“Entrepreneurship Evolution of Cluster Industry in Assam”
with special emphasis to Bell metal Industry of Sarthebari

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Abstract
The word Entrepreneur is derived from the French word, “Entreprendre” which means to “undertake” i.e., the person who undertakes the risk of new enterprise. The word entrepreneur, therefore, first appeared in the French language in the beginning of the sixteenth century. The concept of Entrepreneurship development in the North Eastern region of India endured around or in about 1973, North Eastern Council (NEC) seems to have played an important role in evolution of this movement over year. NEC was not alone about other agencies like the Industrial Development Bank of India (IDBI) in 1985 along with Small Industries Development Bank of India (SIDBI) in 1990 have also joined or indulged themselves in this activity by sponsoring the EDP’s. The bell metal of Sarthabari (Assam) cluster is also one of the oldest cluster of the country, it was running since the four father generation of present enterprise. The main reason for the development of bell metal is due to the skill sets of the artisans who had been working for ages. The Bell Metal Industry is presently facing acute problems in the procurement of raw materials, financial assistance from government and different intuitions, lack of training facilities, transportation, marketing etc. The artisans have been suffering from basic facilities like drinking water and sanitation. As a result, health of the workers including their family members was not in good conditions as they are suffering from various ailments. So if proper care and assistance is not given by the government, then the industry will perish in the future.

Key Words
North Eastern Council (NEC), Small Industries Development Bank of India (SIDBI), Industrial Development Bank of India (IDBI). Entrepreneurship Development Program (EDP)

Introduction
A cluster is a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field. Clusters are considered to increase the productivity with which industries can compete, nationally and globally. In urban study, the term agglomeration is used. The main principal is that collaborating while competing in a similar product and opportunities in particular area with the same flexible specialization. Clusters are considered to increase the productivity with which industry can compete, nationally and globally. A sectorial and geographical concentration of enterprises in particular small and medium enterprises (SMEs) faced with common opportunities and threats. This term industry cluster, also known as a business cluster, competitive cluster, or Porterian cluster, was introduced and the term cluster popularized by Michael Porter in The Competitive Advantage of Nations (1990). The importance of economic geography, or more correctly geographical economics, was also brought to attention by Paul Krugman in Geography and Trade (1991). Cluster development has since become a focus for many government programs. The underlying concept, which economists have referred to as agglomeration economies, dates back to 1890, and the work of Alfred Marshall.

Cluster Approach of India
The brass & bronze metal utensils cluster of Mirzapur city is one of the oldest clusters in the country. The cluster actors are reporting that the cluster is running 150-200 year back or more than four generation of present enterprises. We observed that the main reason of development of brass industry is due to availability of raw material, sand traditional skill and need. At present there are more than 300 units enterprises manufacturing brass utensils or similar work, most of the persons belong to KASERA & AGRAWAL caste and the total direct employment of the cluster is approx, 5000 persons and indirect employment is also 5000 persons. Urban and rural Industrialization is the most important thing in our country for development of our small scale Industries. The bell metal of Sarthabari (Assam) cluster is also one of the oldest cluster of the country, it was run since the four father generation of present enterprise. The main reason for the development of bell metal is due to the skill sets of the artisans who had been working for ages.

Introduction of Entrepreneur
The word Entrepreneur is derived from the French word, “Entreprendre” which means to “undertake” i.e., the person who undertakes the risk of new enterprise. The word entrepreneur, therefore, first appeared in the French language in the beginning of the sixteenth century. The word was also applied to leaders of military expedition. But it was Richard Cantilon, an Irishman, living in French who first used the term entrepreneur to refer to economic activities. According to Cantilon: “An Entrepreneur is a person who buys factor services at certain prices with a view to selling its product at uncertain prices”. Thus, to Cantillon, an Entrepreneur is a bearer of risk, which is non – insurable. According to A.H. Cole has defined entrepreneurship as “the purposeful activity of an individual or group of associated individuals, undertaken to initiate, maintain, or earn profit by production and distribution of economic goods and services.”

Mc. Clelland, like other specialist, identified too characteristics of entrepreneurship, i.e. first, doing thing in a new and better way, secondly, decision making under uncertainty. He more explicitly emphasized achievement motivation as the most critical factor for the growth of entrepreneurship. According to Peter Druckcr: - Entrepreneurship is neither a science nor an art. It is a practice. It has a knowledge base. Knowledge in entrepreneurship is a means...
Entrepreneurship to an end. Indeed, the ends that are by the practice largely define what constitutes knowledge in practice. Entrepreneurship is not just about many. It is about imagination, flexibility, creativity, willingness to think conceptually, readiness to take risks, ability to mobilize agents of production and the capacity to see change as an opportunity. It is also about marrying passion and process with a good dose of perseverance.

\[
\text{Entrepreneurship} = \text{Entrepreneur} \times \text{Enterprise} \quad \downarrow \quad \downarrow \quad \downarrow
\]

\[
(\text{Process}) \quad (\text{Person}) \quad (\text{Object})
\]

**Entrepreneurship in India**

The review of ancient literature proved that ancient Indians took up a variety of commercial vocations akin to present-day entrepreneurial activities. The first phase of entrepreneurship emerged when the Aryan conquerors settled down in this country by suppressing the non-Aryans. They appropriated the products of village communities to themselves leaving a little for the villagers or natives. Thus, the main conflict of ancient Indian society began. The Arians were faced with the problem of innovating new crafts and occupation and also evolved some kind of division of labors for new handicrafts, breeding of cattle and cultivating land.

The ancient literature like Manusmriti has provided a clear idea about entrepreneurial class of people during ancient period (pre-Vedic). According to Manusmriti, “people belonging to Vaisyas caste were regarded as entrepreneurs who are specialized to maintain livestock, to give charity, perform sacrifices, study scriptures, under take business and banking.” Hence, Vaisya is the specialized class of people carrying entrepreneurial activities in these days. They carried on trade in agriculture, industry and banking sectors.

Agriculture, crafts and handicrafts were the basic sources of the occupation for the people in Gupta and post-Gupta period. The occupational development during this period comprised ownership of land pasture grounds, trees, forests, water reservoirs, mines, etc. There is clear evidence about the use of technical knowledge in water use namely, Persian water (Arahattra) in Northern India during the early medieval period.

In India, an emergence of manufacturing entrepreneurship is viewed by some social scientist as the consequence of arrival of East India Company followed by colonial British rule. It gave new stimulus to businessman by injecting various changes in economy and accelerating the export of raw materials and import of finished goods.

In 1905 Indian leaders adopted concept of Swadeshi and boycott to counter act the discriminatory policy by the British Government. The Swadeshi method was based on Atma Sakti (the principle of self-reliance), which mean manufacturing and using indigenous goods, by the Indians.

**Entrepreneurship Development In North-East**

The concept of Entrepreneurship development in the North-Eastern region of India endued around or in about 1973, North Eastern Council (NEC) seems to have played an important role in evolution of this movement over year. NEC was not along about other agencies like the Industrial Development Bank of India (IDBI) in 1985 along with Small Industries Development Bank of India (SIDBI) in 1990 have also joined or indulged themselves in this activity by sponsoring the EDP’s.

The region is industrially backward and has been declared as category ‘A’ (Industrially Backward Region). Industrial backward of this region is reflected in the fact that the contribution of the manufacturing sectors to the state domestic product of region is much smaller then the contribution of this sector to the natural product in the country.

In the North-East, the Government of Assam is early 1970 carried out an small experiment on Entrepreneurship development under the leadership of the Chief Minister of Assam, Mr. Sharat Chandra Sinha, for the past few years, the Government and various other different institution exist to facilitate the development of entrepreneurs is the region is setting up of Small and Medium enterprise which provide assistance in various ways like finance, technical, marketing, training. North East Council (NEC) set up in the year 1972 carried out the important role of entrepreneurship in this region. It made a study on the entrepreneurial and managerial needs of the region through SIET institute (it NISIET). Apart from NEC, now their exist other institution and organization which works or function for the promotion of Entrepreneurs like- IDBI, Industrial Financial Corporation of India (IFCI) and Industrial credit and Investment Corporation of India are also playing an important and supporting role.

**Bell Metal in Assam**

At first Bell Metal industry in Sarthebari was carried on under the patronize rich traders (Mahajans). This rich traders under whom the workers were doing the jobs were not given their proper portion of their share. In the year 1933 a farsighted gentleman named Kohiram Das started a Co-Operative society among the brass and bell metal workers because the workers were deprived of the proper share and the benefits. The artisans were not giving proper remuneration proportion to their work. They were always deprived of proper wages. This co-operative was known as Assam Co-operative BellMetal Utensils Manufacturing Society Ltd. He was the first secretary in this establishment.”. The society was registered under co-operative act 1939. Mr Kohiram Das died in 27 July 2012 at a age of 77 years, he had three sons, he is the first artisan to receive artisan pension by the Assam government. During my research when I approached the workers most of the workers expressed that they were not given proper remuneration proportion to their work, even after the society was formed, However Mr Kohiram Das said that the society is providing other benefits like available raw materials, credit facility, distribution facility. However there are many other important needs like training, standardization of the product, capacity building etc. But there are also many people who are living very peacefully with the income generated in association with the cooperatives. There is another group called Mahajan which is also their in the procurement of raw materials from various suppliers, both the player, the Cooperative and the Mahajans are equally important for the procurement of raw materials, It is difficult to find out how many employees is working in which group ie the Cooperative and the Mahajans, as they fluctuate according to their needs and free will, so it is important for the government to organized the sector and set rules like the Tea Industry. To improve the quality of standard, their should be design institution which should be located in Sarthebari, my comparative study says that like “Swalkuchi Institute of Fashion Technology” a same institute for bell metal should be established for bell metal by the government of Assam. The Mahajans involve in this business, cannot have direct control over the artisans like before, the formation of the Co-Operative society . The Raw Material brought by the co-operative society or other Mahajan(rich traders) are given on credit to the various
artisans. According to their requirement, on an average 30 grams extra is given in every 1 kg of raw material. The artisans has the liberty to give back their finished products according to their time, and in return they are given wage according to the already set price for various shapes and sizes of the products in market. Under this co-operative society about 1720 people working daily and running their livelihood. According to the rules of the society audit, the balance of the artisan is checked and calculated after every 6 month and a lump sum of the total earning is given to the artisan for their daily needs and the rest remains with the Co-Operative. The artisans collect their raw materials from the society to give different shapes and sizes to meet the needs of the society. The artisans are giving remuneration according to the grades of the works, of their products. Their remuneration varies from 300 to 400 rupees per kilogram. The average annual income of artisan is between 10,000 to 15,000 per month. Most of the artisans has started working from the age of 13 or 15 years. The product made from bell metal are distributed among the 11 co-operative societies all over the Assam namely- GUWAHATI FANCY BAZAR, GANESHGURI CHARIALI, DISPUR, PALTAN BAZAR, JORHAT, NORTH LAKHIMPUR, SARTHEBARI NEW MARKET, SIBSAGAR, TEZPUR, GOLAGHAT, PATHSHALA. The products of bell metal are giving to the retailers by the co-operative within their area of jurisdiction, at the same time the retailers or individual consumer can purchase the product directly from the co-operative society also. The turnover of the Assam Co-operative Bell Metal Utensils Manufacturing Society was around Rs 3.79 crores in fiscal year 2009-2010. There is no control of price of the products and the retailers can sell the products according to the price fixed by themselves. The Assam Co-operative Bell Metal Utensils Manufacturing Society Ltd can avail bank loans but they don’t get any subsidies. Under the initiative of NEDFI experts artisans of the industry are selected for training in different places of India, but training is not at all fruitful, because it does not suit the local requirements. The artisan were unable to meet the huge order given by NEDFI and other institution and also orders from state like Arunachal Pradesh because the products not suit the local requirements. The artisans are made by hand, so the government should take up training centers to uplift the dyeing tradition.

**Aims and Objective**

To find out the customer perception about the Bell Metal products

To find out the problems faced by the artisans and cooperative.

To study the prospect of Bell metal industry in Sarthebari.

**Data Base and Methodology**

The bell metal industry in Sarthebari generally runs on a small scale. There are about 280 units constitute the entire industry: most of them are active at the time of field survey. Most of the units are not registered with the Directorate of Industries, nor Govt. of Assam. The information was collected through questionnaire and on the spot personal interview with artisans, government officials, officials of Assam Co-operative Bell Metal Utensils Manufacturing Society. Field survey as well as empirical studies were used for collecting various types of data and information. The two sources of data collected are i) Secondary ii) Primary

The secondary data were collected from Directorate of Industries, Directorate of Assam Small Scale Development Corporation, Assam Co-operative Bell Metal Utensils Manufacturing Society, and District Industrial center, Barpeta. Relevant books, journals, souvenirs, papers and various reports from different agencies, like khadi and village Industries Board, Assam khadi and village Industries Commission, Hand loom and Handicraft Industries. The primary data were collected from direct field observation and survey of bell metal units. For this purpose questionnaire were prepared. The questionnaire include question on Socio-economic, annual income, wage, recreation, raw material, tools, business, capital, marketing system, production and process etc.

Sample Size is 300 samples

a) Artisans -100

b) Customer -100

c) Co-operative-100.

**Trends in Production**

The trends in the production of bell-metal statistics from 1994-95 to 2011-2012 have been considered for analysis. During the last 18 years period show that the industry has shown some progress in terms of value and variety of production. The relative progress of production trend can be gauged from the following table:

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Year</th>
<th>Finished Products in kgs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1994-1995</td>
<td>20,665,000</td>
</tr>
<tr>
<td>2</td>
<td>1995-1996</td>
<td>22,186,000</td>
</tr>
<tr>
<td>3</td>
<td>1996-1997</td>
<td>22,278,000</td>
</tr>
<tr>
<td>4</td>
<td>1997-1998</td>
<td>24,314,000</td>
</tr>
<tr>
<td>5</td>
<td>1998-1999</td>
<td>25,866,000</td>
</tr>
<tr>
<td>6</td>
<td>1999-2000</td>
<td>22,580,000</td>
</tr>
<tr>
<td>7</td>
<td>2000-2001</td>
<td>28,888,000</td>
</tr>
<tr>
<td>8</td>
<td>2001-2002</td>
<td>35,018,000</td>
</tr>
<tr>
<td>9</td>
<td>2002-2003</td>
<td>35,183,000</td>
</tr>
<tr>
<td>10</td>
<td>2003-2004</td>
<td>35,237,000</td>
</tr>
<tr>
<td>11</td>
<td>2004-2005</td>
<td>35,120,000</td>
</tr>
<tr>
<td>12</td>
<td>2005-2006</td>
<td>33,154,000</td>
</tr>
<tr>
<td>13</td>
<td>2006-2007</td>
<td>34,838,280</td>
</tr>
<tr>
<td>14</td>
<td>2007-2008</td>
<td>24,807,580</td>
</tr>
<tr>
<td>15</td>
<td>2008-2009</td>
<td>31,441,580</td>
</tr>
<tr>
<td>16</td>
<td>2009-2010</td>
<td>32,005,590</td>
</tr>
<tr>
<td>17</td>
<td>2010-2011</td>
<td>36,923,300</td>
</tr>
<tr>
<td>18</td>
<td>2011-2012</td>
<td>41,638,820</td>
</tr>
</tbody>
</table>

Source: The Assam Co-operative Bell-Metal Utensils Manufacturing society Ltd, Sartheba

The above table indicates that during the last 18 years the industry as a whole has made a steady progress. The only exception took place in the year 1999-2000 where it shows little decline of 22,580,000 kgs. as against 25,866,000 kgs. in the preceding year indicating a fall 2,286,000 kgs. The production of bell-metal in Sarthebari however, does not show any fall in during the year 2001- to 2007, but shows a fall in 2008. The figure shows an increase trend from 1994 to 2001, except in 1999 which was down to 22,580,000 a net fall of 2,286,000 kgs. From 2001 onwards the rise is from 28,888,000 to 35,018,000 kgs. From 2001 to 2005 the production shows stagnation. In the current year 2005-2006 the production shows a decline of 35,120,000 kgs to 33,154,000 kgs.
kgs. But it is insignificant. There has been a gradual increase in production from the year 2009 to 2012.

![Fig. 1: Production trends of Bell Metal Utensils in Sarthebari under Co-operative Society](image)

**Table 2: Price of Bell metal Raw Materials (per Kg) in different years.**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Year</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2006</td>
<td>500</td>
</tr>
<tr>
<td>2</td>
<td>2007</td>
<td>550</td>
</tr>
<tr>
<td>3</td>
<td>2008</td>
<td>720</td>
</tr>
<tr>
<td>4</td>
<td>2009</td>
<td>640</td>
</tr>
<tr>
<td>5</td>
<td>2010</td>
<td>650</td>
</tr>
<tr>
<td>6</td>
<td>2011</td>
<td>670</td>
</tr>
<tr>
<td>7</td>
<td>2012</td>
<td>690</td>
</tr>
<tr>
<td>8</td>
<td>2013</td>
<td>730</td>
</tr>
</tbody>
</table>

![Fig. 2: Graph of different year price of Bell metal Raw Materials](image)

In the Figure 2, it can be depicted that the price of the raw material (per Kg) is increasing day by day and it was maximum at 2008 ie Rs 720 because of unavailability then it has come down to the lowest of Rs 640 in 2009 and now it become Rs 730 in the year 2013.

In Figure 3, shows different types of problem faced by the Association as well as the Artisan

- Since there exist many financial institutions, but the illiterate Artisans cannot grab the opportunity, only those few educated people taking all the opportunity.
- The product is facing competition from those made of machineries and high equipment since their price is less as compared to those of manually. So the implementation of technology or machine is needed or should not be ignored in order to cope with the price of the market. Hence the cost of finished products is still higher side in comparison to the products of Moradabad where machineries are use for processing.
- Problem in training is that the training achieved by the Artisan is not that much effective due to the constraint of time and other limitation (like get the theoretical but not the practical knowledge).
- Since Sarthebari is well known in Assam as well as in India for its Bell Metal product but the distance from the heart of the Assam is near about 92 km, so here the problem of transportation adds a big amount to the selling cost.
- Since there are already 11 unit of shop of bell metal of the Association “Assam co-operative bell metal utensil manufacturing society ltd” in different places of Assam, so it required more unit of shop in Assam as well as outside the Assam for the better exposure of the product.
- And lastly, as the price of the Raw materials are rising at a faster rate, which makes hard to check the price of the product and thus is losing the market.

![Fig. 3: Problem in manufacturing Bell Metal product](image)
Fig. 4: Graph of different Financial supporter

From the Figure 4, it can be depicted that the manufacturer of bell metal of Sarthabari takes financial support from different sources available nearby. Most of the fund is given by the unorganized sector at a higher rate of interest, so if government can provide fund at lower interest rate to the sector it will be helpful to them.

Fig. 5: Products that are made of Bell Metal in Sarthebari

From the Figure 5, we can see that 25% of the units are into manufacturing of Kahi & Bati, next followed by Batah & Taal ie 15%, then followed by Ban Bati which is also 15% and the rest is followed by Bankahi which is either 5%.

Fig. 6: Problems faced by the Bell metal products.

In Figure 6, states that 35% of the customer thinks that Handling/cleaning is a big problem for bell metal products, then 30% the weight of the bell metal products are also very heavy as compare to other products, then 20% also believe that the design/shapes/size are also a problem for regular use in day to day life, then 15% believe to be high price and availability of genuine products.

Fig. 7: The various advantage that customer feels about Bell Metal Products.

In Figure 7, it can be seen that the maximum ie,38% of the customers are of the believe that it kills germs and improves digestion then a considerable 20% of customers believe that it preserves food and 22% think it has medicinal properties which is good for health followed by a 18% who believes that is a sign of Aristocry and a small i.e. 2% of people believe that it has got a high resale value.

Findings

1. The major problem faced by the industry is raw material, Training, and funds from state government, there are also no financial help from the Financial Institutions like NEC, SBI, SIDBI etc. and no further steps has been taken by government to improve the situation.

2. The cooperative supply products made of bell metal to the eleven branches of cooperative, retailers and customers can also buy directly from the cooperative. Mr Nakul Talukdar, president of Assam Metal Guild Association said that most of the middle man has decided to fix the bell metal product of their own and there are lot of duplicate products that are now flourishing in the market so government should take up supply of Raw material from the middle man.

3. Most of the artisans are working for more than ten years with the bell metal industry.

4. There are almost three to four members of the artisans family engaged in bell metal industry.

5. The product like Bati & Taal are highest manufacturing products in the bell metal industry.

6. Most of the artisans earn about Rs 10,000-Rs15,000 per month. The artisans faced problems in manpower and timely payment of dues by cooperatives. The artesian doesn’t want their children to follow the same profession because it is very laborious, either working hours from 5 am to 5pm daily and they think they are not paid accordingly. They also think that just passing H.S.L.C. or H.S. their children can earn as much as they are earning.

7. Most of the earning of the artisan has slightly improved after joining the cooperative but it is not enough and they want artisan pension and life insurance from the government.

8. Most of the customer occasionally used the Bell Metal products in their day to day life.

9. The consumers find handling/cleaning is a major problem followed by price and weight.

10. Most of the consumers know the advantage of using Bell Metal products as most of them think that it improves digestion, Kills germs.

11. Most consumers are not aware of maintenance as most of them use Detergent and traditional herbs.

12. The customers want change in the design, shapes, size to suit.
the modern life style and small kitchen.

Recommendations

Raw material is the major concern in this sector because due to the lack of raw materials the price of the product is high and thus ultimately the consumers finds it hard to purchase it. Thus if an organization can be developed or a source of easy way of getting materials should be provided so that the product can be produced or manufactured in an less expensive which will ultimately compete the market as those made of machines.

Through there exist some financial institution in Sarthabari or in around it but the Association not getting help from it because the institution not willing to give loan to them easily and so they are much dependent upon the private cooperative society which give loan at a higher rate of interest.

There is still need of some technical up gradation. The entire process is done manually thus it consumes time and hard labour. No doubt manual work is required but still some process like melting cannot be done at all.

Training which was provided to the Artisan by the various training institution is not sufficient, for them because of the very short duration of the course. So the training should be provided in efficient way so that they can manufacture new type of innovative product.

Since the place is already famous for its product and traditional antique Pieces and more over it already has an outside market approaches the area can be a good spot for attracting the tourist. Thus it can be Developed also in to an eco-tourism site where people can get the real Taste of the place and at the same time they can also see the entire village Unit engaged in the manufacturing of the product. Thus can provide an exposure to the people of this sector and at the same time can create a platform of markets where the tourist can at same time may purchase the product in a bulk.

Conclusion

It seems that the condition or the situation of the bell metal sector are not in a good stage since there is lack of raw materials which is very scare and is being imported from outside the country. The present scenario is that cost of the raw material is the major problem and it is also seen that a unit require approximately 15 kg to produce finished goods (300 units x15 kg =4500kg) but they are unable to produce the finish good due to the scarcity of the raw material. The people use manually to produce the finished goods, which take time to bring the final touch product. Because this is due to the lack of the new technology they are unable to produce finish goods in bulk. It is evident from the above discussion that bell metal industries of Sarthebari block, Barpeta district have been sufferings from various problems related to backward and forward linkages. It is no longer lucrative as a sequel for which the educated youth of the region are not interested in carrying out the activity. In future with its gloomy situation, it may be continued with the few handful persons who have little traditional knowledge only. The artisans have been sufferings from basic facilities like drinking water and sanitation. As a result, health of the workers including their family members was not in good conditions as they are sufferings from various ailments.

References

[16]. MSME, Need Assessment Survey | Sarthebari Bell Metal Cluster, Assam | 2011 | Anjani Kuma

Appendix-

Bati                                    cup
Ban - bati                               cup with a foot
Bari                                    kitchen garden
Bata                                    tray with a foot for betel – nut
Bhortall                                large cymbal
Charia                                  wash bowl
Char                                    small cymbal
Doba                                    large metal drum
Dug – Dugi                               Vessel with a long neck
Dapani                                  mirror on bell metal
Endi                                     silkworm
Ghanta                                   bell
Ghati                                    metal pot
Kahi                                     metal plate
Kalah                                    pitcher
Khutia tall                               cymbal
Kirtanghar                               Prayer hall
Lota                                     vessel
Manjira                                  small cymbal
Muga                                     Silk worm
Nam – ghar                                prayer hall
Oja – pali                                chorus singer
Pan bata                                  small tray with foot
Pati – tall                               small cymbal
Raijmel                                  village council meeting

Author’s Profile

Rupam Roy is an Assistant Professor in the University of Science and Technology, Meghalaya, Department of Management Science, He holds a First Class degree in Bachelor of Business Management (BBM) and Masters of Business Administration (MBA) in Marketing and Human Resource Management. He has a 10 years of experience in teaching. Rupam is currently perusing PhD in the subject of Management from University of Science and Technology (USTM), Meghalaya