

From the Director's Desk

" COMMERCIALLY VIABLE EDPs . . . IT IS ABOUT TIME . . . "

For almost 15 years that EDPs have been operating, the participants, the potential entrepreneurs, never had to pay for the exhaustive training and counselling inputs. Fees have been rarely charged. On the contrary, stipend has been paid to the unemployed engineers, low income target groups for meeting lodging and boarding expenses. . . At best a token amount of deposit has been sought by some organisations (Rs. 50 or Rs. 100), which is refunded if the participant completes the programme satisfactorily.

At an average cost of about Rs. 4,000 to 5,000 per trainee, (Rs. 75,000 to Rs. 1,00,000 cost per EDP for 20 to 25 participants), the subsidy is quite handsome. IDBI, ICICI, IFCI, Department of Science and Technology, DCSSI, Banks and State Governments who sponsor or fund EDPs so as to meet 100% of costs have done so all for a good cause and with good intentions : to facilitate productive self-employment of educated and uneducated youth, new business creation, promoting women, tribals and such new target groups. The subsidies have encouraged a variety of organisations to take-up this new activity, which is now well spread among over a 100 organisations. The 'Carrot' has worked. Many thanks to the EDP

funding agencies. But can 100 % subsidy continue forever ? Does it create dependency and complacency among training institutions ? Is 100% subsidy really necessary ? If EDP inputs are valuable and beneficial, are people not inclined to pay for them ? Should we not at least try charging fees ? Does everyone attending an EDP need or deserve subsidy (i.e. free training)?

These are the questions EDP organisations must start asking and find answers to. One good way - and an entrepreneurial way - to go about it is to start analysing the market potential and market segments for EDPs. For example, in every state, city and town, there are enough individuals with money - for whom finances are not a problem. What they want is a worthwhile programme (a counselling package) for themselves. There are traders and merchants, senior executives and officers, doctors and lawyers, those in construction business or providing services all those who have made sufficient money and are now looking for a manufacturing project. A fee of Rs. 2,000 or Rs. 3,000 for a part-time programme is no burden to them provided a good package of guidance is offered : selecting a sound project,

making a business plan, technical guidance for the project and procedures and other information upto implementation stage.

OR
They have their sons (and in many cases daughters) who have just completed B.A. or B. Com. (or some who could not even finish college). Either they are not keen to study further or cannot get into good M.B.A. course, They don't want to join father's business. The father wants him or her to be independent and start something different. Money is not a problem; good training and business guidance are. They are willing to pay handsome fees for them.

Why not evolve a course for this target group ? It will be commercially viable. A fee of Rs. 5,000 each for 20 participants can yield good returns for the IED or TCO conducting an EDP. Chances of good projects coming up are also very high as money, business background and contacts are in favour of these candidates. The subsidy is zero. Employment generation even better. The society benefits. There is no reason to consider such programmes less valuable or less desirable.

Well, two such recent initiatives should motivate EDP conducting organisations. IED, Bihar and our colleague

Ashok K. Sinha who is managing the Bihar institute, have started a technology based EDP charging Rs. 3,000 per participant. And at Ahmedabad, we in EDI are responding to a dire need expressed by financially well-off businessmen, entrepreneurs and senior company executives to organise a programme for their sons/daughters who need to be motivated and trained to become independent in their own business. A 6 week Programme with follow-up support is receiving spontaneous response. Here is a new market segment which has money; which has a serious problem of preparing their children for own business. Job they don't want. Education has not done the job. EDP is an attractive option. Fees - Rs. 5,000/- No problem. A commercially viable EDP.

It is about time those active in entrepreneurship training started developing packages for specific target groups and make this service a priced one - if the entrepreneurs that we train and develop are taught to analyse demand, select a marketable product and be financially viable, should we not follow the same advice ??

It is about time

Dr. V. G. Patel

**TRAINER'S TRAINING PROGRAMME
FOR INDIAN BANK OFFICERS**

Participants of the Trainers Training Programme for Industrial Development Officers from different branches of Indian Bank seen with EDI Faculty.

A Trainers Training Programme for Industrial Development Officers of the Indian Bank was organised at the Institute's campus from July 7 to July 29, 1989. The objectives of the programme were :

- To introduce a comprehensive and effective package of EDP to be organised by Indian Bank in different regions of the country.
- To develop and train Industrial Development Officers for effective implementation of ED inputs

- To help evolve a proper strategy, systematic approach and relevant training inputs for promoting various target groups such as unemployed, Science & Technology graduates, women, technicians, farmers, college drop-outs etc. for taking-up entrepreneurial career.

The programme was sponsored by Indian Bank, Madras who had nominated 19 senior level officers from various parts of the country. The bank has also decided to launch 8 EDPs through various zonal offices very shortly.

**EDI APPRECIATION PROGRAMME
FOR IDBI OFFICERS**

The Institute's involvement in promoting Entrepreneurship at national level has led to a realisation that the environment for new entrepreneurs to initiate, establish and manage their small enterprises needs to be cultivated. With the objective of making the officers and various national and state level support organisation aware and appreciative of the EDP strategy and the needs of new entrepreneurs, the institute is actively engaged in conducting a series of training programmes for these officers.

All India financial institutions provide financial assistance for conducting EDPs to various state level organisations. IDBI officers, particularly those in the region, are expected to support, monitor and evaluate EDP activities in the respective states. In order to provide the officers an exposure to key aspects of formulating and implementing EDPs a 4-day EDP Appreciation Programme has been designed by the institute.

The institute has conducted 4 such programmes keeping in mind specific objectives like :

(a) Acquainting and apprising officers of IDBI of the importance, objectives and modus operandi of Entrepreneurship Development in our country.

(b) Creating confidence and appreciation among these officers for promoting/supporting new enterprises/entrepreneurs with better understanding of their needs and problems.

(c) Achieving better and meaningful participation/support of these officers in EDPs in the respective regions/offices.

The Fifth such programme was held at the Institute's campus on 5th September, 1989 for four days. It was attended by 18 participants of IDBI from different regions of the country. The programme was inaugurated by Prof. V.H. Pandya, General Manager of IDBI and Shri K.D. Buddha, Additional Chief Secretary, Finance, Govt. of Gujarat. Mr. Dandekar, General Manager (SIDF) of IDBI chaired the concluding session. The programme was found relevant and useful by all the participants.

A SELF DISCLOSURE EXERCISE - 'THE JOHARI WINDOW'

SELF DISCLOSURE - The Concept
Self disclosure refers to an interpersonal process, by which an individual explicitly communicates some personal information to one or more people, believing that it would be unlikely for these others to acquire that information unless disclosed by him. Moreover, this information must be "personally private", that is, it is not something that the individual would disclose to everyone who might inquire about it.

Self disclosure requires the presence of others and is preceded by disclosure to one's own self, that is, an individual must first become aware of some information about his own self before he can disclose it to others. The interpersonal process of self-disclosure can be briefly described as - "It takes two to see one", and can be conceptualized in the framework of "THE JOHARI WINDOW".

JOHARI WINDOW - The Concept

The Johari window model was originated by Joseph Luft a psychologist and Harry Ingram a psychiatrist (Joe and Harry, hence the Johari Window). The model (See Figure-1) depicts a window which reflects the aspects of our behaviour with communication flowing out from us to others and flowing in to us from others through this window.

There are certain things that a person knows about himself and certain things that he does not. There are certain things known to others and certain things unknown. Based on these four constituents of Self, Others, Known and Unknown, Joe and Harry designed a 2 x 2 matrix (Figure-1) which consists of four cells.

III. Hidden Self

The individual with this self type understands himself but does not know the others. With the result that he remains hidden from others because he fears as to how they would react. This person may keep his feeling and attitudes hidden.

IV. Undisclosed Self

This is an explosive situation. The person neither knows about himself nor understands about others. This can create a lot of misunderstanding and conflict.

There are two processes that affect the shape of the Johari Window.

FEEDBACK

The process of feedback is the extent to which others in the organisational setting are willing to share all their data with the leader. The direction of this operation is indicated in Figure-2.

It is the willingness of others to be open to reveal relevant feedback to the leader. But it is also upto the leader to perceive this verbal or non-verbal feedback.

Many leaders / managers cut-off and eventually stifle feedback from their people by arguing with them about their feelings and perceptions. e.g. Managers should never say to their people that "You do not really feel that way"

"That is not true" because obviously, these people do know how they feel about things. This point can be best illustrated by an example.

A worker comes and tells the factory

complaining about it." Will this factory owner get more feedback from his workers? No, because now the worker has learnt that with the boss "feelings are not to be expressed unless they are in favour of the factory". Without feedback from their people, factory owners will develop significant blind areas that will eventually endanger their effectiveness to encourage workers to come forward and share their feelings. The owner has to treat the workers with respect which will lead to a relationship

The interpersonal process of self-disclosure can be briefly described as - "It takes two to see one", and can be conceptualized in the framework of "THE JOHARI WINDOW".

in which the worker feels free to share and talk. As can be seen in figure-2 the more relative the feedback in an organisation the more the public window of the owner begins to extend into the Blind Window, and smaller the Blind Window more effective the owner.

DISCLOSURE

The other process that affects the shape of the Johari Window is disclosure. This is the extent to which leaders are willing to share with others the data about themselves. The two chief features of any disclosure are :

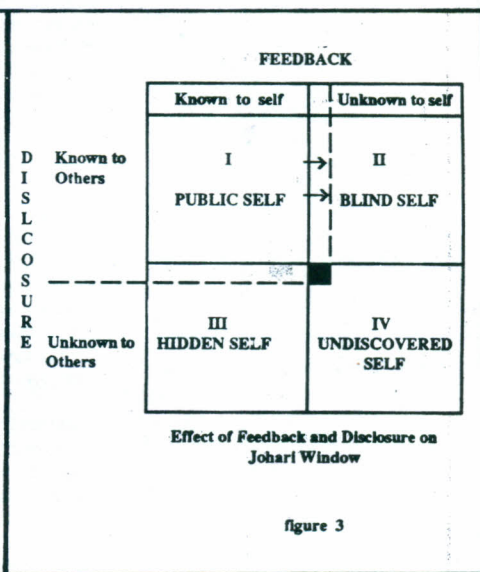
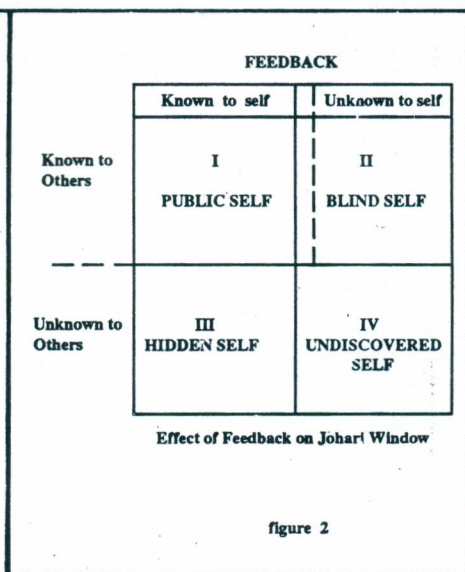
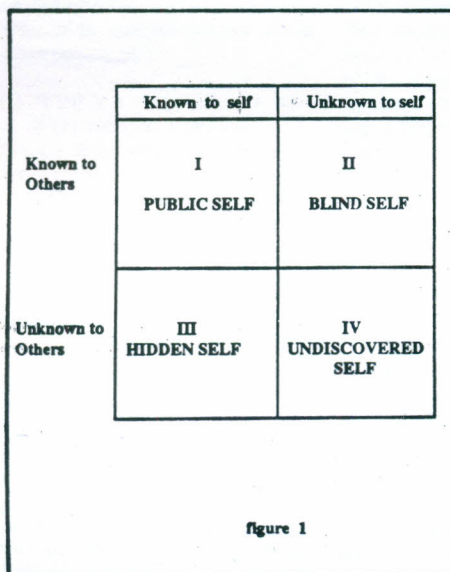
- i) It is not what people say about themselves but rather about their behaviour.
- ii) It should be relevant to the setting or to the operation of the organisation. e.g. If a Staff Member is having problems with his neighbour and it does not

occur in settings where there is simultaneous feedback and disclosure between the leader and his workers. Not only, does the Public Window of the leader begin to extend itself into the Blind Window and the Hidden Window but there is also a high probability that some of the Undiscovered Window will begin to surface into the Public Window (The darkened portion in Figure-3).

Self Disclosure & Johari Window

Given all these behaviour options, we can now specify when self disclosure takes place in each cell of the Johari Window. In Cell I, the Public Self Cell, Self Disclosure takes place when an individual agrees to be known either by generally accessible data through which he has not previously agreed to be known.

In Cell II - Self disclosure takes place only when the other person initiates a discussion to make the individual aware of his assets and liabilities. An accidental slip of some self data would also be self disclosure only if the speaker himself also realises the meaning and agrees to be known by this newly disclosed information. This "after the realization acknowledgement" of self data is self disclosure and since it is now known to the discloser it takes place either in Cell I or Cell III. Though self disclosure per se does not take place in either Cell II or IV (both unknown to self) it has some attitudinal relevance in these situations. In Cell II, it becomes relevant once an individual admits that he does not know. The individual's willingness and ability to receive self data from others usually entails a mutual expectation that he agrees to explicitly acknowledge newly learnt



I. Public Self

This individual will have traits of openness and compatibility and will have no reason to be defensive.

II. Blind Self

This person knows about others but not about himself. The person may unintentionally irritate the other person. The other person could tell this individual but may not due to the fear of hurting him.

owner "The Pay-scales of our company are too low and I think the workers are not motivated to work well because of that". The factory owner rather than listening to this well meant, sincere statement, responds quickly and harshly "What do you mean by saying that our pay-scales are low. I am sick and tired of your attitude around here. I think our pay-scales are quite good compared to those of other factories and nobody except you seems to be

affect his work in the office, it might be inappropriate to disclose and process that information in the work setting. In the process of disclosure the more relevant the information a person discloses about the way he thinks or behaves, the more the public window will open into the Hidden Window making the Hidden Window smaller, as shown in figure-3

An interesting phenomenon oc-

data in the presence of others. In a similar way Cell IV too has attitudinal implications for self disclosure. Here a self disclosing attitude makes no assumptions about other's knowledge of unknown self data. It merely connotes a willingness to "explore" unknown self material in the presence of others.

Cell III - Which is the hidden self, contains self data that most clearly has
(contd. on page 3)

reference for self disclosure. Here self disclosure takes place when self data which has been knowingly concealed from at least some others is later revealed. After a passage of time an individual decides that some self data no longer requires selective concealment. This information then becomes part of Cell I. sometimes he may reject this private knowledge of selfdata and it thus becomes reclassified in Cell IV, the undiscovered area.

Practical Application

The self disclosure exercise can become an important part of the interpersonal skill development package during EDPs because this exercise aids the process of behaviour awareness which is the basic aim of any human relations approach.

There are a number of approaches to introducing Johari Window as an exercise of Self Disclosure in a training event, with the objective of facilitating the Feed-back process. A common method is to introduce the concept to the members and then have them com-

plete self rating questionnaires which will identify their positions as far as the window is concerned. Whatever the approach, the responses are discussed as fully as possible, first by self analysis then by wider discussion to encourage interaction, feedback and to compare an individual's perception of his role with that observed by others. Once attitudes have been confirmed, activities can be performed to modify roles and remove the barriers shown by the 'window'. Johari Window exercise can further be helpful to the trainer in mixing groups or subgroups to achieve various objectives. e.g. A group of 12 has to be divided in 2 groups of six. These groups if formed with two large "Blind Area" people and four large "Public Area" people, the people with large public areas would encourage the people with large blind areas to broaden their public areas.

Within a training event, Johari Window can also be used to symbolise the development of a group in terms of their behaviour. At the start of a group event, the public area of the group as a whole is small as few members are willing to

disclose or seek information. Consequently the hidden area is large with individual roles being enacted or false images projected. The blind area and undiscovered area sizes will depend on individual's and group's awareness of the behaviour exhibited.

As the exercise progresses the public area of the group will increase and the hidden area will decrease as more and more aspects of behaviour are revealed. This initial increase of opening will encourage feedback of reactions to behaviour within a group and as a result the Blind Area too will shrink and in some cases by the end of the exercise the undiscovered area too might have been reduced.

This exercise can help the trainer observe a similar development of individuals too and to identify the individual styles. The member with a large Public Area displays openness in feedback in both giving to others and receiving and accepting it from others. The ones with Blind Area can be insensitive to feelings of others, showering feedback in all directions whether justified

or not, and unaware of what the reactions may be. The owner of a large Hidden Area is the one who neither gives real feedback nor receives it, his behaviour being evident from his constant questions to others about what they are doing and how they feel. After a while, this type of individual is challenged by the group to disclose his own feelings rather than appear to be concerned about others. The individual with a large Undiscovered Area is typified by silence because he knows little about himself and is not sufficiently interested to learn about others. e.g. A person who says that although he says nothing, he is listening and learning. This silence cannot be assessed by other group members and they tend to become suspicious. consequently, they can not and do not give any helpful feedback for such an individual. On the whole, Johari Window is a self-disclosure exercise which can facilitate a group's and / or individual's growth, modify behaviour, roles and improve group interaction during a training event.

HINA SAXENA

MISCONCEPTIONS ABOUT ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES

EDP is a catch word which is becoming more and more popular day by day. But surprisingly, till today, misconceptions regarding what an EDP is supposed to achieve do prevail. These are results of wrong expectations, limited experiences and lack of proper understanding regarding the EDPs. Therefore, inspite of intensive efforts and work put in the Entrepreneurship Development Programmes, the EDP has not yet achieved the desired status.

Some of the common misconceptions which prevail are :

(1) "EDP is a magic stick to solve many national problems"

Though Entrepreneurship Development Programme has been recognised as an effective Human Resource Development tool, many a times there are very many expectations from a single programme, like removing unemployment, enhancing industrial development, promoting small scale industries, developing industrially under-developed regions, etc. It is needless to say that no "one" programme can achieve all these ambitious objectives.

EDP is primarily meant for developing those first-generation entrepreneurs, who on their own cannot become successful owners of enterprises. It covers three major variables : location, target group and enterprise (entrepreneurial activities). Any one of these can become the focus or starting point for initiating and implementing an EDP. The remaining two then have to follow by making proper synthesis with the first. As for example, if the objective is to promote women entrepreneurs, suitable location and proper entrepreneurial activities must match or if the objective is to develop North-East region, then potential target group and feasible entrepreneurial ventures must follow.

EDP by itself therefore aims at achieving the specific objectives of the pro-

gramme and therefore cannot create any magical results.

(2) "Join an EDP, all your problems are solved"

Many believe that joining an EDP is a privilege. It is indeed a valuable opportunity not available to all. But many a times an impression is created that joining EDPs means assurance of finance, obtaining required licences and availing special incentives.

This misconception arises either because of lack of "honest" promotional efforts to get participants for EDP, or the use of wrong techniques for attracting entrepreneurs by raising false hopes. It may also be a result of entrepreneur's expectations in gaining such advantages like finance, licences, raw material, quotations, etc. since most EDPs are state sponsored. Unless this misconception at both the ends (trainer and trainee) is not removed, EDP will create more problems rather than solving them.

In reality, an EDP equips them and makes them competent to anticipate and deal with a variety of problems that any entrepreneur may have to face. It prepares them to deserve and make good use of various forms of assistance.

(3) "EDP means only training"

Any attempt to develop potential entrepreneurs through class-room training has been treated as EDPs. In fact, training is only one of the segments in "the process" of developing entrepreneurs. The ED process starts from identifying the potential and right candidates, linking suitable project with each one, training and developing the managerial and entrepreneurial capabilities, counselling and motivating entrepreneur and providing required follow-up support to help him/her in establishing the venture. The whole process extends much beyond "training". Much of it is personal counselling

and support.

(4) "Higher the number better the EDP"

EDPs unfortunately have often been linked with statistical output rather than qualitative results. Many believe that higher number of participants or higher the response, better is an EDP. The quantitative craze has forced manipulations in EDPs.

The impact and quality of the programme (EDP) matters more than the number. The type of the target group promoted, the nature of the non-traditional entrepreneurial activities promoted and higher probability of success in new ventures by then can decide the quality and impact of an EDP.

(5) "EDP success is the sole responsibility of Trainer-Motivators"

The person in-charge of EDP, Trainer-Motivator in most cases bears the responsibility to conduct the programme. However, it need not and cannot be his/her sole responsibility since many environmental factors also play a very critical role.

EDP conducting agencies and the trainers alone cannot develop entrepreneurs and help them set-up their enterprises since many other support agencies like Banks, SFCs, DICs, etc. are also involved in the process. There is a dire need to create better co-ordination and effective linkages with these support agencies. The trainer alone cannot control or influence external factors which usually come in the way of 'start-ups' out of an EDP.

Such misconceptions prevail amongst EDP Trainers or Funding Agencies or EDP Conducting Agencies, as also among Entrepreneurs. We do hope that better awareness and clarity about the EDP process and strategy will help get EDPs their due importance and recognition.

Chandramauli Pathak

ATTENTION ETMs !

The Fourth National 3-day Meet of EDP Trainer-Motivators will be held at EDI Campus from January 9-11, 1990. Avail an excellent opportunity of a common platform for exchange of experiences and deliberations on improving EDPs as well as the status and career prospects of ETMs.

Areas of Interaction :-

- Presentation of Papers & Awards, Debate Competition
 - Experience sharing of new innovative ideas
 - Interface with Chief Executives/Senior Officials of EDP Conducting agencies and Director of Industries
 - Formulation & launching of National Forum of ETMs
 - Improving & strengthening environment & support for EDPs
- Invitation for participation is extended to EDP conducting agencies, IEDs, Government departments, Industries Departments, Banks, Educational Institutions, TCOs, SISIs, Industrial & Social organisations involved in Entrepreneurship Development activity.

INTRAPRENEURSHIP DEVELOPMENT PROGRAMME

To inculcate entrepreneurial spirit among the employees of NATSON Garments, Mr. Haresh Melwani, EDI EDP trained entrepreneur approached the institute to train 23 managers and supervisors of his enterprise in a 4-day programme which focused on developing team-work spirit and new ideas, identifying ways and means for increasing productivity and inculcating a spirit of entrepreneurship.

NATSON Garments manufacturing unit was initiated in 1984 with an investment of Rs. 10,000/-. Today the turn-over of the enterprise is Rs. 1 crore. Mr. Haresh Melwani attributes this growth to his efforts and EDP training.

The entrepreneurship programme was organised at Goa during the 1st week of August, 1989. A one-day follow-up programme for the same group will be organised shortly.

WOMEN ENTREPRENEURSHIP - SOME REFLECTIONS

Promotion of Women Entrepreneurship has become a priority issue and training and developing women to choose entrepreneurial career is being given due importance.

Special schemes and incentives are being offered to women entrepreneurs. In general, there is an intensified and wide spread effort to bring women out of their homes and out of traditionally and socially acceptable jobs to make them independent entrepreneurs, participating in the industrial and economic growth of the country.

All this has created an awareness among women, given voice to their latent desire to be economically independent, do something different and most important to have an independent identity and individuality.

A number of such women and also others motivated by their husbands or fathers participate in the EDPs organised at various centres all over the country.

But does this mean that all these women eventually set-up their enterprises? Does the desire, the motivation and training lead to the final goal, not merely of the women but also of the institutions committed to the cause of women entrepreneurship?

The sad truth, hard though to accept is, that only a small number of the trained women succeed in having their own industry. Who or what is responsible, for this? Is there something lacking in the training programmes or the persons/organisations responsible for the

EDPs?

This may be true in some cases. However, there are various other factors involved. As it is, the path of small scale entrepreneurship is fraught with difficulties, and more so for a woman who wants to be an entrepreneur.

What is needed is an appropriate method of selection of the right kind of women (not all can be entrepreneurs), who would benefit from the training inputs and successfully set-up their enterprises

Hence to be an entrepreneur, the women's will and determination have to be extra strong in order to deal with the hard-work, difficulties, problems and other demotivating factors. And even these qualities are not sufficient when we take into account the prevailing environment, social attitudes and most important the position of a woman vis-a-vis that of a male in the family, whether she is married or not, lives in joint or nuclear family, is educated or uneducated, or comes from a urban or rural area.

But the strengths of women in relation to entrepreneurship are many, they make better managers of finance and personnel. Their integrity is higher and once their confidence level is raised they become better risk-takers too and once they initiate the process of setting-up of their enterprises, they are more methodical, more meticulous and completely committed.

Weighed against these, a look at the

constraints faced by women who want to go in for entrepreneurship can explain the comparatively less number of successful women entrepreneurs.

(1) Handling of dual responsibility :

Despite the apparent changes in our social and family structure the fact remains that a woman even if she is working at a job or running her own industry remains solely responsible for looking after the family, children and home and as a general rule hardly gets any help from the male.

(2) Negative Attitudes of financial institutions and quite often the extended family :

The financial institutions though committed to the cause of promoting women entrepreneurs, do not have sufficient faith in them. Besides as far as the family is concerned even if the spouse or in the case of unmarried girl the brother/father is supportive, other family members quite often do not share the same attitude.

(3) Need for family support :

A woman despite her marital status is rarely the decision maker in the family. Very often she is financially dependent on others. This means that in most of the cases, she has to have their support to enable her to set-up her enterprise.

(4) Lack of exposure to required procedures and the market :

Procedural requirements of government and financial institutions are

manifold and complex for the purpose of setting-up even a small scale industry. So even an educated woman is hardly aware of the complexities involved. The market for industrial products is an unknown field for her. However, this can partially be taken care of by training and counselling during EDPs

(5) Comparative lack of technical knowledge :

A woman feels hesitant as this lacuna makes her dependent on others. And even today though women go in for technical qualifications their number is pretty low.

All these factors contribute to the worrying unhappy situation of a very small number of women emerging as entrepreneurs. But this does not mean that the EDPs cannot produce a substantial number of successful women entrepreneurs.

What is needed is an appropriate method of selection of the right kind of women (not all can be entrepreneurs), who would benefit from the training inputs and successfully set-up their enterprises. We also need to strengthen those inputs which are very crucial to this special target group.

A synthesis of sponsoring organisations, committed EDP conducting agencies and determined women with entrepreneurial traits and qualities can lead to an accelerated economic growth of our nation.

Nalinee Contractor

KSFC - EXPLORING NEW VISTAS

EDI experts were invited by Karnataka State Financial Corporation (KSFC) to conduct a Training Programme on the methodologies of assessing entrepreneurial potential in order to help in initiating the process of systematic approach towards understanding the promoters. The workshop was held at KSFC Office in Bangalore from 17th-20th July, 1989.

During the Workshop, it was found that there is a need to adopt a systematic approach to identify the ability of the promoter behind the project as there is

always a clear cut understanding of the inherent viability of the project. During the workshop, the participants were convinced that the Focused Behavioural Event Interview technique is the most appropriate tool to assess the promoter on various entrepreneurial competencies especially in situations where the promoter is a first generation entrepreneur and does not have a business background. Several Deputy General Managers & Assistant General Managers heading 19 branch offices of KSFC all over Karnataka participated in the workshop.

VISITORS TO THE INSTITUTE IN THE LAST QUARTER

Mr. D. D. Mane, Director (Regional), Office of the Development Commissioner (Handicrafts), Ministry of Textile (Govt. of India), Bombay.

He evinced keen interest in EDI developing a proposal for training their officers to help them play their role effectively. He desired that the training should focus more on developing a strategy for marketing the products manufactured by artisans. He also suggested that a short duration programme on 'Extension Motivation' will help the officers in extending necessary support to the artisans. A convention of extension officers is being organised by their office in Bombay in which Mr. Mane invited EDI faculty members to participate in the deliberations.

Dr. Jurgen Axer from Friedrich-Naumann-Foundation had discussions with the Director and faculty members on various projects implemented by EDI. Impressed with the activities of the Institute, he pointed out that projects related to Modernisation, Upgradation & Transfer of Technology to rural areas and artisans, Management of entrepreneurial succession in family business, Accelerating growth of small enterprises through planned intervention and Performance improvement for existing entrepreneurs are the priority areas of the foundation for funding support and suggested that EDI may develop com-

prehensive proposals in these areas.

Mr. A. Hasiba, Director General, Shaikh Mohammadally Allabux Urban Banking Development Institute, Bombay had discussions with EDI faculty on FBI technique for assessing entrepreneurial capabilities of those who approach the bank for financial assistance. He also expressed his desire to have a Skill Development Programme on this technique for the appraisal officers of the bank and suggested the Institute to submit a proposal for the same.

Mr. Michael Axmann from ILO had intensive interactions with EDI faculty to understand the work carried-out by the institute on various facets of Entrepreneurship Development. He showed special interest in the area of EDI's involvement in launching ED activities in developing countries and has appreciated its integrated approach while working with developing countries, which begins from study of prima facie feasibility of launching EDPs, moving on to selecting local officials to be trained by EDI and launching of demonstration EDPs thereby providing on-the-job training to the trainers amounting to "concept-to-completion" approach. He also exhibited interest in EDI's efforts towards identifying and developing trainers and is looking forward to the institute's support for launching EDPs in Thailand.

ENTREPRENEURSHIP AWARENESS CAMP

An Entrepreneurship Awareness Camp for final year students of Birla Vishvakarma Mahavidyalaya was organised at Vallabh Vidyanagar in Gujarat. The camp was inaugurated by Dr. N.R. Dave, Director, Technical Education, Gujarat and the Institute provided faculty support in organising sessions on Entrepreneurship. The objective of the camp was to create a desire in the target group for entering into entrepreneurial activity. About 35 students participated in the camp and showed keen interest in the process of enterprise development and were interested to participate in an Entrepreneurship Development Programme.

BOOKS PRESENTATION FOR EDI LIBRARY

British Council, Bombay has approved a presentation of books worth £ 2000 to the Institute's library for the year 1989-90 under the Overseas Development Administration (ODA) Books Presentation Scheme. This presentation will enrich EDI library collection in the areas of entrepreneurship, management, education, managing small business, financial management, motivation, executive management, project management and training & development.