

The Management of Small-Scale Industries By Women Entrepreneurs - A Study With Reference To Virudhunagar District

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INTRODUCTION

The entire change and development of a civilization to a large extent is the result of trade, commerce and industrialization. In this development, the human resource in general and entrepreneur in particular play a pivotal role.

In India, from the very beginning, women have been the managers of the kitchen and have solely dominated the area of household activities. The hidden entrepreneurial potential of women has gradually been changing with the growing sensitivity to the role and economic status in society. Today, women entrepreneurs represent a group of women who have broken away from the beaten track and are exploring new avenues of economic participation.

A woman entrepreneur is regarded as a person who accepts a challenging role to quench her personality needs and to become economically independent by making suitable adjustment in both family and social life. Among the reasons for women to run organized enterprises are their skill and knowledge, their talents and abilities in business and a compelling desire of wanting to do something positive. The increase in women's education, industrialization, urbanization, social and occupational mobility, the emergence of nuclear families, westernization, politico-social movements and changes in the value system have made the educated women take to certain careers.

STATEMENT OF THE PROBLEM

Women were the first humans to taste bondage. She was a slave before slavery existed. Inferiority can largely be attributed to her sexual peculiarities. "Man has always played the role of a Lord; as a result, his physical and mental development took place at a good pace befitting his occupation and field of interest. On the contrary, the overall growth of women remained stunted". By sheer custom, even the most ignorant and worthless man has been enjoying superiority over women, which he does not deserve. Women were denied the benefit of education. They had no opportunities to develop their natural capacities and became helpless, illiterate, narrow-minded and peevish². Of the world's one billion illiterate adults, two-third are women. Economically, women became completely dependent upon men.

Since time immemorial, women have been discussed, and written about mainly as a decorative object. But when she has stepped out of this niche, by and large, response has been one of cynicism and derision.

Economically, women have been making progress, but still men enjoy a larger share of the cake. In India, although women constitute approximately 50 per cent of the total population, entrepreneurial world is still a male-dominated one.

The general attitude of the people about women entrepreneurs is that they are makers of pickles, papadas, masalas and other household goods. But today; non-traditional enterprises are easily managed by women and are done so excellently with them as the decision-makers.

Women entering the field of business face numerous barriers and tangible obstacles. They have to overcome the struggles, frustrations and handicaps to emerge as entrepreneurs and to achieve success in business. When it comes to competition, women have to fight on the same footing as men. Survival and growth come from individual competencies and skills and not from concessions given to women entrepreneurs.

Economic compulsions have let more and more young girls to take up employment. It is out of work experience, exposure to education and urbanization that the potential source of women entrepreneurs has emerged. Young and unmarried women have been less suitable for entrepreneurial activity as the course of their future is not in their hands.

According to Surti and Surupia, married migrated women entrepreneurs coming from nuclear families experience greater role stress than the unmarried local women entrepreneurs coming from joint families.

According to Sethi, majority of the women rely heavily on their own funds for initial venture start up. As women

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do not have access to resources, they tend to start the business on a small-scale. They are compelled to start tiny industries using obsolete technology. Insufficient start up capital is the most common cause for early traumatic failure of new businesses. Women entrepreneurs in India have to cope with various socio-economic problems.

Society's attitude and support are the major determinants of women's entrepreneurial success. The social and cultural roles played by women may place an additional burden on them. As a part of their social binding; women have to perform household duties with simultaneously operating as business owners. A woman entrepreneur is expected to perform the roles of wife, mother, daughter, daughter-in-law and business woman.

Women entrepreneurs face difficulties in getting finance which is a critical resource for venture creation. Women believe that lending practices of banks and Government funding agencies were too restrictive for them. They used their own personal savings to start their business.

Equity finance, working capital finance and marketing were major problems which women entrepreneurs face. The high proportion of women face socio-personal problems from their husbands and family. They are unhappy with the support system due to harassment of the officials and high corruption. They are worried about the marketing and finance aspects also.

Banks have a negative attitude towards women entrepreneurs because the banks consider them as "mobile citizens" who follow their husbands whenever they get transferred. They view that unmarried women may settle with their husbands in some other place after their marriage. Therefore, banks have a suspicion about the survival of the enterprise.

Though women are equally qualified as men to succeed as entrepreneurs, they suffer from two distinct disadvantages as compared to men, namely, lack of confidence in their own abilities and society's lack of confidence in women's ability.

This is manifested in family's reluctance to finance women's venture and banker's reluctance to take risks on projects set up by women.

Women become entrepreneurs due to several factors which may be grouped under "Pull factors" and "Push factors". Pull factor refers to the urge in women to undertake ventures with an inclination to start a business. Women entering business, driven by financial need due to family circumstances are said to be influenced by push factors.

There are several research studies on the subject of self-employment and small business ownership. Most of the studies have concentrated upon the male-owned enterprises. Hence, the researcher has made an attempt to analyse the role of women entrepreneurs in small-scale industries in Virudhunagar District.

NEED FOR THE STUDY

Virudhunagar District is one of the important industrially developing districts of Tamil Nadu. There are a large number of small-scale industries of various types. Sivakasi is one among the 11 blocks of Virudhunagar District, which is being called as "Kutty Japan" (Mini Japan) for its massive concentration of printing, matches and fire works industries. It also exports safety matches and fire works. Similarly, Rajapalayam, one of the blocks of Virudhunagar District, is famous for its surgical cotton and surgical cloth of international standards.

Sattur, another block of Virudhunagar District is popular for the nib industry, Virudhunagar block is famous for manufacturing and exporting of chilly powder, edible oil, processing of grams and the like.

Thus, each block of Virudhunagar District is reputed for the products produced in small-scale industries. The participation and contribution of women entrepreneurs in these industries are commendable. So far, research has been made only on entrepreneurship in general. No specific research has been focused on women entrepreneurs in the small-scale industries in Virudhunagar District. Hence, an attempt has been made to study the role of women entrepreneurs in the small scale industries of Virudhunagar District.

SCOPE OF THE STUDY

The study covers only the women entrepreneurs who have registered their enterprises as small-scale industry in the District Industries Centre, Virudhunagar. It does not cover the unregistered enterprises run by women entrepreneurs. The study does not cover the women entrepreneurs of other districts of Tamil Nadu.

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To trace the growth of women entrepreneurs in Tamil Nadu and Virudhunagar District.
2. To examine the profile of women entrepreneurs and their enterprises in Virudhunagar District.
3. To analyse the managerial performance of women entrepreneurs in Virudhunagar District.
4. To analyse the factors motivating women entrepreneurs in Virudhunagar District.

5. To study the problems faced by the women entrepreneurs in Virudhunagar District.
6. To analyse the opinion of women entrepreneurs on women entrepreneurship
7. To offer suggestions based on the findings of the study

METHODOLOGY

The present study is based on both primary and secondary data. Primary data have been collected by conducting a survey among 200 sample women entrepreneurs in small-scale industrial units in Virudhunagar District. Secondary data have been collected from books, journals, newspapers, periodicals, reports, internet, unpublished Ph.D theses and unpublished records of District Industries Centre, Virudhunagar.

SAMPLING DESIGN

In Virudhunagar District, as on March 31, 2005, the total number of registered small- scale industries run by women entrepreneurs from nine major industries amounted to 1012. For the purpose of survey, 20 per cent of the samples were selected from each category of industry. Sample industries were selected by using random sampling technique. Samples were selected by using Random Number Table. Table 1 reveals the industry-wise distribution of sample units run by women entrepreneurs in Virudhunagar District.

TABLE 1 : Industry-wise Distribution of Sample Women Entrepreneurs

<i>S.No.</i>	<i>Industry</i>	<i>Population</i>	<i>Sample (20%)</i>
1.	Chemical	287	57
2.	Hosiery	174	35
3.	Paper and Printing	132	26
4.	Cotton Textile	122	24
5.	Food Product	102	20
6.	Wood Product	66	13
7.	Rubber and Plastic	61	12
8.	Miscellaneous	47	9
9.	General Engineering	21	4
	Total	1012	200

CONSTRUCTION OF TOOLS AND PRE-TEST

For the purpose of the survey of the sample women entrepreneurs, a pre-test was conducted among 20 women entrepreneurs to analyse the effectiveness of the interview schedule. The interview schedule was modified on the basis of the pre-test and data were collected from 200 women entrepreneurs.

FIELD WORK AND DATA COLLECTION

Field work was conducted for a period of six months from July 2007 to December 2007.

PLAN OF ANALYSIS

Statistical tools like Percentage Analysis, Annual Growth Rate, Compound Growth Rate, Weighted Average Method, Garrett's Ranking Technique and Chi-Square Test have been used to analyse the data.

AGE-WISE CLASSIFICATION OF WOMEN ENTREPRENEURS

Women entrepreneurs in small- scale industrial units in Virudhunagar District are of different age groups. Table 2 shows the age-wise classification of women entrepreneurs.

TABLE 2 : Age-wise Classification of Women Entrepreneurs

<i>S. No.</i>	<i>Age</i>	<i>Number of Respondents</i>	<i>Percentage to</i>
1.	Up to 20 Years	13	6.5
2.	20 - 40 Years	120	60.0
3.	40 - 60 Years	55	27.5
4.	Above 60 Years	12	6.0
	Total	200	100

Table 2 reveals that 6.5 per cent of the respondents are below 20 years of age. Those who are between 20 and 40 years of age and between 40 and 60 years are 60 per cent and 27.5 per cent respectively. Women entrepreneurs who are above 60 years amount to 6 per cent. More than two-thirds of the women entrepreneurs are below 40 years of age. This has been due to the fact that they are free from family commitments at this age.

COMMUNITY-WISE CLASSIFICATION OF WOMEN ENTREPRENEURS

Women entrepreneurs belong to different communities such as forward, backward and the like. Table 3 reveals the classification of sample women entrepreneurs on the basis of their community.

TABLE 3 : Community-wise Classification of Women Entrepreneurs

<i>S. No.</i>	<i>Community</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1.	Forward	24	12
2.	Backward	144	72
3.	Most Backward	23	11.5
4.	Scheduled Caste/ Scheduled Tribe	9	4.5
	Total	200	100

Table 3 reveals that 12 per cent of the respondents belong to the forward community and 72 per cent belong to the backward community. Those from most backward community and scheduled caste and scheduled tribe communities form 11.5 per cent and 4.5 per cent respectively. Nearly three-fourths of the women entrepreneurs in Virudhunagar District (72%) are from backward community. It indicates the eagerness of the women from backward community to come up in life by starting their own enterprises.

RELIGION-WISE CLASSIFICATION OF WOMEN ENTREPRENEURS

The religion of a woman is not considered to have any bearing on her entrepreneurial abilities, but religious customs might hamper her in pursuing entrepreneurial activities. Table 4 reveals the classification of women entrepreneurs on the basis of their religion.

TABLE 4 : Classification of Women Entrepreneurs On the basis of their Religion

<i>S. No.</i>	<i>Religion</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Hindu	176	88.0
2.	Muslim	13	6.5
3.	Christian	11	5.5
	Total	200	100

It is evident from Table 4 that 88 per cent of respondents are Hindus. Those who are Muslims and Christians amount to 6.5 per cent and 5.5 per cent respectively. More than four-fifths of the women entrepreneurs (88%) belong to Hinduism. This has been due to the fact that the majority of population in Virudhunagar District are Hindus.

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF MARITAL STATUS

Based on the influence of the Indian social taboos and norms against women, the researcher started with the supposition that marriage would affect women turning entrepreneurs. But the research presents a different story. Table 5 presents the marital status of the sample respondents.

TABLE 5 : Classification of Women Entrepreneurs on the basis of Marital Status

<i>S. No.</i>	<i>Marital Status</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Married	128	64.0
2.	Unmarried	37	18.5
3.	Widow	30	15.0
4.	Divorcee	5	2.5
	Total	200	100.00

Table 5 reveals that among the 200 respondents surveyed, 64 per cent are married and 18.5 per cent are unmarried. Widows and Divorcees amount to 15 per cent and 2.5 per cent respectively. Nearly two-thirds of the women entrepreneurs (64 %) are married. Since wants are unlimited, a single earning member cannot fulfill the needs of a family. Hence, women have to supplement the income of the family to maintain a reasonable standard of living.

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF LITERACY LEVEL

Entrepreneurship is not the exclusive privilege of the educated. There are successful women entrepreneurs who are not well-educated. Women entrepreneurs in small-scale industries are not required to have any specific

educational qualification. Hence, their educational qualifications differ. Table 6 shows the literacy level of women entrepreneurs of small -scale industrial units in Virudhunagar District.

TABLE 6 : Classification of Women Entrepreneurs on the basis of Literacy Level

<i>S. No.</i>	<i>Literacy Level</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Illiterate	13	6.5
2.	School Level	118	59.0
3.	College Level	57	28.5
4.	Technical	12	6.0
	Total	200	100.00

It is inferred from Table 6 that 6.5 per cent of the sample respondents are illiterates. Those who have studied upto school level amount to 59 per cent. Those who are graduates and possessing technical qualification are 28.5 per cent and 6 per cent respectively. Majority of the women entrepreneurs (59%) have studied only upto school level.

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF TYPE OF FAMILY

A woman has more time for herself if she is in a nuclear family. It encourages her to enter into entrepreneurship. In contrast, a woman in a joint family has many limitations. Most of her time is spent in household chores. The way in which she utilizes her spare time is subject to the attitude of the family elders. Due to these factors, entrepreneurship is rare among the women in joint families. The respondents are classified according to their type of family as shown in Table 7.

TABLE 7 : Classification of Women Entrepreneurs on the basis of Type of Family

<i>S. No.</i>	<i>Family Type</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Nuclear	126	63
2.	Joint	74	37
	Total	200	100.00

Table 7 reveals that 63 per cent of the respondents belong to nuclear families and 37 per cent have come from joint families. Nearly two-thirds of women entrepreneurs (63%) in Virudhunagar District are from nuclear families. Entrepreneurship requires full devotion and dedication to their jobs, which are possible only by women from nuclear families.

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF ANNUAL INCOME OF THE FAMILY

Women from lower income families experience financial difficulties even to meet the basic needs of the family. As a result, there will be an urge to supplement the family income either through employment or business. Table 8 reveals the classification of women entrepreneurs on the basis of their family income.

TABLE 8 : Classification of Women Entrepreneurs on the basis of Annual Income of the Family

<i>S. No.</i>	<i>Annual Income</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Up to Rs.1 Lakh	107	53.5
2.	Rs.1 to 2 Lakhs	46	23.0
3.	Above Rs.2 Lakhs	47	23.5
	Total	200	100.00

It is inferred from Table 8 that 53.5 per cent of the families of the women entrepreneurs have annual income upto Rupees one lakh. Families, which are having annual income from Rupees one lakh to Rupees two lakhs and above Rupees two lakhs amount to 23 per cent and 23.5 per cent respectively. Majority of the women entrepreneurs (53.5%) in Virudhunagar District have an annual income upto Rupees one lakh only.

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF PERSONS HAVING CONTROL OVER THE BUSINESS

Social and cultural values of conventional society in India limit the role of women to the family as wives or mothers. There is a doubt that the women-owned business is not actually operated and controlled by them because in most of the cases, only their names are used. Table 9 shows the details of members having ultimate control in the enterprise.

TABLE 9 : Classification of Women Entrepreneurs on the basis of Persons Having Control over the Business

<i>S. No.</i>	<i>Persons having control in the Business</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Self	78	39.0
2.	Husband	62	31.0
3	Brothers-in-law	14	7.0
4	Father	13	6.5
5	Sons	12	6.0
6.	Father-in-law	11	5.5
7	Brothers	6	3.0
8.	Son-in-law	4	2.0
	Total	200	100.00

It is inferred from Table 9 that in the case of women entrepreneurs running the small -scale industrial units in Virudhunagar District, 39 per cent of the units are controlled by women entrepreneurs and 31 per cent of the units are under the control of the husbands of women entrepreneurs. Small- scale industrial units of women entrepreneurs which are under the control of their brother in-law, father and sons amount to 7 per cent, 6.5 per cent and 6 per cent respectively. Small- scale industrial units under the control of their father in-law, brother and son in-law amounts to 5.5 per cent, 3 per cent and 2 per cent respectively. In the small scale industrial units run by women entrepreneurs in Virudhunagar District, units under the control of women concerned top the list with 39 per cent, followed by the control of their husbands with 31 per cent.

MODE OF DECISION MAKING IN THE BUSINESS

In the management of a business, the success depends on timely decisions. Women entrepreneurs in making decisions can adopt different modes depending on the situations. Table 10 reveals the various modes of decision-making by women entrepreneurs in Virudhunagar District.

TABLE 10 : Details of Business Decision-making

<i>S. No.</i>	<i>Decision</i>	<i>No. of Respondents</i>	<i>Percentage to Total</i>
1.	Consulting family members	99	49.5
2.	Independent decision	67	33.5
3.	Consulting employees	19	9.5
4.	Professional advice	15	7.5
	Total	200	100.00

It is learnt from Table 10 that 33.5 per cent of the respondents have taken independent decisions. Decisions based on their consultation with their family members and employees amount to 49.5 per cent and 9.5 per cent respectively. Those who seek professional advice in decision-making amount to 7.5 per cent. In Virudhunagar District, majority of the women entrepreneurs take business decisions after consulting their family members. This shows their confidence in their family members.

CLASSIFICATION OF ENTERPRISES ON THE BASIS OF MODE OF STARTING THE BUSINESS

A business may be started either afresh or by acquiring an existing one. It is interesting to know how women entrepreneurs in Virudhunagar district started their business. Table 11 reveals the classification of enterprises on the basis of mode of starting.

TABLE 11: Classification of Enterprises on the basis of Mode of Starting

<i>S. No.</i>	<i>Mode</i>	<i>Number of Units</i>	<i>Percentage to Total</i>
1.	Newly Started	116	58.00
2.	Inherited	35	17.50
3.	Taken on Lease	20	10.00
4.	Sick Units Purchased	19	9.50
5.	Acquired from Partners	10	5.0
	Total	200	100.00

It is inferred from Table 11 that 58 per cent of the enterprises were started afresh and those units inherited from family amount to 17.5 per cent. Industries started on lease and sick units purchased amount to 10 per cent and 9.5 respectively. Enterprises acquired from partners amount to 5 per cent. Majority of the enterprises (58%) run by women entrepreneurs in Virudhunagar District are newly started.

CLASSIFICATION OF ENTERPRISES ON THE BASIS OF UTILIZATION OF INSTALLED CAPACITY

Among the 200 units surveyed, 164 units are manufacturing units and the rest 36 units are service units. Classification of manufacturing units on the basis of utilization of installed capacity is presented in Table 12.

TABLE 12 : Classification of Enterprises on the basis of Utilization of Installed Capacity

S.No.	Utilization of Installed Capacity	Number of Respondents	Percentage to Total
1.	Fully Utilized	82	50
2.	Partly Utilized	82	50
	Total	164	100

It is seen from Table 12 that manufacturing units which fully utilized their installed capacity and those which are not doing so are equal, amounting to 50 percent each.

CAUSES FOR UNDER-UTILIZATION OF INSTALLED CAPACITY

Small-scale industrial units face problems such as inability to market their products, inadequate working capital, lack of technical knowledge, low profit margin and the like. Hence, it is interesting to know the causes for under-utilization of installed capacity in the enterprises run by women entrepreneurs. The causes for under-utilization of installed capacity in the enterprises run by women entrepreneurs have been analyzed with Garrett's Ranking Technique.

GARRETT'S RANKING TECHNIQUE

The researcher has identified six important causes for under-utilization of installed capacity such as low profit margin, stock accumulation, lack of working capital, labour problem, technical problem and non-availability of raw materials. The respondents were asked to rank the causes for under-utilization in the order of their preference. In order to analyse the causes for under-utilization, Garrett's Ranking Technique has been used. The following Garrett formula has been used to calculate the percentage position:

$$\text{Percentage position} = \frac{100 (R_{ij} - 0.5)}{N_j}$$

where, R_{ij} = Rank given for the i^{th} variable by the j^{th} respondent

N_j = Number of variables ranked by the j^{th} respondent.

The percentage position and their corresponding table values are as follows:

Causes	Percentage Position		Garrett's Table
1.	$\frac{100 (1 - 0.5)}{6}$	= 8.33	77
2.	$\frac{100 (2 - 0.5)}{6}$	= 25.00	63
3.	$\frac{100 (3 - 0.5)}{6}$	= 41.67	55
4.	$\frac{100 (4 - 0.5)}{6}$	= 58.33	46
5.	$\frac{100 (5 - 0.5)}{6}$	= 75.00	37
6.	$\frac{100 (6 - 0.5)}{6}$	= 91.67	23

For each cause, the score value is calculated by multiplying the number of respondents for that cause with corresponding table value. The total score for each cause has been calculated by adding the score values, for all the six ranks. The mean score for each cause has been calculated by dividing the total score, by the number of respondents. Garrett's ranks are allotted on the basis of mean score.

RANKING OF CAUSES FOR UNDER-UTILISATION OF INSTALLED CAPACITY

Among the 200 units surveyed, 164 units are manufacturing units. Out of these 164 units, 82 units are not able to

achieve full capacity utilization. Women entrepreneurs were asked to rank the various causes for under-utilisation. Table 13 shows the ranking of causes for under-utilisation, on the basis of Garrett's Ranking Technique.

TABLE 13 : Ranking of Causes for Under-utilisation of Installed Capacity

<i>S.No.</i>	<i>Causes</i>	<i>Garrett's Score</i>	<i>Average Score</i>	<i>Rank</i>
1.	Low Profit Margin	4723	57.60	I
2.	Stock Accumulation	4606	56.17	II
3.	Lack of Working Capital	4120	50.24	III
4.	Labour Problem	3882	47.34	IV
5.	Technical Problem	3710	45.24	V
6.	Non-availability of Raw Materials	3559	43.40	VI

It is seen from Table 13 that the various causes for under utilisation of installed capacity have been ranked. Low profit margin got the first rank followed by stock accumulation, lack of working capital, labour problem, technical problem and non-availability of raw materials. The main cause for under-utilisation of installed capacity has been low profit margin followed by accumulation of unsold stock.

SOURCES OF PURCHASE OF RAW MATERIAL

For uninterrupted production, required raw materials should be adequately available, otherwise production will suffer. The raw material for small- scale industrial units is purchased either from the Government or open market. When the raw materials are in short supply, with a view to ensure the regular functioning of enterprises, the Government procures and supplies them. But now things have changed and raw materials are freely available in the open market. Table 14 reveals the classification of enterprises run by women entrepreneurs on the basis of purchase of raw materials.

TABLE 14 : Sources of Purchase of Raw Material

<i>S.No.</i>	<i>Sources</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1.	Open Market	152	92.68
2.	Government Quota	12	7.32
	Total	165	100

It is learnt from Table 14 that 92.68 per cent of the enterprises have purchased their raw material from the open market and 7.32 per cent depend on the Government quota. More than four-fifths of the manufacturing enterprises (92.68%) purchase their raw material from the open market. This confirms easy availability of raw material in the market for small -scale industries.

OPINION ON MARKETABILITY OF PRODUCTS

Marketability of a product depends on factors such as quality of the product, price, market condition, advertisement and the like. In the case of small scale industries, manufacturing of the product is not highly sophisticated and the quantities produced are not bulk. One of the major problems of small-scale industries is marketability of the products produced. Table 15 reveals the opinion of the women entrepreneurs in the marketability of their products.

TABLE 15 : Opinion on Marketability of Products

<i>S.No.</i>	<i>Opinion</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1.	Easy	103	51.5
2.	Not Easy	97	48.5
	Total	200	100

It is inferred from Table 15 that according to 51.5 percent of the respondents, it is easy to market their products and those who feel that it is not easy to sell their goods amount to 48.5 percent. According to a majority of women entrepreneurs (51.5%), it is easy to sell their products. This has been due to the fact that the quantity produced is

less and can be sold locally.

AREA OF THE MARKET

In the light of advancement in technology and globalization, the whole world has become a single market. Now there are producers in India catering to the needs of the world market. But in the case of small -scale industries, all of them cannot think of the world market. There are limitations in marketing their products. Table 16 reveals the classification of enterprises on the basis of the market for their products.

TABLE 16 : Classification of Enterprises on the basis of Market for the Products

<i>S.No.</i>	<i>Market</i>	<i>Number of Enterprises</i>	<i>Percentage to Total</i>
1.	Local	73	36.5
2.	State	56	28.0
3.	National	64	32.0
4.	Export	7	3.5
	Total	200	100

It is learnt from Table 16 that 36.5 per cent of the enterprises depends on local market and 28 per cent of the enterprises sold their products within the state. Those who sell their products in the national and foreign markets amounted to 32 per cent and 3.5 per cent respectively. Regarding the area of sale of the product, local sales top the list followed by All India, Tamil Nadu State and Exports. Local sales top the list because small-scale units are started with the raw material available locally. Further, they are nearer to the organizations which need their finished products as raw material.

CLASSIFICATION OF ENTERPRISES ON THE BASIS OF MODE OF SALES

The success of any organization depends on its ability to market the products. Difficulties in marketing the products and services will lead to accumulation of unsold stock and will also result in under-utilization of installed capacity. One of the methods followed to increase the sales is either by providing credit facilities or cash discount or both. Table 17 reveals the mode of sales in the small-scale industries run by women entrepreneurs in Virudhunagar District.

TABLE 17 : Classification of Enterprises on the basis of Mode of Sales

<i>S.No.</i>	<i>Mode of Sales</i>	<i>Number of Enterprises</i>	<i>Percentage to Total</i>
1.	Cash	96	48.0
2.	Credit	39	19.5
3.	Both	65	32.5
	Total	200	100

It is seen from Table 17 that 48 per cent of the enterprises have made cash sales and 19.5 per cent have made credit sales. Enterprises which resort to both cash and credit sales amounted to 32.5 per cent. Nearly 50 per cent of the enterprises run by women entrepreneurs in Virudhunagar District sell their products for cash. This has the advantage of no bad debts or no need to write collection letters.

THE PROFIT MARGIN IN SELLING PRICE

The ultimate aim of the entrepreneurs is to earn profit. The success and survival of the business depends on its ability to earn profit. The efficiency of the enterprises is determined on the basis of profit earned. Table 18 shows the details of profit margin of the sample enterprises.

TABLE 18 : Details of Profit Margin in the Selling Price

<i>S.No.</i>	<i>Profit Margin</i>	<i>Number of Enterprises</i>	<i>Percentage to Total</i>
1.	Up to 25 per cent	115	57.5
2.	25 – 50 per cent	64	32.0
3.	50 – 75 per cent	21	10.5
	Total	200	100

It is evident from Table 18 that 57.5 percent of the enterprises have a profit margin up to 25 percent on their selling price and 32 percent of the enterprises have profit margin of 25 to 50 percent. Further, 10.5 percent of the

enterprises have a profit margin from 50 to 75 percent. A majority of the enterprises (57.5%) have a profit margin upto 25 percent in their selling price. Enterprises run by women entrepreneurs fix a reasonable profit margin because of competition and difficulties in keeping unsold stocks.

SOURCES OF FINANCE

A majority of the small- scale industrial units are either sole traders or partnership concerns. Hence, they are unable to provide the entire capital needed for the enterprise. They are bound to get funds from outside. Outside funds may be obtained either from the financial institutions or from friends and relatives. Table 19 reveals the classification of women entrepreneurs on the basis of their source of finance.

TABLE 19 : Classification on the basis of Sources of Finance

<i>S.No.</i>	<i>Sources</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1.	Own Funds Only	29	14.5
2.	Borrowed Funds Only	38	19.0
3.	Both	133	66.5
	Total	200	100

It is inferred from Table 19 that 14.5 percent of the respondents have invested their own funds in the business and 19 percent of the respondents have borrowed funds. Those who have invested both own funds and borrowed funds amount to 66.5 percent. More than two-thirds of women entrepreneurs have invested both owned funds and borrowed funds in their enterprises.

SOURCES OF BORROWING

Among the 200 respondents surveyed, 171 respondents have invested borrowed funds. Table 20 shows the various sources of borrowings by women entrepreneurs in Virudhunagar District.

TABLE 20 : Details of Sources of Borrowing

<i>S.No.</i>	<i>Sources of Borrowing</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1.	Banks and Financial Institutions	94	54.97
2.	Relatives	55	32.16
3.	Friends	14	8.19
4.	Money-lenders	8	4.68
	Total	171	100

Table 20 reveals that 54.97 percent of the women entrepreneurs have borrowed funds for their business from banks and financial institutions. Those who have borrowed from relatives, friends and money lenders amount to 32.16 percent, 8.19 percent and 4.68 percent respectively. The main sources of borrowing for the small-scale industries run by women entrepreneurs in Virudhunagar District are banks and financial institutions. This has been due to the fact that banks and financial institutions are liberal in lending to small-scale industrial units since they are bound to lend 40 percent of their total lending to the priority sector.

ANALYSIS OF REASONS FOR STARTING THE PRESENT BUSINESS

The following seven are the main reasons for women entrepreneurs to start a particular business:

- 1) Previous experience
- 2) Demand for product or service
- 3) Support from family members
- 4) Family business
- 5) Owning infrastructure facilities
- 6) To avail Government concessions and
- 7) Technical qualifications

The 200 women entrepreneurs were asked to rank the reasons for starting a particular business in the order of preference. Weightage were given in the following order.

Rank	1	2	3	4	5	6	7
Weightage	7	6	5	4	3	2	1

The weighted average score was calculated for each reason and on that basis, the overall ranks were assigned. Table 21 reveals the ranking of reasons for starting the present business by women entrepreneurs.

TABLE 21 : Ranking of Reasons for Starting Present Business

<i>S. No.</i>	<i>Reasons</i>	<i>Weighted Average Score</i>	<i>Rank</i>
1.	Previous Experience	4.93	I
2.	Demand for the Product/Service	4.76	II
3.	Support from the Family Members	4.51	III
4.	Family Business	3.94	IV
5.	Owning Infrastructure Facilities	3.91	V
6.	To Avail Government Concessions	3.33	VI
7.	Technical Qualifications	2.64	VII

Table 21 reveals that among the seven reasons for starting the present business, previous experience has got the first rank with 4.93 score, followed by demand for the product or service, support from family members, family business, owning infrastructure facilities, to avail Government concessions and possessing technical qualifications. The main reason for starting the present business by women entrepreneurs has been the previous experience, followed by the demand for a particular product or service.

PERSONS MOTIVATING WOMEN ENTREPRENEURS

Women entrepreneurs have been motivated by different persons. Once an entrepreneur has been convinced that she should take up some profitable business, she has to be motivated and nurtured by some well-wishers. Table 22 reveals the classification of women entrepreneurs on the basis of persons who motivated them to start the business.

TABLE 22 : Persons Motivating Women Entrepreneurs

<i>S. No.</i>	<i>Motivators</i>	<i>Number of Respondents</i>	<i>Percentage to Total</i>
1	Husband	62	31.00
2	Self- motivation	39	19.50
3	Parents	36	18.00
4	Other Family Members	23	11.50
5	Friends	13	6.50
6	Government Officials	13	6.50
7	Relatives	12	6.00
8	Trade Associations	2	1.00
	Total	200	100.00

Table 22 reveals that 31 percent of women entrepreneurs have been motivated by their husbands and those who had self-motivation amounted to 19.5 percent. Women entrepreneurs motivated by their parents, family members and friends amounted to 18 percent, 11.5 percent and 6.5 percent respectively. Those who were motivated by Government officials, relatives and trade associations amounted to 6.5 percent, 6 percent and 1 percent respectively. Among the various persons motivating women entrepreneurs in Virudhunagar District, motivation by husbands tops the list followed by self-motivation and parents.

FACTORS MOTIVATING WOMEN ENTREPRENEURS

Apart from the individual, the environmental factors also influence the women entrepreneurs to start a business of their own. The factors motivating women entrepreneurs have been listed in the interview schedule. The entrepreneurs were asked to rank them in the order of preference. The weighted average score was calculated on the basis of weightage given to the nine factors by the respondents. The factor which got the highest average score has been taken as the most important factor. Table 23 reveals the ranking of the factors on the basis of weighted average scores.

It is inferred from Table 23 that the various factors motivating women entrepreneurs are in this order namely, to earn money, economic independence, to fight unemployment, urge to achieve market potential, to be innovative and different, social status or prestige, to use idle funds and dissatisfaction with the existing job. Among the various factors influencing the women entrepreneurs to start the business, to earn money tops the list followed by economic independence.

In this research paper, an attempt has been made to analyse the opinion on women entrepreneurship by conducting a survey among 200 respondents. The opinion on women entrepreneurship has been analyzed on the basis of

TABLE 23 : Ranking of Factors Motivating Women Entrepreneurs

<i>S.No.</i>	<i>Motivating Factors</i>	<i>Weighted Average Score</i>	<i>Rank</i>
1	To Earn Money	7.35	I
2	Economic Independence	5.72	II
3	Urge to Achieve	5.68	III
4	Unemployment	5.32	IV
5	Market Potential	5.22	V
6	To be Innovative and different	4.68	VI
7	Social Status or Prestige	3.96	VII
8	To Use Idle Funds	3.70	VIII
9	Dissatisfaction with the Existing Job	3.39	IX

scores obtained on a five-point scale for ten statements. Chi-square test has been used to analyse the opinion of women entrepreneurs in Virudhunagar District.

The opinion on women entrepreneurship has been analyzed by using the following five-point scale.

1.	SA	Strongly Agree	5 Points
2.	A	Agree	4 Points
3	NO	No Opinion	3 Points
4	DA	Disagree	2 Points
5	SD	Strongly Disagree	1 Point

Women entrepreneurs had been asked to give their opinions on the following ten statements:

- 1) Right place for women is home.
- 2) Acquiring technical know-how is a problem for women entrepreneurs.
- 3) Management training is necessary for women entrepreneurs.
- 4) Women entrepreneurs cannot survive without the help of husband or family members.
- 5) Women become entrepreneurs due to economic compulsion.
- 6) Ideal stage for entrepreneurial career is before marriage.
- 7) Women's entrepreneurial career results in neglecting children, family and home.
- 8) Availability of financial assistance from supporting agencies is a problem for women entrepreneurs.
- 9) Women entrepreneurs cannot compete with men entrepreneurs.
- 10) Entrepreneurship is a boon for women.

HYPOTHESES

In order to analyse the opinion on women entrepreneurship, the following null hypotheses were framed.

- 1) There is no significant difference between the age of the respondents and their opinion on women entrepreneurship.
- 2) There is no significant difference between the community of the respondents and their opinion on women entrepreneurship.
- 3) There is no significant difference between the religion of the respondents and their opinion on women entrepreneurship.
- 4) There is no significant difference between the marital status of the respondents and their opinion on women entrepreneurship.
- 5) There is no significant difference between the educational qualifications of the respondents and their opinion on women entrepreneurship.

For testing the above hypotheses, χ^2 value was calculated. The calculated value of χ^2 was compared with the Table value of χ^2 , located from χ^2 Table for the desired level of significance on the given degrees of freedom. If the calculated value of χ^2 is less than the Table value of χ^2 , it conforms to the hypothesis. In case the calculated value exceeds the Table value, the null hypothesis is rejected. For the purpose of this analysis, 95 percent and 99 percent levels of confidence have been adopted. The Table value of χ^2 is denoted as $\chi^2_{0.05}$ at 95 percent level of confidence or five per cent level of significance and $\chi^2_{0.01}$ at 99 percent level of confidence or one percent level

of significance. The calculated value is denoted as χ^2 .

CLASSIFICATION OF WOMEN ENTREPRENEURS ON THE BASIS OF THEIR OPINION SCORES

The respondents were classified into three categories with high, medium and low levels of opinion on the basis of total scores obtained by each respondent.

Arithmetic mean ($\bar{X}$) and standard deviation (σ) of the total opinion scores of 200 respondents have been computed. Score above $\bar{X} + \sigma$ is considered as high level of opinion. Score below $\bar{X} - \sigma$ is considered to be the low level of opinion. Scores in between $\bar{X} + \sigma$ and $\bar{X} - \sigma$ are considered to be the medium level opinion. Arithmetic mean score is 31.81 or 32 and standard deviation score is 5.11 or 5.

Respondents whose opinion scores above 37 (32+5) are considered as having high-level opinion and whose opinion scores below 27 (32-5) are considered as having low level opinion. The respondents whose opinion scores are in between 27 and 37 are classified as having medium level of opinion.

The classification of the respondents on the basis of their opinion scores is given in Table 24.

TABLE 24 : Classification of Women Entrepreneurs on the basis of Opinion Scores

S. No.	Level of Opinion	No. of Respondents	Percentage to Total
1.	Low	41	20.5
2.	Medium	117	58.5
3.	High	42	21.0
	Total	200	100.00

It is seen from Table 24 that 20.5 percent of the respondents had low level opinion and 58.5 percent had medium level opinion. Those who had high-level opinion amounted to 21 per cent. A majority of women entrepreneurs, 58.5 percent, had medium level opinion on women entrepreneurship.

CHI-SQUARE TEST

Chi-square test is applied to measure the opinion level of women entrepreneurs. The following formula has been used:

$$\text{Chi-square test } (\chi^2) = \frac{(O - E)^2}{E}$$

$$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

Where

O = Observed frequency

E = Expected frequency

df = Degrees of freedom

df = (r-1)(c-1)

r = row

c = column

AGE OF THE RESPONDENTS AND OPINION ON WOMEN ENTREPRENEURSHIP

The women entrepreneurs in Virudhunagar District belong to different age groups. Hence, an attempt has been made to analyse whether there is any significant difference between the age and level of opinion on women entrepreneurship. For this purpose, a two-way table has been prepared. Table 25 shows the opinion levels of the respondents of different age groups.

TABLE 25 : Opinion Levels of Respondents of Different Age Groups

S.No.	Age	High	Medium	Low	Total
1	Below 40	22 (16.54)	81 (60.90)	30 (22.56)	133 (100)
2	Above 40	20 (29.85)	36 (53.73)	11 (16.42)	67 (100)
Total		42	117	41	200

Note: Figures in brackets represent percentage to total

From Table 25 it is seen that among the 42 respondents who had high-level opinion, 22 respondents were in the age group of below 40 years of age and 20 were above 40 years. In order to test whether there is any significant difference between age and level of opinion of the respondents, Chi-square test is applied.

$$\begin{aligned}\text{Degrees of Freedom (df)} &= (c-1)(r-1) \\ &= (3-1)(2-1) \\ &= 2 \\ \text{Calculated Value of } \chi^2 &= 4.9728 \\ \text{Table Value } \chi^2_{0.05} &= 5.99 \\ \text{Table Value } \chi^2_{0.01} &= 9.21\end{aligned}$$

Since the calculated value of 4.9728 is less than the Table value both at 5 percent and 1 percent levels of significance, the null hypothesis is accepted. Hence, it is concluded that there is no significant difference between the age of the respondents and their opinion on women entrepreneurship.

COMMUNITY OF THE RESPONDENTS AND OPINION ON WOMEN ENTREPRENEURSHIP

The opinion levels of the respondents of different communities may be different. Hence, an attempt has been made to analyse whether there is any significant difference between the community and the level of opinion of the respondents. For this purpose, a two-way table has been prepared. Table 26 shows the opinion levels of the respondents of different communities.

TABLE 26 : Opinion Levels of Respondents on the Basis of their Community

S.No.	Community	High	Medium	Low	Total
1	Forward	5 (20.83)	13 (54.17)	6 (25.00)	24 (100.00)
2	Backward	30 (20.83)	84 (58.33)	30 (20.83)	144 (100.00)
3	Most Backward, Scheduled Caste and Scheduled Tribes	7 (21.88)	20 (62.50)	5 (15.63)	32 (100.00)
	Total	42	117	41	200

From Table 26 it is clear that among the 42 respondents who had high level opinion, 5 respondents belong to forward community, 30 respondents to backward community and 7 to Most Backward, Scheduled Caste and Scheduled Tribe communities. In order to test whether there is any significant difference between the community and level of opinion of the respondents, Chi-square test is applied.

$$\begin{aligned}\text{Degrees of Freedom (df)} &= (c-1)(r-1) \\ &= (3-1)(3-1) \\ &= 4 \\ \text{Calculated Value of } \chi^2 &= 0.7950 \\ \text{Table Value } \chi^2_{0.05} &= 9.49 \\ \text{Table Value } \chi^2_{0.01} &= 13.3\end{aligned}$$

Since the calculated value of 0.7950 is less than the Table value both at 5 percent and 1 percent levels of significance, the null hypothesis is accepted. It is concluded that there is no significant difference between the community of the respondents and their opinion on women entrepreneurship.

RELIGION OF THE RESPONDENTS AND OPINION ON WOMEN ENTREPRENEURSHIP

The opinion levels differ for different religions. Hence, an attempt has been made to analyse whether there is any significant difference between religion and levels of opinion of the respondents. For this purpose, a two-way table has been prepared. Table 27 shows the opinion levels of the respondents belonging to different religions.

TABLE 27 : Opinion Levels of Respondents on the basis of their Religion

S.No.	Religion	High	Medium	Low	Total
1	Hindu	37 (21.02)	103 (58.52)	36 (20.45)	176 (100.00)
2	Muslim and Christian	5 (20.83)	14 (58.33)	5 (20.83)	24 (100.00)
	Total	42	117	41	200

From Table 27, it is clear that among the 42 respondents, who had high-level opinion, 37 respondents were Hindus and 5 respondents were Muslims and Christians. In order to test whether there is any significant difference between the religion and the opinion levels of the respondents, Chi-square test is applied.

$$\begin{aligned}\text{Degrees of Freedom (df)} &= (c-1)(r-1) \\ &= (3-1)(2-1) \\ &= 2 \\ \text{Calculated Value of } \chi^2 &= 0.0019 \\ \text{Table Value } \chi^2_{0.05} &= 5.99 \\ \text{Table Value } \chi^2_{0.01} &= 9.21\end{aligned}$$

Since the calculated value of 0.0019 is less than the Table value both at 5 percent and 1 percent levels of significance, the null hypothesis is accepted. Hence, it is concluded that there is no significant difference between the religion of the respondents and their opinion on women entrepreneurship.

MARITAL STATUS OF THE RESPONDENTS AND OPINION ON WOMEN ENTREPRENEURSHIP

The opinion levels of married, unmarried, widows and divorcees may differ. Hence, an attempt has been made to find whether there is any significant difference between marital status and the level of opinion of the respondents. For this purpose, a two-way table has been prepared. Table 28 shows the opinion levels of the married, unmarried, widows and divorcees.

It is clear from Table 28 that among the 42 respondents who had high-level opinion, 26 respondents were married, 5 respondents were unmarried and 11 were widows and divorcees. In order to test whether there is any significant difference between marital status and level of opinion of the respondents, Chi-square test is applied.

$$\begin{aligned}\text{Degrees of Freedom (df)} &= (c-1)(r-1) \\ &= (3-1)(3-1) \\ &= 4 \\ \text{Calculated Value of } \chi^2 &= 5.4585 \\ \text{Table Value } \chi^2_{0.05} &= 9.49 \\ \text{Table Value } \chi^2_{0.01} &= 13.3\end{aligned}$$

TABLE 28 : Opinion Levels of Married, Unmarried, Widows and Divorcees

S.No.	Marital Status	High	Medium	Low	Total
1	Married	26 (20.31)	72 (56.25)	30 (23.44)	128 (100.00)
2	Unmarried	5 (13.51)	26 (70.27)	6 (16.22)	37 (100.00)
3	Widows and Divorcees	11 (31.43)	19 (54.29)	5 (14.29)	35 (100.00)
	Total	42	117	41	200

Since the calculated value of 5.4585 is less than the Table value both at 5 percent and 1 percent levels of significance, the null hypothesis is accepted. Hence, it is concluded that there is no significant difference between the marital status of the respondents and their opinion on women entrepreneurship.

EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS AND OPINION ON WOMEN ENTREPRENEURSHIP

The opinion level differs from one another among the respondents with different educational qualifications. Hence, an attempt has been made to analyse whether there is any significant difference between educational qualifications and level of opinion of the respondents. For this purpose, a two-way table has been prepared. Table 29 shows the opinion levels of the respondents who are having different educational qualifications.

TABLE 29 : Opinion Levels of Respondents with Different Educational Qualifications

S.No.	Literacy level	High	Medium	Low	Total
1	Upto School Level	35 (26.72)	77 (58.78)	19 (14.50)	131 (100.00)
2	Technical and College Education	7 (10.14)	40 (57.97)	22 (31.88)	69 (100.00)
	Total	42	117	41	200

It is seen from the Table 29 that among the 42 respondents who had high-level opinion, 35 respondents had educational qualifications upto school level and 7 had technical and college education. In order to test whether there is any significant difference between educational qualifications and the opinion level of the respondents, Chi-square test is applied.

Degrees of Freedom (df)	=	(c-1) (r-1)
	=	(3-1) (2-1)
	=	2
Calculated Value of χ^2	=	12.5822
Table Value χ^2 0.05	=	5.99
Table Value χ^2 0.01	=	9.21

Since the calculated value of 12.5822 is greater than the Table value both at 5 per cent and 1 per cent levels of significance, the null hypothesis is rejected. Hence, it is concluded that there is significant difference between the educational qualifications of respondents and their opinion on women entrepreneurship.

SUMMARY OF FINDINGS

- More than two-thirds of the women entrepreneurs are below 40 years of age. This has been due to the fact that they are free from family commitments at this age.
- Nearly three-fourths of the women entrepreneurs (72 %) in Virudhunagar District are from backward community. It indicates the eagerness of the women from backward community to come up in life by starting their own enterprises.
- More than four-fifths of the women entrepreneurs (88%) belong to Hinduism. This has been due to the fact that the majority of the population in Virudhunagar District are Hindus.
- Nearly two-thirds of the women entrepreneurs (64 %) are married. Since wants are unlimited, a single earning member in the family cannot fulfill the needs of a family. Hence, women have to supplement the income of the family to maintain a reasonable standard of living.
- A majority of the women entrepreneurs (59%) have studied only upto school level.
- Nearly two-thirds of women entrepreneurs in Virudhunagar District are from nuclear families. Entrepreneurship requires full devotion and dedication to their jobs, which is possible only by women from nuclear families.
- A majority of women entrepreneurs (53.5%) in Virudhunagar District have annual income upto rupees one lakh only.
- A majority of women entrepreneurs (61%) in Virudhunagar District belonged to the category of first generation of entrepreneurs.
- A majority of women entrepreneurs (54%) have previous experience in business such as employment, belonging to business families and the like.
- More than four-fifths of the women entrepreneurs (88%) in Virudhunagar District have support from their family members in running their business.
- With regard to actual control in the enterprises run by women entrepreneurs, enterprises under the control of women concerned top the list with 39 per cent, followed by the control of their husbands with 31 per cent.
- More than three-fourths of the small-scale units (82%) run by women entrepreneurs are manufacturing units.
- Nearly three-fourths of the enterprises (74%) run by women entrepreneurs belong to sole trader type. This has been due to the fact that starting of sole trader organizations is easy, unlike stating joint-stock companies where a lot of legal formalities have to be observed.
- Manufacturing units, which are fully utilizing their installed capacity and those, which are not fully utilizing the capacity were equally divided.
- According to Garrett's ranking, the main cause for the under-utilisation of the installed capacity has been the low profit margin, followed by accumulation of unsold stock.
- More than four-fifths of the manufacturing units (92.68%) have purchased their raw material from the open market. This shows the easy availability of raw material in the market for small-scale industries.
- According to a majority of the women entrepreneurs (51.5%), it is easy to sell their products. This has been due to the fact that the quantity produced is less and can be sold locally.
- Regarding the area of sale of the products, local sales tops the list, followed by All India, Tami Nadu state and export sales.

- More than two-thirds of women entrepreneurs (66.5%) have invested both owned and borrowed funds.
- The main sources of borrowing for the small- scale industries run by women entrepreneurs in Virudhunagar District are banks and financial institutions. This has been due to the fact that banks and financial institutions are liberal in lending to small- scale industrial units since they are bound to lend 40 per cent of their total lending to the priority sector.
- The main reason for selecting the present business by women entrepreneurs is previous experience, followed by the demand for a particular product or service.
- Among the various persons motivating women entrepreneurs in Virudhunagar District, motivation by their husbands tops the list, followed by self-motivation and motivation by their parents.
- Among the various factors influencing women entrepreneurs to start business 'to earn money' tops the list, followed by 'economic independence'.
- Opinions on women entrepreneurship were analyzed on the basis of scores obtained on a five-point scale for ten statements. Chi-square test was used to analyse the opinion of women entrepreneurs in Virudhunagar District.
- There is no significant difference between the age of the respondents and their opinion on women entrepreneurship.
- There is no significant difference between the community of the respondents and their opinions on women entrepreneurship.
- There is no significant difference between the religion of the respondents and their opinions on women entrepreneurship.
- There is no significant difference between the marital status of the respondents and their opinions on women entrepreneurship.
- There is significant difference between the educational qualifications of the respondents and their opinions on women entrepreneurship.

SUGGESTIONS

For further development of women entrepreneurs in small -scale industries in Virudhunagar District, the following suggestions are given:

1. Since most of the small- scale units in India are unregistered, steps should be taken by the Government of India to make it compulsory to register all small- scale industries with respective District Industries Centre.
2. The share of small- scale units run by women entrepreneurs in the total small- scale units functioning in Virudhunagar District is very poor. Hence, the following steps may be taken to involve more number of potential women in the field of entrepreneurship.
 - i) More attention should be focused on unemployed graduates.
 - ii) There should be a reorientation of the educational system for women.
 - iii) There should be a curriculum change along with proper carrier guidance in women's educational institutions, which will shape the girl students to become capable entrepreneurs in future.
3. Since the number of entrepreneurs from scheduled caste and scheduled tribe communities is very low, awareness is to be created among the scheduled caste and scheduled tribe women, by providing special incentives to start business.
4. Women entrepreneurs should be encouraged to start their enterprises as joint stock companies rather than as sole trade and partnership concerns to avail the advantages of large scale operation.
5. A majority of the women entrepreneurs are not members in trade associations. Awareness should be created through advertisements to become members of trade associations to enjoy the benefits of membership.
6. Women entrepreneurs must keep themselves abreast of the latest developments in their respective fields by regularly attending the training programmes and reading relevant literature.
7. Parents of unmarried potential women entrepreneurs should prefer spending money on setting up business rather than giving preference to her marriage.
8. Society needs to change its negative attitude towards women entrepreneurs. Women should be judged based on merits instead of sex.
9. The Government and other promotional agencies should take greater interest in marketing the products produced by women.
10. The Government departments and public sector undertakings should be made to consider purchasing their requirements from enterprises owned by women.

(Conf. on Page 24)

Billion dollar brands	24
No of patents	38000
No of countries in which they have operations	90
Source: P&G's Annual Report 2007-08	

Baby&Family care	37.7
Total	84.9
Source: P&G's Annual Report 2007-08	

Exhibit III : P&G's Popular Brands

- Always-Feminine hygiene products
- Ariel- Washing powder/liquid
- Crest- Toothpaste
- Dawn-Dishwashing detergent
- Downy-Fabric softener
- Duracell- Batteries and flashlights
- Gillette-Shaving system
- Head &Shoulders-Shampoo
- Herbal Essence-Shampoo
- Hugo-Men's perfumes
- Olay-Women's skin care products
- Oral B-Tooth brush
- Pampers-Disposable diapers
- Pantene-Hair care
- Tide-Laundry detergent
- Whisper-Sanitary napkins

Exhibit IV : P&G's Achievements through Innovation

	1999-00	(in billion \$) 2007-08
Sales	39.95	83.50
Net Earnings	3.36	12.05
Margin	8.41	14.50
Advertising Expense	3.90	8.67
R&D Expense	1.90	2.23
Market Cap	<\$100	>\$200
Billion dollar Brands (Number)	10	24

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2. Ibid
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4. Break through innovations are the radical, new to the world ideas. These are rare but extremely valuable innovations. The incremental innovations, in contrast, relate to continuous improvements that add value to processes, products or services.
5. Growth achieved through mergers and acquisitions
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7. John P.Kotter and Dan S.Cohen, "The Heart of Change", Harvard Business School Press, Boston, 2002
8. "The Game Changer", op.cit

(Cont. from page 19)

11. At present, only a negligible portion of the products of women-owned units are exported. Export possibilities are to be created by the Government.
12. The Reserve Bank of India should consider designing a special scheme for granting financial assistance to women entrepreneurs without insisting on collateral security and guarantee.
13. A National Bank for Women Entrepreneurs should be formed as a 100 percent subsidiary of Reserve Bank of India to take care of financial assistance to women entrepreneurs.
14. Improper location and inadequate infrastructure facilities are the hurdles in the way of development of women entrepreneurship. Hence, separate industrial estates may be set up exclusively for women entrepreneurs to reduce the initial investment and to create a special environment.
15. The entry of proxy or dummy women entrepreneurs needs to be checked so that the benefits trickle down only to the genuine women entrepreneurs.
16. Separate cells could be created in support agencies exclusively for women entrepreneurs like NRI or foreign investors' cells.

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