



FROM THE DIRECTOR'S DESK

25-3 96

NATIONAL WORKSHOP ON ENTREPRENEURIAL WOMEN IN THE RURAL INFORMAL SECTOR, INTERVENTION STRATEGIES AND ALTERNATIVE APPROACHES

WE MUST HAVE AN ENTREPRENEURSHIP FUND AND A FORUM

Success of Entrepreneurship Development Programmes in the country is adversely affected by: (a) shortage of funds for entrepreneurship programmes and entrepreneurship training organisations, (b) shortage and often virtual absence of credit to new trained entrepreneurs to start their enterprises. By removing these two constraints we would have well planned and better implemented EDPs through interventions of strong entrepreneurship organisations and a start-up rate of 60 to 70%, since more than 30% carefully selected and trained entrepreneurs are not able to start their ventures because of lack of credit support from the formal banking system. Long term funding of EDPs must come from state budgets if every district, taluka, town and village is to have an access to training and counselling for self-employment. Financial support from national development banks can only be limited to few programmes. A massive thrust to meet the problems of unemployment of educated youth, underprivileged, rural poor etc. would require an entrepreneurship fund in each state for (a) entrepreneurship training; (b) sensitisation of youth for entrepreneurial career in education; (c) development of technical skills; (d) institutionalising counselling for enterprise formulation and implementation etc. and (e) stabilising the state CEDs/IEDs by a minimum Corpus of Rs.1.00 crore each.

But at the national level, an **Entrepreneurship Fund** is required to back up the state initiatives for EDPs and organisation building as well as to provide access to credit to the new (trained) entrepreneurs. Setting up of a separate bank for small industries has not improved the flow of credit to the tiny and smaller of the small scale sector. Formal banking system has not lived up to the expectations and needs of first generation entrepreneurs particularly of economically poor background. The National Equity Fund and such initiatives have made no impact.

New initiatives in the form of self-help groups, savings groups and non-banking financial institutions are emerging. Recently, even the World Bank has announced a programme of around US\$ 200 million to help the poorest of the poor in the developing countries become micro entrepreneurs through very small loans.

Limiting our immediate focus to the assured results of EDPs for which a great number of institutions have been set up, to the experience gained and training manpower established, the immediate need is to create an **Entrepreneurship Fund** which would ensure direct lending to EDP trained trainees who have proved to be worthy of such credit risk. Assuming that every year 30,000 urban and rural entrepreneurs in micro, tiny or small sector are trained through various organisations; of which 40 per cent are not able to start their ventures because of problems of access to credit; and that their average credit requirements are about Rs.50,000/-, we need an **Entrepreneurship Fund** of Rs.60.00 crores only. The result will be at least 12,000 more enterprises and 50,000 jobs per annum.

Who will operate it? How will it be channeled? Would the training institutions take the responsibility of follow up and recovery? Or should the money be deposited in a new or enlightened bank with automatic lending to EDP trainees duly screened through an established mechanism? Answers to all these questions will have to be found. Alternatives do exist. The situation is desperate and some creative new initiatives, even at a risk, are required.

And to press for this Fund, time has come for the national as well as state level Institutions and Centre to come together. The existing informal network must now be organised into a **Forum of Entrepreneurship Development Organisations**. Such a Forum could provide a regular platform for experience-sharing among Heads of EDOs, unify and streamline the functioning of state institutions, evolve innovative solutions to organisational as well as activity-related constraints and problems and lobby for actions at state and national level. Since some of us are closely associated with National Entrepreneurship Development Board (NEDB) set up by the Department of SSI & ARI, Government of India, the Forum could utilise this national link for the cause of the entrepreneurship development movement as well as organisations involved in it.

Promotion of self-employment among the entrepreneurial poor has been a critical component of both government sponsored and initiated programmes and projects targeted at the economically marginalized sections. While there is no dearth of policies and programmes aimed at women, especially rural activities in the government and non-government sectors have either by-passed women or made them bear the brunt of the transformation process. In their efforts to eke out a living these women have to fight against the triple disadvantages of having (a) lower rates of literacy and poor technical skills, (b) less access to finance and credit (c) reduced time and mobility owing to family responsibilities. All these act together to limit the options available to them and force them into smaller and least profitable ventures.

To discuss the related issues a national workshop on "Women in the Rural Informal Sector: Intervention Strategies and Alternative Approaches" was conducted at EDI on 14-16 March, 1995 and was sponsored by British Council Division, Bombay and National Bank for Agricultural & Rural Development, Bombay. The workshop was attended by 30 participants representing NGOs, women economic development corporations, development banks and academics. Four themes were identified as the focal points of deliberations in the workshop. They were, (a) government initiatives in rural development and the gains therein for women; (b) NGO involvement

in the promotion of rural women; (c) training needs of women in the informal sector; and (d) credit and finance for women.

In his inaugural address on 14th March, Mr.A.W.P.David, Additional Chief Secretary (Rural Development), Government of Gujarat suggested the need for closer collaboration between Government Agencies and Non-Government Organisations (NGOs) in rural development/poverty alleviation programmes. He emphasized the need for both NGOs and government to be more entrepreneurial in their approach to the problem of rural development. Monitoring criteria, he said, need to be more objective rather than target oriented.

Dr. V.G. Patel, Director and Vice-President, Entrepreneurship Development Institute of India, who presided over the function drew the attention of the participants to the development philosophy pursued in the country with its thrust on growth per se. He called for greater involvement of NGOs in enabling women to realize their productive potential.

The inaugural session was followed by the presentation of the concept paper - 'Women in the Rural Informal Sector: Resources, Institutions and Policies' - by Tara S. Nair, EDI, Ahmedabad. The paper broadly outlined the rural intervention strategies since the 1950s and the women component in them.

Four themes identified as the focal points of deliberations in

the workshop were:

- (i) government initiatives in rural development and the gains therein for women; (ii) NGO involvement in the economic empowerment of rural women; (iii) training needs of women in the informal sector; and (iv) credit and finance for women. Four key papers were presented on these themes, followed by group discussions where the participants worked closely together and came out with constructive suggestions.

There was a general consensus that the entrepreneurial women in rural areas need support and basic infrastructure to enhance their skills, upgrade their technical capabilities, increase their access to credit and finance and thus, widen the spectrum of opportunities for them to choose from. All the groups emphasized the necessity to evolve consultative processes in decision making and effective communication among various institutions and agencies involved in developmental activities. It was pointed out that there should be a clear-cut distinction between income generating activities and entrepreneurial activities at the policy making level. Greater involvement of NGOs and SHGs in savings mobilization and credit delivery was also stressed upon. The participants were unanimous in soliciting community participation at all levels of implementation of programmes and policies, especially those addressed to women in rural areas.

TRAINING PROGRAMME ON INTERNATIONAL MARKETING AND STRATEGIC MANAGEMENT FOR SMALL AND MEDIUM ENTERPRISES

Establishing and developing an enterprise is as entrepreneurial as founding an enterprise. An entrepreneur is always called upon to make certain assumptions about the environment while setting up an enterprise. But the environment is prone to changes and unless the enterprise responds and adapts to this changing environment, it is bound to be marginal. Owner-managers who fail to perceive opportunities emerging from the environmental changes cease to be entrepreneurs.

Since mid-1991, Indian economy has been gradually opening up to global competition. This has been reinforced by the recent conclusion of Uruguay Round of General Agreement on Tariff and Trade (GATT). Both internally and externally, the

severe competition. The entrepreneurs must know how to manage the external factors as well. Small and medium enterprises particularly have greater potential for international marketing. But, owing to lack of adequate knowledge of procedures and formalities of export business, these enterprises tend to either confine themselves to domestic market or export through intermediaries.

In the presently emerging scenario, skills in developing and implementing strategies, which help in adaptation and strengthening aptitude for international marketing appear to be the only sources of survival and growth. With this in view, the Entrepreneurship Development Institute of India conducted a 6-day programme on 'International Marketing and Strategic Management for

was sponsored by Small Industries Development Bank of India (SIDBI). The programme aimed at helping the participants understand the changing policy and business environment, learn the nature of markets, procedures and formalities for international business, acquire knowledge about the support, particularly financial support available for export marketing, hone their skills in order to analyse strengths, weaknesses, opportunities and threats of the business concerned, secure skills to evolve and implement strategies, and gain knowledge of export competencies.

The programme was received very well by the participants, so much so, that many of them have shown interest in attending subsequent programmes for entrepreneurs to be conducted by the EDI.

EDI..... a perfect place for "INFOTAINMENT"

The fourth summer camp on Entrepreneurial Adventures for youth was organised at the EDI campus from May 22 to June 1, 1995. In a bid to help participants undertake a special kind of search to learn what would ultimately lead to success and achievement, Dr. Sunil Shukla, the camp leader acquainted them with the process by which they could analyse themselves in order to be aware of their potential and motivate them to seek innovative career options by developing a spirit of enterprise.

The camp focussed on motivational developmental exercises, opportunities of self assessment through specifically designed psychological tests and instruments, effective assistance for personal growth through psychological laboratories using role plays, simulation exercises, mental gyms, etc. Interaction with successful achievers and visit to industrial institutions with an objective to expose the participants to watch operations and performances in the right perspective and analyse the process of creation and achievement, resulted in fulfilling the aim of organising the camp.

It became all the more evident, when one after another, the participants in an emotion packed voice poured out their

feelings during the valedictory session.....

"The camp at EDI helped me to set my goal and become an achiever one day"
 "This Institute EDI has motivated us to become entrepreneurs, made us aware of the present situation, surrounding and competition. It has greatly developed our personality and we have learnt of one of the most important aspects - Need for Achievement....."

"The best thing I liked about the camp is the action plan we were made to do. It helped us know and realise our potential and in setting very realistic and achievable goals....."

"Can we bow our heads to this Institution which has made us capable of respecting ourselves? EDI has become a part of our lives"

When summer vacation means "boredom" for the youth or constant pre-occupation with the television or music system, EDI has been a pioneer in organising such summer camps, providing the participants with a rich experience and opportunity for self assessment and fostering entrepreneurial competencies such as creativity, innovation, concern for excellence, leadership, problem-solving, etc. One more firm step towards developing future

achievers.

TRAINERS' TRAINING PROGRAMME FOR KVIC OFFICIALS

There exists immense potential for development of micro-enterprises in rural areas which would result in employment generation. The multitudinous and multifaceted experiences of EDI in conducting EDPs in backward regions, including rural and tribal areas, have established that acceleration in the process of setting up small enterprises by rural and tribal youth is possible through a set of well defined training tools.

EDI realised that entrepreneurship development (ED) activities could be appropriately introduced in the rural sector through Khadi & Village Industries Commission (KVIC) since it has broadened its base of economic activities by bringing several village industries/schemes under its purview. An exclusive trainers training programme for KVIC officials was organised at the EDI campus with an

objective to help the participants be aware of the role of entrepreneurship in the economic development of the country and acquaint them with the EDP concept, model and approach. It was brought home to them that it was crucial that they should equip themselves with knowledge and skill for application of various selection tools and techniques for assessing entrepreneurial potential, more so, because it was felt that it was not enough to merely develop skills of the trainees in their various skill development (technical) programmes. By integrating entrepreneurship development inputs in the aforesaid programmes, the trainees would be motivated to set up their own micro enterprises in the KVIC sector.

The training programme was divided into five modules. The first two modules dealt with the role played by support system in entrepreneurship

WORKSHOP ON INFORMAL CREDIT DELIVERY TO RURAL POOR FOR CHIEF EXECUTIVES OF SELECTED VOLUNTARY ORGANISATIONS

Research and market studies have established that the poor in our country have practically no access to credit, or at the best, very little, in order to establish a micro enterprise. In order to combat such a situation, several innovative approaches have been developed to assist the rural poor to become credit worthy. One of them is the INFORMAL CREDIT OR MICRO CREDIT.

RBI and other financial institutions have taken the initiative by providing credit to the rural poor in the form of Revolving Fund by involving the NGO sector, with an

which was attended by 26 participants representing 22 NGOs from all over the country.

The objectives of the workshop was to expose the participants to techno-economic viability of the transaction costs and informal credit delivery system. The participants were also helped to evolve credit plans and monitoring systems besides developing an action plan. Legal issues related to credit delivery system were discussed in detail.

A vital input of the programme was exhaustive discussion regarding existing "SELF-

While delivering the valedictory address, Dr. V.G. Patel, Vice-President & Director of EDI highlighted the changing role of NGOs in the present economic scenario and emphasised that the NGOs are playing a pivotal role in poverty alleviation. He further mentioned about EDI's role in assisting NGOs undertake entrepreneurial activity, in preparing the poor for income generation activity by conducting REDPs. He stressed on the need for NGOs to take up micro banking activity and offering credit to the rural poor, thus helping them to become "bankable".



Participants of the programme with the Vice President and Director, Dr. V.G. Patel (fourth from left) with EDI faculty members. To his right is Mr. V.B. NandGopal, the Programme Director.

objective of credit disbursement among those who are equipped to establish a micro-enterprise.

While the NGOs have accepted this as challenge and are keen to pursue this activity in addition to the developmental role they have already adopted, it is widely felt that they need both experience and expertise to manage the money as well as take effective financial decisions.

Entrepreneurship Development Institute of India conceptualised a workshop for the Chief Executives of NGOs/VOs on Informal Credit Delivery to Rural Poor, to help develop awareness of various aspects of saving and credit management. Small Industries Development Bank of India (SIDBI) sponsored this workshop conducted at the EDI campus from March 20 - 24, '95

HELP Groups" who have been operating a credit delivery system for at least 3 - 4 years. This helped in sensitising the participants regarding the process of preparing the community for taking up saving and credit delivery system and the process of group formation and initiating savings as a habit.

In order to familiarise the participants about experiments in credit being carried out by NGOs/VOs in India and abroad, the experiences of Grameen Bank, Bangladesh; Peasant Farmers Development Institute, Nigeria (Nicaragua); Group lending in Malawi; Group lending in Dominican Republic; Group lending in Kenya; Group lending in SEWA, India; Group lending in Myrada, India; Group lending in Ithians (Malaysia) was discussed and critically analysed.

Dr. N.R. Kulkarni, SIDBI drew attention to the role played by the development banks to eradicate poverty and brought into focus the involvement of SIDBI in this particular sphere. Mrs. Jayshree Vyas, Managing Director, Mahila SEWA bank spoke on the need for a systematic credit activity. The vote of thanks was proposed by Mr. V.B. Nanda Gopal, the Workshop Director.

For EDI it was an exciting and unique experience to be able to help the chief executives of NGOs accept that such credit activity being very crucial; grass-root functionaries needed to be trained in initiating and managing credit system effectively. The aforesaid programme was not only found to be very useful for them but they were also confident that they would be able to implement savings and credit system, in their respective organisations.



concept of Achievement Motivation and its relevance in ED and acquiring requisite skills for handling AMT tools and analysing data generated through exercises. The fourth and fifth module aimed at helping the participants understand the basics of environmental scanning for identification of business opportunities in a given location, preparing project reports and business plans, gaining adequate insight into market survey and preparation of market survey reports. The fifth module dealt with managerial inputs and preparation of action plan based on their own perception and guidelines provided by the Programme Director, Shri Ramesh Dave.

The KVIC officials were confident that they would be able to play a

ENTREPRENEURSHIP PROGRAMME AIMED AT NEO-LITERATES

A specialised course on Rural Entrepreneurship and Enterprise Management for Development of Professionals of All India People's Science Network, sponsored by Department of Science and Technology was conducted from May 9 - 12, 1995 at New Delhi.

Thirty eight Development Workers from 30 voluntary agencies representing 11 states in India, participated in this programme. In addition to familiarisation with entrepreneurship movement, the participants were also exposed to various entrepreneurial competencies and outlining tools for

A Beginning Creating Entrepreneurship Awareness

Each and every summer camp that I have conducted for children has buttressed my belief that while the educational curricula in our country is geared to produce academicians and scholastic geniuses, it falls short of training the little ones as far as creative thought process is concerned, or reliance on logical thinking, or innovations and such other traits, which can make them capable of leading rather than merely following and passively acquiescing to all that they see around them.

It has been established that the need of the nation is for individuals who need to break out of the invisible dogmas and confining doctrines that rob them of the power of becoming rulers. To be entrepreneurs instead, to be able to adapt themselves to changing environments, to be aware and possess the traits that would help them resort to innovative behaviour and also enable them to take calculated risks, to independently make their own decisions even under duress or under conditions of uncertainty.

So now we are faced with a question - what do we do? And how do we do it? My first step in EDI was to establish what the present traditional educational system lacks and what we can adopt, to fill the void that exists in the present curriculum with respect to helping the children to prepare for entrepreneurial activities, which in turn would make them entrepreneurs, our country can be justifiably proud of.

M. Kourilsky's study whose data showed that experience based education was capable of inculcating entrepreneurial traits and behaviour even in kindergarten and elementary school children, was validated in the week long summer camp I organised for 12 to 17 years old children, from 15th to 20th May, 1995. 52 children from all over the country participated in this summer camp.

It is amazing how much the little ones can reveal and how much they can help you learn about the positive impact of entrepreneurial stimulation. I adopted the approach of story sessions where entrepreneurial traits were highlighted and subsequently we discussed in great detail about what they think they have learnt and what ought to be retained and what could be discarded if it was not found to be wholly important, almost like separating the chaff from the grain. During these story sessions, one thing was apparent, that each of these children were cutting out entrepreneurial traits by connecting it with experiences he has undergone and from generalisations of the awareness about himself, his home and the people around him, his peers, the environment and socio-economic culture within which they operate.

It was brought home to them that while trying to solve problems, or coming to conclusion about taking recourse to what they thought was a better approach, it was very important that they possess a confidence in themselves to handle the situation and base their judgements on informations derived from his environment. The answers to "what am I worth" and "what I can do" was no longer vague and by the time the camp was over, each of these little ones, confident in the knowledge of themselves and their goal had discarded 'unattainable' from their vocabulary.

Eventhough great stress was laid to build up entrepreneurial values and competencies through experiential learning exercises, quizzes, story sessions, games, etc. each one had a definite and specific answer when they were asked about entrepreneurship and what it meant to them.

I found their interactions with 'achievers' from different fields very inspiring since the questions they addressed to the achievers, led to answers of "what does the society demand of them?" "what efforts and motivation was required to adopt an entrepreneurial path?" "what



Participants of the Summer Camp for Children with the Vice President and Director, Dr. V.G. Patel (fifth from left), Camp Director Dr. Sunil Shukla (fourth from right) and other faculty members.

would be the outcome if he pursued the expected?" "what was his ultimate goal?" "How could he achieve the goal?" "Would he be satisfied if the goal was achieved?"

This interaction is an eye opener for me and for all those trainers like me who believe that many of the entrepreneurial competencies which lie dormant in the children can be brought to the fore, with not just linguistic and logical - mathematical formula, but by experience sharing games, music, drama and a host of other learning modalities. What is important is to create entrepreneurship awareness and entrepreneurial value formation in a mode and method that has a positive impact on the little minds.

Dr. Sunil Shukla
Camp Director - Summer Camp for Children

GROWING STRONGER..... NETWORKING WITH NGOS

EDI's involvement in rural enterprise development, in partnership with Non-Government Organisations (NGOs), dates back right to its inception. EDI continues its innovative & need based activities to further the objective of institutionalizing rural entrepreneurship in the NGO sector. Apart from conducting a series of workshops for Chief Executives of NGOs, EDI has also evolved a comprehensive training package to groom personnel of NGOs. It has been instrumental in implementation of enterprise development programmes in partnership with trained NGOs by extending professional as well as financial support. The training programmes for NGOs as well as rural target groups have been generously supported by national institutions like SIDBI, NABARD and RGVN. EDI has been sharing its experiences with all relevant organisations/institutions from time to time and has benefitted by their objective responses.

For a closer alliance with the NGOs and also to provide indepth insight into the RED process, several programmes have been evolved and are supported by Small Industry Development Bank of India. Three independent region based Trainers' Training Programmes were implemented at Ahmedabad, covering Northern and Western regions of India, the second in Bangalore, in Karnataka covering the four Southern states and the third in Ranchi, covering the Eastern and the North Eastern states.

The programme was conducted in Bangalore from 16th May to 10th June, 1995. Its objective was to develop dynamic professionals who would willingly work for rural enterprise development. The programme, based on preparatory and experiential learning method was divided into 4 specific modules - Entrepreneurship Concept and Relevance, Product Ideas Scan and Business Planning and Credit, Enterprise Management Exercise and Behavioural Effectiveness. 16 NGOs were represented by 24 participants, out of which 7 were lady participants from the 4 Southern states.

Emphasis was given to the practical aspects like running actual enterprises by the participants on the campus, a close look at the rural business in the villages and also intensive interactions with successful existing entrepreneurs. The whole process has been designed to make the participants understand all the stages of enterprise development, right from empowerment to start-up and survival. About 24 resource persons having vast experience in all exposure to entrepreneurship were involved in making the learning process more lively and enriching. The programme was inaugurated by Dr. K.R.S. Murthy, Director, Indian Institute of Management, Bangalore and the valedictory address was delivered

extended by Mr. Giridhar and his presence at the valedictory function was very significant. Mr. Kini A.S., Deputy General Manager, SIDBI, Bangalore extended all support to make this programme an impact making one. While presenting the action plans, the participants confidently expressed that they were fully

prepared to take up enterprise development of the rural groups in their respective operational areas. In a reciprocal way, SIDBI has also come forward to encourage the enthusiastic trainers with funds for REDPs, in association with EDI during 1995-96. The Bangalore team consisting of Mr.B.P. Murali, Mr.V.S. Sukumar

and Mr. PKM Swamy (Programme Co-ordinator) had spared no efforts in order to make this programme as effective as possible. The participants also stated that the entire programme was highly beneficial and rewarding to them and would help in the development process of entrepreneurs in the rural areas.

INDUSTRIAL EXTENSION SUB CONTRACT, BHUTAN

A comprehensive assignment involving training of Business Counsellors, preparation of manuals for Integrated Firm Analysis (IFA) and Performance Improvement Programme (PIP), organising pilot PIPs for established entrepreneurs and preparing a perspective plan for setting up business counselling clinics in Bhutan was awarded to EDI during October '94 by Business Opportunity & Information Centre (BOIC), Ministry of Trade and Industry, Royal Government of Bhutan. The assignment is funded by UNDP. The first phase of the assignment viz., training of Business Counsellors took place during January - March, '95.

In the 2nd phase of the assignment, the activities that

were concentrated upon were preparation of PIP manual, preparation of training materials for thematic programme covering Finance and Accounts, Practicum on Integrated Firm Analysis for the Business Counsellors and preparing plans for organising the 1st PIP.

During May-June, '95 the Practicum took place in Bhutan wherein a senior member of the EDI Faculty was involved. The Business Counsellors were divided into 3 groups, each group working with 2 businesses to analyse the same and prepare action plans for change/growth. The report prepared by the Counsellors as a part of IFA indicate that they have applied the skills acquired during the preceding 8-week training

programme thereby serving the purpose of IFA Practicum. Further, there have been instances when counselling teams have come out with creative suggestions pertaining to growth/change. In one instance, networking amongst entrepreneurs selected for IFA has been attempted. Thus, though IFA Practicum was meant to be a part of the counsellors training programme, it has turned out to be the beginning of 'Industrial Extension' activity. During the next phase of the assignment (August-September '95), training materials on marketing for entrepreneurs would be finalised and one PIP targeted at established entrepreneurs in Thimphu would be implemented.

INTERNATIONAL INTERACTION

The Institute had organised an Advanced Training Programme for Trainers of Nepal & Sri Lanka during April 17-21, 1995. This programme was sponsored by Asia and Pacific Centre for Transfer of Technology, New Delhi. The objective of this programme was to have an inter-change of views among the trainers to discuss recent developments in the field of entrepreneurship

development programmes in Nepal & Sri Lanka. The programme helped the participants in understanding the intricacies involved in promoting entrepreneurship development activities especially for women. Methodology of the programme was designed on experiential learning since all the participants had rich experience in the field of entrepre-

Entrepreneurs, Product Identification, WEDP-Content & Methodology. New Developments resulting from Entrepreneurship Research, Technical Training, Follow-up Services and Business Plan Preparation. The programme was well received by the participants as well as Mr. Hendriks of Asian & Pacific Centre for Transfer of Technology, New Delhi who

FORTHCOMING EDI TRAINING PROGRAMMES

1. Trainers' Training Programme for IEDs/CEDs
EDI Campus
Aug. 21 - Sept. 15, 1995
2. Performance Improvement Programme (PIP) for Existing Entrepreneurs of Bhutan.
Thimphu.
August - September 1995.
3. Faculty Development Programme (FDP) in Entrepreneurship.
EDI Campus.
Sept. 04 - 29, 1995
4. Entrepreneur Selection, Motivation, Counselling & Competencies.
EDI Campus.
Sept. 18 - 29, 1995
5. One ETM Programme in Ghana in collaboration with MDPI of Ghana.
Accra, Ghana
Oct. 1995 - June 1996.
6. Open Learning Programme in Entrepreneurship (OLPE) Regional
Oct. 1995 - June 1996.

FORTHCOMING INTERNATIONAL CONFERENCES

01. Third High Technology Small Firm Conference.
(September 18-19, 1995)
The conference will be held at Manchester Business School, England. Further details can be obtained from Mrs. Tania Smith, HTSF Conference Administrator, Business Development Centre, Manchester Business School, Booth Street West, Manchester M15 6PB, England. Phone : +44-(0) 161-275-6537 Fax : +44-(0) 161-275-6542
02. 25th European Small Business Seminar.
(September 20-22, 1995)
Theme : Excellence in Small Business Management.
The seminar will be held in Cyprus. Further details can be obtained from ESBS 1995 Secretariat, Industrial Training Authority of Cyprus, 2 Anavissou Street, Strovolos, PO Box 5431, Nicosia, Cyprus.
Phone : (+3357 2) 390320 / 312 233 Fax : (+3357 2) 496949
03. Sixth ENDEC World Conference on Entrepreneurship.
(December 7-9, 1995)
Theme : Entrepreneurship in Transitional Economies.
The conference will be held in Shanghai, China. Further details can be obtained from Mr. Wee-Liang Tan, Chairman, ENDEC, Conference Organising Committee, School of Accountancy and Business, Nanyang Technological University, Nanyang Avenue, Singapore 2263. Phone : +65 799 4839 / 5206 Fax : +65 791 4538 / 3561
04. 41st ICSB World Conference.
(June 17-19, 1996)
Theme : Creating New Frontiers - The Role of SMEs.
The conference will be held in Stockholm, Sweden. Further details can be obtained from Stockholm Convention Bureau, ICSB World Conference, Box 6911, 102 39 Stockholm, Sweden. Phone : +46 8 736 15 00
05. 1996 Babson College-Kauffman Foundation Entrepreneurship Research Conference
(March 21-23, 1996)
The 16th Annual Babson College-Kauffman Foundation Entrepreneurship Research Conference will be held at the University of Washington in Seattle, Thursday-Saturday, March 21-23, 1996. The Kauffman Foundation wishes to encourage participation by providing a best paper award (\$1,000) for the special topic, "Entrepreneurship in the Not-For-Profit Sector." The Coleman Foundation award (also \$1,000) will be provided for the best general topic paper. For further details please contact Mr. Paul D. Reynolds, Director, Paul T. Babson Professor of Entrepreneurial Studies, Babson College, Babson Park, MA, 02157-0310, Phone : 617-239-4332, Fax : 617-239-5272
06. 1996 ENTREPRENEURSHIP DOCTORAL CONSORTIUM held in conjunction with the APPLICATION DEADLINE JANUARY 15, 1996.
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All IEDs and CEDs are being invited to be our partners in promoting this course and provide counselling support to the learners in their respective states. Attractive learner-based reward package will be offered for the service. For more details please get in touch with the OLPE Cell, EDI, Ahmedabad.

LATEST PUBLICATION OF EDI

A long awaited manual "Business Opportunity Identification and Selection" will be published shortly by EDI. This is perhaps for the first time that such an exhaustive study has been made addressing all aspects of identifying the right business opportunity.

This manual lucidly explains (step-by-step) how one ought to identify and select the right kind of business opportunity suitable for him/her. It also attempts to provide sources of information. Replete with case studies that the readers can identify and which reflect the relevant issues maximally, the manual would undoubtedly be a useful tool for entrepreneurs, trainer-motivators, teachers, business consultants, industry officers and many others.

THE SEVEN BUSINESS CRISES

How to Beat Them
by Dr. V.G. Patel

This groundbreaking book explores the key elements that go into making businesses successful in the long run and spells out seven distinct crises that enterprises should watch out for as they climb up the growth path. It offers valuable insights backed with real-life experiences to look out for indications of these crises that could descend on business units during vulnerable stages of their lives.

The book is replete with cases and instances of both successes and failures with prescriptions for setting matters right. New entrepreneurs who have just started building their business and owner managers of small and medium scale enterprises would benefit substantially from the tips, suggestions and action points interspersed throughout the book.

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