DETECTION AND REMEDIES FOR INDUSTRIAL SICKNESS IN SMALL INDUSTRIAL UNITS OF BANGLADESH: A STUDY ON SICK INDUSTRIAL UNITS OF INDUSTRIAL ESTATES IN SYLHET DIVISION

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ABSTRACT

Small industrial units are the seedbed on industrial development in underdeveloped economy for its less capital involvement and more employment generation capability. But this sector cannot contribute expectedly for infection to sickness that ultimately prevents the entrepreneurial bases of economy. Sickness can be occurred in the inception period, in operation and /or in macro environment.There are various techniques to prevent sickness and to make the treatment of occurred sickness. In this study, the researchers selected 13 sick units of BSCIC industrial units and collected the information regarding the causes, stages and measures to prevent sickness. It is found that 07 are born to sick due to improper capital budgeting, 06 are made sick for managerial problems and no units are bound to be sick for environmental problems.

Keywords: Sickness, BSCIC, Capital Budgeting, Industrial Development.

INTRODUCTION:

The manufacturing sector is playing a significant role in national economy. It contributes 13.1% of total employment, in number it is 5.1 million (labor survey, 1999-2000, BBS) and 9o% of export. The small scale industries areemploying more than 80% of industrial employment though its contribution to GDP that is not so significant. The investment per employee in small scale industry is lower by Tk. 100,000 than large scale industry (Ahmad M.U. 1999).Small scale industries are justified for high labor intensity, the use of indigenousmaterials, employment at minimum investment cost, regional industrial development, building upentrepreneurial base at comparatively lower cost etc. Though this sector is significant, some constraints are afflicting that sector. For these constraints, small scale industries are not able to perform its expected role being in the sound line. For these lasting constraints,industrial units being unable to perform normally incur loss subsequently and become closed for sickness. In a report it is found that 1581 industries become sick. (MOI, 1992).

Some industries are born as sick, some are made sick and some are thrust to be sick. The poor vision, forecasting, appraisal and planning are the causes of the firms' born as sick. The poor management, lack of monitoring, improper financial, human resource and marketing lead some firms to be sick. Some firms are thrust to be sick by environmental factors as change of technology, market, etc.(Alam. S.M. Jahirul, August 2003). Industrial sickness is a buzzword. For sickness,industry becomes unable to perform the normal activities. Continuous losses due to adverse factors destroy the financial viability of any enterprise. Some constraints are common to all industries and some too particular to specific industry. These constraints may be broadly classified into internal or indigenous and external or exogenous factors. The enterprise is a system of internal and external factors. Sickness of many firms is normally caused by internal factors (Srivastiva, Yadav, Pp: 15-16). The internal factors such as marketing, management, faulty project evaluation and implementation, etc. are generated within the firm and can be controlled.Another important internal factor is the entrepreneur himself or herself. In many cases they are lured by incentive scheme of government in setting up the industry and thenthey perform aloneall the painful task of managing the troubles. After some days they lose the interest and cause sickness to the industry. The external constraints are created by external factors and are beyond the control of the industrial unit (Desai, D. 2006). The external factors can be classified by factors related to government and authorities, to environment and to the natural calamities. The government related factors are changes in industrial, monetary, fiscal policies etc.. The environment related factors are changes in demand, recession in economy, shortage of working capital etc. and the natural calamities such as flood, drought, cyclone etc. Sometimes internal factors are supported by the external factors and the result is the creation of very complex situation in the industrial unit.

The constraints that convert the industrial unit to sick are also classified by management, marketing, financial, technological, environmental factors. Among the management factors, the improper strategic management plan, poor organizational structure, improper human resource management, improper operations management techniques as productivity, etc. are to be mentioned. Poor financial policy, working capital management, improper financial management etc. are among financial factors. The environmental factors include economic environment, changes in economic position, lack of coordination between government and agencies, unrest of workers etc.. The important technological factors are location, layout plan, forecasting of demand, capacity planning, inventory management, total quality management, master production schedule, optimization, reengineering etc. The poor quality entrepreneurship and dishonest purposes of entrepreneurs are also treated as other causes of industrial sickness. Continued Industrial sickness causes threat to survival of the enterprise. Sufficient care should be taken to remove the sickness and to ensure the survival of the enterprise.

This study is to pinpoint the problems of sick industries in one of the seven divisions of Bangladesh - Sylhet; a remittance and natural resources rich but industrially backward north-east part of Bangladesh and to search the proper remedies to prevent the industries from sickness and cure the sick units.

LITERATURE REVIEW:

Sickness in industry is a common phenomenon. Almost all the literatures found in the field of industrial sickness described the causes pertaining to sickness and remedial measurement also.

Wikipedia defines Industrial Sickness "an industrial company (being a company registered for not less than five years) which has, at the end of any financial year, accumulated losses equal to, or exceeding, its entire net worth and has also suffered cash losses in such financial year and the financial year immediately preceding such financial year". This site also discusses the causes of sickness in small scale industry.

BIDS survey (1998) showed that 19.6% of textile, 14.3% infood, 5.75% of non-electrical, 5.4% of leather industry became sick. It also showed that 72.5% of small scale industry, 19.7% of medium industry and 4.8% of large scale industry became sick. (Bhattachrjya D. et.al. (1998).

Saha (1999) surveyed in 1992 on the causes of sickness and found that the internal causes are problems in marketing (31%), management and entrepreneurial problems (22%), faulty project plan and Appraisal (14%), improper management and other techniques (12%) , delay in implementation (12%) and other (9%). The external factors are location selection (22%), working capital management (2.8%), power shortage (15%), changes in policy (13%), unavailability of raw materials (11%), labor Shortage (5.7%), (5%), other (8%), (FFYP 97-02)

Goyal, Dr. K.A (et.al) (2012)mentioned industrial sickness as a continuous process and during the time of favorable run of an industry may go sick when the surroundings of the industry become unfavorable. This paper gives an idea regarding industrial sickness, its causes, quantum of industrial sickness as well.

Misra, Dr. Shivani (July 2012) in of the article entitled "Striving and Thriving in the Era of Globalization" depicted 9 reasons as the causes of sickness in industry in India. He showed lack of demand 71.6%, shortage of working capital 48.0%, non-availability of raw material 15.1%, power shortage 21.4%, labour problems 7.4%, marketing problems 44.5%, equipment problems 10.6%, and management problems 5.5%.

Junejo, Mumtaz Ali; Rohra, Chandan Lal; and Maitlo, Dr. Ghulam Murtaza (2007) in a study based on in-depth study of Larkana estate area of India showed that 23.25 percent of the units fell sick because of lack of good management, 16.74 percent short fall of working capital, 13.95 percent inadequate feasibility reports, 13.95 percent marketing problems, 9.30 percent poorcredit facilities, 1.86 percent load shedding problem and 2.79 percent tax problem.

Sujatha, Y.; Reddy, P. Sunilkumar and Rao, Dr. K. Prahlada; (2012) found that lack of finance: bad production policies, wrong demand & forecasting, selection of in appropriate product mix, absence of product planning, wrong market research methods and bad sales promotions, ineffective corporate management, inappropriate personnel management, personnel problem, marketing constraints, production constraints, and finance limitations are the major causes of sickness to small scale industries. Besides, they provided various remedial steps to stop such sickness.

Rajeevan N.; Sulphey, Dr. M. M.; (2012) found that among registered units of SSI in India 13.98%, and among un-registered units of SSI 6.89% of the total units are sick. While considering the reasons due to this sickness they found lack of demand 58%, 69.1% & 66% ; working capital shortage 57%, 43% & 46 %; non availability of raw materials 12 %, 12% & 12%; power supply 17 %, 12%, &13%; labour problems 6%, 4%, &5%; marketing problems 37%, 36% &36% ; equipment problems 9 %, 12% & 11% and management problems 5%, 3% &4% under registered units, unregistered units and total units respectively are responsible for sickness to small scale industries.

Rashid, Md. Mamunur (2012) identified some causes to industrial sickness in Bangladeshi Small Scale Industries. The causes he identified as Internal causes of sickness include Marketing problem (31%), Management inefficiency and lack of entrepreneurial skills (22%), Faulty project planning and appraisal (14%), Imbalance of machinery and inappropriate technology (12%), Implementation delay (12%) (mobilization of equity, etc), diversions of funds labor problem, etc (9&) and as external causes of sickness include Delay in loan sanction and disbursement(22%), Non-availability/ shortage of working capital(21%), Power problem (15%), Changes in govt. policy (import liberalization)(13%),

Non-availability/irregular supply of raw material and other critical inputs (11%), Natural calamities (5%), Smuggling and political unrest(5%), and others (5%).

Das, Bhushan Chandra; Chakraborty, K.S.; Krishnankutty Raveesh; (2012) observed the causes of industrial sickness in micro and small manufacturing enterprises in Tripura. It is found that market demand, management issues, obsolete technology, diversion of funds, inadequate working capital, poor realization of debts, etc. are the major causes of sickness in micro and small sector of Tripura.

Goswami, Deepak; Hazarika, Padmalochan; and Sarma, Kandarpa Kumar; in a*Proceedings of the 13th WSEAS International Conference on Mathematics and Computers in Business and Economics (MCBE' 12) held at "G. Enescu "University, Iasi, Romania*, June 13-5-2012, propose amathematical model to study and analyze industrial sickness by considering four different stages related to eight distinct symptoms and signs. They used this model to generate a few industrial sickness stages of certain small scale units of Assam in the NE region of India. They argued this model to be used to predict a certain microscopic picture within a macroscopic scenario showing distinct parametric association with the overall economic state of an industrial belt of a state or a country.

Hoque, A.K.M Solayman; Biswas S.K.; (2007) watched industrial sickness from Bangladesh Perspective. Besides identifying the various key reasons liable to industrial sickness, they emphasizes on Government policy level for the well being of national economy and development. Besides they showed some ways to utilize the application of the theories and principles of Production and Operations Management in preventing the industries becoming sick.

Rastogi, Dr. M. K.; Yadava, Prakash (2013) suggested the small scale industries to identify revival strategies to avoid the sickness. They put emphasis on employee engagement, aggressive promotion of old products in new market, cost management strategies, investments in new markets and R&D, focus on core business, changes in product mix and pricing, lean management and also on Image building.

INDUSTRIAL SICKNESS:

The definition of small scale industries is changed in different times:-

Industrial Policy 1991 defined Small scale industries by investment boundary of not more than Tk. 30 million where in Industrial policy 1999 it is defined as a boundary of investment of not more than TK. 100 million and of total workers of not more than 50.

Sick units are not healthy units and identified by the units those are unable to create profit for a longer time and are not adding any reserve from its operation. The definition of sick units is also varied by different experts and authorities.

According to Reserve bank of India, a sick unit incurs loss in one year, and may continue in current year and the following year, its current ratio is less than 1:1 and is worsening debt-equity ratio; besides, its cumulative capital and reserve become less than cumulative losses. (Reserve Bank of India, 1988, 'Trend and Progress of Banking in India 1987-88, Government of India, New Delhi.) In this definition sick industry is identified by profitability, liquidity and solvency. The Sick Small Scale Industry Unit of RBI defined the sick industries by any of its borrowed account became doubtful and the erosion of net worth to 50% or more due to accumulated loss for preceding two consecutive years.

Thus the common element of industrial sickness can are identified a by cash loss, poor performance in the functional areas that is reflected by the financial performance. The signals and symptoms of industrial sickness is not seen suddenly rather it is the distinct process of 5-7 years and at last come to a stage of beyond cure.

PROCESS OF INDUSTRIAL SICKNESS:

The process of industrial sickness is shown in the following table by different stages; normal tends to sickness, incipient sickness and ultimate sickness (Bidani and Mitra; 1983):

Normal units	Functional areas are normal and efficient. Profit generation. Current ratio>1
Tending towards sickness	Initial aberration. Decline in profit last year. Loss anticipation current year.
Incipient sickness	Deterioration in functions; loss incurred; anticipated current year; deterioration anticipated, CR>1
Sickness	Deterioration debt-equity ratio current year, functions inefficient; cash losses last year also in current year; CR<1 worsening debt-equity

According to Srivastiva and Yadav (1986), the stages can be shown as the following table

	Cash profit	Net working capital	Net wroth
Healthy Unit	+	+	+
Tending towards Sickness	-	+	+
Incipient of Sickness	02 or more -		
Sick	All		

Thus the stages of sickness follow distinct stages. The management should diagnose the firm properly and take necessary steps to keep the units healthy at proper time.

SIGNALS OF INDUSTRIAL SICKNESS:

Sickness is not happened overnight- it is the matter of numbers of years. Different signs and signals of sickness are available along these years. The important signals are:

a. Capacity utilization declines.
b. The short term obligations cannot be meet for shortage of liquid fund.
c. Inventories become excessive for declining sales.
d. Non submission of data to bank and other financial institutions
e. Irregularity in bank account
f. Frequent breakdowns in plants and equipments and ultimate disruption in production
g. The quality of product and services is declined.
h. Inability to pay the statutory reserve like the interest of loan, utility bills, tax and other charges.
i. Unavailability of necessary technology
j. Frequent turnover of workers and managers for lack of sufficient compensation and working environment.

Persistence of such signals reflectsin plants' performance, capacity utilization and financial reports of any enterprise. The shortage of cash for longer period, deterioration of different financial ratios, outstanding statutory dues etc are the symptoms of sickness. The sickness can also be identified by morale degradation of employees and desperation of managers.

The financial reports are not reflective of sickness of units' performance all the time because of practicing window dressing and of availability of data generally after one year.

The industrial sickness happens in different stage of industry life cycle. At the planning and construction stage the causes are selecting an uneconomic location, inefficient method of production, products that are going to be obsolete etc. At the second stage the causes of sickness roots in mistakes in recruitment, using poor inputs and so on. And at the third and final stage the causes are declining demand, more sophisticated production method initiated at the industry and arrival of new and strong competitors in the industry etc.

Actually the root cause of sickness is management problems and the resultant cause is financial problems. Some technical factors of sickness can be removed by using standard techniques by qualified persons. Proper inventory management ensures better supply chain management. Lack of that causes working capital blocked for longer period. The upstream and downstream supply chain and different

process create value of the product or services for ultimate customers. (M.Christopher,2005). Supply chain management reduces uncertainties in delivery of products. Total Quality management and Quality Cycle ensure the quality of product and eliminate wastages. ISO certifications ensure the consumers about the quality of product. No technology is appropriate for all the time. It is necessary to modify the technology to make it up to date. Reengineering is the process to make the technology up to date. Without necessary reengineering the firm have chance to be sick. By using proper ergonomics, the firm must consider the health and hygienic issues of the workers creating frequent turnover-that is one of the causes of industrial sickness. Motion, time study all are important in performing efficiently and effectively. Too much capacity is agonizing as too little capacity. It should be optimizing. Manpower should be adjusted to the work load. Hire and fire policy of USA or diversifying the work of employees policy of Japan may be adopted to save the firm from sickness. Proper scheduling and production planning is necessary to be effective. Master production scheduling (MPS) and different techniques of optimization are to be adopted to ensure the survival of the enterprise. Productivity and other factors of production should be under continuous improvement to keep the firm healthy. Location, layout and material handing plan ensure the cost of production and smooth flow of production.

The consequences of industrial sickness are very widespread. The entrepreneurs along with bank and other financial institutions lose a huge amount of money invested at the project, lose of employment opportunities due to closure of units, spreading unrest in the industry, wastage of scarce resources like land, capital and natural resources create adverse effect to investors and entrepreneurs and loss of expected revenue of governments etc. (Sandesara J.C. 1988)

OBJECTIVE OF THE STUDY:

The ultimate objective of the study is to find out the causes of sickness in industrial units of Sylhet division and the preventive measures that are taken and can be taken to remove the problems. To do so the researchers identified their objectives as:

a. To compare the proportion of sick units in industrial states by division wise.
b. To compare the proportion of sick units in industrial estates of Sylhet divisionby district wise.
c. To study the reason and stages of sickness in closed industrial units of estates.
d. To study the measures that is taken to remove the limitations causing such sickness.
e. To recommend some measures to prevent sickness and make treatments of such sickness.

RESEARCH METHODOLOGY:

To study the causes of small scale industrial sickness the researchers selected to study the enterprises of industrial estates of Sylhet division for maximum probability of getting proper information of such units as the entrepreneurs and the estates authorities are capable of providing it.The population is selected as the small scale industries of Sylhet division and the samples are collected from the 5 industrial estates of Sylhet division. The selective method of sampling is adopted to keep the representation of all industries as far as possible to avail the data. The primary and secondary sources of data are used.The researchers collected information from all 19 units in this respect by direct interview in unstructured way. The secondary data are collected from books, articles and published documents to get more information regarding this topic. The tabulation of the data is held in purposive ways to give insightful information of sickness. For analysis and interpretations the researchers used percentiles, ratio,proportion and logical viewpoints. Finally the researchers made some recommendations in this context by the help of existing literature and logical opinion.

ANALYSIS AND FINDINGS:

The magnitude of industrial sickness can be understood by measuring the statistics of bankruptcy, ratio of sick unit to total unit, number of sick units, the sign of sickness in industrially developed site and also in industrially backward site, the growth of total small scaleindustries and sick SSI both inadvanced and backward area.

It is natural that inefficient units would be replaced by more efficient units but the consequences of sickness affect the entrepreneurial spirit of a nation. To study the intensity of sickness in remittance and natural resource rich and industrially backward Sylhet division, apparently due to lack of entrepreneurial efforts, it is logical to study the density of industrial sickness in that division. From the data of 5268industrial units of BSCIC industrial estates, the researchers found the division wise estates areas, total industrial units, active units and sick units' ratio as follows:

Table 1:Division wise sick units in Industrial Estates:

	Percentage					
Divisions	**Area**	**Population**	**Estate Area**	**Total industrial units**	**Active Units**	**Sick/Closed**
Barishal	13297	8147000	185	192	0.58	0.20
Chittagong	33771	28079000	340	880	0.72	0.07
Dhaka	31120	46729000	714	2668	0.42	0.03
Khulna	22272	15563000	170	368	0.71	0.11
Rajshahi	34514	33994000	450	907	0.83	0.04
Sylhet	12596	9807000	98	253	0.64	0.10

Source: MIS 2012

From the table 1; it is found that the percentage of sick units to total industrial units in Sylhet division is 10%, where the highest ratio is found in Barishal and Khulna division (20% and 11%). Considering the estate area and total industrial units, Dhaka division is in better position where the proportion of sick units is only 3.00%. Industrially advanced Chittagong region has also a greater percentage of sick units i.e. 7% whereas industrially not so advanced Rajshahi has lower sick units (only 4%). So, it can be concluded that more entrepreneurial efforts give birth to more sick or closed units.

To get more insight to the density of sick units in Sylhet division, the district wise analysis nears significance. The table blow shows the district wise intensity of sick units in Sylhet division:

Table 2:Districts wise sick unit in industrial estates of Sylhet Division

District	**Area**	**Population**	**Density**	**Estate Area**	**Indus-trial Plot**	**Indus trial Unit**	**On Produc tion**	**Under Constr-uction**	**Sick or Closed**
Hobigonj	2,636.58	2,059,000	780.94	15.00	70	59	35	17	2
Maulvi Bazar	2,799.39	1,902,000	679.43	14.59	101	64	29	10	7
Sunamganj	3,669.58	2,443,000	665.74	25.52	116	21	7	7	0
Sylhet	3,490.40	3,404,000	975.25	25.76	255	150	130	6	13
Total	**12,595.95**	**9,807,000**	**778.58**	**81**	**542**	**294**	**201**	**40**	**22**

Source: MIS 2012

From the above table, the highest numbers (13) of sick units are found on two BSCIC industrial estates of Sylhet division, the lowest in Sunamgonj (o). In Sunamgonj district the industrial activities in industrial estates area is very insignificant (only seven active units) so the sickness is zero here. Moulvibazar has 7 sick units out of 29 active units and Hoibigonj has two units out of 59 where active units are 35. It is also established in Sylhet division that more industrial activities creates more sick units.

Industry Wise Sick Units:

It is also important to study the industry wise sickness in order to get more insights into the problems of sick units. In the table3, the industry wise sickness in Sylhet division is shown:

Table 3: Industry wise sick units in Sylhet division

	Sylhet		Sick units	
	Number of Active Units	**Sick/Closed Unit Proportion**	**Number of SickUnits**	**Sick/Closed Unit Proportion to Total**
Chemical & Pharmaceuticals	12	0.09	0	0.00
Cloth	14	0.11	6	0.46
Engineering	28	0.22	2	0.15
Food	64	0.49	4	0.31
Forest	1	0.01	0	0.00
Jute	0	0.00	0	0.00
Leather	1	0.01	1	0.08
Paper	5	0.04	0	0.00
Other	5	0.04	0	0.00
Total	**130**	**1.00**	**13**	**1.00**

Source: MIS 2012 and Field survey

The table shows maximum involvement of entrepreneurs in food processing industry that creates 31% (4) of total sick units (13). This is due to the stiff competition in the market and management failure to cope with that competition. The highest number of sick units is created by cloth industry because of non-availability of raw materials, labor, and repairing facilities of machinery locally. Further the marketing of cloth is conducted by traders of Narayangonj and Dhaka. So then carrying cost of raw materials and also of finished goods destroys the firm's competitiveness and makes it sick. Two engineering units are sick for managerial problems. One leather producing unit is sick due to impractical planning in inception period and this region is not suitable for producing and marketing leather goods for in availability of raw materials, skilled labor, and also traders.

Causes of Sickness:

To find out the causes of sickness and stages of sickness the researchers tabled the information gathered as below:

Table 4: Causes and Categories of Sickness

Category	Causes	No of units	Industry
Born Sick	Vision, forecasting, Appraisal, Planning	07	Cloth, Leather
Make sick	Managerial problem	06	Food, engineering
	Lack of inputs	00	-
	Problems Industrial Relation	00	-
	Technical/Operational problem	00	-
Thrust to be sick	Change in technology	00	-
	Change in market	00	-
	Change in Policy	00	-

Source: Field survey

From the above table it is apparent that, the sick units of cloth industry are due to weakness in planning, faulty project appraisals and lack of vision. That is, these units are born to be sick. No attempts are taken to revive them except in one unit where the entrepreneurs tried to change the product and target market twice but failed. The single unit of leather industry faced similar problem of born to

be sick, but there were scope to revive the unit by producing specialized product with specialized techniques. The financing organizations did not co-operate the entrepreneur to think in that way.
The food processing industry faced stiff competition from the market and due to huge number of local, national and international competitors; the management of those units tried their best but could not survive.
From the record of the estates it is found that in 2005 there were 19 sick units in four industrial estates. But the estate authority suggested the entrepreneurs to sell those units to other entrepreneurs and with the help of the estate authority 6 units were transferred to other entrepreneurs and now running swiftly with good management of the new entrepreneurs. The Unique food of Khadimanager was transferred to Modhubhan foods, the best Food to Sylhet printing and Packaging, one printing and packaging unit to foam producing unit, one bakery to Pran group for bakery producing unit, one cloth unit of Gutatiker to another printing and packaging unit. The new enterprises are running very well now. So the estate authority should think about transferring the sick units to interested entrepreneurs with good track record or good planning.

Corrective Measures:

After analyzing the industry type, sickness, causes of sickness and stage of sickness held, the corrective actions that can be recommended to prevent sickness andto provide the treatment of sickness are as follows:

At Planning Stage:

Keeping the causes of sickness in the planning of any project makes the project born sick. So, preventive measures can be taken to remove the causes of sickness in the project planning. The preventive measures include scientific and systematic selection of project, proper evaluation and implementation by taking the help of experts in every stage. Specifically the location selection, layout and material handing plan should be given proper importance, In every stages of capital budgeting the Chamber of Commerce and Industries may be involved for their more practical outlook.

At The Operation Stages of Normal Units:

To prevent the'make sickness' of industrial units it is important to routine check up the operation of units by various technical methods like implementing inventory and supply chain management, implementing TQM and quality cycle in significant stages of production, reengineering when necessary and routine checkup of financial reports and keep it at standard level.

For Units Tending to Be Sick:

Regular check up of the managerial practices and removing the deficiency in finance, marketing, human relation, operation & infrastructure are important to prevent the sickness for the units that tend to be sick.

For Units of Incipient Sick:

Identification and detection of sickness at the incipient stage of sickness are most important for effective decision making. In order to do that, banks and other financial institutions should periodically review the accounts of borrowers to arrest the sickness in incipient stage and cooperate the entrepreneurs to provide effective treatment to remove sickness. It needs integration of diverse viewpoints of management, financial institutions and labor union to come on the unified decision to treat the sickness.

For Sick Units:

To make effective decision regarding the sick units there must be effective division in authorityto treat those units. Not only financial measures can treat sick units, other measures must need to rehabilitate

those units. The actions of rehabilitation should be started with no delay. Above all in industrial policy of Govt. there must be necessary conservative ways to keep the domestic industrial units alive from liberalization of trade worldwide.The strategies to great sick units must include the strategy to close some units, revive some and combine some with other industrial units and other measures also.

CONCLUSION:

Industrial development of any country depends on the efforts of entrepreneurs. The entrepreneurs are afraid of industrial sickness as it involves the loss of invested capital, career and huge opportunity cost of intelligent entrepreneurs nowadays. The concern authority should come forward with different measures to reduce the risks by removing the causes of sickness as much as possible in industrial units. Along with cooperation of authorities, the proper training of entrepreneurs and flow of necessary information is also important to prevent sickness.

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