

EDI REPORT

Entrepreneurship Development Institute of India

(Sponsored by IDBI, ICICI, IFCI & SBI)

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FROM THE DIRECTOR'S DESK

Moving to the Campus

By the time this 'EDI Report' reaches the readers, we would be on our way to the Institute's new campus. Construction and furnishings are expected to be completed in August and the activities will commence on campus from early September.

While initially operating from rented premises in Ahmedabad, our training and research activities were constrained somewhat by lack of space, particularly for conducting several programmes simultaneously, library and reading rooms and residential accommodation for participants of various programmes. Interaction among participants and between faculty and participants were also less than optimal as programmes had to be conducted in hotels. A quiet, serene environment conducive to learning activities would now be available on the campus which is spread over 23 acres of land on the outskirts of Ahmedabad city. It is located in Gandhinagar district near village Bhat and is only 10 minutes from Ahmedabad airport going towards Gandhinagar.

The campus will have a research and training wing with two seminar halls, one lecture hall and several discussion rooms. A library facility with a capacity of 50,000 books, documentation centre and two

comfortable hostels with 30 rooms and 60 beds are other facilities. With intensive landscaping and tree planting we hope the campus will look green and not red because of the buildings.

Our programmes from September onwards are expected to be held on the campus. We hope there will be fewer teething troubles to get used to the new environment somewhat away from the city.



His Excellency, the High Commissioner of the Republic of Ghana in India and the Director EDI-I signing contract for initiating EDP activities in Ghana (detailed report on page 8)

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EDI-W Director visits the Institute

EDI-I has conducted three Inter-Regional Workshops on Entrepreneurship Development for developing countries sponsored by Economic Development Institute of the World Bank, Washington (EDI-W)

This association with EDI(W) was further strengthened when Mr. Christopher Willoughby, Director (EDI-W) visited the Institute on 21/04/1987. He had discussions with the faculty regarding the relevance of Entrepreneurship Development Programmes (EDPs) in the developing African Countries and also the problem faced in initiating the same. He congratulated the Institute for its support in institutionalising EDPs and felt that these programmes could be successfully included in the World Bank Projects for all developing countries.



Mr. Christopher Willoughby, Director (EDI-W) having discussions with the Institute Faculty and IDBI Officers.

Sharing the Grameen Bank Experience

Dr. Mohammed Yunus (Centre) the founder Managing Director of Grameen Bank in Bangladesh along with his wife (extreme left) and Ms. Susan Davis (second from left), the programme officer of Ford

Foundation had fruitful interaction with the Director of the Institute (third from right) and local managers of NABARD.

In course of their discussion on entrepreneurship development Dr. Yunus described the genesis of the Grameen Bank which was quite absorbing. Beginning with a 'counter' in a pan shop near his University campus Dr. Yunus, a Professor of Economics, spread the operation of the Grameen Bank which is so conducive, to half the population of the country the women.

The system evolved is perfectly suited to the socio-economic background of the women and is not limited by their educational and family background. The beauty about the Grameen Bank system is dealing on man-to-man basis and yet the credit realisation is 99.9% and on top of that there is no collateral no surety (detailed feature in next issue).



ENTREPRENEURS' MEET - A COMMON PLATFORM FOR FRUITFUL INTERACTIONS

On the 19th and 20th June, 1987, Shimla witnessed an 'Entrepreneurs' Meet' organised by **HIMCON** in Association with EDI-I and sponsored by the Department of Science and Technology, Govt. of India, New Delhi.

Forty-nine EDP trained entrepreneurs had an unprecedented opportunity to have face to face interaction with the officers of SBI, CBI, UCO Bank, MPFC, Director of Industries and other supporting organisations.

In his key note address, the **Director of Industries, Shri Mohinder Lal, IAS**, declared three major policy decisions that Himachal Pradesh Govt. had taken in order to facilitate the growth of small entrepreneurs in the State.

- (1) More and more people from the state would be encouraged to set-up the projects.
- (2) The Directorate of Industries was setting-up a large number of industrial sheds in many parts of the state so that adequate land and sheds could be made available to the aspiring entrepreneurs.
- (3) A system was being introduced so that all pending cases of entrepreneurs could be automatically solved on time bound basis. A checklist of requirements for project appraisal was being prepared by the Government so that the evaluation could be speedily and objectively completed and there was no scope for subjective and individualistic queries raised by vested interests.

Shri S.S. Chandel, Additional Director of Industries in his address pointed-out that while selecting their projects, entrepreneurs must consult concerned offices of DIC, Director of Industries, State Financial Institutions and

Banks. They must show initiative and drive in getting their problem solved and approach officers with patience.

Shri K.Vaishnavi, Managing Director, NITCON interacted with the entrepreneurs and advised them to have a positive look at the problems and try to solve them rather than getting into complications and to accomplish their goals as quick as possible.

Shri I.B. Singh, Sr. Scientific Officer, Department of Techno-

logy requested the concerned authorities to help the entrepreneurs in their efforts to set-up their industries.

In his concluding remarks **Shri P.S. Gurung, Managing Director, HIMCON** rightly stated that HIMCON felt highly encouraged by the positive approach of the officers of financial institutions and support organisations and induced the entrepreneurs to face the environment and keep up their efforts.

EMERGING ISSUES

ON the basis of the individual interactions of the participating entrepreneurs in the meet following issues emerged as of common interest :

Allotment of land was a matter of greater concern both for the entrepreneurs and the developmental organisation. Entrepreneurs showed keenness in getting a shed or land allotted at a particular place whereas the government agencies, in keeping with the priorities, insisted in providing one at a location of their preference.

The usual dichotomy between the Bank finance and term loan on the one hand and the problem of getting guarantor and providing collatorals for getting Bank loans on the other - delayed the project implementation and gave vent to a lot of chain-reactions quite difficult for a new entrepreneur to withstand.

The project choice suffered, on the one hand, from limitations imposed by the infrastructure and raw-material problems in the state, and on the other, from the constraints of a highly scattered and small local market. (To solve this, the Director of Industries rightly suggested in his key note address, that some projects have to be taken up in the state that could produce 'raw-material' for other units to come up.)

The 'unprepared' environment posed another problem wherein the new entrepreneurs got all the encouragement from the top-bosses while the implementation level officers created all sorts of obstructions. (To tackle the situation, the Director of Industries, announced that the objective system of checklist for project-report evaluation and all other procedures, was being worked out and would be implemented very shortly in the state. But beside this positive measure, a series of five-day EDP Appreciation and orientation programmes should also be organised for the middle and implementation level officers so that they may interact with new entrepreneurs in the right perspective.)

—Ashok K. Sinha

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SHARING WITH PHILIPPINOS THE INDIAN EXPERIENCE IN ENTREPRENEURSHIP DEVELOPMENT

1984 and '85 were lean periods for Philippines with industrial output in the manufacturing sector plunging because of low level of demand arising due to a shrinking domestic market and recession in exports. Further complicating the problem, during the same period, as a result of many lay offs, there was a sharp increase in unemployment.

The new Five-Year Plan (1987-'92) of Philippines, therefore, has laid stress on first, generating employment opportunities for the growing labour force, second creating avenues to meet debt obligation, and third, gaining all round economic development.

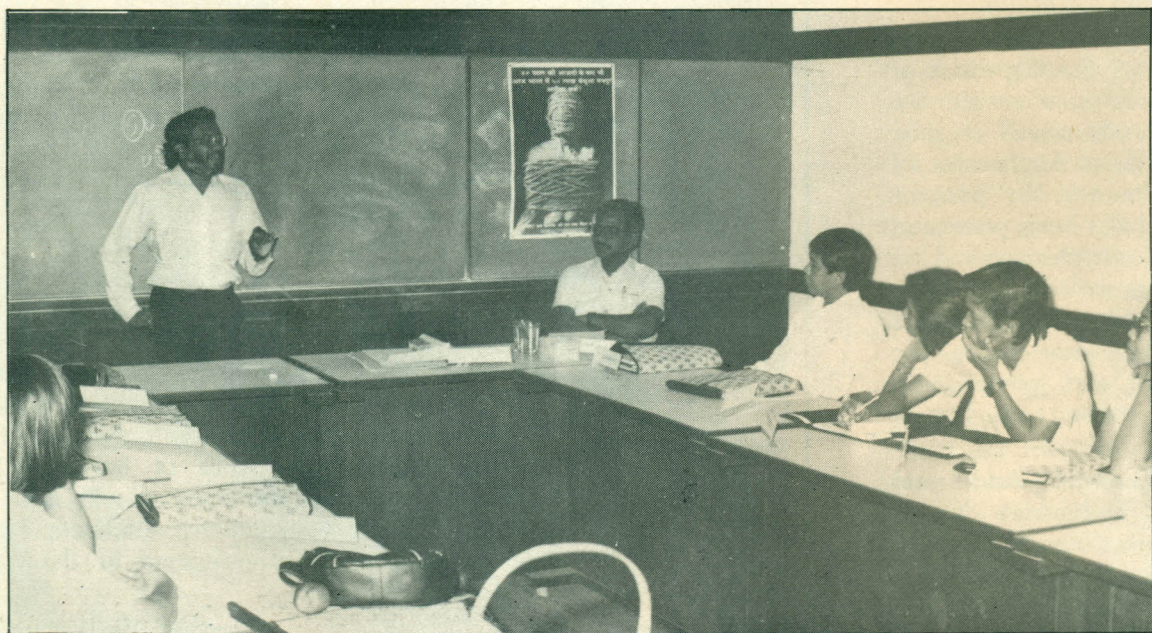
With these objectives in mind promotion of micro, cottage, small and medium enterprises has been identified by the Government of Philippines as the centre piece. The Government has decided to support and strengthen programmes

consisting of entrepreneurship development, marketing and technical assistance. Private voluntary organisations and Industry Association will also be involved in the execution and delivery of the programmes.

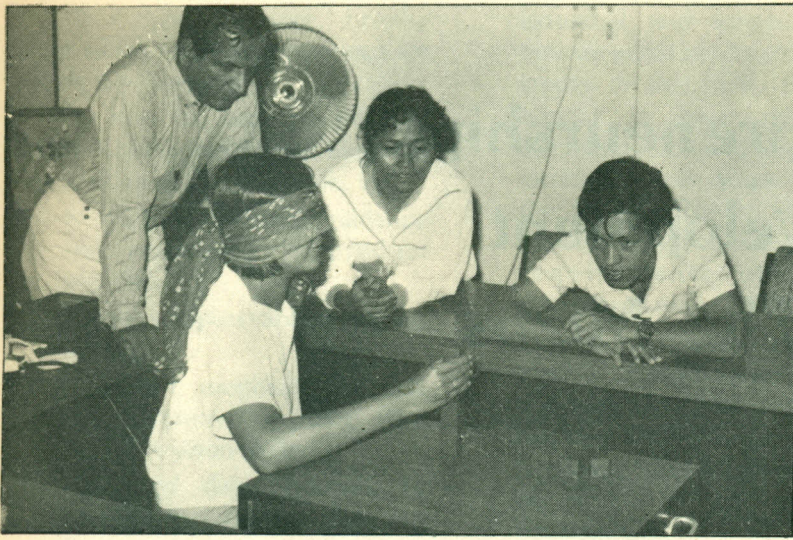
Under one such programme — Tulong Sa Tao — initiated by the Ministry of Trade and Industry (MTI) ten officials from the ministry led by the Director, Bureau of Small and Medium Industries, Mr. Zafarullah Masahud were sponsored by ILO to visit Turin International Centre, Italy to gain inputs on identification of business opportunities and promotion of small and micro business credit and extensive services, financial management for small and micro business and loan portfolio management. As a part of the programme, alongwith **Prof. T.M. Jacob of Turin International Centre**, they visited to share the

Indian experience of credit and loan administration for small businesses and its experience in the development of behavioural effectiveness for new and emerging entrepreneurs in the micro-business sector.

During their stay, the Philippines visited the Industrial Units of entrepreneurs trained under Entrepreneurship Development Programme, and interacted with organisations like Khadi & Village Industries Commission, Gujarat Chamber of Commerce & Industry, Self-Employed Women Association and the State Bank of India. They also attended sessions on Entrepreneur Selection Tools & Techniques, Focussed Behavioural Event Interview Selection and participated in Achievement Motivation Games.



Mr. C.H. Pathak taking a session on 'Selection Tools & Techniques', which the participants found very fruitful.



Member of the Philippine delegation participating in the Tower Game during the AMT session by Mr. H.C. Raval (standing).

The following excerpts taken from the feedback would sufficiently indicate how fruitful was their visit to the Institute :

“The lectures were highly relevant specifically in terms of lending inputs to the preparation of the manual on credit programme management by the group. Citing in particular the discussions on selection tools and techniques and profile of an entrepreneur etc. provided us insights on entrepreneur behaviour and characteristics.”

“The visits to SEWA and the State Bank of India were the most fruitful ones. We learned a lot from SEWA’s experience and we are very positive that the SEWA concept can be adopted in Philippines.”

“The lectures were very useful and significant. These were applicable to extension services. These were specific in entrepreneur development selection criteria and tools and techniques in selection. These were not discussed in Turin.”

Participants during a factory visit accompanied by Mr. H.R. Srinivasan, Director, KVIC, Gujarat.



Entrepreneurship Development and The Mizos

EDII has, since October, 1986, been considerably active in promoting Entrepreneurship Development in the twenty fourth state of India, that is Mizoram, the "Land of the Hill People", a land with a very different and distinct culture.

One Entrepreneurship Development Programme for the "Self-Employment for Educated Unemployed Youth" was completed in the end of January, 1987, an Executive Development Orientation Programme for officers from Mizoram, was organised in May, 1987 and a second general EDP which commenced on 8th May, 1987, has already entered its third phase.

The impact of all these activities is noticeably visible, especially in Aizwal, the capital of Mizoram, where the two EDPs have been conducted. There is more awareness about entrepreneurship and industrial activity and the exposure of the participants of all the three programmes to industry and industrial units in Gujarat, has been highly motivating.

The population of entire Mizoram is less than 1/6th of that of Ahmedabad City (appx. 5 lakhs), more than 90% of which is Christian. The literacy rate is approximately 60%, but in spite of having a few good natural resources like - bamboo, ginger, wild bananas, pineapples, cinnamon and a few mineral resources. There are hardly any

industries unless one takes into consideration mechanised carpenteries, small bakeries and steel fabrication.

Having spent nearly eight months in Aizwal as a trainer and having been fully involved in one EDP and partly in the other, I have, very often, had thoughts about the various factors which would have bearing on the success of our EDPs in Mizoram.

The training including Achievement Motivation Training and especially the industrial and technical orientation have definitely created a lot of motivation in our participants to set up their industry.

However, liberal government assistance, other easy avenues of making money, non-availability of raw-materials, difficult transportation of goods and the hilly terrain of Mizoram and the lack of experience of real hard work can be obstacles/deterrents in the path of entrepreneurship.

Against this, one must consider some of the positive factors. The people are hardy, the geography of Mizoram and years of uncertain existence due to the insurgency have developed in them risk-taking and problem solving capacities and made them flexible.

I am reminded here of an experience I had during my early days in Aizwal. I was conducting a session for the participants of my "SEEUY" EDP, looking at

phlegmatic expressions on the faces of the participants, I had an uneasy feeling that the communication was one way and the "Message" was not being "received". This naturally upset me a bit, but I continued stoically at the same time trying to make my talk more interesting and also wishing them to respond. After finishing the talk, I asked whether there were any questions or problems; again there was a silence. Remembering what a Mizo friend had earlier told me, I waited patiently for a full five minutes. Slowly, hesitantly hands were raised, and just as slowly came the questions, intelligent and thought provoking. And then of course, the ice having been broken, we had good, lively discussions.

I was learning. Now I was beginning to get an insight in the psychology of the Mizos. Apparently appearing not very interested, they nevertheless are intelligent, friendly and warm, once you come to know them and they accept you as an empathetic person.

And of course, they also need and want to learn more in order to progress industrially and economically.

Ours, and other EDPs, exposure to industrially developed areas and almost total dependence on the "plains" have also made them very conscious of the need for industrial development.

These are, therefore, healthy signs which raise definite hopes for future development.

But here too one can think of EDPs suitable designed to meet the needs of areas like Mizoram, viz.,

- i) A careful opportunity guidance and assistance in product selection,
- ii) Intensive inputs about market survey,
- iii) A greater emphasis on skill development inputs like communication skills,
- iv) More and detailed inputs in Finance Management,
- v) Greater assistance in preparation of Project Reports.

These are the impressions left on me by my experience of organising and conducting EDP, in Aizwal and my interaction with the Mizos in general and with our EDP participants in particular. The Mizo, perhaps due to their feeling of racial inadequacy or a feeling of discrimination on the part of the plains people, lack of exposure,

industrial and otherwise, to the outside world need extra and special inputs in the EDP. Besides they appear to have problem with Accounts etc. and of course, the intricacies and details required by the Project Report and the loan applications, alongwith the massive requirements of necessary documents really baffle them.

Besides, it would be advisable to build a rapport create a feeling of understanding and acceptance on any equal basis in order to make a headway in Mizoram for the purposes of entrepreneurship development.

All this cannot be done in a day, but a patient, step by step approach can definitely create an impact, a rising awareness and finally a visible progress for the development of entrepreneurship and industry.

This need has been recognised not only by IDBI and EDI(I) but also at the state and national level, and appropriate measures are being taken at every level to eventually

achieve the goal. It will, however, be prudent and beneficial to keep the special needs, environment and psychology of Mizoram in mind. The Industrial Development Bank of India and EDI-I can consider other suitable measures and strategies to continue and increase the impact and awareness, created by the activities already undertaken, to ensure and accelerate the industrial development in industrially backward areas like Mizoram and the North-East region in general. One of the measures which can help is an increased and sincere involvement of the concerned developmental agencies in the region, as well as setting up of special entrepreneurial guidance cells in the financial institutions.

The climate at present is right for the purpose and an early advantage can be taken of the same.

Nalinee Contractor

'The entrepreneur,' said the French economist J.B. Say around 1800, 'shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.'....

In the United States, the entrepreneur is often defined as one who starts *his own, new and small business*.

English speakers identify entrepreneurship with the new, small business, the Germans identify it with power and property, which is even more misleading. The *Unternehmer* - the literal translation into German of Say's *entrepreneur* - is the person who both owns and runs a business (the English term would be 'owner-manager').....

Entrepreneurship is thus a distinct feature whether of an individual or of an institution. It is not a personality trait :Entrepreneurship, then, is behaviour rather than personality trait.....

To be entrepreneurial, an enterprise has to have special characteristics over and above being new and small. Indeed, entrepreneurs are a minority among new businesses. They create something new, something different; they change or transmute values.....

— Innovatation And
Entrepreneurship (Page 19-23)
By Drucker

EXECUTIVE DEVELOPMENT PROGRAMME ORIENTATION (EDOP) FOR OFFICERS FROM MIZORAM

The Institute has been initiating entrepreneurship activities in most difficult and backward areas since its inception. However, these programmes to develop entrepreneurs, in order to be fruitful requires the active participation of support institutions agencies.

In order to make the local environment more conducive, the Institute organised an EDP appreciation programme for the middle and implementation level officers of Mizoram.

This Executive Development Orientation Programme (EDOP) was sponsored by IDBI. It exposed

the offices from Mizoram to the environment of developed states and provided sufficient understanding about the working of different organisations, their schemes and programmes.

The programme was divided into three phases. The first phase at Bombay was devoted to inputs in Institutional support and the scope of different schemes and programmes available to the entrepreneurs. Venue of the second phase was at Ahmedabad which laid more stress on individual skills and knowledge of executives of various

support organisations/agencies. During the third and final phase at Gauhati, the participants were given intensive briefing on developmental schemes available for the North-East region and how programmes and schemes operative in developed states could be suitable adopted for promoting entrepreneurship in Mizoram.

Eleven Officers from Industries Department, District Industries Centre, ZIDCO and other concerned agencies involved, participated in this programme held from 9th to 27th May, 1987.

INITIATING EDPs IN GHANA

On 24th April 1987, the Institute signed an agreement with the Government of Ghana to initiate and institutionalise entrepreneurship development activities. During the first phase the institute has to carry a brief country review to assess SSE related activities and institution for technical assistance, credit delivery, constraints at the level of policy regulations and infrastructure.

At the end of this work if the prospects for initiating the programme appear promising, a core group of five motivator would be identified, given technical training and on-the-job counselling at Ahmedabad.

The institute will also provide professional support to the trainers in carrying out opportunity identification work in Ghana and in conducting initial EDPs in their respective regions.

Tapping Entrepreneurial Talents of Women

The entrepreneurial potential in women has been a subject of great curiosity to policy-makers, trainers, researchers and institutions and agencies committed to entrepreneurship development as to whether a woman can become a successful entrepreneur or not. As a researcher and trainer, I have also shared this curiosity on the subject. I was therefore very eager to take up any immediate opportunity to interact with a group of women entrepreneurs to learn about entrepreneurial potentials in them. I got this opportunity when my Institute received a letter from Rajasthan Consultancy Organisation requesting for a Faculty to conduct Achievement Motivation Training for 4 days for a group of potential women entrepreneurs. It was to be held in TONK, a backward town of Rajasthan. Before I start sharing my findings about the entrepreneurial potentials of women based on this

group, let me give the background of the programme.

The initiative of conducting and Entrepreneurship Development Programme came from a lady, **Ms. Meera Mahirshi, the District Collector of Tonk** who approached **Shri S.N. Thanvi, General Manager of Rajasthan State Financial Corporation**. Both, in turn, asked **Shri K.B. Singh, Managing Director of Rajasthan Consultancy Organisation** to organise and conduct an EDP for women in Tonk. Tonk is a 'C' category backward district situated about 100 Km. south of Jaipur. It has a population of about 75,000 people and has dominance of muslim community. Tonk is known for its beautiful carpet manufacturing of Namda - a raw material locally available in plenty. The campaign of conducting an **EDP** was carried out by **Shri S.C. Sharma** (a trainer trained by EDI-I) under the able

guidance of **Shri K.B. Singh**. The duration of the programme was six weeks with daily sessions from 10.30 AM to 5.00 PM.

22 women were selected for the programme by adopting a three-tier selection procedure which consisted of a well-designed application blank, behavioural test and personal interview. During the 6 weeks' duration, the input concerning technical, managerial, behavioural, opportunity guidance, project preparation and procedures for setting up an industry is imparted. The behavioural input was scheduled towards the end of the programme. Achievement Motivation was a start of this input.

The group was highly heterogenous in terms of age, education, family background, material status etc. The age of the participants ranged from 18 years to 43 years; while education ranged from secondary to post-graduation.



Women Participants of the EDP conducted at Tonk in Rajasthan seen with Dr. Gautam Raj Jain who conducted A M T for the programme.

There were 14 participants belonging to Muslim community and 8 from Hindu community. 15 participants were unmarried, while 7 were married with children. The family background also varied substantially. It ranged from highly educated, prosperous and modern to extremely poor, uneducated and traditional. Obviously this diversity in the background of the participants made integration of interest of participants during the training very difficult. It gave rise to feeling of competitiveness among the participants which sometimes, however, also led to some adverse remarks between participants of very different background. Another problem was that of the language. Some could follow English while others were not able to understand. Therefore, the medium of instruction used was Hindi. The average attendance during the training remained 20. Since, this was the first exposure of this group to the behavioural input, everybody was highly curious and excited and this resulted in flow of several questions from them. Some of the participants later confessed that they feared, "I would succeed in understanding some of their secret self." This was due to the prevailing impression they had about a behavioural scientist. Therefore, in the beginning they were defensive and tried to guard their secret self. Since, in this paper my objective is not to explain how effectively and ineffectively I handled these problems during the training, I would confine myself to the 'counting of every drop of entrepreneurship in women. Since these efforts were undertaken by me in a very deliberate manner, I could organise the material in the following way.

(1) WHY ENTREPRENEURSHIP ?

To this first question of mine, varied answers came up. For the purpose of presentation, here I have divided the answers in two

parts : first represents those participants who had to struggle hard to come to this programme and the others, who could come out very easily. The group of participants who struggled a lot to come to this programme stated the reasons as follows :

- i) Future uncertainty.
- ii) To be economically independent.
- iii) To do something new and different from usual duties.
- iv) More money to give proper education to children.
- v) Many women start business, why can't we ?
- vi) Proper investment of talent earned through education.
- vii) Jobs are not considered good in the society.
- viii) Insufficient income of the family.
- ix) Discrimination in the job.

Many of those whose family allowed them to attend and hence had not to struggle to come to the programme gave the reasons as follows :

- i) Social prestige.
- ii) To make use of idle time.
- iii) To make use of education taken so far.
- iv) Self development.
- v) To make life full of interest and challenges.
- vi) To exploit new ideas given by elder members of the family.
- vii) Aversive to the job as it requires full time commitment which could not be afforded.
- viii) Already in business occupation.
- ix) Concern to contribute to the economic development of the country.

Based on these, their motives to enter into entrepreneurship were as follows :

- 1) Need to be innovative;
- 2) Need for achievement;

- 3) Need for self-actualisation;
- 4) Need for social esteem and
- 5) Need for security

My hunch is that the following factors may be responsible for these motives :

- a) Virtually no compulsion for career making for women.
- b) Not enough respectability associated with the jobs.

(2) WHAT PROBLEMS IN ENTREPRENEURSHIP ?

On my second question, they expressed a lot of self-confidence and explained that they did not foresee any problem. On my persistence they come up with some problems which I present hereunder :

- i) Managability of time due to conflicting role demands.
- ii) Restriction on movement from one place to another place due to market, availability of raw material and other potential facilities.
- iii) Choice of product as they may not be able to take up a hi-tech product line.

Other answers were pertaining to social and cultural values, family structure and occupational jealousy. Surprisingly like male participants, no one came with the problems of finance, marketing, technology or labour etc. This may be because the problems stated by them were so much on their minds that they could not think of the practical, business related problems. In order to be sure on this issue, I asked further; why they did not see any problem in business-related activity. Some of them expressed that they saw these problems as a part of the process and therefore, they would not mind them or get bogged-down with such issues before they start. They were confident that they would be able to acquire requisite knowledge, support



EDI-I faculty-bags ISTD award

Dr. Gautam Raj Jain, Research Faculty, EDI-I received the best paper award for his article on Sensitivity Training Published in the Indian Journal of Training and Development, the paper was adjudged as one of the best contributed during 1985.

The award was presented to him at Vigyan Bhavan, New Delhi on 30th April, 1987 by Mr. Abid Hussain, Member Planning Commission.

Sensitivity training is widely used as an instrument of organisation development intervention to develop inter-personal competencies at work place.

Dr. Jain in his paper has attempted to review the existing literature on Sensitivity Training with a view to identify its nature, methodology and the role of the trainer to test the hypothesis concerning the outcome of the sensitivity training. For this purpose Dr. Jain has utilized research evidence and examined its effectiveness as a technique to explore the possibilities of its success in Indian situation.

Dr. Jain concludes that "Sensitivity Training" has to develop a diagnostic model to identify needs of training and to examine observational, theoretical, nomothetic and ideographic sensitivity abilities. This would help the trainer to exercise greater control over the outcome of sensitivity training.

CATCH THEM YOUNG

Expert Assistance
to

Gujarat Higher Secondary Board

Another pioneering job by the Institute. Quite in keeping with the legacy it has inherited from the land where first ever Entrepreneurship Development Programme was conducted.

The Institute accepted the Board's request to help them formulate syllabus for Entrepreneurship as a subject for +2 group which is being introduced as a compulsory component in the vocational group of subjects.

Taken up at the initiative of Shri S.D. Sharma, Director of Higher Education, Government of Gujarat, the broad outlines of the course contents has been jointly drawn by the senior officers of the Board and senior faculty of the Institute. The details are to be worked out by the end of August and text books and other reading materials on the same line too are to be prepared by the Institute.

Incorporation of Entrepreneurship as a subject at an early stage is going to have a far-reaching and lasting impact so far as the generation of self-employment and entrepreneurship development is concerned. Presently, EDP deals with target groups that are motivationally dull temperamentally dreary. All said and done, self-employment or entrepreneurship for those target groups is a baser alternative to employment. Between the two, given an opportunity, a job would be more welcome career for almost all of them.

By introducing entrepreneurship at such an early stage as +2 where boys and girls of 16+ age group would be the target, an opportunity has been created to sow the seed of entrepreneurship at an early stage and thereby help the real enterprising ones in branching out towards entrepreneurial pursuits from the very beginning with fresh motivation, full faith of their conviction and readiness to tide over all the circumventing forces.

In order to teach the subject and create the entrepreneurial awareness in the young students, the Directorate has also planned to orient selected teachers for the same. The Institute is designing short-term training course for the teachers also and is going to conduct teachers' training programme for the Board.

Ashok Sinha