

EDI REPORTS

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**Entrepreneurship
Development
Institute of India**

9 & 10

(Sponsored by IDBI, ICICI, IFCI & SBI)

FROM THE DIRECTOR'S DESK

The Institute has been privileged to have Shri S. S. Nadkarni as its President, subsequent to his taking over as the Chairman of IDBI. The Institute will benefit immensely from his rich experiences as a nationally and internationally recognised development banking expert and his dynamic approach for which he is so well known.

We had the pleasure of welcoming Shri N. Vaghul, Chairman, ICICI Limited and Shri R. V. Chandramouli, Chief Secretary, Government of Gujarat also, as members of our Governing Body.

The Institute had its Second Annual General Meeting in Ahmedabad on 28th November, 1985. The progress achieved in spreading and strengthening the entrepreneurship programme activities throughout the country by conducting demonstrations and special target group EDPs in selected States, enlarging specialised manpower resources through training of Trainer-motivators, and supporting State-level organisations by sharing experiences and expertise on promotional work, selection, professional inputs and planning of EDPs and enhancing and sharpening the understanding of the entrepreneurship process through selected research studies, has been appreciated by all concerned. The calendar for 1985-86 has been tight and the coming up programmes have been fairly tied up for the next six months.

One of the more important decisions taken by the Institute towards strengthening the EDPs has been to have more experienced faculty members to act as Regional Resource Persons (RRPs) who in turn, will look after comprehensive Entrepreneurship Development Programme needs of the State level organisations of the assigned states. Initiative will now be taken by the RRP's in extending direct help in planning, implementing and monitoring of EDPs more intensively and on a regular basis. Institute has decided to spare three seasoned faculty members for this task.

The Institute's faculty successfully took up the challenge of training the Extension Officers and Trainer-Motivators of Malaysia, where, for the first time, a two-week intensive behavioural skill development programme was conducted by

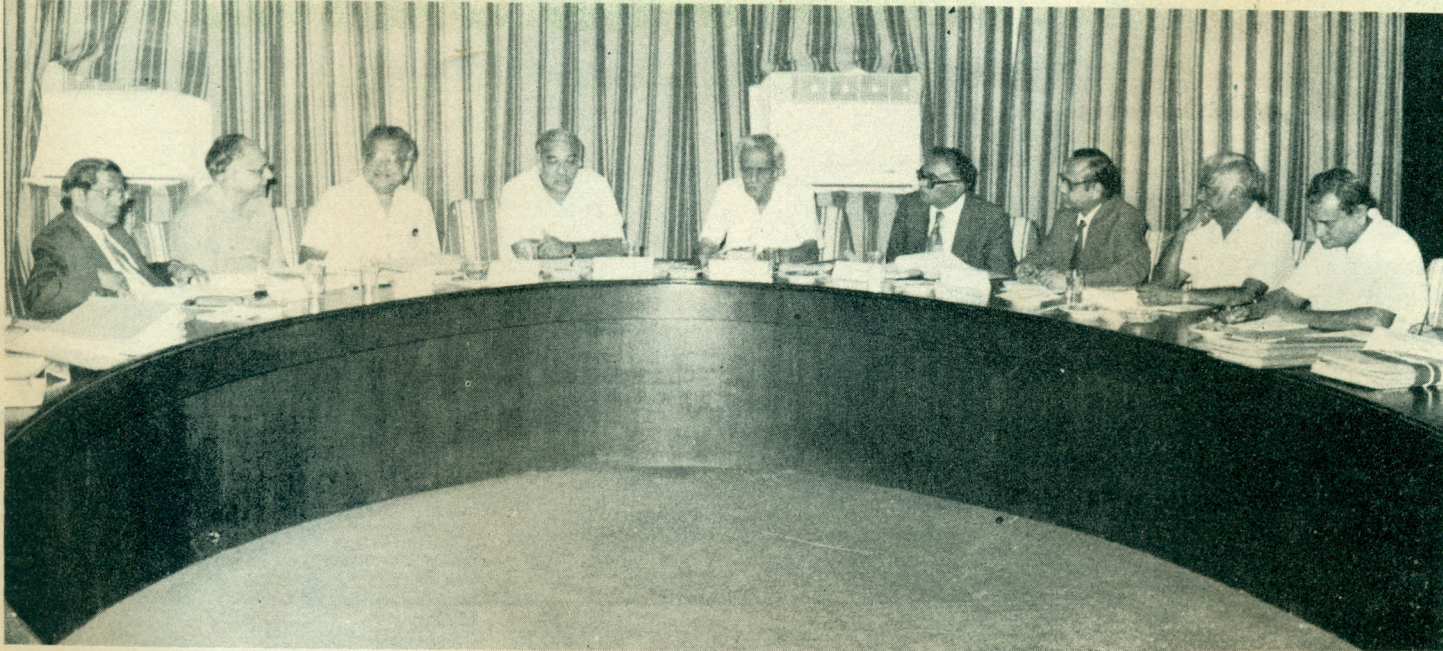
EDI. The tools and techniques utilised by the faculty to satisfy the expectations of a sharp group of Malaysian officers were highly appreciated as revealed in the feedback received. Similarly, EDI again successfully completed a short duration EDP FOR 30 Mauritian entrepreneurs at Port Louis together with an Extension Motivation Programme for officers of the Development Bank of Mauritius.

Efforts to sharpen the attitudes of relevant development officers through extension motivation programmes are yielding good results in our own country. A special programme was conducted for the officers of the Meghalaya Industrial Development Corporation and a positive change has been noticed in the work habits and attitudes of the officers concerned.



Mr. S. S. Nadkarni, President (second from right) and Members of EDI being shown the EDI Campus Plans by Mr. Hasmukh Patel, Architect appointed for the project.

**THE SECOND ANNUAL GENERAL MEETING
OF THIS INSTITUTE HELD ON 28TH
NOVEMBER, 1985, IN CONFERENCE
ROOM—IDBI— AHMEDABAD**



SECOND ANNUAL GENERAL MEETING OF THE INSTITUTE

From Left : Mr. L. G. Kulkarni, Dr S. A. Dave, Dr. V. G. Patel, Mr. S. S. Nadkarni, Chairman, IDBI and President EDI, Mr. S. S. Mehta, Mr. P. H. Trivedi, Mr. S. P. Gupta, Mr. S. Ramakrishnan and Mr. A. C. Shah, Statutory Auditors

The Second Annual General Meeting of the Institute was held under the Chairmanship of our New President, Shri S. S. Nadkarni, Chairman, IDBI. The President was pleased to observe that the mandate to strengthen and spread the entrepreneurship development movement in the country has been well taken by the Institute by setting its course on the following activities based on guidelines decided in the Governing Body deliberations.

- * The administration of EDPs in industrially less developed states to enable them to develop local capabilities and commitments.
- * Special programmes in economically less developed regions to make direct contribution by developing entrepreneurs.
- * Support to EDP conducting institutions by providing expert services in specific areas.
- * Training for trainer-motivators to improve EDP conductivity.

- * Organisation of workshop and seminars to share experience and knowledge.
- * Research to sharpen the concepts and tools of EDPs.

Appreciating the special efforts of the Institute made in remote areas like Sikkim, Arunachal Pradesh, Orissa, Bihar and Assam, the President was pleased to highlight the pioneering efforts of the Institute in training of the trainer-motivators through its Accredited Trainers Course (ATC) and its contribution in the research wherein, it has played a laudable role in identifying and conceptualising the personal entrepreneurial characteristics and in developing new selection techniques.

The Institute's role in sharing the Indian experience with other developing countries under the aegis of the World Bank and IDBI, especially with the English speaking African countries has imbued a new awareness to develop local and better human-resources to achieve a break through on the industrial development front.

EDI's PERFORMANCE AT A GLANCE

(April '84-October 1985)

EDI completed its second year of operations on March 31, 1985. The activities planned and carried out during the financial year and thereafter are illustrative of priorities in terms of national spread of EDP movement and diversity of needs served.

Based on the Governing Body's deliberations, the Institute worked on the following lines :

- 1) Demonstration EDPs in industrially less developed states.
- 2) Special Programmes for economically less developed regions.
- 3) Support to EDP conducting organisations.
- 4) Training of Trainer-Motivators
- 5) Organising Workshops/Seminars
- 6) Undertaking research in strategic areas to sharpen EDP concept and tools.

The Institute undertook actual EDPs in less developed states like Sikkim and Arunachal Pradesh; implemented Model Demonstration Programmes in Orissa & Bihar; conducted two Accredited Trainers' Courses (ATC) and provided faculty support to various institutions in selection of trainers as well as potential entrepreneurs as also in imparting Achievement Motivation Training (AMT) Programmes in EDPs locally conducted.

After the completion of the first Inter-Regional Workshop on Entrepreneurship Development for African Countries, sponsored by Economic Development Institute of the World Bank and IDBI, the Institute has received many requests from several developing countries to help them in promoting EDP activity in their respective countries. The Institute also received invitations from international development agencies like the World Bank, USAID etc., to familiarise their senior officials with the EDP concept and approach for possible adoption of the same in African countries.

Progress of Activities

Demonstration EDPs

The Institute conducted Demonstration EDPs in Bihar and Orissa with the prime objective of impressing upon the state level authorities and agencies the efficacy of the EDPs, its applicability in developing first generation entrepreneurs, its adaptability in improving the health of small-scale industries and pre-requisites in terms of local support, man-power and funding needs for its success. In both the cases, the programmes were financed by IDBI, ICICI and IFCI and state organisations. The collaborating local agency was the Technical Consultancy Organisation of the respective state.

Special Programmes

The special programmes conducted by the Institute range from General EDPs conducted in remote areas, tiny-sector

programmes for tribals and backward class, science and technology EDPs, for both men and women and programmes for Extension Officers of the assisting agencies.

General EDPs

The Institute conducted two General EDPs - in Sikkim and Arunachal Pradesh. In Sikkim it was conducted in collaboration with Directorate of Industries and in association with West Bengal Consultancy Organisation and State Bank of India. In Arunachal Pradesh, it was in association with the Directorate of Industries of the state. Both the programmes were financed by IDBI and the respective state government.

S&T EDPs for Women :

An S&T EDP for women was conducted in Delhi in association with New Delhi Women Polytechnic under the aegis of Dept. of Science & Technology, Govt. of India. Although in the selection test of potential participants, all the selected candidates had shown entrepreneurial talents, at the time of actual setting up of units, a lot many extraneous factors - such as, the distance between the probable working place and residence; non-availability of land/shed; amount of time required by the involvement to keep her away from home, conflicts in the family etc., played more decisive roles than the nurtured motivation and the need of achievement groomed in them during the programme. The Institute has learnt a valuable lesson that so far as Women EDPs are concerned, it is not only the entrepreneurial talent which has to be taken into account, but also the family condition and other social factors if a meaningful result is to be achieved. During the month of August 1985, in association with Coimbatore Dist. Small Industries Association (CODISSIA) and Industrial & Technical Consultancy Organisation of Tamil Nadu (ITCOT), EDI has completed one more S&T Women EDP in Coimbatore, Tamil Nadu. Contrary to Delhi S&T EDP, Women at Coimbatore not only selected technically more sophisticated products like electronics and plastics but in matters of investment also their projects ranged from Rs.2 to Rs.7 lacs.

The intensity of socio-economic impact on entrepreneurship is best revealed in this instance. Women from south being more conscious and aware due to better educational background and free interaction with the male circle, do not seem to be inhibited by all those trivialities that prove so decisive for women in the northern part of the country.

S&T EDPs for Men

The Institute has also undertaken two S&T EDPs - in Guwahati (Assam) and Cuttack (Orissa). In both the programmes about 30 potential entrepreneurs in each have been selected. Apart from grooming these participants in entrepreneurial activity, the emphasis was given on selecting knowledge based project ideas. It was seen specially in Cuttack programme that the participants went for hi-tech products and as such, they were provided special inputs. Since hi-tech business opportunities involve a lot of formalities to be completed, a special business orientation input was also provided to them.

Extension Motivation Programmes

Having realised that the success of new entrepreneurs and the EDPs is closely linked with the involvement and support given by officers of various assistance agencies, the Institute conducted 4 Extension Motivation Programmes :

- i) In Goa for Officers of Economic Development Corporation.
- ii) In Sikkim for various industrial assistance agencies.
- iii) In Arunachal Pradesh for Officers of development corporation of the state; and
- iv) In Kaziranga (Assam) for Senior Executives of Meghalaya Industrial Development Corporation Centre.

This programme has created conducive atmosphere and right kind of frame-work for conducting more programmes for entrepreneurship development in these regions.

Existing Entrepreneurs' Programme

Being aware of the fact that entrepreneurial capabilities are responsible for the health and growth of enterprises, and required grooming from time to time, the Institute conducted short-term programmes for existing entrepreneurs in Goa and Sikkim. Apart from functional managerial areas, entrepreneurial capabilities were strengthened through behavioural inputs and self-analysis exercises.

Specific Support to EDP Conducting Organisations :

The Institute provided faculty support to as many as 25 EDPs conducted by 15 organisations in the country. Expert services rendered were in the areas of pre-programme promotional activities to identify entrepreneurs, identification of potential entrepreneurs as well as selection of Trainer Motivators based on behavioural tests and by conducting Achievement Motivation Training Programmes.

Apart from these, the Institute's expertise was also utilised in the evaluation and preparation of EDP plans by EDP conducting organisations. In all, during the year, 14 such evaluations were made by the Institute.

Training of Trainer-Motivators

The Institute has given an entirely new dimension to EDP activity by developing 'Accredited Trainers Course' (ATC) to train trainer-motivators for conducting result-oriented EDPs. The course is of 6 months duration and its objective is to equip EDP conducting organisations with competent and committed trainer-motivators. So far, EDI has succeeded in conducting two such courses under which 37 trainers have been trained for 8 organisations. The Third ATC is scheduled to commence from November 18, 1985 for which the Institute has already received nominations.

The Institute has already conducted one National Training of Trainers Programme which received overwhelming response from 13 states representing a wide spectrum of organisations such as, TCOs, SISIs, financial institutions, DICs and Directorate of Industries received inputs for skills

and knowledge for three weeks. The hall-mark of the programme was the realisation by all about the need to have a systematic approach towards entrepreneurship development and readily available ways and means and also support from the Institute as a national resource.

Workshops and Seminars

The Institute hosted in 1985 its first Inter-Regional Workshop for African countries and this was sponsored by Economic Development Institute of the World Bank and IDBI. The Workshop was attended by 20 participants from 8 African countries and 4 from India. Six observers from the World Bank, USAID, UNIDO and Commonwealth Secretariat also participated in the Workshop.

The Institute shared its experience in entrepreneurship development with the participants and analysed the potential relevance of the Indian experience and strategies to that of the participating countries. The workshop succeeded in enabling the participants to identify policies, programmes, institutions, man-power and external support needs for the implementation of local enterprise development strategy.

Feasibility Studies

The Institute was assigned to conduct feasibility study in (i) Leh (Jammu & Kashmir) (ii) Beharich (U.P.) (iii) Imphal (Manipur) and (iv) Shillong (Meghalaya) to find out the possibilities of conducting EDPs in these regions. All the four feasibility studies have yielded encouraging results and provided the most exhaustive guidelines for agencies conducting EDPs. On the strength of these studies, one can not only decide as to what kind of viable enterprise can be taken up in these areas, but also can confidently decide upon the kind of inputs that need to be given in the EDPs for the proper grooming of entrepreneurial talents in these regions.

International Assignments

The Institute, of late, has attracted considerable international attention. One of the faculty members of the Institute was invited to conduct Achievement Motivation Training Programme in the Cranfield School of Management, U. K.

The Director of the Institute, was invited by UNIDO, Vienna, and Govt. of India to prepare a comprehensive report on 'Relevance of EDPs for developing countries'. As a part of this assignment, he visited 3 developing nations viz. Sri Lanka, Philippines and Malaysia and identified the present condition of entrepreneurship and problems in the areas of policies, organisations and man-power which required to be solved before implementation of EDP activities at a national level.

Immediately after the end of the 1985 Workshop, the Development Bank of Mauritius invited a faculty team of EDI to conduct a short-term EDP for 30 already selected entrepreneurs who had opted for tiny and small-scale enterprises. The impact of the programme was so satisfying that the Bank invited for the second time, a similar team from EDI to conduct one EDP and one Extension Motivation Programme for its officers.

Later on, the Institute received an invitation from the World Bank itself, to familiarise their senior economists with the details of EDP concept so that they could, in the right spirit, consider the need for EDP efforts for developing countries and work out a suitable tie up between the same and financial assistance granted to them.

In the course of this visit to World Bank, the team was requested to conduct sessions in the World Bank sponsored training programme for African Countries in Eastern and Southern African Management Institute (ESAMI) in Arusha, Tanzania. The team also spent 3 days in Nairobi (Kenya) where the Chairman of Industrial Development Bank together with the Ministry of Industrial Development Organisation organised a 1-day seminar which was attended by 20 Chairmen and Managing Directors of various industrial assisting agencies.

The Malaysian Entrepreneurial Development Centre (MEDEC) invited a high-power team from the Institute to conduct AMT for their EDP trainers. The Programme was a challenge as the participants were not interested in the basics of AMT, but wanted to know the rationale behind AMT and the training inputs in depth. For the Institute, it was a new recognition of its expertise and in all aspects, it satisfied MEDEC and its trainers, by fulfilling their needs.

Invitation from Ghana is also in the offing for which, the Institute has to send its team, initially for survey study and later on, a full-fledged team to conduct EDPs and also to develop trainer-motivators for the country.

Research

The Institute has undertaken research activities in those areas of entrepreneurial activities that are required to be

explored in depth and on the basis of which the EDP tools and techniques can be further refined and rationalised.

a) Project on Entrepreneurial Characteristics

The Institute is conducting a research project on entrepreneurial characteristics which has been sponsored by USAID and initiated in collaboration with Prof. McClelland of Harvard and McBer & Company USA. The Institute has made significant contributions during the first phase of the research project and on the strength of which, unofficially, it has been given a status of a collaborator during the second and third phases of the research project.

b) Project on Impact Generating Entrepreneurs

Another interesting research project on which the Institute is working is on "Self-made Impact Generating Entrepreneurs" in the country and how they perceive opportunities, managed environment and made the value-system effective. This study would facilitate and nurture growth-oriented entrepreneurs.

The Campus

The Institute's Campus construction is being funded by sponsoring institutions - IDBI, IFCI, ICICI and SBI and supported by the Govt. of Gujarat. The Campus will have facilities for training and also hostel facilities and it is coming up near Village Bhat at the outskirts of Gandhinagar. 23 acres of land has been procured for this purpose and the architect has already been selected. The construction work is scheduled to commence from March 1986.



Maj. R. Thiagarajan, Jt. Adviser, Department of Science & Technology Govt. of India, speaking on the occasion of the Valedictory Function of Women S&T EDP conducted in Coimbatore, Tamilnadu.

"OPEN IS CLOSE, AND CLOSE IS OPEN"

EXTENSION MOTIVATION

At KAZIRANGA

I was conducting one of the sessions of the Extension Motivation Programme for senior executives of Meghalaya Industrial Development Corporation, Shillong. I was discussing the famous concept of Joharry Window—that we should increase openness and frankness and we should avoid being close.

An interesting interpretation of the Joharry Window concept came from one of the participants. He argued that to be open one should come closer and to be close one must be open. So, "Open is Close and Close is Open."

When asked why he argued like that, the participant said, "In my organisation, I thought I was the only person to have a lot of problems and nobody else had such problems. I also thought that I knew more than my other colleagues and so considered myself to be superior to others. But after learning what Joharry Window has to say, I have started having a feeling that it is always better to be open with others. As a matter of fact, I realise that I cannot be open with unknown people and have to be first close to the people with whom I want to open up. So I concluded, "Open is Close and Close is Open."

The observations about the Joharry Window concept by the Participant added a novel dimension to the programme satisfaction to us who conducted and inspiration to those who participated in the programme.

—D. AJAY

IIIRD ACCREDITED TRAINERS' TRAINING COURSE

(18th November to 25th December, 1985)



Participants of IIIrd Accredited Trainers' Training Course with EDI faculty.

The Third ATC started on 18th of November with 13 participants from 7 organisations - four from MITCON, 2 from TECSOK, 1 from J&KITCO, 1 from ORITCO, 2 from Regional Engineering College, Srinagar, 1 from NITCON and 2 trainees recruited by EDI for WEBCON.

After completing their six weeks of training, each participant

has gone to their parent body to have practical experience by conducting one EDP under the supervision of EDI Faculty.

So far under the ATC course, the Institute has provided the EDP conducting organisations with about 50 professionally groomed trainer-motivators to conduct result-oriented programmes with commitment, dedication and zeal.

MAURITIUS REVISITED



Speakers on the occasion of inauguration of EDP and Trainer-motivator Course organised by Development Bank of Mauritius and conducted by EDI Faculty, Mr. H. C. Raval and Mr. C. H. Pathak during November 2-9, 1985.

As a sequel to the excellent impact of the EDI team's first visit, the Development Bank of Mauritius decided to conduct two more programmes in Mauritius - one for a group of young entrepreneurs and second for officers of various promotional agencies.

The EDI team consisting of Mr. H. C. Raval and Mr. C. H. Pathak conducted the first programme for a period of ten days wherein 29 young entrepreneurs including 4 women were present, majority of whom were unemployed but educated.

The developmental inputs imparted to new entrepreneurs consisted of a package of - Achievement Motivation Training (AMT) followed by a series of sessions on Management Development - specially in the areas of costing, finance and marketing.

TRAINING TRAINERS IN MALAYSIA

MARA INSTITUTE OF TECHNOLOGY, Malaysia, has a special wing for entrepreneurship development activities which has a fleet of more than 25 trainers. The wing conducts EDPs for various target groups.

The Malaysian Institute invited EDI to train its trainers in conducting Achievement Motivation Training programmes for new and existing entrepreneurs. The group consisted of seventeen trainers some of whom had already conducted many EDPs as also AMTs in Malaysia. Quite a few in the group had previously received training by behavioural experts for over 50 days.

Since MARA wanted to further strengthen the capabilities of its trainers for conducting AMTs independently, the EDI team consisting of Mr. H. C. Raval and Mr. C. H. Pathak designed a special training package involving a series of practical sessions followed by man to man discussion to

explain the rationale behind those behavioural simulation exercises. The 12 day training programme also included the conceptual and theoretical aspects of development of entrepreneurial identity through AMT. For the practical sessions, demonstration as well as participation methods were adopted. This helped the participants to exactly realise the problems from both the sides - as a participant as also as an observer and achieve conceptual clarity and proper methodology to probe during behavioural analysis.

After completion of the programme, the participants formed a club of new entrepreneurs. They were very keen to keep interactions among the trained entrepreneurs alive so that they could represent their problems to the government. Besides, they wanted to organise such EDPs on their own. The entrepreneurs trained during the first visit of EDI's team also joined the club.

The EDI team also conducted a five day Extension Motivation Programme for the officers of the Development Bank of Mauritius and other concerned organisations. The total impact of the programme provided sufficient indications that the government was keen on institutionalising the activities to encourage two special target groups; educated unemployed and women entrepreneurs.



Mr. H. C. Raval and Mr. C. H. Pathak of EDI with Mr. Nawawi H. J. Mohd, Head, MEDEC, Malaysia (seated at the centre) during the AMT Programme conducted for the trainers of MEDEC in the month of October 1985.

MARA is also conducting EDPs for various target groups, As such a special session on "Roles and responsibilities of entrepreneur trainer-motivators" were also included in the total programme package which helped the participants to have an overall view of developmental process of an entrepreneur trainer-motivator.

Professionally, this was a unique experience for the EDI team as it involved training of experienced trainers in an environment having heterogeneous socio-cultural values.

PAKISTAN TO EMULATE INDIAN EXAMPLE IN ENTREPRENEURSHIP DEVELOPMENT



Members of the Indian Delegation of Women Entrepreneurs with President Zia-ul-Haq at the Presidency in Islamabad, Pakistan. EDI faculty Member Hina Shah at extreme left front row.

I along with a team of Women entrepreneurs was invited by the Pakistan Association of Women Entrepreneurs to visit Karachi, Lahore, Islamabad and Rawalpindi. The main objective of the visit was to make the women of Pakistan aware of the kind of success Indian women had achieved as entrepreneurs through EDPs. An indirect intention was also to induce the government of Pakistan to take up EDP activity in all its facets.

Wherever we went, people, specially women, were keen to know about the entrepreneurial activities for women in different states of India; how systematic were our efforts to develop them entrepreneurially; what problems they faced and what subsequent measures were taken to further help them.

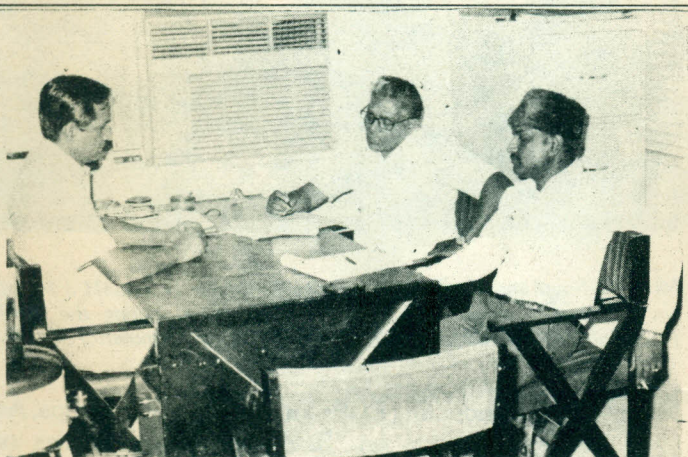
There are 78 centres in Pakistan for guiding women towards vocational activities, about six carpet training centres for training women in carpet manufacturing. Most of the emphasis, however, has gone to ready-made garment

manufacturing and secretarial training. Encouragement or facilities for grooming them for participation in the small scale industries development in the country, was not visible anywhere.

Pakistan is very similar to India in its socio-cultural complexion. Incidentally, the people in Pakistan are working out their industrial growth on an identical pattern. Women in Pakistan are equally conscious of their economic independence and self-identity. Because of their high education and awareness, specially among middle-income as well as high middle-income groups, entrepreneurship development activity has a bright future in Pakistan.

We had the honour of meeting the President of Pakistan, Mr. Zia-ul-Haq and Prime Minister Mr. Juneja, the Finance Minister and many other decision makers in the government with whom I had the opportunity to discuss the potentialities for entrepreneurship development activity in the country.

— HINA SHAH



Mr. Lokhande, Jt. Director, Industries, Govt. of M.P. (sitting middle) clarifying issues regarding setting up a Centre for Entrepreneurship Development in M. P. With EDI Faculty, Mr. H. C. Raval (extreme left) and Mr. B. P. Murali (extreme right).

CED IN MP

Mr. Lokhande, Joint Director of Industries, Government of Madhya Pradesh visited the Institute on 5th & 6th of Dec. 1985 for work out various details about the proposed centre for Entrepreneurship Development in Madhya Pradesh.

The major objectives of the centre would be to organize and conduct systematically entrepreneurship development programme for various target groups, to train trainers who would spread the message of entrepreneurship all over the state, to act as co-ordinating agency between the financial institutions and government department on the one hand and entrepreneurs on the other, to ensure speedy project implementation and to take research and documentation in the field of entrepreneurship development.

The centre proposes to utilize the existing manpower available with DICs to commence EDPs. The efforts of the existing staff would be substantiated by senior faculties proposed to be recruited for the centre. — B. P. MURALI

MY HARD EXPERIENCES IN A HILLY AREA

BY

S. B. SAREEN

Immediately after the completion of Chandigarh assignment, I was asked to proceed to Arunachal Pradesh to conduct EDP at Itanagar.

I had never been to that region before and hardly had any knowledge about the place and the people. And from the total impression I could gather from my talks with friends and colleagues who had been there, I felt that it was a difficult and challenging assignment for which I prepared myself mentally, to face the worst and do the best.

The day I landed at Lilabari, which is the nearest airport to Itanagar, approximately 70 kms away, it was raining very heavily. As chance would have it, it was also the 'Vishwakarma Puja' day, which is one of the most important festivals in the North-Eastern Region, celebrated with great enthusiasm and verve. Because of the festival, transport was hardly available from Lilabari to Itanagar. So carrying the entire training material consisting of five full bags, weighing about 70 kgs on my shoulder, I started walking.

When I got badly stuck about 20km away from Itanagar, I tried to get in touch with somebody in the Industries Department on phone, but that could also not materialise, so I had to depend upon my own resources. I managed to reach the place after ten hours of arduous journey- changing trucks, buses and jeeps and crossing the bamboo bridges, and waist high water logged areas.

The trying journey from Lilabari to Itanagar made one basic thing clear to me - that, I was going to conduct the programme in a place where communication and transport were almost undependable. That way, the place stood revealed to me and I started thinking of making adjustments in the programme to suit the place.

During my pre-programme promotion activities, I closely studied the temperament of the people of Arunachal Pradesh and realised that :

- a) they are very sentimental
- b) they refuse to listen to anything against what they have once come to believe and decide to do.
- c) they hate to hear 'No'
- d) they are averse to soliciting advice from others.
- e) once they have decided to do something they go ahead and do that, even if it is to their disadvantage.

Keeping these hard facts about the people of Arunachal Pradesh in mind I went ahead with the selection procedures and again landed myself in a pool of trouble.

In response to our programme advertisement, we received 150 applicants, out of which we had to select only thirty. After the screening of applications, written test and interviews, we selected 29 of them. The names were announced and the very next moment, trouble erupted. About 50 of the non-selected applicants (mostly uneducated) crowded around me and started asking on top of their voice as to why they were not

selected for the programme. The female applicants tried to impress upon me the necessity for them to set-up their own small units, like hand-weaving and hand knitting, etc.

I tried my best to convince them, but in vain. Then, they began intimidating me by threatening that I would be beaten severely by them. But I did not lose my cool. I took resort to tactful handling of the situation. I told them that they could attend the programme provided they were regular and second that they took notes in the sessions. This pacified them and they went back satisfied.

Next day, when the session started, quite a few of them turned up and started attending classes. But as they were uneducated, they could not either follow what was being taught in the class, the medium of communication being a mixture of English and Hindi, nor could they afford to attend all the sessions since they had other commitments. So, after two days of irregular attendance, all those non-selected participants vanished from the scene.



The Photograph was taken on the occasion of Inauguration of M/S. Evergreen Engg. Works, Changsari (Assam) on 11.07.85. Mr. Tilak Chandra Kalita is the prop. of the unit, who has successfully completed his (S&T) EDP, Guwahati. In the picture from Left to Right are : MR. S. B. SAREEN, MR. J. N. DEKA, Dy. Director Industries & MR. TILAK CH. KALITA.

Later on, during one of my evening strolls, I met some of them in the market place and enquired why they did not come to attend the session. They very graciously apologised for their misbehaviour and confessed that the programme was not suitable for them, because first it was full time, secondly the medium of communication was alien and third, they had to look after their children and had no place to leave them.

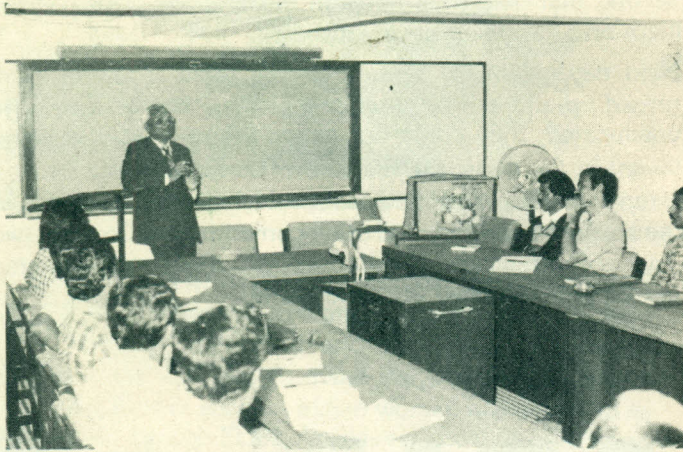
My first experience of working among these people has enriched me with a lot of experience and understanding of handling such people, living far away from the dim and bustle of civilization and its complexities and crookedness.

Living in poverty, these people never aspire for plenty. They are easily contented and as quickly lose their calm. As such they require to be handled with love, care and tact rather than aggression and command.

— S. B. SAREEN



SPECIAL FEATURE : National Entrepreneurship Development Board



Dr. M M P, Akhauri, Executive Director of NIESBUD taking sessions in ATC III at Entrepreneurship Development Institute of India, Ahmedabad.

SPECIAL FEATURE: NATIONAL ENTREPRENEURSHIP BOARD

Dr. M. M. P. Akhauri, Executive Director, NIESBUD came down to the Institute to take the session on Evaluation of EDPs for the Accredited Trainers Course III participants. He pointed out that the Entrepreneurship Development Programmes should have broader (macro) objective to start with and break down to the micro level of each one of them.

Following is the excerpt from the interview with Dr. M. M. P. Akhauri, taken by AKS when the former visited the Institute on 26th of December, 1985.

AKS: Dr. Akhauri, since you are a Member Secretary of the newly constituted National Entrepreneurship Development Board, we would like to have your views about the Board's approach to the problems standing in the way of full-fledged entrepreneurship development in the country.

Dr. Akhauri : National Entrepreneurship Development Board is the apex body looking into the policy formulation for the Entrepreneurship Development in the country. The New Chairman, Mr. N. D. Tiwari, Honourable Union Minister of Industry, is taking a very comprehensive view of EDP to increase the inflow of fresh talents in the industrial sector, to solve the unemployment problem and to pool in new managerial efforts in the field.

The Board is constituted of senior most, far-sighted persons of all those organisations that plan and work for national prosperity. As such the Board's approach is bound to be highly comprehensive and have the best possible impact.

AKS : Entrepreneurship Development as a movement has gathered considerable momentum. How do you feel about the relevance of EDP in the present national scene?

Dr. Akhauri : Entrepreneurship Development is required for building a new national character, breaking it away from the wage earning mentality which is the aftermath of the long colonial rule. This wage earning career or wage-employment status constitutes the common experience of our society, which does not have any mass exposure to entrepreneurial activities. As such, our educational system turns out far more unemployed youths than independent careerists. Entrepreneurship Development Programme is the solution to this deep-rooted problem facing our society. We can, through EDPs, make sufficient dent in the national consensus, and urge people to opt for an entrepreneurial career, so that, day by day the pressure on the employment front is eased out.

AKS : We know that Entrepreneurship Development is part of a total activity. Merely by conducting EDPs nothing much can be achieved excepting creating some sort of awareness about it among the local people. In that context what specialist organisations like EDI and NIESBUD can do to make entrepreneurship development programme really effective?

Dr. Akhauri : NIESBUD and EDI should go on creating a number of forums to involve the top brasses in the National Entrepreneurship Development Board in the EDP activities. They should be invited on different platforms and through various activities, participation and interaction among them should be made possible.

Such opportunities will also bring organisations like EDI and NIESBUD closer to one another and also make them share their individual experiences and induce them to work on responsibility-sharing basis. Then there will not be any chance for the duplication of activities, etc.

For example, we have decided to introduce entrepreneurship as a discipline at the school and college level, for that the role cannot be performed by any one agency, it can be best achieved by concerted efforts of specialist agencies like EDI and NIESBUD.

AKS : I personally feel that for right kind of entrepreneurship development, other factors as infrastructure, technology and finance should already be there. What do you think about it?

Dr. Akhauri : There is a cycle of entrepreneurship development which has been substantiated by both imperial evidence as well as experience support. This cycle keeps on moving, so that what has to be done first and what has to follow depends exactly on what point of that cycle we are in that

particular centre. There is nothing like a beginning or an end of any entrepreneurship development efforts.

It has been seen that the best cycle of entrepreneurship is made possible by natural calamities. For example, in South Korea and also the partition of India - but that kind of entrepreneurship has survival as its sole objective and we cannot depend all the time on natural calamities to burgeon entrepreneurship among people.

In fact, there are three phases of entrepreneurship development - stimulating exercises, support endeavours and sustaining efforts. Depending upon the state of things, entrepreneurship can begin at any of these points.

A K S : It has been often discussed that entrepreneurship development is different from enterprise building. How do you feel about it?

Dr. Akhauri : Entrepreneurship Development and Enterprise Building to my mind are different stages of the same process and it is very difficult to say which should come first, for it entirely depends upon where we begin, since we are talking of a cycle.

Sometimes infrastructure support fails to match the entrepreneurial capabilities of the local people as in the case of Punjab, where although the infrastructure support was very good as compared to other regions, it was not sufficient for the highly enterprising people of Punjab. As such the whole process is a matter of cultural development and one has to support the other, since neither can survive without the either.

In fact, if we have developed an entrepreneur, he is bound to expand, diversify and modernise, to help him in doing so is a part of the total entrepreneurial development activity. And there, the so called dichotomy between entrepreneur and enterprise ceases to exist.

A K S : Don't you feel that a sub-committee under the aegis of the Board, having a common fund to promote EDPs in every respect, would be an ideal situation for all concerned?

Dr. Akhauri : A similar proposal is with the Board, to create a fund of Rs. 5 crore pooled in by the Government of India, the Financial Institutions and Commercial Banks. The fund can be used for creating information materials, producing teaching aids and even hiring man-power. In such a condition, the expert of one organisation can be resourced to other organisations. Then a real collaboration in action on various activities can be aimed at. The specialist agencies like EDI and NIESBUD can together work to standardise a common syllabi, an appropriate selection procedure for different target groups, a pooling of resources for producing information material, training aids.

A K S : How do you feel about the future of EDP activities?

Dr. Akhauri : I feel that entrepreneurship development as a movement is bound to become a forceful movement in another 5 to 10 years. There is no other way, but through EDP, to establish a new social life in the country, satisfy the need for creativity, fulfil the economic necessity and play a decisive role in the building of the national character.

EDII HOSTING THE SECOND INTER-REGIONAL WORKSHOP ON ENTREPRENEURSHIP DEVELOPMENT

The impact of the first Inter-Regional Workshop on Entrepreneurship Development for African Countries held in Ahmedabad during January 7-19, 1985 was positive and far reaching. On one hand, it initiated the African country participants into EDP faith and on the other, convinced the international agencies like EDI, World Bank, UNIDO, Commonwealth Secretariat and USAID to initiate and support such EDP efforts in developing countries.

The impact of the Workshop was so strong that the participants came to believe that in EDP they had found the key to promote new indigenous entrepreneurs. They were also convinced about the relevance of Indian experience to their countries and, in fact, formulated detailed action plans to promote the EDI-I type approach in their own countries. From this point of view, the Workshop was very fruitful and was, therefore, action and result oriented.

The participants felt that the Workshop would have been even more fruitful if all the participants were decision-makers in those institutions—whether in the public or private section—that were responsible for the promotion of small enterprises and new entrepreneurs.

In such a case, they could have taken decisions about the introduction of EDPs in their own countries. Moreover, it was felt that it would have further facilitated the sharing of experience in this field if some Asian countries, for which EDP is relevant, were also invited to the Workshop. This second Workshop, hence is designed primarily for decision makers in Government Ministries and developmental institutions of the English-speaking African countries as well as some Asian countries.

In the second Inter-Regional Workshop on Entrepreneurship Development being held from 27th January to 1st February 1986, in all 26 participants from 15 countries are participating. Out of participants, 10 are from financial institutions, 8 from small industries organisations and 8 from Ministry of Industries. Out of the 15 countries that are participating 3 are from Asia; Bangladesh, India and Vietnam and 12 from Africa, Ghana, Grande Comore, Kenya, Malawi, Nigeria, Senegal, Tanzania, Uganda, Zaire, Zambia and Zimbabwe.

Besides the participants, 5 observers (3 from the World Bank and 1 from the Economic Development Institute) are going to watch the proceedings.

Like the first, second workshop too has been sponsored by the Economic Development Institute of the World Bank Washington and the Industrial Development Bank of India, Bombay. The Entrepreneurship Development Institute of India, Ahmedabad is the host.



SPECIAL SECTION: S & T EDP

The Department of Science and Technology has shown a great deal of interest in improving the lot of science and technology graduates by motivating them, on the one hand, to go for entrepreneurial career and on the other to make use of their talents for the good of the economic and industrial growth of the country. They found in EDP an effective measure to achieve the objectives.

As such, in collaboration with IDBI, they finance EDPs specially conducted for science and technology graduates.

But the Department of Science and Technology somehow felt that the EDPs conducted for S&T target group was not in conformity with what they had visualised or expected of it. Subsequently, Shri R. Thiagarajan, Joint Advisor, Department of Science and Technology wrote a letter to all EDP conducting organisations in which he raised certain issues and expected expert reactions from the respective organisations. The points raised by Shri R. Thiagarajan are as follows :

1) "The first and foremost concern is in regard to the selection mechanism.....it seems to me that not much thought is given to this....in some of the courses which I had the occasion to visit, the participants did not appear to be serious to the extent that some of the participants were found to be absent in some classes."

Quoting the above points raised in his letter, we solicited the reactions of our trainers involved in conducting S&T EDPs. Relevant portions from their reactions are given below :

(The opinions expressed by the trainers are not necessarily those of the Institute, but since they have vast experience in conducting S&T EDPs and had the opportunity of closest possible interaction with the S&T target group individuals, their views carry, perhaps, good weightage:)

THE REACTIONS OF MR. BHARAT N. BHAT who is one of our training faculty and has the experience of conducting S&T EDPs.

SELECTION PROCEDURE

Tools and techniques adopted by EDI are perhaps the best. While talking of selection techniques, one should not forget the 6 weeks of intensive pre-programme promotion which is done by the trainer and the 3 levels of screening tools that he has in his hand. As such, if they are not followed honestly and the selection of right candidate is not done then the fault lies in the person administering and not in the tools and techniques themselves.

- 2) "The second aspect pertains to the actual conduct of programme.... that among the various subjects taught various courses, only AMT is being rated as the best part of the programme, one tends to believe that coordinator of the training programme does not give sufficient thought to the content as well as the manner in which the programme is actually conducted."
- 3) "The third aspect relates to the success of a particular programme... We should aim to rate the success of programme by the actual number of participants who have actually established industries, enterprises whatever... if we cannot achieve atleast 80% of success (not 100%) what good is such a programme?"
- 4) "... the programmes organised by the State Bank of India which run for a period of four weeks and cost approximately Rs.40,000, have been reported to achieve a success rate of 40%.If this be the case, why should we spend more money and more time".... If it is impossible to achieve a success rate greater than 40% (which seems to be the trend in the country now)?
- 5) "The last and the most serious concern which I have with regard to the total absence of the Science and Technology component in the EDPs conducted so far. Such a "component" is absent not only during the training programme but also in the products and projects which are suggested to the participants".

The absenteeism in the class room does not necessarily reflect the faulty selection or inadequacy of selection techniques in picking up of committed and capable candidates. It can be for various reasons, one of them, - entrepreneurs being the decision makers, they may feel that the particular session was not important in comparison to doing something else for their career as an entrepreneur. For example, collection of some information or data).

The vigour and the involvements of the trainer-motivated are great. In case of EDI's involvement in any S&T EDP exclusively deputed one of its trainers to spend 6 months on the location, out of which he spends 6 weeks on promotional work, 12 weeks for actual programme and 6 weeks for follow-up. He works like a missionary and

interest other than achieving the best possible results at that centre for the given target group.

As regards other organisations, conducting EDPs may not be one of their main functions they had in hand. EDP is taken as a source of revenue and they do not have exclusively trained trainer-motivators to conduct programmes.

- 1) Regarding the AMT inputs being predominant, Mr. Bhat attributes it to the fact that it being a new exercise for the participants based on experimental learning, it holds their attention and remains in their mind above other inputs and that is why it appears to be that motivational inputs are over-emphasised, in fact it is not so.
- 2) Regarding the success rate, he feels that the presence of the trainer-motivator for 6 weeks to do the followup is not adequate for it is after the completion of the programme that the real support and help is required by the participants, for setting up their units, and running the same successfully. It also requires good & timely financial support like all other goal oriented processes. Talking of the product selection in S&T EDP he feels the selection is the choice of the candidate concerned as an investor -

owner, who wants to have a comparatively sure product, to work on.

In his new capacity, the S&T entrepreneur looks at the opportunities more like a business man than as a science and technology graduate, unless he has some special fascination for a particular product hobnobbing in his mind since long.

For the selection of products of S&T level, the trainer motivator and the person who is running the opportunity guidance (OG) session themselves have to be of that level and understanding. But, as on date, S&T EDPs are conducted by trainer-motivators who are not even themselves S&T oriented, nor there is any availability of information regarding S&T products classified according to their area-wise viability or keeping in mind the infrastructure limitations and the socio-economic background of the centre and the target group.

- 3) Then regarding the course content in which S&T component can be included, Mr. Bhat is of the opinion that it requires the understanding of various conceptual issues involved in working out a programme for particular target group.

PROMOTING SCIENCE AND TECHNOLOGY ENTREPRENEURS — SOME ISSUES

by
B. P. Murali & Ramesh Dave

Science & Technology Graduates, post-graduates and Diploma holders constitute a homogenous target group of educated and ambitious persons. Having a sort of specialised education (Science is generally taken as such), the group has a greater mix of experienced and unexperienced persons. Recapturing our experiences in conducting EDPs for this target group, we can safely make the following observations:

- (1) Being educated their perceptual level is higher and has a significant degree of homogeneity.
- (2) Having some sort of a specialist education (Science is taken as such), their expectations in terms of earning is very high (often disproportionate.)
- (3) Those having better experience want to have greater financial and psychological benefits.
- (4) Being 'specialists', they take enterprise building as an alternative to 'paid service'.
- (5) The group has a lower degree of commitment even when other entrepreneurial traits are present (perhaps because in their sub conscious they rate entrepreneurial career as a lower one).
- (6) Invariably there is an inconsistency between the opportunities identified and expertise possessed.

- (7) Due to their pre-conceived notions about business opportunities, product identification assumes less importance and more confusion for the group.

These are some of the important conclusions that we have drawn about the group in general on the basis of our experiences of conducting S&T EDPs. On the same basis, we have also identified some of the problems and issues that should be kept in mind while either deciding to conduct or actually conducting an EDP for S&T Group.

Centre Selection :

Generally two major considerations are kept in view in this regard - the industrial potential of the centre and needs of the region. Other factors such as availability of infrastructural facilities, entrepreneurial potential etc., are also taken into account. But in the case of an EDP for S&T target group, some other factors also have to be kept in mind. They are :

- (1) the presence of technical education or research institutions;
- (2) availability of technical infrastructure that is, research and development facilities, technical consultancy and training facilities;
- (3) the presence of medium and large scale industries.

Pre-Programme Promotion :

For this phase, apart from other general measures to create wide spread awareness about the programme, the task of identification of potential entrepreneurs assumes special significance. For, in this case, the conventional process of identification of entrepreneurs does not bring encouraging

results. It is very essential to 'segment the market', pin-point sources and approach them separately :

- (a) identify technical education institutions where potential entrepreneurs among teachers as well as graduating students could be found.
- (b) approach them on 'individual' level or at most at the level of small reference group;
- (c) contact with technical personnel of medium and large scale industries and research/educational institution to spot the dissatisfied lot willing to take up entrepreneurial career;
- (d) the advertisement-announcement must highlight the way experienced and educated S&T personnel would benefit by the programme.

Compared to General EDPs, the ratio between the number of enquiries received from the prospective candidates desirous of entering the programme and the number who actually apply from S&T target group is very low. Similarly, the drop-out ratio between those who collect application forms and those return to submit, and those called for written test and those who come to appear is, compared to general EDP, very low in S&T EDP. This recurrence of diminishing return somehow suggests two important behavioural facts about the group:

- (a) their risk taking capacity is very low (perhaps because of their continued involvement, in terms of thoughts, feelings and action, with predictable only).
- (b) there is some psychological factor which keeps dampening their enthusiasm more so when there is a considerable time-gap between the initial urge and final action.
- (c) entrepreneurial career perhaps has low image/rating in their mind.

In view of their high perceptual level and better alternate career opportunities, the S&T group tend to make intense enquiries about the benefits that they would derive from the programme. As such, the trainer-motivator has to be well prepared to satisfactorily answer the queries and help them see the benefits in the right perspective. (One of the reasons for high drop-out as mentioned above may safely be ascribed to the incompetence of the trainer as a counsellor to satisfy their initial curiosity).

Selection :

Normally there are two parameters on which the selection committee can be advised to proceed:

- (a) select the potential entrepreneurs irrespective of their local habitation-whether near or miles and miles away from their EDP Centre; or
- (b) select them keeping in mind the location to which they belong so that it is easier for them as well as others to interact.

But in the case of S&T candidate there is yet another important factor which has to be ascertained - the consent and support of parents/family members to the candidate pursuing the entrepreneurial career. The need for such consent is strongly felt for two reasons:

- (a) when a son/daughter is induced to take up scientific/technical disciplines, the intellectual rating and expectancy of both the family members and the ward is the highest. As such, when a young one opts for an entrepreneurial career, something never dreamt of even during the education days, it falls as a ton of bricks on the parents and they feel as if they have been betrayed. The dissatisfaction destroys the motivation of the prospect's conduct and the result is a drop out.
- (b) by ascertaining the consent of the family/parents, the potential entrepreneur is saved of suffering from an inferiority-complex and a new set of expectancy for himself is sowed in his mind.

Programme :

The duration and nature (full-time/part - time) of the programme poses some problems and determines the 'quality' of its participants.

- (1) If it is full-time then only unemployed/fresh-graduate diploma holders can join it; if it is part-time then experienced/working technical personnel can also attend the same.
- (2) In case of a full-time programme, the trainer-motivator hardly finds time to individually counsel the participants. And, since S&T group requires a lot more of it than the general group, simply because they are more conscious and anxious, the trainer motivator has to have ample time to satisfactorily counsel them.
- (3) Since the target group is educated most of the training sessions can be converted into written material for the participants to read at home and digest.

The training inputs for S&T group would not (and should not) be very much different from the General target group. But the depth and delivery mechanism definitely needs to be modified to suit the group. While doing so, the need to devote more time than usual for opportunity guidance, market survey and technical as well as commercial orientation has to be taken into account. Besides, keeping in view the intense desire coupled with the perceptual capability of S&T target group to assimilate knowledge, the guest faculty's and the trainer-motivator's own level of perception and quality preparedness to handle a given topic has to be of the highest order.

If the key to a General EDP is AMT, then the key to S&T EDP is opportunity guidance session. While helping to select a suitable enterprise, the faculty and the trainer have to 'dissect' both the entrepreneur and the enterprise recommended as the thing for him to go for. This is more required because of the facts about the target group a

whole mentioned earlier. Also, the normal practice of 'Pre-identifying' products during the promotional stage does not work in the case of S&T EDPs. As such, in this case, the trainer has to concentrate and work hard on both the counts; the identification of entrepreneurs as well as a series of suitable and acceptable enterprise for the S&T programme. Perhaps, he may have to work on the basis of the 'level' of S&T Group in the area vis-a-vis viability rather than economic 'level' vis-a-vis viability as in the case of general target group and others.

Follow-up:

By and large a follow-up consists of supporting the trainees to complete the project report, file application for financial assistance if not done, seeing through any administrative bottle-neck and providing counselling support on various aspects of project implementation.

For all said and done, one should not forget the vital difference in attitude of S&T entrepreneur towards his product and that of a general one. For one, his enterprise is also a means for his personal fulfilment as a knowledgeable person; for the second, it is only a means to an end.

S&T And EDP

by

Ashok K. Sinha

There are limits exceeding which, on the one hand, S&T entrepreneur ceases to be an entrepreneur and exceeding which, on the other, he ceases to be a science and technology man. From EDP point of view, it is important that he does not cease to be an entrepreneur.

By 'S & T Entrepreneur' one can mean either (i) an entrepreneur working on science and technology inputs, trying to achieve something on the basis of that, irrespective of time and money involved; (ii) entrepreneur working with some science and technology objective in mind, trying to achieve something new in that area; or (iii) an entrepreneur with science & technology knowledge, trying to make the best use of the same to achieve some entrepreneurial objectives.

In the first case, the emphasis is on the inputs, that is, potential entrepreneurs suitable for those inputs alone have to be identified and trained. In the second instance, the focus is on the objectives - that vary from department to department, discipline to discipline: the objectives of Physics as a Science subject is different from the objectives of Chemistry or Biology or Engineering or Medical Science.

In the third case, the concern is just the target group, their special requirements and the entrepreneurial goals that could be fulfilled through them - for themselves, for the society and for the nation at large.

If we take 'S&T Entrepreneurs' in the first sense, then we are talking of the inventive entrepreneurs who in their own way

endeavour hard to achieve something based on certain S&T inputs that have held their fascination. The man who produced the first sewing machine was as enterprising as a Rockefeller. But for such entrepreneurs neither a programme is required nor can possibly be formulated. Such entrepreneurs, we must admit, are mothered by their necessity alone.

If we take 'S&T Entrepreneur' in the second sense, then we are talking about scientists like Newton and Einstein, J. C. Bose and Marconi - the great ones whose entrepreneurial pursuits move the whole world, lead us nearer to the truth and husband nature's riches by their personal excellence. It need not be said that, no EDP can produce such "S&T Entrepreneurs" - they are born and not made.

But, if we take 'S&T Entrepreneur' to mean a person with science and technology background, with a specialised knowledge, attitude, aptitude and ambition; all in varying degrees - depending upon the kind of institutions they have attended, the quality of personal efforts they have put in and the amount of S&T knowledge they have chewed and digested - then we are talking of a target group to be **converted into entrepreneurs**, if they have those requisite latent entrepreneurial qualities.

So the whole process amounts to identifying a group of science and technology persons **having** entrepreneurial talents, and then train and develop them into entrepreneurs to set up units and run them successfully.

In other words (i) if a particular S&T graduate does not have those latent qualities he cannot be selected for the programme, however good his S&T knowledge may be; (ii) if he has those potentialities and is selected, then the training inputs have to blossom his entrepreneurial qualities so that he sets up and runs his unit successfully - which means profitably; (iii) if after the training he fails to set up his unit or does not run the same profitably then that would mean that the training given was not good or sufficient, specially in view of the fact that he **had** those latent qualities - or, a sceptic would say, perhaps he had no such qualities or that the selection was wrongly made or that the very selection procedure was wrong.

But in no case anyone would argue that he should have entrepreneurially succeeded because he was an S & T graduate.

So an entrepreneur being S&T or non-S&T cannot be of any primary consideration. It has to be subservient and secondary to all such considerations and factors that would lead him to entrepreneurial success. It is like the all India services - IAS and IPS, where the candidates come from all disciplines - science, commerce, arts graduates; engineers, doctors, teachers, professors - but they have to succeed as one in the cadre they have been selected for. Their educational background, experience, knowledge and expertise may come handy in the execution of a part of their total responsibility; but that depends on their personal capacity - **their official status has to remain untouched by that** : at least that should not be a limiting factor in their performance as an IAS or IPS officer.

Similarly, for an S&T entrepreneur, **entrepreneur** is the official status and not **S&T**. Yet, while working out his destiny as an entrepreneur if he is in a position to make use of his specialised knowledge and experience to further distinguish himself as an entrepreneur - that would be an added attraction: added but not the main. The main attraction would remain his entrepreneurial success.

As such, to make the best possible use of the specialised knowledge of this group automatically becomes an additional objective of S&T EDPs, which can be taken into account only in the choice of enterprise - that too after weighing other factors, such as the location, the facilities, the infrastructure and finance. For, if a really knowledgeable, experienced S&T entrepreneur capable of handling a hi-tech product does not have requisite finance, right location, sufficient infrastructure support - there cannot be any chance of his success as an entrepreneur.

Besides, being first-timers, even an S&T graduate - good and experienced - hesitates to go for an enterprise which would make his venture in any way difficult and cumbersome.

Otherwise, S&T target groups are better suited to take up an entrepreneurial career. First, due to their constant interaction with science and material subjects, they possess a natural aptitude for objective consideration and evaluation of any issue. Second, they are fast and sharp in picking up the

technicalities normally involved in the production process of any enterprise. Third, the group is, due to their educational discipline, given to hard work, thoroughness and perceiving things squarely and as such in a moment of crisis (which in an entrepreneurial career one faces very often), they maintain their cool and strive best to find out a solution.

Apart from these, the entrepreneurial career provides them an opportunity to enter into a process which leads to the realisation of an individual's passion for innovation and development.

On their part, EDP conducting organisations have to always bear in mind that it is through science and technology graduates that modern technology can be introduced and thereby new cost effectiveness and sophistication can be brought about in the products manufactured in the small scale sector. It is not enough for them to be technically qualified and experienced; the society, the nation at large has to benefit from their technical competence and experience. Entrepreneurship Development Programmes, therefore, should provide them excellent opportunities to realise both the goals - their individual fulfilment as an entrepreneur as well as their individual contribution as a science and technology person to the socio-economic growth of the nation. For that, EDP itself has to be double-edged; the trainer, doubly conscious; and the inputs, twice rich.

Dated September the
22nd September 85

Respected Sareen Sir,

Green - Valley

After long interval of our depart, today I have got an opportunity to write you this letter. Hope it will find you happy and healthy mood. Self is o.k. and hope you are pulling well with your colleagues and staff.

Well, Sir after been trained from you, I glad to inform you that my Bakery unit is going to be commercially production by the first week of October, 1985 positively. One thing I could not attend your meeting at N/Region sometimes 19th July, 85, very sorry for that as I have no any intimation rather from D. D. Bondile. Even now, you can tell and talk with your faculty-persons that at least after getting training from EDII especially under your guidance we could at least show our neighbours that we are aware of doing something differ from them.

At last no more to write and express that what you have dealt with me specially was very nice and we are preaching your ideology with our bosoms. Pay regards to Madam and your friends.

If you any time need to be communicated, kindly write with this address.

Mr. NAMA JERA (PROP)

M/s. ARUNACHAL BAKERY UNIT

SEPPA

BEHIND POST OFFICE GREEN VALLEY

P. O. SEPPA - 790 102

DIST. EAST KAMENG (A. P.)

SHIWALAY SOAP INDUSTRIES

NATIONAL HIGHWAY ROAD, SINGTAM - 737 134, SIKKIM

18-5-1985

To

The Director

Entrepreneurship Development Institute of India

Swastik Society

Ahmedabad : 380 009.

Respected Sir,

It is my pleasure to start my venture 'M/s Shivalay Soap Industries' at Singtam, only due to the EDP conduct by EDI in association with WEBCON. During my visit to Ahmedabad, I was not confident to start my own unit due to some reasons. I had received tremendous moral support from you and your officials to overcome the problems. The presence of EDI and the training at Gangtok made it possible to achieve my target.

It is not for establishing the unit but also the programme inputs in helping to guide me in my daily industrial activities.

I hope that EDI will extend their help and co-operation in future to guide and assist me in solving the problems and also in expansion of my unit.

Thanking you once again,

Yours Sincerely,

sd/-

(Chandrika Prasad)

EDP Trainee - Entrepreneur

Gangtok (Sikkim).

**AVAILABLE
Audio-Visual Presentation
of
Success Stories**

An audio-visual presentation, transferred on to VHS cassette, of four rural and one woman entrepreneur is available for EDP promotional and motivational activities.

The rendering of the success stories has been done in such a way that they can be used to generate interests in new target groups and inspire them with "We too-can-do-it" kind of feelings. The presentation can also be used to convince the policy makers and the institutions about the efficacy of the EDP process and its potentials.

The total viewing is altogether of over forty-five minutes. The cost of one VHS Cassette is Rs. 1000/- plus packing and forwarding charges.

The presentation can be dubbed, at an extra cost, into a local language, if so desired.

For further details please write to the Publicity and Promotion Division, EDI.