouse.

3. Over their life, data warehouses can have high costs.

4. Data warehouses can get outdated relatively quickly. There is a cost of delivering suboptimal information to the organization.

5. There is often a fine line between data warehouses and operational systems. Duplicate expensive functionality may be developed. Or . functionality may be developed in the data warehouse that, in retrospect, should have been developed in the operational system.

Overview-Data Mining

Generally, data mining (sometimes called data or knowledge discovery) is the process of analyzing data from different perspectives and summarizing it into useful information-information that can be used to increase revenue, cuts costs, or both. Data mining software is one of a number of analytical tools for analyzing data. It allows user to analyze data from many different dimensions or angles, categorize it and

summarize the relationship identified. Technically, data mining is the process of finding correlations or patterns among dozens of fields in large relational data bases.

Continuous Innovations

Although data mining is a relatively new term, the technology is not. Companies have used powerful computers to sift through volumes of supermarket scanner data and analyze market research report for years. However continuous innovations in computer processing power, disk storage and statistical software are dramatically increasing the accuracy of analysis while driving down the cost.

Data, Information and Knowledge

Data

Data are any facts numbers, or text that can be processed by a computer, today, organizations are accumulating vast and growing amounts of data in different formats and different database, this includes:

Operational or transactional data such as, sales, cost inventory, payroll and accounting.

Nonoperational data, such as industry sales, forecast data, and macro economic data.

Meta data-data about the data itself, such as logical database design or data dictionary definitions

Information

Information can be converted into knowledge about historical patterns and future trends. For example, summary information on retail supermarket sales can be analyzed in light of promotional efforts to provide knowledge of consumer buying behavior. Thus, a manufacturer or retailer could determine which item are most susceptible to promotional efforts.

Data Warehouses

Dramatic advances in data capture, processing power data transmission and storage capabilities are enabling organizations to integrate their various databases into data warehouses. Data warehousing is defined as a process of centralized data management retrieval. Data warehousing like data mining, is a relatively new term although the concept itself has been around for years. Data warehousing represents an ideal vision of maintaining a central repository of all organizational data. Centralization of data is needed to maximize user access and analysis. Dramatic technological advances are making this vision a reality for many companies. And equally dramatic advances in data analysis software are allowing user to access this data freely. The data analysis software is what supports data mining

What can data mining do?

Data mining is primarily used today by companies with a strong consumer focus-retail, financial communications and marketing organizations. It enables these companies to determine relationships among “internal” factors such as price product positioning, or staff skills and “external” factors such as economic indicators, competitions and customer

Demographics. And it enables them to determine the impact on sales, customer satisfaction, and corporate profits finally. It enables them to “drill down” into summary information to view detail transactional data.

How does data mining work?

While large scale information technology has been evolving separate transaction and analytical systems, data mining provides the link between the two. Data mining software analyzes relationships and patterns in

stored transaction data based on open ended user queries. Several types of analytical software are available. Statistical machine learning and neural network.

Data mining consists of five major elements:

Extract, transform, and load transaction data onto the data warehouse system.

Store and manage the data in a multidimensional database system

Provide data access to business analysts and information technology professionals.

Analyze the data by application software.

Present the data in a useful format, such as a graph or table.

What Technological infrastructure is required?

Today, data mining applications are available on all size system for mainframe, client/server, and pc platforms. System prices range from several thousand dollar for the smallest applications up to \$1 million a terabyte for the largest Enterprise –wide applications, generally range in size from 10 gigabytes to over 11 terabytes. NCR has the capacity to deliver application exceeding 100 terabytes. There are two critical technological drivers:

Size of the database: the more data being processed and maintained, the more powerful the system required.

Query complexity: the more complex the queries and the greater the number of queries being processed, the more powerful the system required

Relational database storage and management technology is adequate for many data mining applications less than 50 gig bytes. However, this infrastructure needs to be significantly enhanced to support larger applications. Some vendor has added extensive indexing capabilities to improve query performance. Others use new hardware architecture such as massively parallel processor (MPP) to achieve order of magnitude improvements in query time. For example, MPP systems from NCR link hundreds of high speed Pentium processors to achieve performance levels exceeding those of the largest supercomputers.

Future of Data Mining

Data mining is the analysis of large data sets to discover patterns of interests. Data mining has come a long way from the early academic beginnings in the late seventies. Many of the early data mining software packages were based on one algorithm.

Until the mid-nineties data mining required considerable specialized knowledge and was mainly restricted to statisticians. Customer relationship management (CRM) software played a great part in popularizing data Mining among corporate user. Data mining in CRMs are often hidden from the end user. The algorithms are packed aged behind business functionality such as churn analysis. Churn analysis is the process to predict which customers are the ones most likely to defect to a competitor.

Data mining algorithms are now freely available. Database vendors have started to incorporate data mining modules. Developers can now access data mining via open standards such as OLE-DB for data mining on SQL server 2000. Data mining functionality can now be added directly to the applications source code.

Conclusion

Data mining has had a checkered history mainly due to technical constraints placed by limitations of software design and architecture. Most of the algorithms used in data mining are mature and have been around for over twenty years. The next challenges in data mining are not algorithms but software design

methodologies. Commonly used data mining algorithms are freely available and processes that optimize data mining computing speed are well documented.

Mostly early data mining software spun off from academia and were built around an algorithm. The inability of early data mining software to integrate to external data sources and usability issues resulted in data mining being marginalized.

The cost associated with data mining is still unnecessarily high and often not cost effective. New standard in data extraction and better software platform hold promise that the threshold barrier to entry will be reduced.

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Changing Perspectives of Rural Marketing in New Millennium

Mr. Amol Murgai

Introduction

Gopalaswamy (1997) defined rural marketing as a two-way marketing process concerned with the flow of goods and services from urban to rural, rural to urban and rural to rural areas. Kotler et al.'s (2007) defined rural marketing as any marketing activity in which one dominant participant is from the rural area.

Rural markets of different countries specially the developing ones offer great opportunities and challenges to the marketers in the twenty first century. Even though, there has been a shift from an agricultural economy to manufacturing ones especially in case of India, but still more and more emphasis is being laid on the development of these rural areas. The rise in income coupled with increased awareness for the different brands well justifies the aforesaid statement. The need for possessing latest gadgets in the rural areas, have influenced the rural marketing environment to a large extent in India.

With the increase in the rural literacy levels and the exposure to media, people in rural areas are also becoming conscious about their buying decisions like their urban counterparts. This makes it even more challenging for the marketers to understand the buying behavior, the consuming pattern, the need and wants of the rural consumer. Many of the FMCG companies are busy formulating their rural marketing strategy to tap the chance. To name few companies showing deep interest in rural India are HUL, Singer, Asian Paints, Philips India, Marico industries, Colgate – Palmolive and Britannia Industries. These companies have made concrete efforts for their market orientation.

Changing perspective of the rural India in the new millennium

Over 70% of India's population dwells in six lacs villages. The rural market of India started showing its inclination towards new technology in the 1960s. The 70s and 80s witnessed its steady development. And, there are crystal clear indications that the 21st century is going to see its full blossoming. A survey conducted by the National Council for Applied Economic Research (NCAER), India's premier economic research entity, recently confirmed that rise in rural incomes is keeping pace with urban incomes. More so, the past decade of the new millennium has witnessed profound changes in the country-side with the increase in the purchasing power of the rural customers. Over 50% of the national income is generated in rural India and there are opportunities to market latest goods and gadgets in rural areas and also market agricultural products in urban areas. Moreover, the Indian rural market is almost twice as large as the entire market of USA or Russia. Over 70% of bicycles, mechanical watches and radios and about 60% of batteries, sewing machines and table fans are sold in rural India. A healthy rural marketing gives a multiplier effect and acts as a booster to the economy. Thus, looking at the opportunities, which rural markets offer to the marketers, it can be very well said that the future is very promising for those who can understand the dynamics of rural markets and exploit them to their best advantage.

Challenges before Rural Marketing

Rural markets are most heterogeneous in nature. Unlike their urban counterparts, where the demand of goods and services are highly concentrated in nature, rural markets tend to be spread out across the

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country. Consequently, though many rural markets look good on paper, in reality they are quite expensive to serve. Hence it is very difficult for the marketers to provide service to each and every rural market in a better way. This research paper discusses the challenges faced by the marketers to serve the rural markets and the methods to overcome these challenges. Some of the major challenges faced are discussed as below:

- **Heterogeneity in rural consumers** – India's vast population with heterogeneous markets spread across in different states poses great difficulty for the marketers. Not only this, the population density across various Indian states is greatly varied. There are states like U.P, M.P, Maharashtra, Rajasthan and Orissa where rural population varies from 80 to 90 percent. Whereas there are states like Tripura, Meghalaya, Sikkim, etc where the population density is quite low. Therefore a densely populated country provides ample opportunity for marketing a variety of latest goods and services on one hand whereas on the other, it poses a great challenge as to what are the kinds of goods and services to be served. Moreover, on the top of it, the heterogeneity of the population creates problem of segmentation. So it becomes very difficult for marketer to serve the same product with similar price and promotion combination to different people.
- **Access to the rural markets** – Transportation is an important point to be considered while formulating strategies for rural marketing. In India, the transportation infrastructure is so poor that many a times, even access to remote areas poses a great challenge. Even though, there are large number of consumers living in these remote areas waiting to get served but still most of the times, the efforts to serve them in a proper manner proves futile. Almost half of the total villages in India are not connected by road at all. Even though the initiative by the government of India of building roads is well appreciated but then the task is quite. Most of these villages are connected only by *kuchha* roads. And these roads create a huge problem during monsoon season. Not only this, many of these villages do not have access to the railways. So serving the rural consumers located in these regions proves to be quite formidable for the marketers.
- **Low literacy Level** – One can easily ascertain the fact that most of the people living in rural parts of India do not have proper access to education, so the literacy level in these regions is very low. Again, this is also one of the important areas to be pondered upon by the marketers. To create awareness among the people of rural regions regarding the development of new products by the marketers is quite a big problem. Not only this, the villagers are unaware of the MNC's and the brands they are selling. On the top of it, these marketers also have to consider the different languages spoken by the people living in different parts.
- **Reach of Media and its Coverage** - Access to electricity is one major problem in rural areas. And hence media vehicle like Television, etc many a times proves to be redundant. So there is a possibility that the rural customer remains ignorant of the new product being launched in the market. Moreover, the places where the electricity is yet to reach, adds to the discomfort of the marketers. Therefore we can say that the reach of media is very limited in rural areas.
- **Packaging and Pricing** – The problem of pricing and packaging for rural customers has to be taken into consideration. As we are well aware of the fact that there exist very large difference in income levels between the rural customers and their urban counterparts, so the marketers have to look for a possible price reduction in majority of the products. Moreover, the low purchasing power of the rural customer makes it very difficult for them to purchase the products as they are sold. Most of the FMCG goods like cosmetics, toiletries, etc launched by different MNCs are quite expensive and unaffordable to the rural customers. So the marketers should think of looking out for adopting different strategies like reduction in the size of packaging of these products, distributing free samples, etc.
- **Language Barrier** – As the rural market is heterogeneous, so is the culture of these customers. The languages spoken by them are different. Hence it becomes very difficult for the marketers to advertise their products in one universally spoken language. If these marketers go for advertising their products in the regional language, it adds to the cost of product, which may prove detrimental for rural marketing.

- **Banking credit facility** – As the income of rural customer is very less as compare to their counterparts in the urban areas, there arise great difficulty in purchasing expensive products like Television, Bikes, Refrigerator, DVD Players, etc for the rural customers. Adding to their grievances, the banks do not support them by providing them loans for purchasing these products. Moreover, the dealers located in the rural areas are also reluctant to give them credit facility owing to their poor financial conditions.

Finding New Avenues for overcoming Challenges in Rural Marketing.

Whilst on one hand, there are many challenges in rural marketing, but certainly there also exists infinite opportunities. The marketers have to find out new ways of dealing with the rural customers. As already mentioned, the urban markets are fully saturated, so the easiest and the simplest option available with the marketer is to look towards the rural prospects. These rural people are eagerly waiting to be served. Here are some of the points which the marketers could utilize for marketing their products in rural areas.

- **One for All Remedy** – As there is no basis for segmenting the rural customers, the marketers can go for a single product kind of strategy. They can launch the same product for all people of rural areas. Though their packaging might be different to suit the individual needs, the product would be same. This principle of universality could be of more help to the marketers as this could very well prove to be quite effective.
- **Hiring locals for better access** – The problem of transportation could not be solved easily by the marketers as it is the role of local government. Instead, they can take help of the local people to transport their products. Those people who regularly commute to the urban markets to sell their goods (here this could be their Agriculture produce), they travel empty handed while going back. These people could be tapped for transporting the products to the rural areas. They could be given some commission or incentives to deliver the products to the rural shops. They can easily agree to transport such goods for a paltry sum. This kind of symbiotic relationship could do wonders if implemented.
- **Appropriate Media for Better Reach** – As the literacy level of the people living in rural areas is quite low, so the marketers has to choose the right media for doing their promotional activities. They have to consider its reach. So a proper mix of media should be taken into consideration for promotional activities. Normally, radio (All India Radio), television (Doordarshan), Cinema, etc are considered as proper and formal means of communication in rural areas. Whereas demonstrations, road- shows, puppet shows, dance dramas, mike announcements, processions, door-to-door campaigns are considered as non-formal means of communication in rural areas. Non- formal means are considered to have better reach than the formal means. So marketers have to consider non-formal means for promoting their products.
- **Size do matters a lot** – Yes it is very true in case of rural markets. As discussed earlier, the purchasing power of rural customers is on a lower side, so the marketer has to consider small packing for selling their goods. Sachet marketing is the buzz word now-a-days. Sachet packs for shampoos, coconut oils, toothpastes, detergents, fairness creams, etc are readily available. But now the marketer has to consider promoting other products on the same lines of sachet marketing and continue doing the same activity to increase the market penetration for their products. One more important point to consider here is that the use of proper colors while designing the packaging.
- **Price conscious customers** – The rural customers are generally the daily wage earners and hence they are more and more price sensitive. Therefore the marketer has to consider low priced products for the rural customers. This could be easily achieved considering the fact that the promotional activities do not require huge investments. Not only this, in order to compete the locally branded products, they can reduce the quality up to a certain extent so that the rural customers do not get aware of these change in quality.
- **Vernacular branding** – The marketers can do the advertisements by using the local language. They can fix up bill boards printed in local language, can distribute pamphlets in the same language so that their products

can easily get recognized. Moreover, they can promote their products in the form of television commercials on the regional channels.

- **Extending financial help** – The marketers can design a program with the help of local dealers to extend financial help to the rural customers who intend to purchase expensive products. This could be done by extending low interest credit facility to them, giving more time limit to re-pay the credit, etc. These activities not only motivate the prospective customers but also the people who intend to purchase those products in the near future.
- **Opinion leaders as Brand Ambassadors** – Considering the fact that the rural customers are easily influenced by their respective opinion leaders like SARPANCH of the community, local doctor, local school teacher, etc, the marketers should target these opinion leaders in an effective manner by making them their brand ambassadors. The marketers should motivate the opinion leaders to use new products launched by these companies. Moreover, they should also provide some incentives to these opinion leaders for promoting their products. They can organize mini demonstration shows and promote their products through so-called brand ambassadors of rural regions.

Conclusion

It is not possible for the companies to remain stuck to urban markets owing to the fact that they are saturated. Now they have to look beyond urban markets and explore rural areas. It has a huge potential. It is not easy to enter the rural market and take a major chunk in the short run. In fact, the entry should be gradual one and calculated as they have many challenges to overcome. If one has to achieve greater heights in rural marketing, he has to make SWOT analysis of the rural market first and then make a decision to enter into that segment. No doubt there are many challenges and risks associated with rural marketing, but there are ample opportunities available for these people. Moreover, the marketers have to take into consideration the behavior of these rural customers so that they can provide the best to these people waiting to be served better.

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Rural Marketing and Agricultural Produce in India

Manjiri V Hiranya

Introduction

Rural marketing facilitate flow of goods and service from rural producers to urban consumers at possible time with reasonable prices, and agriculture inputs/ consumer goods from urban to rural. Marketing as a function has started much earlier when civilization started but not recognized as marketing. All economy goods are marketed in terms of goods and services (Barter system). Now money is being practiced as a good exchanging medium. The market may be a street, or a small town/ metropolitan city, Developments in infrastructure, transport, and communication facilities has increased the scope of the rural market.

Environment

The difference between rural and urban markets on the basis of various socio – economic factors, most dominant among them being the source of income, the frequency of receipt of income, the seasonal nature of income and consumption. Rural markets are small, non- contiguous settlement units of village relatively low infrastructure facilitates, low density of population, their life styles also being different. Rural consumers are mostly farmers whose income receipts are dependent on the vagaries of nature.

Agri-Marketing

Rural population has been increased about 74% of the total population; the demand for products and services has increased a lot in rural areas. Green revolution in the North and white revolution in the West has brought about a new prosperity in the lives of rural people. Government emphasis on rural development has caused significant changes in the rural scenario. Moreover, the special attention given for infrastructure development through the successive Five-year plans has improved the buying and consumption pattern of rural people.

The Rural Agro – Products

The rural agro-products are

* Fruits & Vegetables * Grains * Flowers

Rural sale products

* Milk & poultry products * Handicrafts and Hand loom products * Tribal village products like tamarind, Lac, soapnut etc

Table No:- 1
Gross Cropped Area By 2009 (Percentage)

Crop	Percentage Area
Sugar Cane	2
Cotton	4
Rice	22
Wheat	13
Other Cereals	19
Pulcess	13
Oil Seeds	15
Others	12
Total	100

Source : Annual report ministry of agricultural (2010)

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More than 40 % of the gross cropped area under non- food grains is under oilseeds. Principally groundnut and rapseed and mustered, cotton and sugar cane area the other major non- food grain crops.

Vegetables (Share In Production)

Crop	% Of Total Production
Tomato	8
Onion	8
Brinjal	9
Cauliflower	6
Okar	6
Peas	3
Potato	25
Cabbage	6
Other	29
Total	100

Source : Annual report ministry of agricultural (2010)

Fruits

The major fruits share in total fruit production

Fruit Name	Percentage Of Fruit Production
Banana	27
Apple	2
Citrua	8
Mango	23
Guva	30
Others	37

Source : Annual report ministry of agricultural (2010)

India is the largest producers of mangos and banana in the world, and top ten producers of apples and pineapples. Other fruits, guava, sapota, papaya etc. Area under fruits which was estimated to 1.45 millions hectares in 1970-71 grow slowly and gear up after 1991-92 to 2.8 million hectares.

Dairy

India is the largest milk producer and processing of milk was largely in the cooperatives sector.

National Dairy Development Board Plan Estimation (2010)

Year 1999	Year 2010
6 lack liters per day sale	34 lack litters per day
9.11 lack litters per day procurement	71 Lack lit per day
174 ml per consumption per day	230 ml per consumption per day

Source : Annual report ministry of agricultural (2010)

Rural marketing depends on agricultural produce, the production is seasonal and the consumption is spread out equalization of demand and supply has to be done. In addition, the raw agricultural produce as marketed by farmers has to be processed by many middlemen This include collection and assembling, financing, grading and standardization, storage, transportation, wholesaling and retailing these functions performed by village merchants, commission agents, wholesalers, processors etc. These people seek returns

commensuration with their investments of capital, time and labor. As a result, the middlemen get more share of the price than the producers.

Types Of Rural Markets

Haats /Sandies (mostly for weekly market for all commodities)

MANDIS (mostly for all types of grains)

Commodity Specilised Markets

Nasik for onions and Grapes market, Nagpur for Orange market, Delhi for Apples market, Salem{TN} for Mangoes, Farkka market for potato market and Calcutta / Assam for tea market.

Regulated Markets

There are more than 5000 primary and Secondary Agricultural produce wholesale assembling markets functioning in the country. These markets are meant for the farmers to take their produce for sale. These markets facilitate formers, immediate cash payments. The directorate of state Agricultural Marketing Board or Registrar of cooperative marketing societies is controlling these markets. The market is run by an elected committee comprising of members from the farmers community, commission agents/wholesalers and some government nominees from Directorate of state agriculture / cooperative societies.

Cooperative Marketing

Another major improvement for rural producers is the formation of cooperative societies. Farmer's common interest helped to increase the incomes of the farmers and avoid exploitation of the middlemen. There are about five lack cooperatives working but very few cooperative societies in selected areas like Dairy, sugar, oilseeds, Mahagrape in Maharastra, tomato growers in Punjab etc. succeeded in cooperative processing industry.

Problems of Rural Marketing

The rural market offers a vast untapped potential. It is not that easy to operate in rural market because of several problems and also it is a time consuming affair and it requires considerable investments in terms of evolving appropriate strategies with a view to tackle the problems.

The problems are.

- * Underdeveloped people and underdeveloped markets
- * Lack of proper physical communication facilities
- * Inadequate Media coverage for rural communication
- * Multi language and Dialects
- * Market organization & staff

Underdeveloped people and underdeveloped markets

The agricultural technology has tried to develop the people and market in rural areas. Unfortunately, the impact of the technology is not felt uniformly through out the country. Some districts in Punjab, Haryana or Western Uttar Pradesh where rural consumer is somewhat comparable to his urban counterpart, there are large areas and groups of people who have remained beyond the technological breakthrough. In addition, the farmers with small agricultural land holdings have also been unable to take advantage of the new technology.

Lack of proper physical communication facilities

Nearly 50 percent of the villages in the country do not have all weather roads. Physical communication to these villages is highly expensive. Even today, most villages in eastern part of the country are inaccessible during monsoon season.

Inadequate Media coverage for rural communication

A large number of rural families own radios and television sets there are also community radio and T.V sets. These have been used to diffuse agricultural technology to rural areas. However the coverage relating to marketing is inadequate using this aid of Marketing.

Multi language and Dialects

The number of languages and dialects vary from state to state region to region This type of distribution of population warrants appropriate strategies to decide the extent of coverage of rural market.

Other Factors Influencing Marketing

Natural calamities and Market conditions (demand, supply and price). Pests and diseases, Drought or too much rains, Primitive methods of cultivation, lack of proper storage facilities which exposes grain to rain and rats, Grading, Transport, Market Intelligence (up to date market prices to villagers), Long chain of middlemen (Large no. of intermediaries between cultivator and consumer, wholesalers and retailers, Fundamental practices (Market Dealers and Commission Agents get good part of sale of receipts).

Major Losers In Agricultural Marketing

Small and marginal farmers , 75% villagers are illiterates or semiliterate, they facing difficulties like proper paper procedures for getting loans and insurance. The farmers facing high interest rates for their credits (Local money lending system). Most of the credit needed for agricultural inputs like seeds, pesticides, and fertilizers.

The Major Weakness And Challenges In This Sector

- * Traditional mind not to react new ideas.
- * Agricultural income mostly invested in gold ornaments and weddings.
- * Low rural literature.
- * Not persuading new thinking and improved products

Emerging Trends In Markets

On Line Rural Market (INTERNET, NICNET)

Rural people can use the two-way communication through on – line service for crop information, purchases of Agri-inputs, consumer durable and sale of rural produce online at reasonable price. Farm information online marketing easily accessible in rural areas because of spread of telecommunication facilities all over India. Agricultural information can get through the Internet if each village have small information office

Cost Benefit Analysis In This Sector

Cost benefit can be achieved through development of information technology at the doorsteps of villagers. Most of the rural farmers need price information of agri-produce and inputs. If the information is available farmers can take quick decision where to sell their produce, if the price matches with local market farmers no need to go near by the city and waste of money & time it means farmers can enrich their financial strength.

Need Based Production

Supply plays major role in price of the rural produce, most of the farmers grow crops in particular seasons not through out the year, it causes oversupply in the market and drastic price cut in the agricultural produce. Now the information technology has been improving if the rural people enable to access the rural communication, farmers' awareness can be created about crops and forecasting of future demand, market taste. Farmers can equate their produce to demand and supply, they can create farmers driven market rather than supply driven market. If the need based production system developed not only prices but also storage cost can be saved. It is possible now a days the concept of global village.

Market Driven Extension

Agricultural extension is continuously going through renewal process where the focus includes a whole range of dimensions varying from institutional arrangements, privatization, decentralization, partnership, efficiency and participation. The most important change that influences the extension system is market forces. There is a need for the present extension system to think of the market driven approach, which would cater the demands of farmers.

Agro- Processing Industry

India is the second largest producer of fruits and vegetables in the world with an annual production of more than 110 million tonnes of fruit and vegetable only 1.3 percent of the output is processed by the organised sector commercially, the reason higher consumption in fresh form. However, as the packaging, transportation and processing capacities increase, the market for processed fruits and vegetables is projected to grow at the rate of about 20 % per annum. 100 % export oriented units (EOU) and Joint venture units required improving the processing industry.

Kisan Mandi

There is a need to promote direct agricultural marketing model through retail outlets of farmer's co-operatives in urban areas. The direct link between producers and consumers would work in two ways: one, by enabling farmers to take advantage of the high price and secondly, by putting downward pressure on the retail prices.

RECENT DEVELOPMENTS IN TAMILNADU

Many remote villages now connected to main roads and link roads with the help of innovative technique of grass root development by the people for the people of the people. "**Uzhavar sandhai**" the another development of rural farmers reducing middle men and also cost to the benefit of urban society.

The Innovative –" Uzhavar sandhai"

The recent changes in agricultural produce sale by farmers in **Uzhavar sandhai** leads to direct selling vegetables and other commodities to urban needs. Government of Tamilnadu started **Uzhavar sandhai** all over the state for the purpose of direct selling their produce to urban needs, not only selling of rural produce but also exchange of their ideas each others.

Procurement Prices / Support Prices

These prices are more than minimum prices, which facilitates government bulky procurement for Public Distribution System and maintains buffer stock levels.

Farmer has little control over prices, which are determined by the broad factors of, supply and demand market at large.

Suggestions For Sound Agricultural Marketing In India

- * Suitable structure of support prices for various farm commodities adjusted from time to time.
- * Adequate arrangement of agricultural produce on support price if the price falls below the level.
- * Regulated infrastructure of markets and warehouses, which ensure fair prices
- * Rural roads must be compliment and coordinate with railways, nearest waterways (port), airports if possible.
- * The efficient marketing is predominantly influenced by efficient distribution system it means products such ultimate consumer in the quickest time possible at minimum cost.
- * The development of communication systems appropriate to rural market may cost up to six times as much as reaching an urban market through established media, need rural communication facilities.
- * The proper packaging technology must be improved.

Conclusion

Considering the emerging issues and challenges, government support is necessary for the development of marketing of agricultural produce. The government may adjust suitable budget allocations to rural infrastructure plans, and proper supervision for effective plan implementation. The core areas like transport, communication, roads, credit institutions, crop insurance for better utilization of land and water at appropriate level. The rural people and markets will definitely develop rural income and reduce poverty, on the whole countries economy will boost at an expected level. MANAGE an extension management institution may provide extension services to rural people in crop information, price information, insurance and credit information by using various media. MANAGE may recommend / advice to central and state governments on suitable infrastructure development, current problems in rural markets and problem solving techniques.

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Review of Disinvestment Policy in India

Dr. Prasad Madan

The present study deals with the review of literature available on the disinvestment policy and impact of disinvestment on selected public sector undertakings. This study includes the review of research papers, e Committee reports, which were appointed by the Govt. of India specially to take over the Disinvestment process and well reputed Journals with some books. The paper is divided into four different parts i.e. Review of Research paper, Review of Books, Review of Committees and Review of Journals.

Review Research Paper

Dr.M.S. Smriti Khurasia highlighted in her research paper entitled "A positive aspect of Disinvestment of public sector in India" she argued that the objective of disinvestment should be to benefit the public, the consumer and the investor, and at the same time, to improve competitiveness and eliminate monopoly. In this direction the former NDA Government made exerting efforts it has collected over Rs.14,000 crore by way of disinvestment proceeds. Considering the pivotal role of PSUs, it would be better to turn some PSUs into venture capitalists.

Mr.Sandeep Mathur in his research paper entitled "Disinvestment of public sector in India said that Disinvestment is an effective instrument for restructuring of the PSUs. If this is not properly understood and effective and quick measures are not taken, then drain on the scarce budgetary resources will be such that sooner or later most of the undertakings will go bankrupt and there will be a dead weight of assets and unemployment for which it is not easy to find a satisfactory solution. The mechanism for easy to find a satisfactory solution.

Ms.Ajanta Bose tried to highlight in his research paper that, in India whatever the form of Government may be, both the public and the private sector are likely to survive together. But it is essential that, for their efficient running, neither should be over protected or discriminated against. There must be an atmosphere of healthy competition.

Dr.Richa Rai explained the urgent need is to disband the Ministry of Disinvestment so that the process of privatization which is proving to be harmful to the national interest can be stopped. The public sector is becoming performance oriented, hence more powers need to be given to the MDs of PSUs in decision making and reduce their dependence on ministerial control.

Mrs. Neeta Deeparware highlighted in her research paper that, The disinvestment process involves the sale of equity and bond capital invested by the Government in PSU's. Disinvestment is generally expected to achieve a greater inflow of private capital.

In the Budget Speech for 2002-03 it was started that the Govt. has completed strategic sale in 7 public sector companies and some hotel properties of Hotal Corporation of India (HCI) and India Tourism Development Corporation (ITDC). In 2003-04 budget, the target for disinvestment was kept at Rs.14,500 crore. The Govt. was able to raise Rs.1,300 crore by making public offer in Maruti Udyog Limited and Hindustan Zinc Ltd. Total realisation of disinvestment during 2003-04 is likely to be Rs.150,126 crores.

Out of 222 State Level Public Enterprises (SLPE's) identified for disinvestment, 124 enterprises are initiated for disinvestment, 30 SLPE's have been privatised and 68 SLPE's have been closed down.

Dr.Bhartendu Singh highlighted in his article that, the strategic sale which was started in the year 99-00, have been probed very successful as the prices realized through it have been very high. In the year 03-04 Disinvestments through public sale of share was predominant.

Ms.Navita Nathani said about the disinvestment that, Most of the problems in public sector stem from the fact that it has been exposed to competition but without any of the relative decision making freedom and flexibility of private companies.

Dr.S.K.Bajpayee argued on the disinvestment that, the real issue is not whether to have total marketisation of the economy or fully state owned economy.

Dr. Manohar Pandit opined in his research paper entitled "No controversy or myth, Disinvestment is the only Reality & way forward for India" says that the initial need and compulsions of post independence era of 1950s might have justified the investment in public sector, the poor execution of the objectives and the policies by both the political and bureaucratic leadership of the country has made it a bad dream, that should have ended much earlier.

Dr.Harshvardhan Halve had his overview on disinvestment that, the valuation of business entity is a balanced combination of Art and Science. There is no 'Surefire' way to value a company or a business entity. The bottom line is, of course, that the business is worth what a buyer is ready or willing or able to pay. So, the value of an entity finally by all practical means becomes the value as perceived by the involved parties.

Review of Books

Mr. Sudhir Naib in his book "Disinvestment in India" discussed about the Public Sector in India, Strategy for privatization. The effects of ownership & competition on efficiency, corporate response to economic reform Disinvestment in India, etc. out of which a brief review of main types of Disinvestment Method of Divestiture, criteria for selection of PSU's for Disinvestment and the procedure of Disinvestment are given.

Jones et al. (1990) have suggested a model to answer which enterprises should be disinvested. According to this, an asset should be sold only if the seller is better off after the sale, i.e. the change in welfare (ΔW) in positive. If the government behaves as a private seller, then this would simply require that the sale price exceed the value of the future-earning stream foregone, i.e.

$$\text{Sell if } \Delta W = W - V_{sg} > 0$$

Where ΔW = Change in welfare.

Z = Price at which sale executed.

V_{sg} = Social value under continued government option.

Review of Committee Reports

Since 1991 Government of India appointed various committees to institutionalize the Disinvestment process a brief overview of these committees are given below.

Krishnamurthy Committee

This was the first committee constituted by the Chandrashekhar government. While presenting the interim budget for the year 1991-92 declare disinvestment up to 20 percent of the government equity in the selected PSE's in favor of the public sector institutional investors. Later, the Industrial Policy Statement of 24 July 1991 stated that the government would divest part of its holdings in selected PSE's but did not place any cap on the extent of disinvestment. Nor did it restrict disinvestment in favor of any particular class of investors. The objective for disinvestment was to provide further market discipline to the performance of public undertakings.

In short the Public Sector Undertakings in India faced the following changes under this committee :

- 1) Disinvestment took place in twenty four selected Public Sector Undertaking.
- 2) Up to 20 percent of Government equity were allotted to Minimal funds, Investments Institutions in the public sector and the workers in Public Sector Undertaking

Rangarajan Committee

The govt. reconstituted the committee in November 1992 with Dr. C. Rangarajan, then the Member, Planning Commission as Chairman and Dr. Y. Venugopal Reddy as Member Secretary. The Committee gave its report on 20 April, 1993

The Committee took upon itself to indicate the objectives sought to be achieved through disinvestment in public sector equity. According to it, the objectives were:

- (a) To mop up resources of non-inflationary character to meet the budgetary needs which include requirements of developmental activities and social obligations?
- (b) To sub serve, in the medium term, the overall fiscal objective of gradually reducing the fiscal deficit and bringing about a positive overall impact on future liabilities and income flows to Government.
- (c) To improve the overall economic efficiency by bringing about a more competitive atmosphere with emphasis on the cost and quality of product and service to the customers of public sector enterprise.

The committee did not suggest any criteria for selection of enterprises for disinvestment on the ground that the financial year 1992-93 was about to end.

In short the Public Sector Undertakings in India faced the following changes under this committee :

- 1) Industries explicitly reserved for the public sector were disinvested up to 49 percent.
- 2) 74 percent of enterprises having dominant market share or separate entity were also disinvested.
- 3) All other (Excluding the above) public sector undertakings were disinvested up to 100 percent.

The committee never allowed the foreign investors to buy more than 24 percent of equity except in case of strategic alliance on terms and conditions approved by the government

Ramakrishna Committee

This committee was constituted by the United Front government in 1996, in its Common Minimum Programme stated its policy as being to carefully examine the public sector in non-core strategic areas and to set up a Disinvestment Commission for advising on the disinvestment related matters. However, no disinvestment objective was mentioned in the policy statement.

In short the Public Sector Undertakings in India faced the following changes under this committee:

- 1) Public sector Disinvestment commission was constituted on August 23rd 1996 for a period of three years with the main objective of preparing an overall long-term Disinvestment programme for public sector undertaking.
- 2) The Disinvestment commission had given six reports which included specific recommendations in respect of 34 enterprises, showing the concern about slow progress in implementation of its recommendations and it was particularly critical of the Governments going a head with strategic sales leading to joint ventures in same. PSUs which are not referred to the commission. Obviously the Government not like the criticism as it axed the powers of the commission in January 1998.

Patil Commission

The government reconstituted the Disinvestment commission in July 2001 for a period of two years under the chairmanship of Dr R.H. Patil. The commission has four other part- time members and one member secretary. The government decided to refer all 'non-strategic' PSEs including subsidiaries (excluding IOC, ONGC, and GAIL) to the Disinvestment Commissions for it to priorities, examine and make recommendations taking into consideration the existing policy as articulated on 16 March 1999 and the budget speeches of the Finance Minister from time to time. The reconstituted commission has submitted six reports till March 2003. In these reports, fresh recommendations have been made for 17 PSEs and review

recommendations for four PSEs. The commission recommended strategic sale in case of eight PSEs and sale of entire government stake or closure in six PSEs out of the 17 freshly examined PSEs.

In short the Public Sector Undertakings in India faced the following changes under this committee:

- 1) To priorities examine and make recommendation reconstituted Disinvestment Commission came in July 2001.
- 2) Through strategic sale mode eight PSUs were Disinvested.

Review of Journals

Economic & Political Weekly, one of the reputed Journal, research article appears in the issue, May 29, 2004 published showing "How to disinvest & to whom". It explains, Disinvestment could be by way of retail sale or through sale of equity to public financial institutions or through sale of large chunks of equity to strategic partners who would then take over the management of the PSU.

Mrs. K.T. Geeta, viewed that Public sector units in India are frequently saddled with a host of non commercial goals – employment generation, income redistribution, promotion of socialism, etc.

Ms.Susheela Subramania Editor of Southern Economist, published her article regarding "The Agony and Ecstasy of Disinvestment" in Southern Economics – Vol. 35. she highlighted on the ASU's that, 246 central PSUs are making losses. Others like ONGC, IOC, OIL etc. show profits despite higher production cost mainly because they are able to more than fully offset the later by increase in the administered prices. **Ms. D.S. Vishwanath** in his Articles, entitled "PSUs – Is it an Opportunity" gives few suggestions to over come the challenges. He tried to suggest some remedies to overcome the problems, I,e,

1. As CEO accept the job gracefully.
2. Be bold, brave & courageous. Face pressure, threat etc.
3. Empower executives & workmen.
4. Apply the principle of Sama, Dana Bedha and Dhanda.
5. Continuous analysis about Budgets, Budgetary Control, BEP, Funds flow & cash flow in consultation with departmental heads.
6. Respond to technology changes & technology up gradation. But only if it enables more supplies & bring more returns to the organization.
7. Decisions only in the interest of the organization.
8. Need not oblige to everybody for every thing but tell obligingly to every one.
9. Be offensive as regards marketing and productivity. Be defensive as regards other areas.
10. Foremost thing needed is consolidation, which is a Prime Concern in the era of LPG. and 22. Hard work is the only way for survival. With this one may decide whether PSU is an opportunity or otherwise.

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Conceptual Development of Supply Chain Management in Indian Retail Organised Market

Dr. Sarwade W.K.

Introduction

Supply chain management is a topic of importance among the logistic managers and researchers because it is a Consider with a competitive edge. Supply chain management deals with the management of materials, information and financial flows in a net work consisting of suppliers, manufactures, distributes and customers. From an analytical point of view a supply chain is simply a net work of material processing cells with the characteristics such as supply, transformation and demand. Supply chain management is management of a net work of interconnected businesses involved in the ultimate provision of product and service packages required by end customer. Supply chain management spans all movement and storage of raw material work in process inventory, and finished goods from point of origin to point of consumption.

The success in this competitive and dynamic sector depends on achieving an efficient logistics and supply chain, which can be provided by professionals, as they combined the best systems and expertise to manage a ready flow of goods and services. The retail boom promises to give an impetus to host of allied sectors and the logistics industry, as the back bone of the retail sector, stands to gain the maximum.

In India the logistics market is mainly thought to mean transportation. But the major elements of logistics cost for industries include transportation, warehousing etc., and other value added services such as packaging. The Logistics cost accounts of 13 percentage of GDP (Gross domestic product). The industry is currently on an upswing and is poised for a growth of 20 percentages in the coming years.

With extension of retail supply chain will take on an increasingly important role. With the end consumer becoming more demanding and time conscious, the need for just in time services is increasing. In retail where competition is intense and stakes are high, customer satisfaction is paramount .

India is witnessing changing life styles, increased incomes, the demographic variability's and vibrant democracy. Indian retailing is expanding and is expected to reach at US \$637 billions by 2015. Modern retail is soon capturing 22% share in total retail by 2011 with the expansion of 12 millions outlets and provision of creating 1.5 millions jobs in 2 to 3 years. The industry is playing vital role in the economic growth of the country. The concept of shopping is moving in and around hypermarkets, supermarkets, and specialty stores and in other formats.

Retail industry is one of the key upcoming sectors in India contributing major to employment generation. Retail in India is featured with street markets and convenience stores which accounts for 96% of retail business. Most of the stores are very small with an area of less than 50 sqcm.

Objectives of the Study

1. To understand the importance of logistics and supply chain management in organized retail sector.
 2. To know the impact of logistics and supply chain management on organized retail market.
 - 3 To know the problems and prospects of retail industry and to suggest the suitable remedies to overcome the problems.
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Indian Retail Overview

The 720 million Indians to join consuming age by 2010. 55% of the Indian population will be under 20 years of age by 2015. This market is increased by 32% in urbanisation by 2008, there is 10% annual growth in Retail market since 2000 with 85 of the Indian population is employed by the retail sector than to agriculture. 7% of the population is engaged in retailing. A booming US\$ 300 billion retail market in India, and 5.5 retail outlets per 1000 population, highest in the world 25-30% annual growth in retail loans and credit cards.

Organised Retail is predicted to capture 15 - 20% market share by 2010. Though it is one of the least developed sectors, the Retail industry accounts for 10% of the GDP.

India is the hottest Retail destination. It was ranked as the most attractive retail destination among 30 emerging markets by the Annual Global Retail Development Index (GRDI) for two years consecutively (AT Kearney)

India is young. 47% of its population is under 20 years of age and contributes immensely to the growth of the Indian Retail sector. This young and modern Retail country displays the highest propensity to spend.

Organized retail which presently account for only 4-6 percent of the total market is likely to increase its share to over 30% by 2013. it offers huge potential for growth in coming years. India is becoming most favored retail destination in the world.

Generating employment for some 2.5 million people in various retail operations and over 10 million additional workforce in retail support activities including contract production and processing, supply chain and logistics, retail real estate development and management etc.; the retail sector is growing a scorching pace of about 37 percent in 2007 and expected to grow by 42 per cent in 2008. With this enormous growth, the retail sector is also facing challenges n the fronts of escalating real estate cost, scarcity of skilled workforce and structured supply of merchandise.

Importance Of Supply Chain And Logistics Management

One of the most important challenge in organized retail in India is faced by poor supply chain and logistics management. The importance can be understood by the fact that the logistics management cost component in India is as high as 7% - 10% against the global average of 4% - 5% of the total retail price. Therefore, the margins in the retail sector can be improved by 3% to 5% by just improving the supply chain and logistics management.

The supply chain management is logistics aspect of a value delivery chain. It comprises all of the parties that participate in the retail logistics process: Manufacturers, wholesalers, Third Party Specialists like Shippers, Order Fulfillment House etc. and the Retailer. Here, logistics is the total process of planning, implementing and coordinating the physical movement of merchandise from manufacturer to retailer to customer I the most timely, effective and cost efficient manner possible. Logistics regards order processing and fulfillment, transportation, warehousing, customer service and inventory management a interdependent functions in the value delivery chain. It oversees inventory management decisions as items travel through a retail supply chain. If a logistics system works well, the retail reduces stock outs, hold down inventories and improve customer service – all at the same time.

Logistics and supply chain enables an organized retailer to move or store products more effectively, efficient logistics management not only prevents needless movement of goods, vehicles transferring products back and forth; but also frees up storage space for more productive use.

Retail analysts say on-time order replenishments will become even more critical once the Wal-Mart/Bharati combine begins operations – the American retailer works almost entirely on cross-docking and is likely to demand higher service levels, including potential levies for delays in shipment.

The efficiency and effectiveness of supply chain and logistics management can also be understood by the fact that modern retail stores maintain lower inventories are kept; while in a modern retail store like hyper city its nine days and its under two weeks for Food Bazaar. Now, it is beneficial for both the manufacturer well as the retailer. If we go through the following food supply chain in India, we find that a lot can be improved by maintaining the supply chain and logistics.

Components Of Indian Retail Market

Banks, capital goods, engineering, fast moving consumer goods (FMCG), software services, oil marketing, power, two-wheelers and telecom companies - they are the main driving force in the retail growth of India. Global retailers still now find India to be among the most attractive destination. On July 2009, the foreign direct investment (FDI) inflows, in single-brand retail trading, touched approximately US\$ 46.60 million.

Size of Indian retail market

India's retail sector is estimated to touch US\$ 833 billion by 2013 and US\$ 1.3 trillion by 2018, with a compound annual growth rate (CAGR) of 10% - which is quite lucrative. All these estimations are due to the fact that the consumer spending has seen a rise of around 75%, in the past four years. The organized Indian retail market is slated to grow at a CAGR of 40%, touching US\$ 107 billion by 2013. 5% of the Indian retail market is occupied by the organized retail sector, which is all slated to witness the majority number of large format malls and branded retail stores. The increase in the number of such malls would be first seen in South India, followed by North, West and the East over the coming two years. Another latest research shows that more than 100 malls spanning a space of over 30 million sq feet is estimated to open in India between 2009 and 2010 end. Investment in the organized retail market would be around US\$ 503.2 million in 2009. This could go further up to US\$ 1.26 billion in the next four to five years, at a CAGR of 40%.

India has emerged as the third most attractive market destination for apparel retailers over the years. In India, apparel is the second largest retail category and will have a 12-15% growth rate every year. Apparel, food and grocery is expected to lead the organized retail sector in India.

The Indian retail market has been witnessing exponential growth with developments taking place not only in major cities and metros but tier-II and tier-III cities in India are also on the focus.

Developments In The Indian Retail Market

Marks & Spencer Reliance India has plans to open 35 stores over the next five years. The 51:49 joint venture between UK's Marks and Spencer and Reliance Retail Ltd. already has 15 stores spanning India.

Carrefour SA, the largest retailer of Europe, is expected to start wholesale operations in India by 2010 and also has shared its plan for setting up the first cash-and-carry outlet in the National Capital Region. The present status looks alluring with Carrefour exporting goods valued US\$ 170 million from India to Europe, UAE, Indonesia, Europe, Thailand, Singapore and Malaysia.

Jewellery manufacturer and retailer, Gitanjali Group and MMTC will set up a chain of exclusive retail outlets jointly known as Shuddi-Sampurna Vishwas. This joint venture will see 60 stores across India by end of 2009. They will retail hallmarked gold and diamond Jewellery.

Mahindra Retail, a part of the Mahindra Group, is hopeful about its investment plans to the tune of US\$ 19.8 million. This investment will help them come out with a specialty retail concept by 2010 known as 'Mom and Me'.

Pantaloon Retail India (PRIL) has investment plans of more than US\$ 103.3 million for expanding its seamless mall Central and the value fashion format Brand Factory in the next two years.

Bharti Retail has launched eight Wal-Mart private labels-including two large labels 'Great Value' and 'George'- in its supermarket chain Easyday. It is all set to attract more consumers because of their international design and packaging.

Italian sportswear brand Lotto is all set to launch two new footwear brands Sabots and Calcetto in India very soon. By March 2010, they will have at least 50 exclusive outlets.

Steel players such as JSW Steel and Essar Steel are focusing on opening up more retail outlets across the Indian market. JSW Steel presently has 50 steel retail outlets known as JSW Shoppe and the target is to increase the number to around 200 by March 2010. Similarly, Essar Steel has retail outlets known as Essar hypermarkets. With around 150 such outlets, this segment is responsible for about 20-25% to the Essar's total revenue.

Expansion mode for the large retailers - Aditya Birla Retail, Reliance Retail and Shoppers Stop, and food chains like McDonald's as the rentals are dropping sharply.

Few of the major international brands are aiming to establish a strong foothold in India. Few of such brands are The Pizza Company and Spicchio Pizza (from Thailand), Coffee Club from Australia, Japanese brand Lolita Fashion, Revive Juice Bars from the UK, Mrs Fields Cookies and Jamba Juice from the US, and French fashion brand Jules.

Retail brands like United Colors of Benetton, Tommy Hilfiger and Puma have been opening up factory outlets for selling excess stock. This step is always an interesting method for wooing the price-conscious buyers.

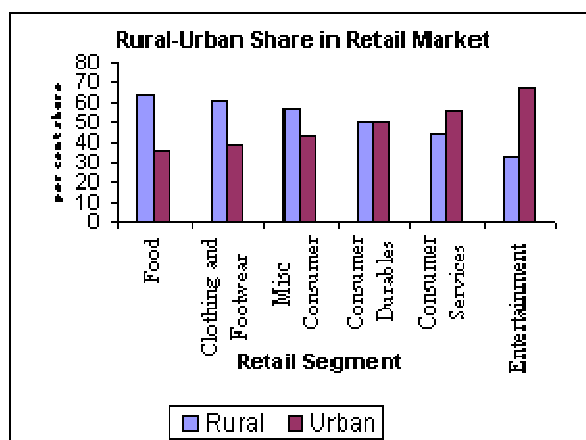
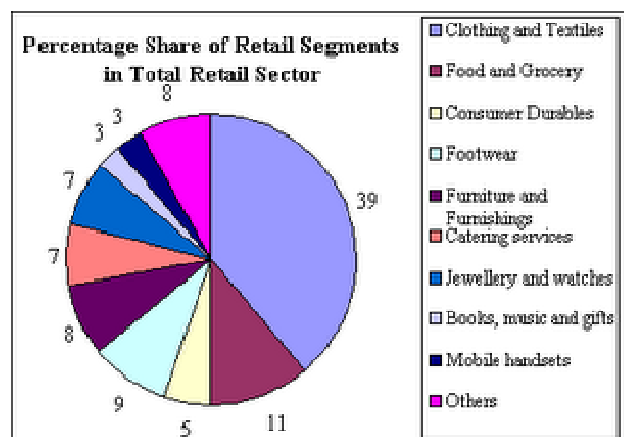


Table 1: Share in Retail Market:
Urban vs. Rural (per cent)

Segment	Rural	Urban
Food	64	36
Clothing and Footwear	61	39
Misc Consumer Goods	57	43
Consumer Durables	50	50
Consumer Services	44	56
Entertainment	33	67

Source: NSSO and KPMG Analysis

Food Supply Chain in India

In India, about 60 percent of food quality is lost in the supply chain from the farm to the final consumer. Consumers actually end up paying approximately about 35 percent more than which they could be paying if the supply chain was improved, because of wastage as well as multiply margins in the current supply structure. The farmer in India gets around 30 percent of what the consumer pays at the retail store. Compare this with the situation obtaining in the USA, where farmers can receive up to 70 percent of the final retail price and wastage levels are as low as 4 to 6 percent. One can easily understand the benefits that could be generated from emulating those practices and tapping that expertise for the supply chain in India.

As supply chain Management involves procuring the right inputs (raw materials, components and capital equipments); converting them efficiently into finished products and dispatching them to the final destinations; there is a need to study as to how the company's suppliers obtain their inputs. The supply chain perspective can help the retailers identify superior suppliers and distributors and help them improve productivity, which ultimately brings down the customers costs. At the same time, Market logistics helps planning the infrastructure to meet demand, then implementing and controlling the physical flows of material and final goods from point of origin to points of use, to meet customer requirements at a profit.

The most important part of retailing business is to find a balance between investing in front-end and back-end operations. The channel dynamics is going to change over next couple of years as the retailers start growing in size and their bargaining power is likely to increase. Probably that would bring some kind of mutual understanding between manufactures and retailers to develop strong supply chain network. In such a scenario, both the existing operators and new operators must put collaborative efforts to phase out inefficiencies in the supply chain network.

Now, let us try to find out what efforts are being taken up by the big retailers in India like Future Group with retail stores like Big Bazaar and Pantaloons, Reliance Retail and Wal-Mart & Bharti to improve the efficiency and effectiveness of supply chain and logistics. We will also try to find out the changed role of Agriculture Produce Marketing Cooperatives and third party sourcing firms.

Reliance Fresh

Reliance Retail is also going to open one store for every 3,000 families within a radius of 2 km across all locations by 2011. The company is competing directly with the large number of traditional local provision stores. Reliance Retail is either going to set up new stores in the identified areas or take over existing stores. The company has already done that in Mumbai and other cities.

Of the four million sq ft of retail space to be created under the "Reliance Fresh" brand (for groceries), million will e through acquisitions. The retailer is also moving into laundry, personal care and apparel product lines, in which it plants to launch private labels. Reliance is planning to roll out its specialty form stores this year, beginning with consumer durables, for which it has struck sourcing deals with companies in Hong Kong, the Chinese mainland and with Videocon in India.

Reliance Logistics Ltd part of Reliance Industries Ltd., currently handles Reliance Retail's logistics services.

Wal-Mart and Bharati

The success of Wal-Mart is well known all across the world. One of the major factors behind their success is the right implementation of supply and logistics management. Now the same supply chain and logistics management take a front seat here and that's why Wal-Mart is coming to India in a joint venture with Bharti Group. Here, Wal-Mart is going to manage the back end operation, while Bharti will manage the front end operation.

Wal-Mart has also started that it would replicate its global supply chain model in India, while taking into account the unique feature of the Indian market. They are also going to emphasize on local sourcing of goods. Besides sourcing locally, Wal-Mart, through its international operations is also in a position to source globally. The company is set to roll out its first set of stores by the first quarter of 2008, in cities that have a population of one million. Wal-Mart claims it will take 35% of the Indian retail market by 2015. It is the sheer importance of the logistics management that Wal-Mart's fully-owned logistics arm Gazel has already confirmed its India foray and is going to look after the Wal-Mart and Bharti retail venture. They are closely study various logistics providers like Radhakrishnan Foods, before they finally closed on its India model. Again, Bharti Enterprises is directly negotiating with the rail authorities instead of negotiating with a logistics provider.

Concluding Remarks

This study was conducted only in Reliance fresh ,Wal- Mart and Bharti. It has been observed that Reliance fresh strengthen its logistics and supply chain of products and services with their farmers (integrated Agri Retail Business centres) Wal-mart is entering into India through the help of Bharti group.

The role of supply chain in Indian organized retail has expanded over the years with the boom in this industry. The growth of the Indian retail industry to a large extent depends on supply chain, so efforts must be made by the Indian retailers to maintain it properly.

Therefore, with the generous use of Global and Local Experiences, Indian retailers are going to improve their bottom lines with efficient, management of Supply Chain and Logistics. At the same time, Indian Retailers like future Group with retail stores like Big Bazaar, Pantaloons and Reliance retail are also going to show the world as to how it can be managed in a more innovative and efficient manner.

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A Bibliometric Analysis of Doctorial Research (A Case Study of Dr. B.A.M. University, Aurangabad Library)

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** Mr. Shivaji Sontakke

Introduction

“The face of truth has been covered up by a golden pot, I, therefore, beseech you, O sun, to Kindly uncover it so that I may know what true and righteous.” (Ishavasyopanishad, 15)

Research is a systematic activity to reveal the truth. All round us, we notice that human advancement, inventions and discoveries are feasible because the researchers take pain to be curious and inquisitive.

According to Plutchick R. “Research has its origin in a term which means to go around or to explore... and it is a combination of Re + search” Literally it means search again and again. While Kerlinger says research is a “systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomenon.” However the Encyclopaedia of Social Sciences, defines research as “the manipulation of generalizing, extending, correcting or verifying knowledge...”. That means research is a fact finding process through the application of scientific methods.

The bibliometric analysis is divided into the following broader areas:

Dr. BAMU: At a glance

University Library: Dr. BAMUL

Bibliometric Analysis

Subject- wise Distribution of theses

Language- wise distribution of theses

Chronological distribution of theses

Distribution of theses by guides

Dr. Babasaheb Ambedkar Marathwada University at a Glance

The 23rd August 1958 will be inscribed in golden letters in the annals of the history of the Dr. Babasaheb Ambedkar Marathwada University, as it was on this day that Shri. Late, Prime Minister of India, Jawaharlal Nehru inaugurated the University. At that time only nine colleges were affiliated to this university now the number increased to 358 colleges. These are government, private aided and private un-aided professional and non-professional colleges. The jurisdiction of University is for four districts i.e. Aurangabad, Beed, Osmanabad and Jalna. Previously the University was named as Marathwada University. From 14th Jan. 1994 the University is renamed as Dr. Babasaheb Ambedkar Marathwada University. Objectives of the university are to disseminates, create and preserve knowledge and understand by teaching, research, extension and service and by effective demonstration and influence of its corporate, extension and society.

The present study deals with the bibliometric analysis of doctoral dissertations available in the library of Dr. BAMU, Aurangabad during the last fifty two years i.e.1958 to 2010.

* Librarian, Dr. Babasaheb Ambedkar Marathwada University, Aurangabad

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University Library

University has a central library for all departments. There are 37 various departments in the campus of the university, where Post-graduate courses & doctoral research facilities are available. The central library is housed in an independent spacious building having 5250 sq.mt. area. There are six main sections in library. i.e. Ordering, Technical, Circulation, Periodical, Reference and Internet laboratory. A reading room is attached to the periodical & reference section. Apart from the common reading room, having 500 seating capacity at a time, is provided to the students. Fifty research cubicles for research scholars is another special feature of the library facility.

Library is having 3,56,000 collection of documents, it consists of books (307472), periodical bound volumes (45000) and 3528 Ph.D. theses. On an average 5000 books are added yearly in the library & 500 current journals (National and International) are subscribed annually the library. In the age of information and technology, library introduces modern trends for various library operations. Now-a-days database of total entries of readings materials has been made available by using SOUL 2.0 version of Inflightnet. The work of barcode with magnetic tape has completed for the smooth functioning of library. Library is having internet laboratory with 75 computers. There are around 200 student's daily retrieving variety of scholarly information for their research work. For e-journal access INFONET connectivity with JCCC link is available in the laboratory, user can access more than 10,000 electronic journals through this connectivity. Full text paper is also provided to the researchers on request if the paper is in an abstract form. The purpose of knowing which type of information users are retrieved, web café management solution is installed in the main server of the internet laboratory.

For increasing efficiency in the work of employees of the library, university has set-up 15 IP based cameras in the various sections of the library. Now library is engaged in the preparation of 4000 smart cards for library users. University has spent more than seven crores of rupees for the all-pervasive development of library during the last five years.

Bibliometric Analysis

The term bibliometric was first used by Alan Pritchard (1969) in his article "statistical Bibliography of bibliometric." Pritchard defines that bibliometric is the "application of mathematical and statistical method of books and other media of communication (David Nicholas and Maureen Ritchie, 1975, p.9). As per concise Oxford Dictionary (2007,p.130) bibliometric means "statistical analysis of books or other publications".

Bibliometric is used for:

To study research trends and growth of knowledge

To identify authorship trends in documents on various subjects.

To identify past, present publishing trends as well as forecast future publishing trends.

To study productivity of institutions/individuals and disciplines.

To prepare a rank list of guides

To know the quantum of documents by year, subjects and guides.

Chronological Distribution

Year-wise analysis also highlights that there is steady increase in quantum of theses. Maximum (275) theses are accepted by the university in 2002 because of the University Grants Commission released a circular of exemption in the NET/SET Examination for Ph.D. holders. The chronological distribution of theses is presented in the Table 1.1

The University was established in 1958. After four years of gap i.e.1962 first thesis was accepted by university. In the first twelve years that is during 1958-1970 there were only 66 doctoral degrees awarded by the university. In the next ten years that is during 1971-1980 the university awarded 315 doctoral degrees. It is also observed from the Table that on an average 67 theses were accepted by the university during fifty two years.

Table No. - 1.1
Chronological Distribution of Ph.D.Theses

Year wise Distribution of Ph.D.Theses							
Sr.No.	Year	No. of Theses	Percentage	Sr.No.	Year	No. of Theses	Percentage
1	1962	2	0.06	26	1987	49	1.39
2	1963	1	0.03	27	1988	68	1.93
3	1964	2	0.06	28	1989	68	1.93
4	1965	4	0.11	29	1990	90	2.55
5	1966	3	0.09	30	1991	95	2.69
6	1967	9	0.26	31	1992	101	2.86
7	1968	16	0.45	32	1993	88	2.49
8	1969	14	0.40	33	1994	82	2.32
9	1970	15	0.43	34	1995	88	2.49
10	1971	10	0.28	35	1996	81	2.30
11	1972	30	0.85	36	1997	78	2.21
12	1973	26	0.74	37	1998	85	2.41
13	1974	42	1.19	38	1999	84	2.38
14	1975	26	0.74	39	2000	82	2.32
15	1976	43	1.22	40	2001	103	2.92
16	1977	29	0.82	41	2002	275	7.79
17	1978	22	0.62	42	2003	81	2.30
18	1979	36	1.02	43	2004	108	3.06
19	1980	51	1.45	44	2005	150	4.25
20	1981	49	1.39	45	2006	169	4.79
21	1982	52	1.47	46	2007	155	4.39
22	1983	71	2.01	47	2008	209	5.92
23	1984	32	0.91	48	2009	146	4.14
24	1985	24	0.68	49	2010	322	9.13
25	1986	62	1.76	Grand Total		3528	100

Table No. - 1.2

Quantum of Theses by Decade			
Sr.No	Year	No.of Theses	Percentage
1	1962-1970	66	1.87
2	1971-1980	315	8.93
3	1981-1990	565	16.01
4	1991-2000	864	24.49
5	2001-2010	1718	48.70
Total		3528	100

Language-wise Distribution

The researchers are submitted their theses in various languages i.e. English, Hindi, Marathi, Urdu, Pali and Sanskrit. The data regarding language-wise distribution of doctoral dissertations is presented in the Table No. 1.2. The Table indicates that Of the 3076 theses 2345 (76.23) were in English, 482 (15.67) were in Marathi, 212 (6.89%) in Hindi 27(0.88%) in Urdu, 8(0.26%) in Sanskrit and 2 in Pali. This is presented with the help of pie-chart also.

Table No.1.3

Language wise Distribution of Ph.D. Theses			
Sr.No	Language	No. of Theses	Percentage
1	English	2633	74.63
2	Hindi	259	7.34
3	Marathi	592	16.78
4	Pali	2	0.06
5	Sanskrit	7	0.20
6	Urdu	35	0.99
Grand Total		3528	100.00

Subjectwise Contribution

There are 37 departments in the university campus that produce post graduates as well as doctorates in the concern subject. Apart from that there are several affiliated colleges where a research facility is provided in a variety of discipline. As per the data collected regarding quantum of doctoral dissertations available in the library in various disciplines. It is presented in the Table No.1.4

Table No.1.4

Quantum of Ph.D. Theses by subjects

Subject wise Distribution of Ph.D. Theses							
Sr.No	Subject	No. of Theses	%	Sr.No	Subject	No. of Theses	%
1	Agriculture	1	0.05	31	Home Science	9	0.48
2	Anthropology	1	0.05	32	Journalism	44	2.37
3	Ayurveda	1	0.05	33	Law	24	1.29
4	Bio-Chemistry	66	3.55	34	Library and Inf. Science	21	1.13
5	Biology	1	0.05	35	Management Science	33	1.77
6	Biophysics	5	0.27	36	Marathi	227	12.20
7	Biotechnology	1	0.05	37	Mathematics	67	3.60
8	Botany	362	19.46	38	Medical Biology	1	0.05
9	Chemical Technology	8	0.43	39	Medical Microbiology	1	0.05
10	Chemistry	262	14.09	40	Medical Science	5	0.27
11	Civil Engineering	2	0.11	41	Microbiology	20	1.08
12	Civil Structure	1	0.05	42	Music	6	0.32
13	Commerce	126	6.77	43	Pali& Buddhism	8	0.43
14	Computer and IT	1	0.05	44	Pharmacy	10	0.54
15	Computer Science	28	1.51	45	Philosophy	2	0.11
16	Dramatics	3	0.16	46	Physical Education	54	2.90
17	Economics	188	10.11	47	Physics	196	10.54
18	Education	138	7.42	48	Political Science	134	7.20
19	Electrical Engineering	2	0.11	49	Psychology	52	2.80
20	Electronics Engineering	2	0.11	50	Public Administration	31	1.67
21	Engineering And Technology	5	0.27	51	Sanskrit	8	0.43
22	English	135	7.26	52	Social work	1	0.05
23	Entomology	1	0.05	53	Sociology	91	4.89
24	Environmental Science	114	6.13	54	Statistics	74	3.98
25	Food Technology	1	0.05	55	Structural Engineering	1	0.05
26	Foreign Language	1	0.05	56	Tourism	7	0.38
27	Geography	46	2.47	57	Urdu	39	2.10
28	Geology	5	0.27	58	Zoology	502	26.99
29	Hindi	261	14.03	Grand Total		3528	100.00
30	History	92	4.95				

It is observed from the Table – 1.4 that majority (502) of doctoral dissertations produced are in the Subject of Zoology followed by Botany (362). Table also indicates that there are 58 disciplines in which research was done. It is also observed that the discipline like Chemistry, Hindi, Marathi, Economics, Physics, Political science, Education, English, Environmental Science, English & Commerce produced more than hundred doctorates. However the discipline like Anthropology, Biology, Biotechnology, Entomology, Food Technology Foreign Language, Food Technology, and Medical Biochemistry & Medical Microbiology produced only single doctorate.

As compared with broader area of subject like Science, Social Science, Language, Commerce and Management and Engineering and Technology. The Same data is presented in the Table-7.2

Table-1.5
Faculty -Wise quantum of theses

Faculty wise Quantum of Ph.D Theses			
Sr.No	Discipline	No. of Theses	Percentage
1	Commerce & Management	240	6.80
2	Engineering & Technology	23	0.65
3	Language	679	19.25
4	Science	1659	47.02
5	Social Science	927	26.28
Grand Total		3528	100.00

TableNo-1.5 shows that the highest number (1659) of doctorates is in the Science faculty followed by social science (927) and Language (679). However Engineering & Technology has very less (23) theses.

Guide-wise Distribution

However the same data was analyzed by a number of researchers guided by the range is presented in the Table No.1.6

Table No.1.6

Guide wise Distribution			
Sr.No	No. of Researchers Guided	No. of Guides	Percentage
1	Below 10	524	73.91
2	10 to 20	73	10.30
3	20 to 30	19	2.68
4	30 to 40	4	0.56
5	40 to 50	1	0.14
6	50 to 60	0	0.00
7	60 to 70	3	0.42
8	Independent	85	11.99
Total		709	100

Table 1.6 indicates that maximum (73.91%) guides guided below ten researchers. While 57 (10.30%) guides guided the researchers in the range of 10-20. It is also observed that of the total 709 guides, 85(16.29%) guides did their research independently.

As Per the data collected regarding theses, the researcher wants to know the quantum of research guides in various disciplines. And the same is presented in the Table No.1.6

Table-1.6 indicates that there are maximum (70) theses guided by Dr. B.N. Pande in the Subject of Zoology, Botany & Environmental Science However Dr. G.B. Shinde is on Second rank, he has guided 65 researchers followed by Nagbhushanam (64). It is also observed that these guides guided the researchers in more than one subject. That means these are interdisciplinary recognized guides. Table also shows that there are 39 research guide considered as a top twenty guide, who guided more than 17 to 70 researchers each.

Table No.1.7

Rank List of Guides							
Sr.No.	Name of Guides	No.of Ph.D. Scholars	%	Sr.No.	Name of Guides	No.of Ph.D. Scholars	%
1	Pande B.N.	70	6.83	16	Khan A.K.	21	2.05
2	Shinde G.B.	65	6.34	16	Mungikar A.M.	21	2.05
3	Nagbhushanam	64	6.24	17	Bajaj V.H.	20	1.95
4	Bhise V.B.	41	4.00	17	Pathan Y.M.	20	1.95
5	Tilak S.T.	35	3.41	17	PrabhuAjgaonkar	20	1.95
6	Shingare M.S.	32	3.12	17	Sharma Narayan	20	1.95
7	JadhavSudam	31	3.02	17	Thakur L.B.	20	1.95
8	Lomte V.S.	30	2.93	18	Bhogle S.K.	19	1.85
9	Gangawane L.V.	29	2.83	18	Kulkarni G.K.	19	1.85
10	Bichile G.K.	28	2.73	18	Nikam G.A.	19	1.85
11	MandhaneDhanraj	27	2.63	19	Jadhav B.U.	18	1.76
11	Mehrotra S.C.	27	2.63	19	Khan A.G.	18	1.76
12	Pawar S.S.	26	2.54	19	Mane U.H.	18	1.76
12	Salunke R.S.	26	2.54	20	Arbad B.R.	17	1.66
13	Wagh S.B.	25	2.44	20	Dhuley D.G.	17	1.66
14	Kothekar V.S.	24	2.34	20	Kachole D.D.	17	1.66
15	Dharurkar V.L.	23	2.24	20	Ranade P.V.	17	1.66
15	Mukadam D.S.	23	2.24	20	Sarojini R.	17	1.66
15	Somwanshi S.A.	23	2.24	20	VyavhareSharad	17	1.66
16	Behere S.H.	21	2.05	Grand Total		1025	100.00

Concluding Remark

The university has established fifty two years back. During that period university has awarded on an average 67 Ph.D. degrees per year. Majority of the doctoral dissertation was in the discipline of Science followed by social sciences. However maximum doctoral dissertation was in the English language.

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India And Asean: Trends In Foreign Trade

Dr. Sunil Narwade

Introduction

The Association of South East Asian Nations (ASEAN) is a geo-political and economic organization of ten countries located in Southeast Asia, which was formed on 8th August, 1967 by Indonesia, Malaysia, the Philippines, Singapore and Thailand. Since then, membership has expanded to include Brunei, Burma, Cambodia, Laos and Vietnam. Its aims include the acceleration of economic growth, social progress, cultural development among its members, the protection of the peace and stability of the region, and to provide opportunities for member countries to discuss differences peacefully. ASEAN covers an area of 4.46 million km², 3% of the total land area of Earth, with a population of approximately 600 million people, and 8.8% of the world population.

India's relation with the ASEAN region lies at the heart of her look east policy unveiled in 1992 in a post cold war global scenario. India's look east policy is the result of the conscious change in its economic policy after its Macroeconomic crisis in 1991. Since 1991, India emphasized on outward looking policy and tried to strengthen its economic relationship with other countries, especially South East Asian and East Asian countries.

India must strengthen ties with the Major South East Asian nations like Malaysia, Indonesia, Singapore, and Japan with its look east policy. This will not only push Indian's economic Union with East Asia and South East Asia but will bring closer to the realization of the concept of an Asian Economic Union. The sub – regional grouping from SAARC to BIMSTEC have failed to improve trade relations among Asian nations in substantive manner. So India- Asian grouping along with the East Asia Summit must be used to build Asian economic union.

Over the last two decades, Indian and ASEAN have steadily expanded and deepened their ties. India's recent trade & services agreements with Asian nations like Indonesia, Malaysia & Japan is a move in this direction. It will also check the China's growing influence in this region.

In August 2009, India signed a Free Trade Agreement (FTA) with the ASEAN members in Thailand. Under the ASEAN - India FTA, ASEAN member countries and India will lift import tariff on more than 80 per cent of traded products between 2013 and 2016. In January 2010, Singapore, Malaysia and Thailand accepted the FTA on goods. India and ASEAN are currently negotiating agreements on trade in services and investment. The services negotiations are taking place on a request offer basis.

Research Methodology

During the last two decades, the deepening of ties between India and ASEAN is reflected in the continued buoyancy in trade figures. The present study is an attempt to analyze the trends in India's imports and exports to ASEAN. For the purpose of analysis data regarding India's imports and exports to ASEAN is collected for the period 1997-98 to 2009-10. The required statistical data of India's imports and exports to ASEAN is collected from the publications of Ministry of Commerce and Industry, Government of India.

Trends in India's Imports and Exports

Trade is one of the important channels of India's economic integration with ASEAN. According to Directorate general of Foreign Trade India's trade between India and ASEAN has increased over the past decade, especially since 2002.

Table No. 1
Trends in India's Imports and Exports

Years	India's Exports		India's Imports	
	Total Exports	ASEAN Exports	Total Imports	ASEAN Imports
1997-1998	34784	2464	41484	3396
1998-1999	33218(-4.50)	1629(-33.87)	42388(2.18)	4317(27.11)
1999-2000	36822(10.85)	2237(37.27)	49738(17.34)	4629(7.22)
2000-2001	44560(21.01)	2913(30.22)	50536(1.61)	4147(-10.41)
2001-2002	43826(-1.65)	3457(18.64)	51413(1.74)	4387(5.78)
2002-2003	52719(20.29)	4618(33.60)	61412(19.45)	5150(17.39)
2003-2004	63842(21.10)	5821(26.05)	78149(27.25)	7433(44.33)
2004-2005	83535(30.85)	8425(44.73)	111517(42.70)	9114(22.62)
2005-2006	103090(23.41)	10411(23.56)	149165(33.76)	10883(19.41)
2006-2007	126414(22.62)	12607(21.09)	185735(24.52)	18108(66.38)
2007-2008	163132(29.05)	16413(30.19)	251654(35.49)	22614(25.22)
2008-2009	185295(13.59)	19140(16.62)	303696(20.68)	26202(15.56)
2009-2010	178751(-3.53)	18113(-5.37)	288372(-5.05)	25797(-1.55)

Note: Figures in the brackets indicate percentage change over previous years.

Source: Department of Commerce, Ministry of Commerce and Industry, Government of India.

India's trade with ASEAN countries has increased to US\$ 45.34 billion in 2008-09. In 2008-09, India imported goods worth US\$ 26.3 billion from ASEAN, while India's exports to ASEAN totaled US\$ 19.14 billion.

India's total exports and exports to ASEAN have increased during the period 1997-98 to 2009-10. But India's exports to ASEAN have increased more than its total exports during the same period. During the period 1997-98 and 1998-99, India's exports to ASEAN declined over its previous year.

India's total imports have also shown northward trend during the period 1997-98 to 2009-10, but thereafter it has declined during 2009-10. India's imports from ASEAN have shown increasing trend during the period 1997-98 to 2008-09, except the year 2000-01 in which it declined.

Share of India's exports to ASEAN to its total exports was observed to be 4.9 per cent during 1998-99, it increased to 8.2 per cent during 2002-03 and thereafter it has further increased to 10.1 percent during 2009-10. Whereas the study shows that share of India's imports from ASEAN to its total imports have declined from 10.2 per cent during 1998-99 to 8.3 per cent during 2002-03 and thereafter it has further declined to 8.9 per cent during the period 2009-10.

It is also observed that India's total imports and exports to ASEAN have registered robust growth since 2002-03 i.e. with the beginning of Tenth Five Year Plan till 2009-10. During this period also India's export to ASEAN have outperformed than its total exports. India's imports from ASEAN have also registered robust growth during the period 2002-03 to 2009-10.

Table No. 02
India's Exports to ASEAN

US \$ million

Countries	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Singapore	774	517 (-33.18)	672 (29.98)	877 (30.39)	972 (10.85)	1421 (46.21)	2124 (49.47)	4000 (88.28)	5425 (35.61)	6053 (11.59)	7379 (21.89)	8444 (14.44)	7592 (-10.10)
Indonesia	437	185 (-57.63)	325 (15.73)	339 (22.78)	533 (33.51)	826 (54.78)	1127 (36.46)	1332 (18.22)	1380 (3.57)	2032 (47.29)	2164 (6.45)	2559 (18.28)	3063 (19.67)
Malaysia	489	321 (-34.34)	447 (38.98)	608 (36.03)	773 (27.22)	741 (-3.14)	892 (19.13)	1084 (21.43)	1161 (7.18)	1305 (12.34)	2575 (97.31)	3419 (32.80)	2835 (-17.09)
Thailand	342	321 (-6.39)	449 (40.06)	530 (17.91)	633 (19.43)	711 (12.33)	831 (16.94)	901 (8.38)	1075 (19.29)	1445 (34.43)	1810 (25.27)	1938 (7.04)	1740 (-10.22)
Philippine	238	118 (-50.26)	143 (20.89)	202 (41.16)	247 (22.30)	472 (90.49)	321 (-31.88)	412 (28.21)	494 (20)	985 (42.71)	620 (6.77)	743 (19.90)	748 (0.67)
Vietnam Soc. Republic	126	125 (-0.93)	154 (23.07)	225 (46.34)	218 (-3.42)	337 (54.64)	410 (21.65)	555 (35.46)	690 (24.23)	580 (17.45)	1610 (63.35)	1738 (7.99)	1838 (5.77)
Myanmar	49.31	30.12 (-38.92)	34.10 (13.21)	52 (54.38)	60 (15.52)	75 (23.29)	89 (19.41)	113 (26.27)	110 (-2.21)	140 (26.87)	185 (32.31)	221 (19.27)	207 (-6.17)
Brunei	2.26	3.26 (44.69)	1.30 (-60.24)	3.31 (155)	2.86 (-13.67)	4.45 (55.77)	4.59 (3.09)	5.06 (10.32)	42.94 (747.89)	8.31 (-80.65)	10.43 (25.57)	17 (69.09)	24 (38.57)
Cambodia	2.95	5.71 (93.84)	7.85 (37.55)	7.86 (0.02)	11.29 (43.74)	19.18 (75.66)	18.60 (-6.24)	18.13 (-2.50)	24.19 (33.40)	52.07 (115.25)	53.50 (2.75)	46 (-12.35)	45 (-2.88)
Laos PD RP	N.A.	N.A.	1.39	0.24 (348.71)	3.16 (-49.34)	1.58 (-50.16)	0.43 (-72.53)	2.65 (511.71)	5.47 (106.55)	2.39 (-56.41)	3.86 (61.61)	9 (133.34)	16 (88.19)

Note : Figures in the brackets indicate percentage change over previous years.

Source : Department of Commerce, Ministry of Commerce and Industry, Government of India.

Table No. 03
India's Imports from ASEAN

US \$ million

Countries	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Malaysia	1178	1608 (36.43)	1949 (21.20)	1176 (-39.63)	1304 (-10.92)	1434 (10.02)	2122 (53.68)	2299 (12.34)	2415 (5.07)	5290 (119.01)	6012 (13.66)	7184 (19.49)	5176 (-27.95)
Singapore	1002	1384 (38.14)	1160 (-16.17)	1463 (26.17)	1133 (-3.68)	1465 (29.28)	2085 (45.35)	2617 (23.36)	3353 (26.49)	5484 (65.53)	1822 (48.11)	7654 (-5.76)	6454 (-15.68)
Indonesia	731	829 (13.32)	953 (15.03)	910 (-4.56)	1036 (13.91)	1380 (33.18)	2046 (36.66)	2651 (27.14)	3008 (14.91)	4181 (39.02)	4821 (15.29)	6666 (38.27)	8656 (29.86)
Thailand	226	273 (20.54)	326 (19.37)	337 (3.65)	423 (25.20)	379 (-10.42)	609 (60.70)	865 (42.17)	1211 (39.93)	1747 (44.25)	2300 (31.65)	2703 (17.51)	2931 (8.42)
Myanmar	224	173 (-22.43)	171 (-1.25)	181 (5.88)	374 (106.08)	336 (10.25)	409 (21.71)	405 (-0.76)	525 (29.58)	782 (48.80)	808 (3.32)	928 (14.88)	1289 (38.84)
Philippines	23.06	37.25 (61.56)	56 (50.97)	63 (12.08)	94 (50.45)	123 (30.50)	122 (-1.34)	187 (53.46)	235 (25.67)	166 (-29.17)	204 (22.64)	254 (24.55)	313 (22.88)
Vietnam Soc. Republic	8.73	9.14 (4.69)	11.03 (26.05)	12 (7.55)	18 (52.57)	29 (54.31)	38 (30.95)	86.50 (126.35)	131 (51.89)	167 (27.40)	173 (3.36)	408 (135.29)	521 (27.69)
Brunei	0.02	0.05 (61.09)	0.11 (143.11)	0.15 (38.48)	0.36 (134.72)	0.32 (-9.20)	0.34 (4.43)	0.54 (59.91)	0.88 (63.09)	285 (32351)	227 (-20.37)	397 (74.93)	428 (7.83)
Cambodia	1.51	2.44 (138.10)	0.24 (-89.96)	1.32 (440)	1.12 (-15.68)	0.61 (-45.49)	0.28 (-54.67)	0.24 (-12.65)	0.78 (222.17)	1.60 (105.58)	2.90 (81.62)	2.72 (-6.28)	5.05 (86.01)
Laos PD RP	0.01	--	--	--	0.04	0.15 (296.2)	0.13 (-13.73)	0.05 (-59.67)	0.10 (102.32)	0.35 (236.04)	0.11 (-67.91)	0.53 (365.43)	20.05 (3718)

Note: Figures in the brackets indicate percentage change over previous years.

Source: Department of Commerce, Ministry of Commerce and Industry, Government of India.

Table No. 02 shown the country-wise analysis of India's exports to ASEAN. India's exports to Singapore, Indonesia, Malaysia and Thailand, Myanmar showed negative trade during 1998-99 over its previous year, but thereafter it has recovered and registered increasing trend till 2008-09. India's exports to Singapore, Malaysia, Thailand, Myanmar, and Cambodia have registered negative trend during 2009-10, over its previous year. In case of Indonesia India's exports have registered marginal growth whereas India's exports growth to Vietnam, Philippines and Brunei slowed down during the same period. Singapore, Indonesia, Malaysia, Thailand, Vietnam, and Philippines are important countries as far as India's exports to ASEAN are considered.

India's exports to other countries like Brunei, Cambodia and Laos have also registered remarkable growth during the recent years. India's exports to ASEAN have registered robust growth since 2002-03. During the period 2002-03 to 2009-10, India's exports to Vietnam have increased by 445 percent, it was followed by Singapore (434 per cent), Malaysia (282 per cent), Indonesia (210 per cent), and Thailand (144 per cent) etc.

Table No. 03 show the trends in India's imports from ASEAN during the period 1997-98 to 2009-10. India's imports from ASEAN have steadily increased during the period under study with some exceptions. India's imports from ASEAN have declined during 2000-01 over 1999-2000, mainly due to decline in imports from Malaysia and Indonesia. India's imports from Thailand and Myanmar registered negative trend during 2002-03, over 2001-02. India's imports from most of the South East Asian countries had registered growth during the period of recent economic crisis. During 2009-10 India's imports from Malaysia and Singapore have registered negative trend.

India's imports from ASEAN have registered the robust growth during the period of 2002-03 to 2009-10. During this period India's imports from the countries like Vietnam, Brunei, Cambodia and Laos have increased manifolds. India's imports from Thailand have increased by 673 percent, it was followed by Indonesia (527 per cent), Singapore (340 per cent), Myanmar (283 per cent), Malaysia (261 per cent) and Philippines (154 per cent) during the same period.

Conclusions

The study showed that economic ties between India and ASEAN have strengthened the last decade. India's imports as well as exports to ASEAN have registered robust growth since 2002-03. During the recent economic crisis India's imports from south East Asian nations except Singapore and Malaysia have registered increase. The study showed that India's exports to major economies of ASEAN like Singapore, Malaysia, and Thailand have greatly suffered during 2009-10, whereas its exports to Thailand (19.67 per cent) has considerably increased during the same period. With the recent India-ASEAN free trade agreements, the economic ties between Indo-ASEAN will be further strengthened. It may lead to integration of East Asian region into one consolidated regional block.

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Indian Small Scale Industries : Global and Economical Growth Aspects

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Introduction

The role of small-scale enterprises is significant in many countries. The flexibility to adapt to the environment is markedly pronounced in the small business as compared to large business. Half to two thirds of business all over the world is small and medium enterprises, which have traditionally been known for the agility of their response to changing environment. 1 According to Singer "even in terms of productivity small industries (less than 100 employees) produce about 90 % of the average industrial output per person in the United States and about 85 % in the United Kingdom". 2 Japanese businesses in the small manufacturing sector is attributed to its long term planning for structured changes and efficient allocation of resources in the economy. 3 Japan known for its unique style in management has developed an integrated system of subcontracting, whereby the small producers stand to benefit from large volumes of marked potential. United Kingdom considers the small firms are crucial to the development of the country. These firms are regarded as breeding ground for new entrepreneurial talent and new ideas with inbuilt flexibility to adapt to dynamic business environment. Over the last 20 years there has been marked increase in the number of small business in the economy of the U.K. From 1980-1993 the number of small firms grew around 8 lakh, the vast majority of registered business is small. 96 % of the firms have less than 20 employees. Firms with less than 100 employees account for 50 % of employment. ⁴

The SSI's:

- 1) Small-Scale Industrial Undertaking (SSI)
- 2) Ancillary Industrial Undertaking (ANC)
- 3) Tiny Enterprise
- 4) Women Entrepreneurs' Enterprise:
- 5) Small-scale Service and Business (Industry Related) Enterprise (SSSBE):
- 6) Export Oriented Unit (EOU)

Government of India's Different Plans for Small-Scale Industries

In the First Five Year Plan (1951-1956) it was outlined that the supply of the basic raw materials should be assured, a sphere of production ear-marked and perhaps a small chess enforced on large-scale industry with a view to reducing the difference in the cost of production or merely with the object of providing funds for improving the efficiency and organisation of small-scale units. From the experience of the first five-year plan, it was recognised that satisfactory arrangements for meeting the required amount of finance have a vital role to play in the development programmes for small industries.

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The Second Five Year Plan (1956-61) stressed the need for a "coordinated policy based on close collaboration between the Reserve Bank of India, the State Bank of India, State Financial Corporation and Central Co-operative Bank"¹⁰ During the Second Five Year Plan period as many as 60 industrial estates were established. Certain items were reserved for exclusive production in small-scale sector.¹¹

During the Third Five Year Plan (1961-1966) Small-Scale Industries Board (SSIB) constituted a working group to formulate a plan for the development of small-scale industries. Intensive development of these industries was taken up in selected areas known as "rural industries projects" Among other developments in the field of small-scale industries proposed in this plan reference may be made to the proposed development of depots for stocking raw materials, which are in short supply, to be made available to small units with a view to assisting in the fuller utilization of existing capacity. It was also proposed to set-up an industrial design institute and about more than 300 new industrial estates (apart from 60 already established) of various sizes and types during the third plan period.¹²

The Fourth Five Year Plan (1969-1974) document stated as follows "The main aims of the development programmes for small-scale industries was fuller utilization of the capacity already established, intensive development of selected industries including ancillaries and industrial co-operatives and subject to criteria of feasibility, promotion of industries in semi urban, rural and backward areas"¹³ During this period, the Administrative Reforms Commission made several recommendations for the development of small-scale sector. Stress was laid on training and common service facilities, quality marketing and credit facilities.

The Fifth Five Year Plan (1974-1979) stressed the development of different small industries so as to remove poverty, generate employment and reduce inequalities. The broad strategy proposed to be followed in the Fifth Plan was to entail a considerable enlargement of the development programmes for providing assistance and facilities in various forms to these industries.¹⁴ Some of the important measures proposed to be initiated were:

- a) Package and consultancy service
- b) Technical employment and research
- c) Dispersal of industries.

It was decided to expand the activities of Central Small Industries Organization, National Small Industries Corporation, Small Industry Extension Training Institute and Small Industry Service Institutes to facilitate the small industry sector. It was emphasized that small-scale entrepreneurs should get all facilities under the same roof. Accordingly setting up of District Industries Centre was recommended for the development and growth of small-scale and village industries.

The Sixth Five Year Plan (1980-1985) for India has emphasized the shift from industrial development through publicly owned large industrial units to assist for the expansion of small-scale private industries units.¹⁵ The objectives of this plan were to improve the levels of production and earnings of artisans by upgrading their skills and technologies, creation of additional employment opportunities on a dispersed and decentralised basis, establishment of wider entrepreneurial base by providing training and package of incentives, creation of a viable structure of the village and small industries sector so as to progressively reduce the role of subsidies and to expand efforts in export promotion.

The seventh Five Year Plan (1985-1990) laid stress on technology up gradation, increased ancillarisation, design and testing facilities and comprehensive marketing support to small-scale industries. During the Seventh Plan the policy would aim at rationalization of fiscal regime to ensure the rapid growth of village and small-scale industries. Infrastructure facilities would be strengthened at various levels. Adoption of modern management and technique will be encouraged. Development and dissemination of appropriate technology to reduce drudgery, improve productivity and quality and lessen the dependence on subsidies would receive due emphasis. The overall objective is to improve the intensity of employment income quality of products and level of living of artisans.¹⁶ During the Seventh Plan the number of items reserved for exclusive manufacture in small sector was increased to 847. Items reserved for exclusive purchase from small industries stood at 409.

In the eighth Five Year Plan (1992-1997) the following measures were proposed for the development of small-scale industries

- a) Timely and adequate availability of credit.
- b) Technological upgradation through tool room and training institutes.
- c) Growth centres to encourage dispersal of industries and establishment of functional industrial estates
- d) Integrated infrastructure development centres for tiny units in rural and backward areas.
- e) Incentives for the development of village/house hold industries including Khadi and Village Enterprises, Handlooms, Handicrafts, Sericulture etc...
- f) Continuation of reservations and subsidies.

The overall thrust of the eighth plan will be to ensure that small-scale sector should result in the generation of an entrepreneurial revolution in the community as a whole in addition to serve as a source of productive employment.¹⁷

According to the Ninth Five Year Plan (1997-2002) the major problems faced by the SSI sector are:

- 1) Inadequate flow of credit
- 2) Use of obsolete technology in machinery and equipment.
- 3) Poor quality standards and
- 4) Inadequate infrastructure facilities.

In order to increase the flow of credit, the government has started setting up specialised branches of banks exclusively meant for providing credit to SSIs. For the purpose of improving the technology of SSIs, SIDBI has already set up a technology development and modernization fund with a corpus of Rs.200 crores. The government has also set. Technology Trust Fund with contribution from state governments and industry associations for the transfer and acquisitions of the latest technologies. Under the scheme of Integrated Infrastructure Development Centers (IIDCs) infrastructure facilities are being developed in backward rural areas. To help the SSI sector, the government has taken a number of policy initiatives like allowing 24 % of equity participation in large and medium SSI units. With a view to provide technological support and training to the small-scale sector, tool rooms with German, Danish and Italian assistance are being set up at Indoor, Ahmadabad, Bhubaneswar, Jamshedpur and Aurangabad. The credit provided to the SSI sector by the financial institutions is considered credit to 'priority sector'.¹⁸ Government Support to Small-Scale Industries

Growth of Small Scale Industries in India

Small-scale units, though small, can undoubtedly serve the economy in a big way. The small-scale industrial sector has played a vital role in shaping the destiny of the nation since independence. From the days of Mahatma Gandhi the small industry movement has been largely regarded as a vehicle for up-lifting the weaker sections of the population. After independence, when the problem of regional imbalances began to appear, small industry was considered as the natural vehicle for redressing such imbalances. More recently written the problem of unemployment has began to take an acute form, the ability of small industry to provide job at a comparatively lower cost has made it an attractive pattern of economic development for the planners and administrators. The range of products of SSI is so wide that there is hardly any product we see around in our day-to-day life, which is not produced either directly or indirectly by the SSI sector. It manufacture: more than 7500 products.

The small industries covering a wide spectrum of industries in small tiny and cottage sector occupy an important position in the planned development of the Indian economy and have grown to be the most vital sector of our nation. The small-scale sector has emerged as a dynamic vibrant sector of the Indian economy. The sector amounts for 40 % of the industrial production, 33 % of total exports and employs about 192 lakh persons in about 34.40 lakh SSI units in the country. The sector acts as a nursery for the development of entrepreneurial talent. It caters to the sophisticated requirements of consumers at the upper income level and advanced technological requirements of industries both in India and abroad.

Objectives

1. To assess the performance of small scale Industry
2. To study the structure of Organic Fertilizer units and also the socio economic profile of the entrepreneurs of such units.
3. To determine the nature and form of assistance available.
4. To assess the role of various organization in development of Organic Fertilizer Industry.
5. To evaluate the promotional and developmental activities of related Organic Industry.
6. To study the problems of organic fertilizer industries and to suggest the suitable remedies to overcome them.

Hypothesis

On the basis of the objectives the following hypotheses are formulated.

1. Among the financial institutions at the national level, SIDBI has a significant share in industrial financing.
2. The socio economic profile of the entrepreneurs of aided units is similar to other units.

Research Methodology

The study was designed as an empirical one based on survey method. Data have been collected from both primary and secondary sources. Secondary data were collected from Annual reports and other reports of SIDBI and from various publications of central and state governments and reports of IDBI. The research methodology of study is both exploratory and descriptive. While using this methodology only relevant dynamics are used in the research design.

For a primary survey at the beneficiary level a sample of 10 units from three districts of Maharashtra were selected. The selected districts were Ahmednagar, Nashik, Pune; these districts were selected on the basis of the classification made by MFC. MFC has classified the districts of Maharashtra into two categories depending on the level of industrial development achieved by the districts. The tools used for analysis are ratios, percentages, and averages, trend analysis, T. test, Chi-square test and Weighted Score Method.

Growth Trends

Economic growth slowed from an annual average of 9.6 per cent in 2006-07 to 8.7 % in 2007-08 (Table No: – 1.1) Offsetting strong growth in services was a slowdown in industrial growth and a marked decline in agricultural performance.

India has achieved a prominent position in global services, today accounting for 1.4 per cent of global exports in services (India's Sustaining Reforms and Reducing Poverty, 2003 : 56).

Table No- 1.1
Growth Rate in Indian Industry

Particulars	2006-07 (CAGR)	2007-08 (CAGR)
GDP at Factor Cost	9.6	8.7
1. Mining & Quarrying	5.7	3.4
2. Manufacturing	12.0	9.4
3. Electricity, Gas and Power	6.0	7.8
4. Constructors	12.0	9.6
1. Trade, hotels, transport communicators	11.8	12.1
2. Financing, Insurance, Real Estate and other services	13.9	11.7
3. Community, Social and Professional services	6.9	7.0

Source: The Hindu Survey of Industry (2008)

Overall, India's economy performed well in the 1980s, and even better after the reforms of early 1990s. GDP growth accelerated from only 3.5 % a year in 1960s and 1970s to nearly 7 % a year between 1992–93 and 1996–97. Growth was led by industry and services in the 1980s and by services in the 1990s. Importantly, structural reforms stimulated industrial and services growth and investment in the early 1990s (India's Sustaining Reforms and Reducing Poverty, 2003 : 2). The industrial sector grew 7.6 % a year, and manufacturing 9.8 per cent a year, in real terms from 1992–93 to 1996–97. Private investment in industry grew by 20.1 % a year in real terms over the same period. But, the momentum slowed in the second half of the decade, with industrial growth averaging only 4.5 per cent a year and manufacturing growth only 3.8 per cent during 1997–98 to 2001–02. Growth in private investment in industry actually fall 3.4 % a year during 1997–98 to 2000–01. The manufacturing sector in India accounts for only 16.8 % of GDP, compared with 35 % in China and 25–35 % in the South East Asian countries. Importantly, No significant increase in India's penetration of world markets in industrial products has been observed over the decade, with the share of non-agricultural exports in world exports of the same commodities increasing only marginally from 0.5 % in 1990–91 to 0.55 % in 2000–01.

The cumulative number of units as per Small Industry Development Organization estimates from 1974 onwards is given Table No1.2

Table No: 1.2
Number of SSI Units in India from 1974 to 2008

Year (as at end- March	Cumulative number of units (Lakh)	Year (as at end- March	Cumulative number of units (Lakh)
1974	4.2	1992	20.8
1975	5	1993	22.5
1976	5.5	1994	23.9
1977	5.9	1995	25.7
1978	6.7	1996	27.2
1979	7.3	1997	28.6
1980	8.1	1998	30.1
1981	8.7	1999	31.21
1982	9.6	2000	32.25
1983	10.6	2001	33.7
1984	11.6	2002	34.4
1985	12.4	2003	35.8
1986	12.5	2004	36.9
1987	14.6	2005	38.5
1988	15.8	2006	39.9
1989	17.1	2007	41.5
1990	18.2	2008	42.9
1991	19.5		

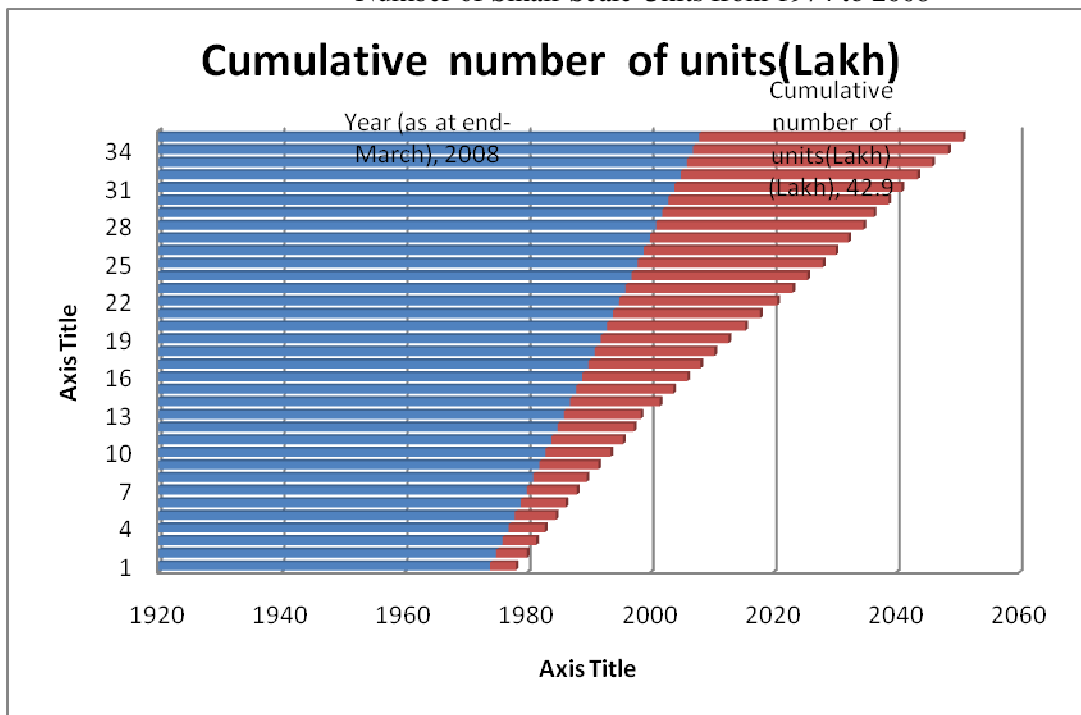
Source: DC (SSI), Ministry of SSI, A&RI.

The number of units in India during 1974 was only 4.2-lakh units, this increased to 34.40 lakh units during the year 2002. There has been more than eight times increase in the number of units in India during this

period. Graph 1.1 shows the trend in the growth rate of number of units. From the chart it can be seen that, there is an average annual growth of 1.13 lakh units per year.

Graph No 1.1

Number of Small-Scale Units from 1974 to 2008



The growth rate in the number of units is above 5 % up to 1995-96 in the year 94-95 witnessed well above 7 %. The high growth rate slipped to 4.88 % in 1996-97. The year 1997-98 has been a turnaround in favour of a high rate of growth of 5.5 % as compared to 4.88 % in the previous year. The growth period was, however short lived as the sector started showing signs of downturn by 1998-99 and this came down to 2.08 % at the end of the period under study. The average annual growth rate in number of units is 4.97 %.

Ownership Pattern:-

Table No: 1.3
Ownership Pattern of SSI Sector

Type of Organization	Registered SSI sector		Un registered SSI sector	
	Enterprises Total	Percentage to Total	Enterprises Total	Percentage to Total
Proprietary	675779	90.09	93725	97.2
Partnership	47683	6.36	1208	1.25
Pvt. Company	15917	2.12	430	0.45
Co-operatives	2355	0.31	118	0.12
Others	8388	1.12	950	0.98

Source: Quick results, third all India census report of small-scale industries (2007-08)

In the registered SSI sector majority (90.09 percentage) are proprietary concerns and partnership concerns rank second. Number of units in the co-operative sector is least (0.31 %). In the unregistered sector also majority (97.2 %) are proprietary concerns. Here also there are only few units in the co-operative sector.

Industry Group wise Distribution of SSI Units

Table No:-1.4
State wise Estimates of SSI Units)

States/Units units	Number of Investment Rs	Employment per unit	Fixed per unit	Employment	Investment
			(Million)	(Numbers)	(Rs.000)
A.AndhraPradesh	132.79	837.21	16395	6.3	127
B. ArunachalPradesh	4.6	20.66	7406	5	161
A.Assam	29.83	146.22	14821	4.9	497
A.Bihar	291.17	473.63	8105	1.6	61
B.Goa	5.76	39.43	2191	6.8	380
A. Gujarat	156.73	862.93	55119	5.5	352
A.Hariyana	89.5	504.14	15182	5.6	170
B.Himachal Pradesh	27.25	114.49	5643	4.2	207
B. Jammu &Kashmir	26.1	113.22	NA	4.3	NA
A.Karnataka	208.58	1017.2	38512	4.9	185
A.Kerala	177.38	819.28	26303	4.6	148
A.Madhya Pradesh	286.43	675.87	13509	2.4	47
A Maharashtra	234.94	1562.6	226016	6.7	962
B.Manipur	6.09	30.28	375	5	62
B.Meghalaya	3.27	18.59	247	5.7	75
B.Mizoram	3.9	23.46	580	6	149
B.Nagaland	0.78	3.9	NA	5	NA
A.Orissa	32.44	214.07	8702	6.6	268
A.Panjab	197.34	854	34050	4.3	173
A,Rahasthan	94.26	402.87	24390	4.3	259
B.Sikkim	0.3	2.9	161	9.7	542
A.Tamil Nadu	324.63	2921.64	77910	9	240
B.Tripura	2.01	9.11	145	4.5	72
A. Uttar Pradesh	357.96	1469.18	34880	4.1	97
A. West Bengal	167.13	614.64	NA	3.7	NA

Source: SIDBI Report on Small-Scale industries-(2009)

Conclusion

In the course of the study a large number of drawbacks, shortcomings and problems have come to light. The researcher likes to give the following recommendations for solving then problems. This will help in remolding and reshaping the policies and techniques of operations of the Banks and Organic Industry.

1. More composite loans should be provided to the SSI units, so that the entire requirement of small units is met by single documentation, security and charge creation process. This facility should be extended to all SSI units requiring loans.

2. In order to avoid delay and red tapism the powers of the competent authorities for sanctioning of loan should be enhanced liberally. The expenses to be incurred by the borrower should also reduce.
3. Rate of interest on borrowing by SSI units should be further reduced to bring them on a par with those prevailing in other countries. This will improve the efficiency and performance of units in the international market and home market.
4. Necessary steps are to be taken to reduce the number of installments in releasing the sanctioned amount.
5. Keeping in view the rising price of land, cost incurred for the construction of building and purchase of machinery the limits of loan under various schemes that are being operated by Units should be suitably increased from time to time.
6. Necessary steps are to be taken to avoid the delay caused due to procedural requirements in sanctioning loan. So as to ensure that the projects are implemented in proper time.
7. It has been observed that the banks still believes in security-oriented approach in advancing loans. The most important difficulty faced by the sample units is the difficulty in furnishing security Banks should evolve a need based instead of security based financing policy for assisting the SSI sector.
8. In the event of default the Bank should provide required help to the defaulted units to survive instead of initiating legal proceedings or other hard steps.
9. The changed economic scenario, in the post liberalization phase, SSI units have great weakness in marketing. So it is felt that, there is need to provide more marketing assistance programme to SSI.
10. It has been observed that the Banks and other Institutions charge penalty in case of earlier closing. Necessary steps are to be taken to avoid this penalty.
11. Objectives of the promotion and development programmes can be achieved only if the SSI units are informed about it. So steps should be taken to make the people aware by conducting programmes in association with the SSI entrepreneurs associations in the industrial estates.

A country has to embark upon industrialization for quickening the pace of economic development. The net value of output per person is higher in industry than in agriculture due to the greater scope for internal as well as external economies. Jawaharlal Nehru correctly expressed the need when he said, "Real progress must ultimately depend upon industrialization. The planners and visionaries have looked upon industrialisation as the main vehicle for improving the living standards of the people. In the beginning of this century, M.Viswesvaraya opined, "industrialize or perish"

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