

# EDI REPORTS

**Entrepreneurship Development Institute of India**  
(Sponsored by IDBI, ICICI, IFCI & SBI)



Shri. S.S. Nadkarni, Chairman, IDBI released EDI Research Publication "Self-made Impact Making Entrepreneurs" and delivered his expert comments on the same. Seen from right to left are Dr. H.C. Raval, Chief-Training, Dr. V.G. Patel, Director, Prof. D.D. Trivedi & Dr. Gautam Raj Jain, Faculty of the Institute.



Shri N. Raghunathan, Additional Secretary & DC SSI, Govt. of India lighting the lamp at inaugural function of Eighth Accredited Trainers' Course at EDI Campus. Seen from right to left are Dr. H.C. Raval, Chief-Training, Dr. V.G. Patel, Director and Dr. P.N. Misra, Faculty of the Institute.

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## ENTREPRENEURSHIP DEVELOPMENT STRATEGY : REVIEWED

The last three months have been hectic for the Institute. The 3rd National Meet of Entrepreneurship Trainers and the 2nd Meet of Chief Executives and Sponsors of Entrepreneurship Development Programmes (EDPs) which immediately followed in January was a satisfying one.

The emerging and growing cadre of competent Trainer-Motivators showed a high degree of commitment to the cause of entrepreneurship training and reflected confidence in creating a better impact of the entrepreneurship programmes. A perceptible improvement in the EDP performance was highlighted by them in terms of enterprises emerging from the programmes, equally supported by a growing concern for quality of selection, training and follow-up assistance and therefore generating wider impact.

The Chief Executives also responded positively to the needs and problems of the trainers highlighted during the Meet and decided to take concrete steps towards reducing the number of programmes (EDPs) to allow the trainers to devote sufficient time for promotional work, opportunity identification, comprehensive supply

of inputs and sufficiently long follow-up for the programmes completed. The strategy of districtwise trainers, as constantly recommended by our Institute, was also accepted. The sponsor institutions led by IDBI, IFCI and ICICI ensured continuous support to the EDP activities provided the EDP organisations prepared their proposals well in advance and ensured that number of programmes matched the number of available trainers. Not more than 2 to 3 programmes per trainer per year was therefore accepted as a norm.

The interactions in the Meet highlighted the problems faced by the trainers and the new entrepreneurs from the environment, especially the support system. Results of entrepreneurship programmes can almost be doubled, from say 25% to 50% start-ups, if financial institutions provided adequate and timely assistance and infra-structure facilities were ensured by the State. Simplification of procedures and formalities and removing such irritants would also expedite implementation of projects and reduce drop-outs

Focus of the Entrepreneurship Development (ED) strategy therefore must now shift towards creating a more conducive

environment for new entrepreneurs to emerge and existing entrepreneurs to grow. Policy-makers and planners and Chief Executives of Industrial Development Organisations of the State Governments need to be adequately involved in the ED process.

For EDI, as a national resource organisation, to support entrepreneurship development efforts in the country, the message is quite clear. While emergence of specialised entrepreneurship development centres at State-level, supply of trained trainers and improved quality of training have now reached a satisfactory stage, it needs to play a more effective role in cultivating the environment for creating a better impact of various interventions.

It is good to know that the Human Resource Development Ministry has also become very active in initiating entrepreneurship in the education system and has plans for providing sufficient funds for Research and Training. There has never been a dearth of potential entrepreneurs. We will add more entrepreneurial individuals through the education system. We must, however, be prepared for assisting and supporting them if the new generation is not to get frustrated in the self-employment career option.

*Take pride in being an entrepreneur. For an entrepreneur becomes a source of employment for others, revenue for the Government, fillip to the economy and a benefactor to the society at large.*

is that district and its neighbouring areas.

There was a unanimous agreement that there is a need to develop linkages amongst trainers to share experiences and generate a feeling of togetherness. It was, therefore, decided that appropriate mechanism be worked out for developing such linkages.

- ii) In order to facilitate timely flow of funds especially in those cases where the state government has a significant share in funding EDP conducting agencies, it was suggested that EDP conducting agencies may prepare Annual EDP Plans in the month of October/November so that the same could be incorporated in the State's Annual Plan which is normally finalised during January/February in the ensuing

year.

- iii) It was felt that national institutions can help state level EDP conducting agencies in obtaining the status of 'Nodal Agency' so that the flow of funds from the state to EDP activity and related matters be channelised through the nodal agency for effecting better control.

- iv) EDP conducting agencies can explore the possibility of developing core faculty resources to support ETMs in effective delivery of critical training inputs.

In order to encourage the field trainers to conceptualise their experiences, papers on certain selected themes were invited and awards were instituted for the best papers. Three such papers were

recognised as award winners in the Meet.

First prize was given for the paper "Motive Force Approach Towards Quality Entrepreneurship—A New Perspective" jointly submitted by Dr. J.P. Shrivastava, Director, Dr. J.M. Kapse, Chief Project Co-ordinator, ED Cell, and Mr. U.S. Bocharé, Project Leader, ED Cell of Shri G.S. Institute of Technology and Science, Indore.

Two special prizes were also given for the papers "Post-training Support—Strategy and Issue" submitted by Mr. Subhash Chandra Sharma, Rajasthan Consultancy Organisation (RAJCON) and "Sugar Co-operatives and the Problem of Development of Rural Entrepreneurship" submitted by Dr. S.V. Kadvekar, CTB College, Shirur, Pune district.

## LAKSHADWEEP EDP

A detailed study assessing feasibility of EDPs in Lakshadweep islands was carried out during April-May. Subsequently the EDI team headed by project Identification Expert, visited the islands and identified opportunities for self-employment activities.

During this visit, the team also identified a Malayalam speaking officer in Industries Department for intensive training in ATC, so that EDP in the islands could be conducted in vernacular language with EDI support.

In January 1989, intensive promotional campaign was carried out by EDI's experienced faculty for launching an EDP in Minicoy. After

meeting traders/fishermen/artisans, 17 potential entrepreneurs were selected for the training programme of which 7 are women.

During the 1st Phase of Minicoy EDP, information inputs and opportunity counselling were imparted to the participants on the islands itself. The participants have selected products where investment ranged upto of Rs. 75,000/- and a few of the items are - wooden furniture, poultry farm, ice-cream, soft drink, TV/VCR repairing, water sports, exercise books, fabrication, automobile garage & servicing etc.

Thereafter, for the 2nd phase of the programme, the participants were brought to Trivandrum & Cochin for

providing on-the-job-training in units manufacturing products similar to those selected by them.

Subsequent to project finalisation and technical training, motivational input was provided in Malayalam which helped the participants to internalise the inputs imparted, as most of the islanders hardly speak Hindi/English.

After the 2nd phase is over the participants will return to Minicoy for the 3rd phase during which they will be counselled on Project Report Preparation and Project Management. They will also be helped in preparing their project reports and loan applications for submission to financial institutions.

Please note

**The Institute's telephone numbers :**

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## SELF-EMPLOYMENT STRATEGY IN SUDAN

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I had an occasion to lead a 2-Member Mission sponsored by the International Labour Organisation, (ILO) Geneva to Sudan in the month of January 1989. With 18,000 graduates already unemployed and no prospects of employment opportunities growing because of the economy being in very bad shape, the government of Sudan wanted to explore possibilities of self-employment for these graduates. The I.L.O. which has very actively assisted developing countries in small enterprise development, approached EDI because of our expertise in entrepreneurship training which leads to creation of small industries and therefore self-employment of the potential entrepreneurs.

The problem of unemployment of educated and uneducated youth is not peculiar to Sudan only. However, the country had followed until the early '80s a policy of guaranteeing jobs to the graduates coming out of various colleges. In the process, getting a job in government became the aim in life for the youth, rather than finding work. As Sudan began to have serious economic problems, a time came when government expenditure had to be reduced to control inflation. As a part of structural readjustment prescribed by international development agencies, one of the first steps was to stop further recruitment in government and therefore abandon the established policy of guaranteeing jobs to the university graduates. A situation therefore is created where the educated manpower continues to grow through various colleges and universities but is not prepared for productive work.

It is equally sad to notice that the country with several million hectares of land, with the legendary Nile river flowing through it, a country which was supposed to be a "bread basket of Africa," is suffering from shortage of food. That it has to import even bread is a reflection of the economic crisis facing the country. The private sector in business and industry which was once booming has come to a standstill. Capacity utilisation is around 30% as raw materials, power, infra-structure and even spare-parts are in short supply.

In a situation like this, what can be done for the large number of educated but inexperienced graduates? The answer came in the form of, (a) a wide variety of business opportunities in small business, services and micro-enterprises of fabrication and manufacturing which are found in the country where virtually everything is in shortage and therefore, whatever is produced can be sold at a good margin; (b) the growth of the informal sector in which uneducated but skilled workers have set up hundreds of self-employment ventures exploiting the opportunities and (c) some successful small business creation experiments carried out for resettlement of refugees who have set up more than 100 productive self-employment ventures through an ILO assisted project.

It was also clear that if the existing opportunities are to be exploited, proper business counselling in terms of opportunities, entrepreneurship training to prepare the inexperienced graduates for being independent, credit assistance to finance the small businesses and extension services for proper technical guidance and

support will have to be provided in an integrated fashion. Therefore, entrepreneurship development programme (EDP) based on the Indian approach, became extremely relevant.

What is therefore proposed as Action Plan involves the following steps :

1. For those graduates and many others who are willing and ready to take up small businesses of their own, their entry should be facilitated by simplifying a variety of complex procedures which harass the entrepreneurs and delay setting up of businesses.
2. Removing certain restrictions on commercial banks so that they can extend credit at less margin to the needy entrepreneurs.
3. Removing the bottlenecks faced by agriculture co-operative formed by many graduates to cultivate the land offered to them and thereby productively employ themselves as groups.
4. Create an 'Entrepreneur Guidance Cell' for counselling on various facets of starting a business.

While the above can be done immediately, in the next few months, it is proposed that the Sudanese government and the donor agencies consider the following essential strategic interventions :

1. Develop a national policy of small business and small industry development as none exists at present. A commitment to small business and new entrepreneurs is therefore required on the part of the government.
2. Initiate a small business and small

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industry project identification exercise to come up with a wide variety of viable business ideas and profiles for guiding the potential entrepreneurs.

3. Initiate Entrepreneurship Development Programmes (EDPs) in the major towns after getting a group of trainers trained.
4. Set up a Development Bank which can also act as a nodal organisational focal point for training, counselling and extension services which are virtually non-existent at present.
5. Initiate a mass media blitz in enhancing the prestige of being self-employed so as to change the attitudes of students and parents, away from government jobs.
6. Introduce 'Entrepreneurship' courses in the schools and colleges so that many of the drop-outs and graduates develop concrete career options in favour of being self-employed.

Experiences of many developing countries including India in tackling the employment problem through self-employment and small industries development will be very relevant for a country like Sudan. The Indian expertise in entrepreneurship training and development, development banking and extension services will be of immediate benefit if the country is to implement the above strategies.

It was indeed satisfying to find the young boys and girls highly receptive to the idea of entrepreneurship training and being self-employed. Thus, there is willing manpower, there are opportunities and there are national needs to be served by producing goods and services. What is required is putting the act together.

V.G. PATEL

## DEVELOPING RESOURCE PERSONS IN ENTREPRENEURSHIP FROM COMMONWEALTH AFRICAN POLYTECHNICS

The institute conducted a 3-month training programme for developing 'Resource Persons' in entrepreneurship from Commonwealth African Countries. The institute has thus entered into a new concept of 'Resource Persons' in entrepreneurship.

Eighteen (18) participants attended the programme which commenced on 22nd Nov. 1988 and concluded on 13th Feb. 1989. The participants ranged from eleven (11) countries namely Zambia, Kenya, Nigeria, Tanzania, Ghana, The Gambia, Zimbabwe, Uganda, Malawi, Botswana and Swaziland. Except two participants who were from non-polytechnic institutions, namely, Centre for Management Development (CMD), Nigeria & Malawi Entrepreneurship Development Institute (MEDI), the rest comprised of senior lecturers and Principals of Polytechnics.

This is the first time that the institute had taken up the task of developing Resource Persons in entrepreneurship. The participants were equipped to scan local entrepreneurial environment successfully, identify and select entrepreneurs for EDPs and to interact with support organisation to make the environment more conducive and receptive towards enterprise setting. The participants could successfully prepare a course curriculum on

entrepreneurship to be adopted in their respective Polytechnic institutions.

They could suggest formation of various committees such as Entrepreneurship Development Advisory Committee, Consultative Committee etc. who will take care of the planned introduction of the course into Polytechnics. Exposure in developing training material and other resources such as Library References in the area of entrepreneurship was also given.

The Resource Persons were equipped with necessary knowledge, skill and aptitude for preparation of Business Plan on their own.

Two weeks Industrial Attachment was planned where the Resource Persons were given on the job training in small industries of their choice. The objective was that they understand appropriate technology which can be replicated in their country situation.

The participants at the end of the training programme submitted their country action plans which included Environmental scanning, Awareness Programmes, Entrepreneurship Development Programmes developing Manpower & Material resources, formation of various Advisory and Acting Committees, Workshops and Seminars on entrepreneurship, Curriculum implementation in Polytechnics.

## INTERACTION WITH VISITORS

Shri Puttaswamy Gowda, Managing Director, Karnataka State Financial Corporation (KSFC) visited the Institute on 15th December 1988 and had discussions with new selection regarding the use of new selection technique FBFI. The institute also suggested skill development programme for the appraisal officers of KSFC so that they can utilise the technique for assessing entrepreneurial competencies.

Shri R.K. Asthana, Managing Director, Uttar Pradesh Industrial Consultancy Organisation (UPICO), Kanpur also visited the institute on 15th December 1988 and explored the possibilities of EDI collaboration in Entrepreneurship Development Programmes that UPICO plans to organise for the rural poor. Impressed with the outcome of the Ikauna experiment (REDE under

Ford Foundation), the MD requested EDI to provide them support in selection of entrepreneurs and imparting AMT.

Shri G.S. Paranjyothi, Chief Adviser, TECSOK, Bangalore visited EDI on 15th December 1988, to interact with the entrepreneur trainer-motivators being trained in the Seventh Accredited Trainers' Course of the Institute. He shared his experiences with the participants and had discussion on the Women EDP Cell which TECSOK has initiated.

Shri B. Banerjee, Managing Director, WEBCON also visited the institute on 15th December 1988 and had discussions with faculty on various programmes carried out in West Bengal. He shared his experiences of developing rural poor in one of the backward districts of West Bengal and he was convinced about the

utility of the FBFI technique to assess entrepreneurial competencies among illiterate persons.

Shri. Ramachandran, Chairman and Dr. M. Sivaraman, Professor, Centre for Management Development (CMD), Trivandrum visited the institute on 19th December 1988. CMD is the nodal agency in the state of Kerala and has been carrying out ED activities in the state with the help of a fleet of 8 trainers who organise almost 20 programmes in a year. All the trainers of CMD have been trained by EDI. He had discussions with the Institute's faculty regarding specific problems on developing entrepreneurial talent in the state.

Shri Rustom Lalkaka, Director, United Nations Fund for S&T Development visited EDI on 29th December, 1988. He mentioned the advantage of using incubators facilities to assist the entrepreneurs who want to set up hi-tech projects and proposed to the institute to start the facility in the country. He also gave examples of different countries where incubators have proved to be very successful. He had discussion with EDI faculty regarding identification of entrepreneurs their selection and training for the proposed incubators.

Shri. R. Narayanan, Secretary-Finance, Chairman, Kerala Financial Corporation visited the institute along with Shri Shivanandam, Managing Director, Kerala Financial

Corporation. They had an interesting sharing of experiences with the faculty, specially on the role played by EDI in developing Centre for Management Development, a state government organisation in Trivandrum for carrying out ED

### PROF. ALAN GIBB'S VISIT TO EDI

Prof. Alan Gibb, Director, Small Business Centre, Durham University, spent two weeks at EDI campus under Faculty Exchange Program of British Deputy High Commission.

During his stay at EDI, various seminars/workshops/in-house discussions were organised to derive benefit from work done by him and his associates at Durham University.

Seminars were organised on Cost Benefit Evaluation of Training, Training of Existing Entrepreneurs, Training Programme for start-up entrepreneurs, Training of Trainers, Education Policy and Entrepreneur-

ship, Research Areas & Methodology in Entrepreneurship, Teaching Management to Entrepreneurs and Teachers etc.

Senior officials from various developmental organisations such as IDBI, IEDs, Technical Teachers' Training Institutes, NIESBUD, professors of IIM, educationists, existing entrepreneurs and management experts participated in these seminars.

EDI faculty members also shared their experiences in the discussions including the research findings on McBer Research Project, Competence-based training programme and REDE Project.

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activities. They were also briefed about various research projects of the Institute.

Shri Januar Elanathan of the Colombo Plan Bureau visited the institute on 7th March 1989 and identified the areas in which the institute can assist member countries of the Colombo Plan. He also urged the institute to generate teaching material for the benefit of the practitioners working in the area of Entrepreneurship Development and showed his willingness to have a workshop on ED for the member countries of SAARC.

Prof. V.K. Bhansali from University of Jodhpur was with us on 7th & 8th March 1989. While at the campus he had discussions with the faculty members on the development of curriculum for S&T target group and also for engineering students taking up courses in Electrical, Mechanical, Civil and Electronic Engineering. EDI will be providing support to Prof. Bhansali in conducting his first EDP for S&T group in Jodhpur.

## COMPETENCE-BASED EDP

As a part of the Research Project on 'Entrepreneurship and Small Enterprise Development', entrepreneurial competencies were identified and subsequently, a tool to assess the same viz., FBEI and a Competence-based training model were developed.

It was decided to pilot test the new training model and hence, a competence-based EDP sponsored by IDBI was announced during January 1989.

There were 74 applicants out of which, 45 were administered FBEI as the sole selection tool. The selection was based on competency scores. Some of the low scorers were included as a control group. Thirty-three candidates were finally selected and the programme commenced on 7th March with 28 participants.

The 1st phase of the programme will be concluded by the end of March and would be followed by Practicum for about a week. The final phase of the programme would commence during middle of April and would last for 2 to 3 weeks depending on the needs of the participants.

The new training model focusses more on developing entrepreneurial competencies such as, Initiative, Persistence, Concern for Quality Product, Commitment to work contract etc. At each stage of training input, attempts are made to re-inforce and review the development of competency. More emphasis is given to 'practicum' to enable the trainee entrepreneur practice each competency. A reward mechanism is designed to encourage the participants to practice the competencies for internalisation.

## ENTREPRENEURS' MEET IN PATNA

In order to understand issues/problems involved in setting up enterprises by first-generation entrepreneurs in the state of Bihar and also to bring the entrepreneurs and officers of the support system on a common platform so that there is mutual appreciation of problems involved in hastening the pace of ED in the state, an Entrepreneurs' Meet was held in Patna, Bihar in February 1989.

A pre-designed questionnaire was sent to 180 EDP trained participants covering 10 EDPs conducted by

BiTCO. The responses received were analysed and background material was prepared outlining issues confronting emergence of first-generation entrepreneurs.

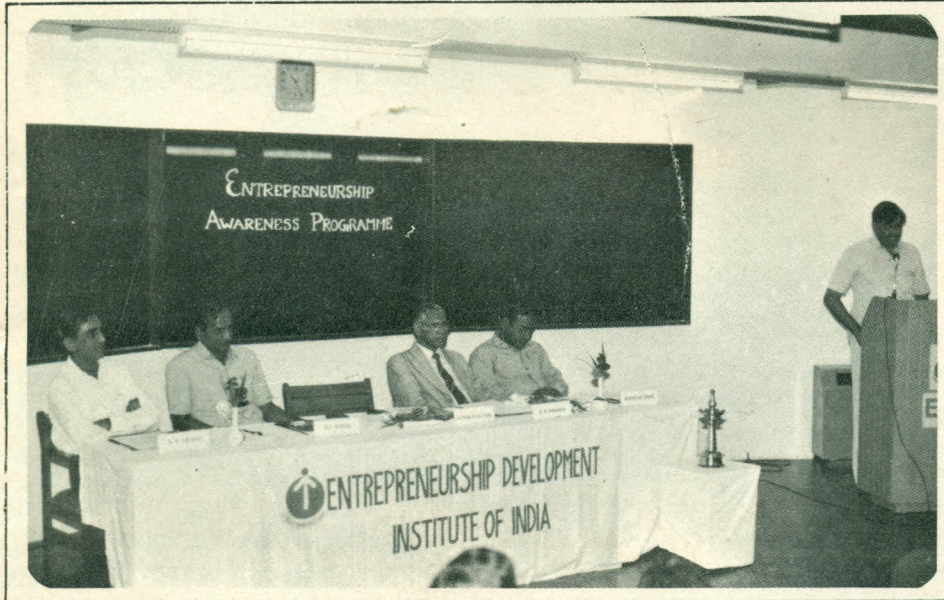
The Meet was organised in February and there were 62 entrepreneurs. At the outset, the entrepreneurs discussed in small groups some of the major issues viz., EDP inputs, financial assistance, procedures/formalities, infrastructural facilities etc.

During the technical session which was chaired by Mr. SR Adige IAS, Chairman, Bureau of Public

Enterprises, Bihar, selected representatives from amongst the participating entrepreneurs apprised the house of issues pertaining to setting up of small scale ventures. There were over 25 officers from various support institutions such as commercial banks, Department of Industries, IFCI, IDBI, Sainik Kalyan Board, DICs, NSIC, BSFC etc. The interaction led to understanding and appreciation of issues faced by EDP participants in the process of setting up their ventures in the state of Bihar.

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## EDP AWARENESS PROGRAMMES FOR L.D. ENGINEERING COLLEGE & GOVT. POLYTECHNIC STUDENTS



Shri Jay Narayan Vyas, Executive Director, iNDEXTb delivered the inaugural address at the Entrepreneurship Awareness Programme for students of L.D. Engineering College. On the dias from right to left are Prof. Ramesh Dave, Programme Director, Shri A.D. Pandya, Principal, L.D. Engg. College, Dr. H.C. Raval, Chief-Training, EDI & Prof. N.V. Vasani, L.D. Engg. College.

DST has directed various engineering colleges to provide orientation of ED to Final Semester students of their colleges. In Gujarat, EDI organised a 3 days Awareness Programme for 67 students of L.D. Engineering College, Ahmedabad, at its campus. The students were provided exposure on—What makes a person an entrepreneur; Charms of being an Entrepreneur; Identification of viable projects; Preparation of Project Report and Marketing of products. Over and above this, a field visit was organised and they had interaction with successful entrepreneurs.

A similar programme was organised for the Final Semester students of Ahmedabad Polytechnic. Thirtyfour students took part in the programme.

The highlight of both these awareness programmes is that on completion of the programme, some of the students contacted EDI for joining a longer duration programme for initiating small scale enterprise.

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## EDI PARTICIPATION IN A WORKSHOP

### AT ISLAMABAD

Friedrich Ebert Foundation in collaboration with Ministry of Labour, Govt. of Pakistan, organised a 3-day workshop in Islamabad, during February 26-28th on 'Developing Entrepreneurship for promotion of self-employment in urban areas'.

The foundation requested EDI to share Indian experiences with reference to EDI-EDP Model. Seventy local delegates representing

Ministry of Industry, Chamber of Commerce and Small Scale Entrepreneurs and 5 Resource Persons from GTZ-Germany, Small Business Promotion Council-Nepal, Colombo Bureau Plan and EDI participated in the workshop.

EDI faculty member presented our approach and also interacted with senior officials and delegates of the workshop. EDI offered assistance in setting up a Centre for ED in

Pakistan, training of Trainers and also in replicating EDI-EDP Model to the Foundation to organise a workshop on ED for the policy makers of member countries of SAARC. This was the Institute's first interaction with Pakistan authorities and also with the Foundation which is very active in providing financial assistance for promotion of SSI sector in SAARC countries.



## EDP FOR SCIENCE GRADUATES

Science graduates in Chemistry, Physics, Electronics, Botany, Zoology, Microbiology and Geology do not have many openings in the employment market. Same is the case with post-graduates in these disciplines. In spite of being intelligent, possessing bright academic record and basic skills with ability to utilise 'Science' for practical applications, their knowledge remains unutilised in the society and results in national wastage of developed human resource.

With a view to provide opportunities to this talented target group, EDI proposed to conduct a special EDP to divert them towards entrepreneurial activity. A proposal to this effect was submitted to DST with an objective of helping this target group in conceiving, launching and managing industrial based projects.

The Science Graduates EDP was inaugurated by Shri Rajubhai Shroff, Managing Director, Units Phosphorus Ltd. on 28th March, 1989.

Thirtyone Science Graduates are being trained in this EDP which is sponsored by Department of Science & Technology, Government of India, New Delhi, Industrial Development Bank of India (IDBI), Industrial Credit and Investment Corporation of India (ICICI) and Industrial Finance Corporation of India (IFCI) and organised by the Institute at its campus.

Demonstrate personal leadership qualities for others to emulate



Shri Rajubhai Shroff, Managing Director, United Phosphorus Ltd. addressing at the inaugural function of EDP for Science Graduates at EDI Campus. Seated from right to left are Prof. Ramesh Dave, Programme Director, Dr. V.G. Patel, Director and Prof. J.B. Patel, Faculty of the Institute.

## VIIITH ACCREDITED TRAINERS' COURSE

Shri N. Raghunathan, Additional Secretary, Development Commissioner SSI, Govt. of India inaugurated the Eighth Accredited Trainers' Course organised by the Institute at its campus at Bhat on 17th January 1989.

While speaking on the occasion Shri Raghunathan stressed on the role of small scale industry in the country's economic development and also commended the role of EDI in developing entrepreneurs to set-up small scale industry.

Secretary, Industries Department, Govt. of Gujarat, President Chamber of Commerce, SISI

Officials and other distinguished officers from various organisations were present at the inaugural function.

Twenty officers from various EDP conducting organisations like TCOs, Banks, Voluntary agencies in the country, Nepal and Phillipines participated in this training programme. While addressing the participants Dr. V.G. Patel, Director of the Institute made valuable suggestions on the key role played by Trainer-Motivators in identifying, selecting, training and developing first generation entrepreneurs, helping them set-up their enterprises and running them successfully.

## SELF-MADE IMPACT MAKING ENTREPRENEURS

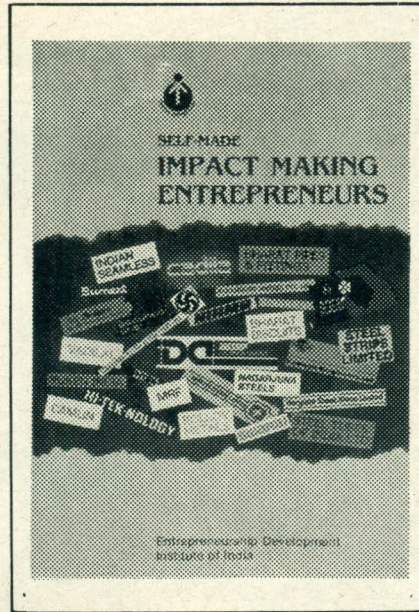
### BOOK RELEASE FUNCTION

A research publication "Self-Made Impact Making Entrepreneurs" was released on 27th December 1988 by Shri S.S. Nadkarni, Chairman, Industrial Development Bank of India, the apex development bank in the country.

This book is a research study based on 29 entrepreneurs of India particularly those who have been highly successful and have made an impact in the Indian economy. The success stories highlight the individual behind the enterprise who is responsible for conceiving the project idea, implementing it and successfully running it in a manner and style of his/her own, facing uncertainties and taking risks, etc.

In India's endeavour to widen the base of entrepreneurship through policy commitment of indigenisation, developing strategy for opening up industrial opportunities and creating and liberating support system to remove constraints on new entrepreneurs, it is essential that the emergence of the new entrepreneurial class, their achievements and contributions to the industrial growth are documented, and analysed through research. Besides, it is time to recognise them as key contributors to economic development.

Speaking at the Book release function, Shri Nadkarni pointed out "The impact making high growth industrial entrepreneurs in the book dedicated to Pandit Jawaharlal



Nehru symbolise the late Prime Minister's vision of modern industrial India. These entrepreneurs have emerged and grown in a favourable environment created by industrial policy of the Government and a network of support institutions to meet the needs of their enterprises. Our country needs many more of such enterprises in order to achieve high industrial growth, to generate employment, develop new market, technologies and bring out high quality products which would successfully compete with multi-national's imports."

The function was attended by eminent scholars, entrepreneurs, various industrial support agencies.

### About the Book

This book is about those high achievers who have broken off from their past background in employment, trade, technical services and other disciplines to enter manufacturing on their own. They have made 'impact' on the Indian economy by creating new niches or trends in market, technology and product. Many of them risked their entire wealth, steady careers, family and social lives.

Based on 29 self-made, impact-making entrepreneurs of 26 enterprises, the book presents unconventionally written thought provoking achievement stories which are aimed at educating and inspiring new as well as existing entrepreneurs. The dissection of the process of emergence of such entrepreneurs is expected to help design entrepreneurship training curricula in future and enable the policy makers and financial institutions, existing gamut of policies, incentives, controls, support system and environment in general.

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### Section II : RESEARCH REPORT

## VIDEO CASSETTE ASSESSING ENTREPRENEURIAL COMPETENCIES

A multi-country research project sponsored by USAID and initiated by Prof. David C. McClelland of McBer & Co. was taken up by EDI. The project led to identification of entrepreneurial competencies among potential and existing entrepreneurs.

The current practices adopted while appraising project proposals submitted to SFCs/Banks do not provide a systematic tool to measure entrepreneurial competencies particularly behavioural traits. This new technique - FBEI, helps in measuring entrepreneurial competencies by asking the respondent to recall critical experiences of a particular nature that he/she has undergone in the recent past.

The respondent illustrates the detailed narration of the event by way of indepth and structured interview. The narration provides data on thoughts, actions and feelings which can be coded to identify the presence of entrepreneurial competencies. In order to facilitate and understand the interview process and coding of data through FBEI, a Video Cassette is prepared by the institute.

The Cassette aims at providing an exposure to those who are involved in assessing entrepreneurial competencies. The cassette will be of immense use to financial institutions, EDP conducting organisations and professionals interacting with entrepreneurs. The cassette is on sale at Rs. 1,000/

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