

From the Director's Desk

TRAINER OF THE YEAR AWARDS

One more step in the direction of recognising the cadre of Entrepreneur Trainer-Motivator has now been taken with the installation of two annual awards for the Trainer of the Year. The National Science and Technology Entrepreneurship Development Board (NSTEDB), set up by the Department of Science & Technology, Govt. of India, which has been a key contributor to the spread of Entrepreneurship Development movement in the country, has been the first one to offer the Entrepreneur of the Year and the Trainer of the Year awards. Full compliments to DST and its entrepreneurship team for this initiative. Apart from a handsome amount for the award, selection of the trainer who excels in a science and technology group of EDP is bound to provide an incentive for better performance as also sense of achievement.

To supplement the NSTEDB efforts and to widen the coverage and therefore impact, EDI has decided to award the Trainer of the Year for his/her performance in all entrepreneurship development programmes other than those covered in Science and

Technology group of DST. Eligibility criteria and the guidelines for selection etc. will be nationally announced very shortly.

Performance of entrepreneurship development programmes is critically linked with the competence of the Trainer-Motivator. A combination of skills, attitudes and knowledge is required in a trainer and the role to be performed is one of the most complex ones i.e. that of a Promoter, Motivator, Leader, Counsellor, Project Appraiser, Development officer, Training manager, Trouble shooter, a Liaison man, a Facilitator, a Friend, a Guide, all rolled into one. Very few occupations make such demands on a single person. There are no fixed hours of work which begin often early in the morning when trainee entrepreneurs come for advice or help, to late in the evenings when the EDP sessions often stretch up to mid-night. For many, headquarters change in every six months when different towns and villages in districts are taken up for EDP. Family life is sacrificed. A new challenge is taken up in a new location and in a new target group, new relationships are to be built

with local bankers, the collector, the DIC managers, community leaders & local entrepreneurs. There are no hardship allowances, there is no over time.

This is what an entrepreneur trainer-motivator is all about. He/She is responsible for "creating entrepreneurs" for traditionally non-entrepreneurial communities and target groups. His/Her performance is judged on the basis of how many enterprises have been started and later on how many have survived and grown. And yet, the Trainer has no control over the external (and mostly hostile) environment which ultimately determines (restricts) the starting of enterprises and their performance.

The national average of start-up has increased from about 15% a few years back to 35% now. This is largely due to the emergence of carefully selected and well trained trainers. EDI legitimately takes pride in its pioneering "Accredited Trainers" Courses. In the ten ATCs completed so far and recently completed UNIDO sponsored programme, a total of 159 trainers have completed the 6-weeks programme

and 113 have been accredited after on-the-job training and evaluation. Setting up of 6 state level entrepreneurship organisations (IEDs in U.P., Bihar and Orissa and CEDs in Gujarat, Maharashtra and M.P.) have institutionalised not only EDPs but also the cadre of trainers. The five Annual Meets of Trainers organised by EDI and sponsored by IDBI have now led to the formation of the Indian Society of Entrepreneur Trainers (ISET) providing a professional forum for this new cadre.

It is in this context that the National Awards have come to strengthen motivation, to improve performance, to raise status of this profession, and to attract competent persons in this cadre. I am sure, the trainers will rise to the occasion to meet the target of reaching 50% start up in the EDPs in the next two years. Even with all the constraints of the support system, let us do it at the least possible cost. Let us be innovative, remain creative and result-oriented and justify the Awards.

V.G.PATEL

National Workshop on Entrepreneurship Education in Management Schools

Management Schools in the country produce nearly 7500 graduates every year. Most of these graduates seek managerial positions in private and public sector undertakings; some in the government and very few opt for entrepreneurial career, i.e. launching their own ventures. There is a need, therefore, to look into the curriculum of management courses to find out how far they inculcate the spirit of enterprise amongst the graduates and equip them with necessary orientation and competencies to take up the role of an entrepreneur. Secondly, given the strength of management graduates and concern about opening up new career options, there is a need to deliberate upon the ways and means of orienting the management course curriculum in vogue in the direction of entrepreneurship development.

With these views, a national workshop was organised at EDI Campus during the 4th and 5th March, 1991 which was inaugurated by Dr. M.N. Desai, Vice-Chancellor, Gujarat Uni-



Dr. M.N. Desai, Vice-Chancellor, Gujarat University lighting the lamp on the occasion of inauguration of National Workshop on Entrepreneurship Education in Management Schools. Dr. V.G. Patel, Director, EDI & Mr. B.P. Murali, Associate Senior Faculty look on.

versity. The workshop was well attended - 39 delegates from 27 organisations.

While the delegates unani-

mously agreed on the need to introduce entrepreneurship as a part of management curricula, the deliberations focussed on the experience of some of

the management schools who have made attempts to introduce entrepreneurship as well management graduates turned entrepreneurs. Working group discussions were held on how to go about introducing entrepreneurship education in management schools. The delegates recommended that one core course be included as a part of first year MBA, where the students would be exposed to charms of being an entrepreneur and acquire entrepreneurial competencies applicable to various work situations - either as an entrepreneur or as a manager. In order to cater to the needs of those management students who decide to set up their own ventures, the delegates recommended a set of electives to be offered in the second year/final year of MBA.

Based on these deliberations during the workshop, EDI plans to bring out a publication that could act as a reference material to management schools desirous of introducing entrepreneurship as a part of their education curricula.

The Indispensable Trainer

This is a brief write-up about "The Indispensable Trainer". In this, I have tried to put across my opinion about the trainers appointed for E.D.P.

Since last two years of my service as a trainer in Institute of Entrepreneurship Development, Bihar, Patna, I have noticed a very surprising phenomena regarding trainers self assessment. Each trainer thinks that he is in no way inferior to his fellow trainer as far as achievement of E.D.P. objectives are concerned.

The reason behind such an attitude is that each trainer is getting almost similar amount of resources to play with and each trainer is assigned a similar nature of work, the only difference being that they come from different location. Thus it becomes quite oblique on part of the trainer to see other trainer and to compare self performance with the fellow trainer. This particular aspect has driven me to a certain conclusion about the category of trainers. In my opinion they can be broadly defined under three types of trainers.

I. An Under-Training Trainer

An under-training trainer is entrusted with training during his training tenure. In such cases, he conducts training with certain basic discipline policy in his mind. It is with this conception he carries out his work towards achieving his set goal. By this systematic proceedings, he is ensured of completing every activity he is meant to do. Many trainers belong this 'under-training' trainer category. In this case the boss cannot really find fault with them because they have accomplished every aspect of the activity as required by the job. Their sense of satisfaction is complete with the completion of the activity. In their perception, completion of activity is the role of fulfillment. They are unable to adopt new concepts and change according to the changing environment. They concentrate more on completing the activity, which leaves the actual true

cause rather far behind. The percentage of such type of trainer is very high in the Government Undertakings. Such trainers in the private sectors are also not rare. Over a period of time, these type of trainers will be identified by the organisation as a drain on the resources. In a layman's language they will be called passenger.

II. The Managing Trainer

These trainer have a fairly good idea about achievement of their task/objective, and does not believe in a mere completion of activity. These Trainers also know about the vital difference between movement and action. The training trainer of whom I had referred to in as the first category are the ones who defines his role in terms of completion of task. This calls for serious considerations by the management to have these training conducted by best faculty with maximum time schedule. Having established this objective the training trainer observes these activities to be performed, as the direction or the path to be taken to reach the goal. Such a trainer can then establish a definite activity plan. For example, he could list the following as the area of concentration :-

- Locating the faculties who can deliver excellent lectures.
- Ensuring that faculties are available in abundance.
- Ensuring the faculties are proving to be needful to participate and thereby monitor the session or activity closely.

Such a person can be called Managing Trainer.

Trainers belonging to such a category often holds himself accountable for achievements of goal or result delivered. He measure his own satisfaction in terms of results. He highers the results, higher in the sense of personal and professional satisfaction. The so called numerous "Good" trainer belongs to this category. Though they are reasonably conscious, they try to provide value for money of the organisation for which they work.

They feel guilty if they do not achieve the goal. It is perhaps this feeling to act as motivator towards goal achievement. There is a constant effort from on his part to change and improve himself and react according to the change in environment. It is said that no person is indispensable, yet there are trainers in every training institute who are considered as indispensable. The managing trainer as analysed do not belong to this category of indispensability.

III. The Contributing Trainer

The word 'contributing' is perhaps the most misunderstood/misinterpreted word. Let us first see that what 'contributing' is not :-

- Contributing is not fulfillment of a part of a certain activity assigned to a trainer.
- Contributing is not delivering result or achievement of goals.
- Contributing is not just fulfillment of assigned role.

One of the major function of any trainer is resource mobilisation. The type of resource mobilisation or quality of resource available will classify him in the category of a trainer, we are talking about. The training trainer mobilises this resource in relevance to activity to be performed to ensuring total fulfillment of his role towards the goal. A Contributing Trainer would mobilise his resources ensuring better or perhaps higher result even with the limited resources.

For example; if there are three trainers in an institute, each of them having been given almost similar level of resource to activate from, yet the achievement is observed to be widely different. The trainer whose achievement is highest is probably surpassing the set target. It is this whose contribution value is highest, though a fact not to be overlooked but to be born in mind is that, the other two are in all respect and probability are fulfilling their

role. They are perhaps achieving their target, yet they cannot be called as contributing trainer. At best they fall into the Managing Trainer category. Hence we could say, the contributing trainer is one who mobilises resources to ensure maximum results. (but not optional results).

Let us take a brief look at the personality traits of the contributing trainer :-

- His ability to mobilise the resource is very high.
- The ability to face criticism, when decision taken by him have been misfired, is graded to be very high.
- He would be indifferent to himself and his colleague where there is no pursuit of excellence.
- He is impatient. He does not wait for things to happen in fact he makes things happen.
- He is visionary in his concept and almost entrepreneur in his style of working.
- He is self motivated with no need of external stimuli. He motivates himself for higher level of contribution.
- He visualises the mental level and the general attitude of the environment and accordingly formulates his resources.

Institute tends to perceive such trainer as indispensable.

Every trainer thinks or rather presumes that he is contributing, especially when the contribution is analysed in terms of what if really is NOT. Once the distinction between three types of trainer is clear, perhaps one could strive to graduate and move towards becoming a contributing trainer, and consequently be classified as **INDISPENSABLE TRAINER**.

Gopal N. Jha
Faculty Member, IED, Bihar.

Institute welcomes the contribution from the entrepreneurs and practitioners.

BUY EDI PUBLICATIONS/ AUDIO-VISUALS AT SPECIAL PRICES

The Institute has finalised the terms of sale of EDI publications and audio-visuals which are as under :

- 10% discount on all publications/papers/AMT kit/clippings and video-cassettes if the order is from educational/training institutions, government/semi-government departments/libraries.

- 20% discount to participants who come to attend EDI programmes on or off the EDI Campus.

Purchase orders should be sent to the Publicity, Promotion and Publication Cell at the office address.

The reasonable man adapts himself to the world, the unreasonable man attempts to adapt the world to himself. Therefore all progress depends upon the unreasonable man. - George Bernard Shaw

FORTH COMING PROGRAMME

SPECIAL PROGRAMME FOR INHERITORS :

The Institute has announced a unique programme titled 'Succession Planning for Entrepreneurial Continuity' for those who are in line for top leadership in business concerns such as sons and daughters of first-generation entrepreneurs, during 24 June to 6 July, 1991, at its campus. The idea is to improve the capabilities and to inculcate entrepreneurial vision in the future leadership.

Besides having an advantage of getting into a well established

enterprise in succession in comparison to a new entrepreneur, the inheritors need to have knowledge and skills of management and business strategy for healthy development of the enterprise. In other words, a successful entrepreneurial initiative must not remain an end in itself; instead it should form a foundation for a series of initiatives. In short, the programme aims to assist new generation inheritors to sustain the growth of the enterprise established by their guardians. The programme is scheduled to be held at EDI campus itself.

Necessity to Introduce Entrepreneurship as a subject in education

Since there is a growing emphasis on creating awareness about entrepreneurship at an early age, the Department of Science & Technology has taken initiative in encouraging introduction of entrepreneurship as a subject in the curriculum of Technical Institutions and Colleges and also getting teachers trained in the subject. EDI organised two Technical Teachers' Training Programmes during the last quarter, which were sponsored by DST, Govt. of India, IDBI, ICICI & IFCI.

The first training programme was organised at NEIBM, Guwahati for the teachers of Engineering/Science colleges & Polytechnics of Assam from January 29 to February 9, 1991 in collaboration with the North-Eastern Institute of Bank Management, Guwahati. Twenty teachers attended the programme.



Hon. Chief Minister Shri R.K. Ranbirsingh addressing teachers on the inaugural day of the training programme.

The participants were provided inputs on EDP process, motivation, experience sharing on EDP in general and EDP experience in North-East in particular alongwith managerial aspects in various functional areas, problems and prospects of SSI in

North-East, experience-sharing of successful entrepreneurs, etc. The programme inputs were well received by the teachers and they were evinced a great deal of interest and optimism.

Dr. N.K. Chaudhary, Vice-

Chancellor of Guwahati University, the Chief Guest at the valedictory function, distributed certificates to participants.

Second programme was organised at Imphal during 4-16 February, '91 in association with North-Eastern Industrial Consultants Ltd. (NECON) and the Commerce Department of the Manipur University. 26 teachers including 5 lady teachers from fourteen different colleges of Manipur state participated in this programme. The programme was inaugurated by Shri R. K. Ranbir Singh, Chief Minister of Manipur and was presided over by Prof. V. K. Ahluwalia, Vice-Chancellor of Manipur University. The programme was planned to give maximum exposure to the participants in the area of ED. They appreciated the inputs provided and requested EDI to render them necessary support in their work.

VOs/NGOs In Rural Entrepreneurship Development

Rural development in India is not only a life and death matter for 320 million people but also a problem affecting the pace and security of the nation. All strategies and well-intended policies of rural development have as yet been incapable of altering the implacable fact - majority of our population still lives in want, misery and poverty. Although developmental schemes are mounted from time to time by the government to stem the terrible poverty, unemployment and underemployment, these do not adequately address the root causes of under development. The symptoms are temporarily alleviated, but the problems remained unsolved.

Despite their impoverishment and isolation, the rural communities are beginning to realise that they are capable of assuming responsibility for their economic development. The importance and urgency of this new awareness require from government and non-government organisations, new thinking and novel approaches, closer co-operation and greater responsiveness to the growing expectations of rural communities.

As a response to this vulnerable situation, EDI had experimented a strategy, through action research, 'Rural Development through Rural Entrepreneurship Approach' in collaboration with voluntary organisations which have enormous economic and human potential and are beginning



Shri S.S. Nadkarni, Chairman, IDBI and the President of EDI is delivering inaugural address after declaring open the two month training programme for Personnels of VOs and KVIC. On the dais are (from left to right) Dr. H.C. Raval, Programme Director, Dr. V.G. Patel, Director, EDI and Dr. Dinesh Awasthi, Course Co-ordinator.

to emerge as a significant force for development. EDI shared these experiences with the policy makers, planners, bankers and representatives of voluntary organisations, researchers and trainers in a specially organised Rural Entrepreneurship Workshop in early 1990. The workshop felt that VOs have to get involved in this gigantic task besides identifying certain constraints faced by VOs in adopting this approach.

Keeping in mind the findings of the workshop, an 8 week training programme for Extension Officers of VOs/NGOs and KVIC for promoting rural entrepreneurship and self-employment, sponsored by National Bank

for Agriculture and Rural Development (NABARD) was organised during 27th November, 1990 to 18th January, 1991 at EDI Campus. Major objectives of the programme were: (i) to expose the Extension Officers to REDP approach; and (ii) to provide them knowledge, skills, attitude required to conduct REDPs in rural areas.

17 participants from various Voluntary Organisations (VOs) and Khadi & Village Industries Commission (KVIC) attended the programme which was inaugurated by Shri S. S. Nadkarni, Chairman, IDBI and President of EDI, on 27 November, 1990.

This programme differed from the General Accredited Trainers' Course (G.ATC) in many ways, such as: orientation in this programme was more on participatory learning than class-room lectures. Inputs like societal analysis and group-dynamics were introduced keeping the needs of the voluntary sector to help in evolving the curriculum suitable to Rural Target Group and Extension Officers from voluntary sector. Moreover, participants were exposed to the industrial environment through many field visits. Inputs on Management & Accounts etc. were suitably simplified to make them more relevant for rural target group. Having been trained as Rural Entrepreneur Trainer-Motivators (RETM), these 17 trainers will be involved in conducting Rural Entrepreneurship Development Programmes on regular and long term basis.

The participants expressed at the end of the programme that they had acquired required perception and expertise to take up this movement further.

The programme concluded on 18th January, 1991 with the valedictory address by Shri R.C. Gupta, Chief General Manager, NABARD who assured all out support and assistance from NABARD for REDPs to be undertaken by the trainers in rural areas.

P. K. M. Swamy
Faculty Member - EDI

New Faculty Members in EDI



Prof. Dwijendra Tripathi, a well-known scholar in Business History has joined EDI as a Senior Faculty Member on 1st October, 1990. He has a Ph. D. degree in Comparative Economics History from University of Wisconsin and also completed a special post-doctoral programme in Business History at Harvard University leading to a diploma. Prof. Tripathi has more than 25 years of teaching and research experience at several prestigious institutions in India, USA and Japan. He also occupied many responsible positions in Academic Administrations. His publications include 14 books and more than 60 research papers and articles in well-known Indian and International journals. 'Business Houses in Western India : A Study in Entrepreneurial Response' is his latest publication.



Mr. D. G. Allampalli has joined the Institute as Faculty member. A graduate in Metallurgical Engineering from R.E.C., Suratkhil and M. Tech. from IIT, Bombay, Mr. Allampalli has 10 years of experience in Industrial Development with A.P. Industrial & Technical Consultancy Organisation Ltd. He has undertaken identification of business opportunities, preparation of DPRS, market survey reports, conducted several Entrepreneurship Development Programmes and has experience in technology transfer.



Mr. P. Kamala Manohar Swamy, a post-graduate in Social Work from Kerala University and a development professional trained at SEARCH, Bangalore, has joined EDI as Faculty Member on 25 September, 1990. He has 10 years of grass-root level work experience in Rural Development in the voluntary sector, and has won national award 'Yuvaahakti Purashkar' in rural development.



With a Ph.D. degree in Economics from Kerala University, Dr. Jose Sebastian has joined EDI as Faculty Member on 1st October, 1990. He has a rich experience in the field of policy research.



Mr. Joji George, an MBA in Banking and Finance from Cochin University of Science & Technology, has joined the Institute as Faculty Member in October, 1990. He has several years of experience in entrepreneurship development.



Mr. Ajit Kanitkar has joined EDI as Faculty Member on 1st October, 1990. He is a post-graduate in Commerce from Pune University. He has teaching and research experience in the area of entrepreneurship development. He is an accredited trainer for *entrepreneurial motivation*. Before joining EDI, he had conducted several EMT programmes.

First Annual Conference of Indian Society for Entrepreneur-Trainers (ISET)

During the fourth annual meeting of Entrepreneur Trainer-Motivators (ETMs) held at EDI, the ETMs expressed a need to form their own professional body. The desire has now been translated into action by way of setting up the Indian Society for Entrepreneur Trainers (ISET). The Society has since been registered under the Societies Registration Act, 1860. Its major objectives are :

- To accord professional recognition for those engaged in Entrepreneurship Development (ED) activities ;
- To provide a common platform for experience sharing in the field of ED;
- To encourage synergy - a system of networking whereby ETMs belonging to the fraternity can draw upon each others' resources for professional growth ;
- To create conducive environment for promoting ED activities;
- To act as a national clearing house/data base of ideas and information on ED activities.

The first conference of ISET and the fifth meet of Trainers was organised by EDI in association with Maharashtra Centre for Entrepreneurship Development at Aurangabad, during 12-14 February, 1991. The meet was cosponsored by IDBI was well attended - 65 delegates representing 32 organisations from 16 states of the country.

During the meet, the delegates exchanged experiences on growth programmes for existing entrepreneurs as also introduction of entrepreneurship as a part of formal education. The delegates deliberated on the activities of ISET. They unanimously agreed that ISET should act as a professional body of entrepreneurship professional to further the cause of entrepreneurship development. One of the major activities planned for ISET for the coming few months is the production of a newsletter providing valuable information and a platform for experience sharing by trainers. The first Governing Body of ISET has been constituted as under :

Mr. B. P. Murali EDI-Ahmedabad	President
Mr. A. K. Singh Institute of Entrepreneurship Development, Lucknow	Vice President
Mr. C. H. Pathak, Ahmedabad	Secretary
Mr. Subha Rao, APIDC, Hyderabad.	Jt. Secretary
Mr. P. Mehta Centre for Entrepreneurship Development, Ahmedabad Gujarat.	Treasurer
Mr. Kamal Jindal Union Bank of India, Delhi	Member
Mr. Rajkumar Phatate Maharashtra Centre for Entrepreneurship Development Aurangabad.	Member
Dr. (Mrs.) Chitra Rao NISJET, Hyderabad.	Member
Mr. J. N. G. Reddy TECSOK, Bangalore	Member
Mr. P. Senapathi XISS, Ehubaneshwar	Member
Mr. R. K. Sinha ITCOT, Madras	Member
Mr. S. K. G. Sundrum S&DT Womens' University, Bombay	Member
Mr. Paramjit Singh Tanwal NITCON, Chandigarh	Member

It has been decided to admit primary members to start with.

Those who have conducted/co-ordinated Entrepreneurship Development Programme and have a long term involvement in the area of entrepreneurship development may approach any of the Governing Council Members to seek membership.

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