

MSMEs in Manipur with respect to Strategic Constraints: A review

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Abstract

In India, the MSMEs (Micro Small and Medium Enterprises) play pivotal roles in the overall development of the industrial economy. MSMEs are the second largest source of employment after agriculture. Though the volume of production of the MSME sector is very huge, the qualities of production, diversification of products, energy consumption, and environmental effects have always been a concern. Under the changing economic scenario, MSME sector has both the challenges and opportunities before them. The challenges has increased manifold as the global downturn in the businesses cycle threatened domestic growth and employment, the proactive role of the government have helped the MSMEs to achieve fairly high growth in the sector. In the Indian Economy, the MSMEs are playing an essential role in raising the national income regarding providing employment, producing goods and services and generation of income. The MSMEs have emerged as a highly energetic and forceful sector of the Indian Economy. MSMEs have not only played a key role in providing maximum employment opportunities at relatively lower investment cost than bigger industrialization, but also assist in industrialization of rural & backward areas, thereby dropping regional imbalances, assuring more fair distribution of National Income and Prosperity. MSMEs sector contributes largely to the socio and economic development of the country. And the study aims at developing MSMEs through strategic alignments and enlargement of business activities in the region. In the entire eight North-Eastern states, collectively have 4.24 lakh MSMEs, which provides an employment generation of about 13.27 lakh people, as against 214.38 lakh enterprises at the national level that employs 501.93 lakh people, which reveals comparatively low at the national level. The unit's setup under PMEGP stood at 13% (2015-16), as for MSME, it stood at 17% (2015-16), and KVIC provided employment to 9.56 lakh artisans (2012). In the discourse of bringing sustainability in North-Eastern India, thereby the suitable measures for a competitive market, adoption of appropriate technology, and suitable environments are to be found out. In this paper, we are trying to identify the strategical constraints hindering the growth and development of MSMEs. The study is based upon a review of existing literature and it will help the MSME organizations to manage its operations more smoothly.

Keywords: - MSME, employment, hindrance

1. Introduction

Micro, Small and Medium Enterprises (MSMEs) have been considered as the engine of economic growth and promoting the equitable development of Indian nation. In India, the MSMEs play pivotal roles in the overall development of the industrial economy. MSMEs are the second largest source of employment after agriculture. The major advantage of the sector is its employment potential at low cost. The MSMEs constitute over 90% of the total enterprises and are accredited with generating the highest rates of employment growth and accounts for a major share of industrial production and exports.

With the enactment of the MSMED (Micro Small and Medium Enterprises Development) Act, 2006, which comes into force on the 2nd October 2006, the system of SSI registration has been done away with, and the new system of filing entrepreneurs' memorandum (EM) has been introduced. This sector attributes a lot towards domestic needs and export marketing by producing varieties of products ranging from traditional to high-tech. Though the volume of production of the MSME sector is very large, the qualities of production, diversification of products, energy consumption, and environmental effects have always been a concern.

Under the changing economic scenario, MSME sector has both the challenges and opportunities before them. The challenges of the MSME sector have increased manifold as the global downturn in the businesses cycle threatened domestic growth and employment, the proactive role of the government has helped the sector to achieve fairly high growth in the sector.

The Pattern of Growth of the MSMEs during Pre & Post liberalization may be examined with the Growth indicators listed below:

Growth Indicators	Pre-Globalisation (1970-71 to 1989-90)	GCR*	Post-Globalisation (1990-91 to 2009-10)	GCR*
a. No. of Registered Units (in lakh)	3.20 - 18.20	9	19.50 - 42.50	4
b. No. of Employment Gen. (in lakh)	36.20 - 119.60	7	125.30 - 245.60	4
c. Value of Products (in crores)	30200 -149900	10	155740 -760727	11
d. Investment (in crores)	36200 -119600	17	100750 – 630635	10
e. Export (in Crores)	200 - 7600	19	9664 - 84255	11

Source: Anzer R.N.(2017), "Performance Analysis of MSME Sector in India", Southern Economist, Vol. -55(21).

- CGR: Compounded Growth Rate

In the Indian Economy, the MSMEs are playing an essential role in raising the national income in terms of providing employment, producing goods and services and generation of income. The MSMEs have emerged as a highly energetic and forceful sector of the Indian Economy. MSMEs have not only played a key role in providing large employment opportunities at relatively lower investment cost than larger industries, but also assist in industrialisation of rural & backward areas, thereby dropping regional imbalances, assuring more fair distribution of National Income and Prosperity. MSMEs sector contributes largely to the socio and economic development of the country. And this study will aim at developing MSMEs through strategic alignments and enlargement of business activities in the region.

In the Indian context, given the nature of this sector and the challenges faced, it is important to have a Government led intervention and support mechanism to upgrade and strengthen this sector to meet the expectations of the country. This SME Policy Framework aims to promote high potential, promising SMEs and improve business environment to allow them to realize their full potentials in today's globalized economy. This Policy Framework also will foster small enterprises to grow into medium-sized enterprises and medium-sized enterprises to grow into large enterprises and large enterprises to grow into globally competitive enterprises.

The contribution of the MSME sector to overall industrial production has declined marginally from 39.74 per cent in 1999-2000 to 38.57 percent in 2006- 07. The contribution of the MSME sector to the Gross Domestic Product (GDP) has increased from 5.86 per cent in 1999-2000 to 5.94 percent in 2006-07. This signifies that the need for MSMEs in the growth and development of the Indian economy. The central, as well as state governments should give priority in the development of this sector by making them more competitive. The MSMEs need to be educated and informed of the latest developments taking place globally and helped to acquire skills necessary to keep pace with the global developments.²

In the entire eight North-Eastern states, collectively have 4.24 lakh MSMEs, which provides an employment generation of about 13.27 lakh people, as against 214.38 lakh enterprises at the national level that provides employment to 501.93 lakh people, which reveals comparatively low at the national level. The unit's setup under PMEGP stood at 13% (2015-16), as for MSME, it stood at 17% (2015-16), and KVIC provided employment to 9.56 lakh artisans (2012).

In the context of Manipur, many investors or fund providers like NABARD, NEDFI, SIDBI, IDBI, DIC, KVI Board, KVIC and various Commercial Banks are putting a lot of efforts to help established successful SSIs in various fields.

MSMEs in India:

A. For the Manufacturing Sector, an enterprise is classified as:

Sl	Type of Enterprise	Investment	Ceiling Amount
1	Micro Enterprise	Investment in Plant and Machinery	Not Exceeding 25 lakhs
2	Small Enterprise	Investment in Plant and Machinery	25 lakhs to 5 Crores
3	Medium Enterprise	Investment in Plant and Machinery	5 Crores to 10 Crores

B. In case, Enterprise is engaged in providing or rendering of Services, it is classified as:

Sl	Type of Enterprise	Investment	Ceiling Amount
1	Micro Enterprise	Investment in Equipment	Not Exceeding 10 lakhs
2	Small Enterprise	Investment in Equipment	10 lakhs to 2 Crores
3	Medium Enterprise	Investment in Equipment	2 Crores to 5 Crores

Source: Based on the data sets of Fourth All India Census of MSME, augmented with data sets of EC, 2005 and growth rate observed during Fourth (1998), Fifth (2005) and Sixth (2017) Economic Census, the performance of MSME

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– Past Participant Sergio Arias, Sr. Consultant at Softtek (Strategic Management)

A constraint is anything that prevents the system from achieving its goal. There are many ways that constraints can show up, but a core principle within TOC is that there are not tens or hundreds of constraints. There is at least one but at most only a few in any given system. Constraints can be internal or external to the system. An internal constraint is in evidence when the market demands more from the system than it can deliver. If this is the case, then the focus of the organization should be on discovering that constraint and following the five focusing steps to open it up (and potentially remove it). An external constraint exists when the system can produce more than the market will bear. If this is the case, then the organization should focus on mechanisms to create more demand for its products or services.

The Strategy has been considered a part and parcel of the Organisational Operational activity; unfortunately, few Organisations have really worked out or attempted on this issue. Organizational structures have existed and developed from the ancient times of hunters and gather to royal power structures to industrial and in today's post-industrial structures. The study of organization structure has been evolving with numerous studies, viewpoints and research being conducted to find the intricate balance between its constituents.

In this paper, we are trying to identify the strategical constraints hindering the growth and development of MSMEs. The study is based upon a review of existing literature like research papers, websites, government reports and all other secondary resources.

2. Literature Reviewed:

According to Rajiv Lahiri, (Assistant Professor, Derozio Memorial College, Kolkata) (2011) “The MSMEs in India face a tough situation due to extreme competition from large industries due to the withdrawal of subsidy, lack of infrastructure, anti-dumping policy, challenges on product standardization, total quality management, etc. Though Globalization has increased competitiveness in Indian MSMEs to a certain extent, still Indian MSMEs are not adequately prepared to compete with the global players. There has been a definite change in the attitude of the Govt. from protection to promotion of the MSMEs. The Govt. has taken several policy initiatives but needs to ensure proper coordination and implementation of such schemes. The MSMEs must convert the threats of globalization into opportunities through increased productivity, product diversification, supply chain management, Research and Development activities”.

Rao T V, (2004) explains that performance is what is expected to be delivered by an individual or a set of individuals within a time frame. What is expected to be delivered could be stated regarding results or efforts. He goes on to tell about the various dimensions of performance management- Output or result dimension; input dimension; time dimension; focus dimension; quality dimensions and cost dimension.

According to Dr. A. S. Shiralashetti (2012) the contribution of the MSME sector to overall industrial production has declined marginally from 39.74 percent in 1999-2000 to 38.57 percent in 2006- 07. Whereas, to the GDP has increased from 5.86 percent in 1999-2000 to 5.94 percent in 2006-07. This signifies that the need of MSMEs in the growth and development of the Indian economy. Both central, as well as state governments should give priority in the development of this sector by making them more competitive, educating and availing information of the latest developments taking place globally and helped to acquire skills necessary to keep pace with the global developments. MSMEs in India has the problems of- Absence of adequate and timely supply of bank finance, Limited capital and knowledge, Lack of power, Low quality inputs, Low return, Non-availability of suitable technology, Low production capacity, Ineffective marketing strategies, Identification of new markets, Constraints in modernisation and expansions, Transportation problems, Lack of adequate warehousing, Lack of information, Lack of training, High competition, Non availability of highly skilled labour at affordable cost.

Sothea OUM et al., (2014) Asserted that Exposure to foreign trade is important for both business- and production-process innovation, through interacting with their foreign counterparts or from participation in product networks, confirming the learning-by-export and through importing technologies, while linkages through foreign ownership tend to have a much less significant influence.

Jan-Peter Vos et al., (1998) stated that problem with SMEs is that there is not a widely accepted specific operational definitions or method of identification of core competencies. In most cases, a general description is used: knowledge and skills that set the company apart from the rest of the pack and at least potentially provide a competitive edge. As one has to be specific and operational; or else several problems arise.

S. Santhanalakshmi and, M. Kannan (2013) stated that SMEs in India face a number of problems – the absence of adequate and timely banking finance, non-availability of suitable technology, ineffective marketing due to limited resources and non-availability of skilled manpower.

Amit Saini (2014) authored that Minimal or no access to banking finance to Micro Units, Cost of raw material, and competition from big companies and other operating costs are other factors affecting the growth potential. 2/3 of participants believe that banks increase the loan limit size for subsequent/future loan applications, but it also results into the increment in collaterals and 80% of respondents believe that high-interest rates and lengthy process & complex paperwork are the major deterrents in bank loan

process. 60% of the sample are growing with 25% or above on an annual basis shows an untapped growth opportunity for inclusive growth of India.

N. Aruna (2015) reported that globalized business environment of India has been averagely favorable for the growth of micro and small scale industries. The nub of the data is that the MSMEs have played role in employment generation in India.

Anzer R. N. (2017) stated that a substantial improvement will be needed in technology, such as mechanization, organization and information and the revamping of policy measures to encourage the growth of small units through collective efforts, ending their isolated mode of operation and become globally competitive.

Dr. Mba Okechukwu Agwu and, Dr. Cletus Izunwanne Emeti (2014) recommended provision of soft loans to SMEs operators, government guaranteeing of long-term loans to SMEs operators, the establishment of SMEs funding agency, public/private sector partnership in infrastructural provision, capacity building for SMEs operators and provision of tax incentives for SMEs operators.

Wanjiku Lily Njanja (2009) reported that the field of MSMEs is large and very diverse. It is an interesting area with many unresolved issues. It would be encouraging to get more solutions to the many issues arising. Many economies have survived by encouraging new firms.

Thorsten Beck et al., (2005) asserted that the relationship between SMEs and economic growth becomes statistically insignificant when controlling for endogeneity. Thus, although a prosperous SME sector is a characteristic of flourishing economies, we cannot reject the view that SMEs do not cause growth. Furthermore, cross-country comparisons do not indicate a particularly beneficial impact on the incomes of the poor, and we do not find a significant relationship between SMEs and measures of the depth and breadth of poverty. Thus, the empirical study does not provide support for the pro-SME prescription of directly subsidizing SME development to accelerate growth and reduce poverty.

Avishek Chanda (2013) stated that MSMEs experienced positive TFPG in the late liberalization period; it was mainly on account of increasing technical efficiency. Like the period (1987-88 to 2001-02), there was also technological regress in the MSMEs sector during (2001-02 to 2006-07) while large industries during the same period experienced technological growth.

Kuldip S, Chhikara, and Anand S. Kodan (2013) stated that coordination is must between central and state government policies, should take strict action against the banks and their employees responsible for non-attainment of the priority sector targets in general and the private banks in particular. Policies should be framed to boost the handicraft, particularly in rural areas. The plans and policies framed for the MSMEs must be hyped. The self-help groups should not only be created rather they should be helped and strengthened to spread awareness among the masses by proving much-needed help to them. Special incentives are needed to give to those units involving more and more workers. More and more business exhibitions cum village fares should be organized. More FDI participations are required and effective training programmes are to be initiated.

Dr. Suhail Mohammad Ghouse (2014) authored that Export competitiveness of MSMEs can be promoted by working on the key performance areas of the sector and overcoming the key challenges/barriers to them and a healthy involvement of the government, private sector and the international sector. Apart from these issues, the sector needs innovation in certain areas to create sustainable MSMEs. Certain sectors need to be highly focused and can prove to be significant export earners for the emerging economy.

According to G. P. Girish et al., (2015) MSME sector in India contributing about 7.5% of India's GDP accounting for about 38% of the manufacturing output and 40% of the exports of the country, the proposed model if empirically investigated would have realistic implication and will facilitate MSMEs (which are major contributors to development of the economy) in successful espousal of KMS and garner the latent benefits.

Janina Gomes (2001) reported that clusters of small and medium enterprises, which form the backbone of India's industrial and export production, can learn and adapt from the Italian model where such clusters have evolved into globally renowned manufacturing bases for a variety of products. The key to this success has been the ability of Italian industrial clusters to innovate and modernize and attune to changing market conditions.

Yuji Honjo and Nobuyuki Harada (2006) Creative Business Promotion Law (CBPL) and financial structure affect firm growth. SMEs approved by prefectural governors under CBPL tend to increase assets.

Anita Kumari (2014) authored that technology up-gradation has been boon for MSMEs productivity and competitiveness along with various other characteristics of firms like scale, size, market share, and capital intensity and information technology. Therefore, in lieu of new developments efforts should be accelerated further with due significance to technology developments for enhancing the competitiveness of MSMEs and hence the overall growth of the Indian economy.

According to M H Bala Subrahmanya (2010), the Chinese small and medium enterprises have been able to capitalize on the growing demand for low quality and low priced goods in major markets. Multinational supermarket chains have set up product procurement branch offices in China, and shops catering to low and middle-income consumers in developed countries are flooded with Chinese products. This competitiveness has been achieved through a mix of external and internal factors. Given the relatively small size of the Indian SME sector, which is largely confined to local and regional markets, India is unlikely to be able to challenge the Chinese export engine.

P.Suresh and, Dr.M.Akbar Mohideen (2012) reported that Small and Medium Enterprises are two legs of Industrialization process of a country. Hence, Small and Medium Enterprises are found in existence in every country. Small and Medium Scale Enterprises have been given an important place in the framework of Indian planning since beginning both for economic and ideological reasons.

Yao Wang (2016) stated that the five most significant obstacles perceived by SMEs managers were identified as – “access to finance”, “tax rate”, “competition”, “electricity” and “political factors”. Among those five obstacles, “access to finance” appears to be the biggest barrier, followed by “competition”.

The Small Medium Enterprise (SME) sector has been identified as an important strategic sector in the overall policy objectives of the Government of Sri Lanka (GOSL) and it is seen as a driver of change for inclusive economic growth, regional development, employment generation, and poverty reduction. SME sector is envisaged to contribute to transforming lagging regions into emerging regions of prosperity. It recognizes SMEs as the backbone of the economy, as it accounts for more than 75% of the total number of enterprises, provides 45% of the employment and contributes to 52% of the Gross Domestic Production (GDP).

3. Major Constraints:

SL	Strategy	Constraints
1	Entrepreneurial and management Skill	<ol style="list-style-type: none"> 1. Limited Skill and knowledge, 2. Lack of information, 3. Lack of training, 4. Lack of focus competencies
2	Organisational Structure	<ol style="list-style-type: none"> 1. Lack of skilled manpower, 2. Business process or organisational innovation, 3. Corporate strategic orientations, 4. Advanced management techniques, 5. Introduction of significant organisational structures, 6. HR Rules and policies, 7. Centralized decision making - budgeting and planning of activities, 8. Roles and job description
3	Technology & Production	<ol style="list-style-type: none"> 1. Low quality inputs, 2. Non-availability of suitable technology, 3. Low production capacity, 4. Constraints in modernisation and expansions, 5. Technology development and transfer, 6. Production process innovation, 7. Technology Transfer by R & D Institutions,
4	Finance	<ol style="list-style-type: none"> 1. Bank finance, and Financial Institution link-up 2. Low return, 3. Collateral requirement 4. Lengthy procedure 5. High cost or shortage of raw materials supply 6. High cost of equipment
5	Marketing	<ol style="list-style-type: none"> 1. Ineffective marketing strategies, 2. Identification of new markets, 3. High competition, 4. Implementation/adoption of new or significantly improved production and delivery methods, 5. Exhibition and Fairs 6. Purchasing Power
6	Infra-structure (social)	<ol style="list-style-type: none"> 1. Counselling advice, Service providers and consultancy services, 2. Lack of Business linkages, 3. Empanelment of external resource persons, 4. Knowledge partners, 5. Training institutes/ faculty,
7	Infra-structure (Physical)	<ol style="list-style-type: none"> 1. Transportation and Communication problems, 2. Lack of adequate warehousing/godowns, 3. Electric (Power shortages)
8	Govt. policies	<ol style="list-style-type: none"> 1. Conducive business environment, 2. DIs and the DCs office lacks coherence, 3. Lack of support from associations/agencies, 4. Lack of Managerial Skill, Training, and skill development, 5. Untimely Initiation of Govt. schemes, 6. Lack of Skill for Cluster Development 7. Complicated bureaucratic registration procedures
10	Macro-economics	<ol style="list-style-type: none"> 1. Political instability; 2. Unfavourable laws, regulations, and dispute resolutions; 3. High corruption and bureaucratic barriers; 4. Unfair competition, 5. Inadequate infrastructure,

Source: researcher's analysis

4. The Significance of MSMEs in India:

The Fourth All India Economic Census of MSME, 2006-07 and Fifth Economic Census, 2005 revealed that the number of MSMEs and employment generation in MSMEs were 361.76 lakh and 805.24 lakh respectively. According to the Sixth Economic Census, 2013 (Published its report on the 31st March 2016), the number of MSMEs estimated is 512.99 lakhs and employment generated in MSMEs is 1112.28 lakh. It reveals that one MSME creates at least two persons, in addition to self-employment generation. During the period of eight years (2005 to 2013), the quantum of employment generation in the sector is increased by 38.13 percent.

The MSMEs have been the engine of economic growth for promoting the equitable development of Indian Economy. It is estimated that the production value of MSME Sector accounts for about 45 percent of the total production value of the manufacturing sector. 45-50 percent of the total value of export has been contributed by the MSME sector during the last 10 years. Thus this sector plays an important role in the export promotion of the country.

To maintain its niche in the International Markets, MSMEs are required to maintain competitiveness globally. This sector has to maintain its niche in the global market environment by updating themselves to the challenges emerging out of changes in the technology, changes in demand behavior, the emergence of new markets etc.

There is a great change in export product mix that non-traditional products account for more than 95 percent of the MSME exports. Excellent growth rates of exports of MSME products during the last decade have been fuelled by the performance of garments, leather, and gems and jewelry units.

The product groups where the MSME sector dominates in exports are sports goods, ready-made garments, woolen garments, and knitwear, plastic products, processes food and leather products. Considering the above growth parameters of the MSME sector, it has greater significance in attempting higher growth of India Economy.

5. Recent Policy Initiatives:

Looking into the significance of MSMEs in the better economic growth of the country, the following programmes have been implemented under the recent policy initiatives of the present Government;

- a. Ease of registration Process of MSMEs – Udyog Aadhaar Memorandum.
- b. Framework for Revival and Rehabilitation of MSMEs.
- c. Grievance Monitoring System
- d. International MoUs.
- e. Technology Centre Systems Programme.
- f. Partnership with Industries.
- g. MSME Data Bank.
- h. My MSME
- i. Skill Mapping of all Districts
- j. Revision of the definition of MSMEs
- k. MoU with NSIC for provision of Services for MSMEs.
- l. National Scheduled Caste/Scheduled Tribe Hub
- m. E-Governance Initiatives
- n. Under Performance and Credit Rating Scheme.
- o. Under Credit Guarantee Trust Fund for MSMEs Scheme.
- p. National Manufacturing Competitiveness Scheme.
- q. Vendor Development Programme for Ancillarization.
- r. MSME Testing centres/Stations.

Incentives Initiated by the Government:

1. Provision of soft loans to SMEs operators,
2. Government guaranteeing of long-term loans to SMEs operators,
3. Establishment of SMEs funding agency,
4. Public/private sector partnership in infrastructural provision,
5. Capacity building for SMEs operators and provision of tax incentives for SMEs operators

6. Conclusion:

It is evident from the study that although Government of India has taken-up major initiatives for the welfare of the MSME's in the with the enactment of the MSMED Act, 2006, which comes into force on the 2nd October 2006, the system of SSI registration has been done away with and the new system of filing entrepreneurs' memorandum (EM) has been introduced. This sector attributes a lot towards domestic needs and export marketing by producing varieties of products ranging from traditional to high-tech. Though the volume of production of the MSME sector is very large, the qualities of production, diversification of products, energy consumption, and environmental effects have always been a concern.

Under the changing economic scenario, the MSME sector has both the challenges and opportunities before them. The challenges of the MSME sector have increased manifold as the global downturn in the businesses cycle threatened domestic growth and employment, the proactive role of the government has helped the sector to achieve a fairly high growth in the sector.

On the other side, these MSMEs aren't able to lift-up themselves or grow to the level, they are expected of. These MSMEs have multiple problems in various aspects such as lack of financial supports from financial institutions including various government source, lack of professional and managerial skills, Unable to establish clear mission, vision, values and objectives, Most of the firms run under the whims of the proprietorship/owner, Lack of establishing proper contacts i.e. suppliers, consultants etc., Unable to meet the statutory compliances i.e. meeting the required security arrangements etc., Lack of knowledge to establish the businesses in the organised or structured way i.e. framing-up of basic structures, policies and strategies etc., Lack of knowledge to establish the enterprise with eco-residual concerns (eco-designing), Lack of commitment.

In the discourse of bringing sustainability in North-Eastern India, thereby the suitable measures for the competitive market, adoption of appropriate technology, and suitable environments are to be found out.

Although, Central, as well as state Governments have undertaken various remedial measures to fill-up the gaps, there still lay various issues as mentioned for optimum implementation of various schemes, initiatives, and incentives initiated by the Government.

Recent studies have been taken-up for ensuring the better growth of MSMEs that India is anticipated to come out as one of the leading economies of the world over the next decade in the glow of an optimistic political and economic situation, wherein, MSMEs are anticipated to play an important responsibility in the materialization of the Indian Economy.

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