



ENTREPRENEURSHIP  
DEVELOPMENT  
INSTITUTE OF INDIA

### From the Director's Desk



## POST GRADUATION IN BUSINESS ENTREPRENEURSHIP: BREAKING THE 'RECOGNITION' BARRIER

All the entrepreneurship fraternity will be happy to know that EDI has started a long-term course on Entrepreneurship entitled 'Post Graduate Diploma in Business Entrepreneurship and Management' (PGDBEM) from August 1998. In the present era of globalisation and liberalisation only the fittest will survive in industry. In an open market the international companies (MNCs) and other giants pose cut-throat competition to the local ones. Indian enterprises are now facing this reality. India's 90% businesses are family owned. For their "successors", the current reality is a challenging one. And every organization needs competent managers, executives with competencies, skills and knowledge to make a dynamic organisation, whether private, government or non-government. We have evolved a unique course which will develop a new breed of young generation to meet the above needs.

This course differs from the regular two-year MBA courses offered by other institutions. Firstly, this is a one-year 1000 hours intensive programme equivalent to a Master's degree, but will save one year for the students.

Secondly, the course will have four specialized streams not found elsewhere: (i) new venture planning and management; (ii) management of family business; (iii) entrepreneurial management; and (iv) management of NGOs.

Selection focusses less on graduate percentage (any graduate can apply with any class of passing). It also breaks away from the frightening CAT/GMAT type tests and looks for aptitude and latent enterprising potential and only familiarity with figures and logical reasoning essential for business understanding. The two trimesters of foundation and core courses are followed by specialization related to career goals and almost three months of field work/project exercise or practical know-how.

It is also an 'un-recognised' course but will be 'recognised' and sought after because of its quality and relevance of inputs.

And it is a zero subsidy course - i.e. no burden on public funds. But to ensure that deserving students don't miss-out due to its fees, we have secured prestigious fellowships from IDBI and SBI. And for NGO specialization we have received support from NABARD, SIDBI and RGVN.

Indeed all our assumptions about market for one year, full priced course without AICTE recognition have proved correct. We received good response and 60 students have been selected to join it from 1<sup>st</sup> August, 1998 who will become competent entrepreneur, or entrepreneurial managers or NGO functionaries or contribute to family business growth.

This is another enterprising initiative to build a strong Indian entrepreneurship for the new era.

Dr. V. G. Patel



Inter-Regional Centre for Entrepreneurship and Investment Training  
Sponsored by

United Nations Industrial Development Organisation (UNIDO) & Govt. of India

## INAUGURATION OF THE INTER-REGIONAL CENTRE FOR ENTREPRENEURSHIP AND INVESTMENT TRAINING

The Inter-Regional Centre (IRC) for Entrepreneurship and Investment Training, sponsored by United Nations Industrial Development Organisation (UNIDO) and Government of India, was inaugurated by Shri S. H. Khan, Chairman, IDBI & President, EDI. The inaugural function was on 16th February, 1998.

UNIDO has been collaborating with EDI in organising international training programmes on Industrial

benefit of other developing countries. While the institute has been engaged in imparting training in entrepreneurship in developing countries, investment training is a new area, which will be strengthened through UNIDO's support and expertise.

During the inaugural function, Shri S.H. Khan, the chief guest for the occasion, said that EDI has been able to secure continuous support of the Government for implementing several

praisal will have to give way to more sharper methods based on accurate and more specific information.

EDI, said Mr. Khan, is now very well placed to meet the requirements of investment training, having the backing of experiences and expertise of investment banks like IDBI and other all India Financial Institutions.

Shri Khan concluded his speech by congratulating EDI and adding that a very welcome and exciting beginning has been made with the inauguration of IRC.

Dr. V.G. Patel thanked UNIDO and Government of India for selecting EDI out of a choice of several institutions, to set up its Inter-Regional Centre. The Institute, said Dr. Patel, has earned this status on the basis of its already acquired professional recognition as a 'Center of Excellence' in Entrepreneurship Investment & HRD training and its successful completion of a series of UNIDO-GoI programmes on Industrial Project Preparation and Appraisal.

Shri M. Sahu, National Project Co-ordinator, IRC & Director, Department of Industrial Policy & Promotion, Ministry of Industry, Govt. of India, briefed the guests on IRC & its activities. He mentioned that the IRC's mission will be to develop and strengthen indigenous capacities of selected developing countries in Asia & Africa and Arab countries for investment promotion and entrepreneurship development leading to accelerated industrial development and globalisation.

Mr. Sahu emphasised that the EDI as the Inter-Regional Centre for UNIDO will offer specialised training programmes and workshops focusing on capacity building of developing countries. He promised EDI of complete support from UNIDO and hoped that together they will be highly successful in achieving the goals.

The first programme to be offered by the Inter Regional Centre was the international training programme on 'Industrial Project Preparation and Appraisal' during February 16 - March 6, 1998.



Shri S. H. Khan, President, EDI and Chairman, IDBI, addressing the gathering during the inaugural function. Also seen in the picture are (left to right) Dr. V. G. Patel, Vice-President and Director, EDI, Mr. M. Sahu, National Project Co-ordinator, IRC & Director, Dept. of Industrial Policy & Promotion, Ministry of Industry, Govt. of India and Mr. B. P. Murali, Project Director, IRC, EDI.

Project Preparation & Appraisal. The institute has demonstrated a high degree of competence & systematic approach towards implementing UNIDO-GoI Programmes. Although the achievement in this area has been significant and appreciable, the realisation remains that much is yet to be achieved. It is therefore for the first time that UNIDO and Govt. of India have set up an international focal point in a developing country for the

investment project related training programmes for the developing world. These, he said, have now culminated in Govt. of India and UNIDO agreeing to institutionalise them into the IRC Project.

He said that IRC will develop capabilities of local institutions, and thus promote industrial development in the developing countries.

He added that old concepts and norms of project ap-

### What the IRC Offers

'Inter-Regional Centre for Entrepreneurship and Investment Training' envisions to build country capacities for promoting investments in industrial sector and developing appropriate competencies of entrepreneurs to formulate, launch and successfully manage enterprises.

The IRC will offer training programmes on:

- \* Investment Opportunities Identification
- \* Industrial Project Preparation and Appraisal
- \* Project Planning, Implementation & Monitoring/ Evaluation
- \* New Enterprise Creation
- \* Enterprise Performance & Growth
- \* Developing Competitive Edge through Appropriate Technologies

The IRC will serve selected developing countries in Asia & Africa and Arab countries.

## MANAGING ORGANISATIONS FOR SUSTAINABLE DEVELOPMENT : CHANGING THE MINDSET OF NON-GOVERNMENT ORGANISATIONS

Non-Government Organisations (NGOs) play a very crucial role in the process of managing development initiatives of various kinds. They have been assigned a place of prominence by the Govt. of India in the development plan of the country.

While the NGO sector is known for its commitment and credibility, a majority of them find it difficult to ensure sustainability of organisations as well as projects. The NGO sector effectively works towards uplifting the socio-economic status of the

poor. However, despite this fact, it is often seen that the NGOs do not consider economic policies and systems, affecting the poor. In the present era of liberalisation and globalisation wherein market forces adopt a lead role, it becomes essential that the NGO sector plays a key role in helping the poor fight competition and the challenges posed by the system. NGOs can help the poor by providing access to the system, information on market opportunities, training facilities, sources of credit etc.

Thus, keeping in view that NGO sector needs to be sensitised and developed to tackle the problems in an effective manner, EDI conceptualised and designed a unique training intervention for NGO Capacity Building. Under the project a training manual was

developed, field tested and finalised for a six-day managerial capacity building programme for the chief executives of NGOs. This programme was launched in four North Indian states namely; Uttar Pradesh, Rajasthan, Haryana and Himachal Pradesh. This unique intervention was supported by Friedrich-Naumann-Stiftung (FNSt), Germany. The EDI Northern Regional Office at Lucknow, has trained more than 100 chief executives under this programme and helped them institutionalise the process of sustainable development. The training manual has been translated and finalised in Hindi language as well, keeping in mind the needs of the target group. As a result of this training intervention, the participating NGOs are

now better exposed to various challenges posed by the changing socio-economic scenario and at the same time to strategies for coping up with these challenges.

In order to further sustain the efforts made so far, the institute has planned a series of Policy Sensitisation Workshops on "Sustainable Development Process through Market Led Interventions", with the support of FNSt for the current year, i.e. 1998. It is planned to sensitise key players in the development arena (Govt. / Non-Government) such as the policy makers, implementing authorities and support system officials etc. It is expected that these efforts will further strengthen the institutionalisation process of sustainable development through market led interventions.



Mr. S. Herzog, Project Director, FNSt, Delhi, seen during a meeting on NGO Managerial Capacity Building Programme at Chandigarh.

## TECHNOLOGY AND MARKET LINKAGES TO RURAL INDUSTRIES

EDI collaborated with Small Industries Development Bank of India (SIDBI) for providing support to Rural Industries Programme (RIP) launched by SIDBI three years back. The objective of launching RIP was to develop viable and self-sustaining enterprises in rural and urban areas. To further facilitate the process, implementing agencies were appointed in selected districts of the states where the programme was launched i.e. Uttar Pradesh, Madhya Pradesh, Bihar & Orissa. During the financial year 1997-98, the institute was entrusted with the job of providing support to the implementing agencies so as to speed up the process of enterprise promotion and development in these areas. A team, known as EDI-STR, comprising three professionals specialising in entrepreneurship training & counselling, marketing and technology, was constituted.

EDI-STR focusses on :

- \* identification of opportunities, based on which viable and sustainable enterprises could be set up by potential entrepreneurs,
- \* liaison with government and support agencies, thus facilitating linkages between them and RIP agencies,
- \* identification and transfer of appropriate technologies for establishing commercially viable enterprises,
- \* evolving a package of development intervention, including identification, training, counselling and supporting potential entrepreneurs besides providing technology, marketing and credit linkages, for establishing enterprises with sizeable project investment,

- \* inter-district/ state co-ordination among RIP agencies through interactions for possible replication of success models.

The EDI-STR has brought in a few major interventions leading to effective technology and market linkages for the enterprises in the above states. The team has so far organised the following programmes :

- 1) **Technology Demonstration Programme for Potato Storage and Processing at District Ghazipur and Maunath Bhanjan of Uttar Pradesh** — Live demonstration of machines and process of manufacturing potato wafers and sticks, was organised in potato producing belt of the state. The demonstration helped a large number of potato growers and potential entrepreneurs of the area to become self-employed. Support services are also being provided to interested individuals for setting up their ventures. Besides, creation of a Training-cum-Production Centre is being facilitated through SIDBI at Ghazipur district.
- 2) **Technology Demonstration Programme for Stoneware Ceramic items at Chunar, Dist. Mirzapur, Uttar Pradesh** — Live demonstration of the manufacturing process of stoneware ceramic items was organised in association with Central Glass and Ceramic Research Institute (CGCRI), Khurja. The existing entrepreneurs operating their ceramic units at Chunar cluster learnt about new technology. The demonstration was organised with the intention of



Mr. Prasad, Scientist, CGCRI, Khurja, explaining the entrepreneurs about the operations of a machine for ceramic products at Chunar, Mirzapur, U.P.

helping cluster units expand/modernise/ diversify their operations. Linkages for additional requirement of finance are being facilitated through Uttar Pradesh Financial Corporation (UPFC).

- 3) **Design Development Programme for Ceramic and Pottery Wares at Chunar District Mirzapur, Uttar Pradesh** — Exposure to new designs and counselling for improvement in the quality of existing designs was provided to the cluster units through design demonstration programme organised in association with National Institute of Design (NID), Ahmedabad. The demonstration helped existing entrepreneurs improve the quality of their products and also expand their product range leading to better marketability. Possibilities of an extensive design development programme for these entrepreneurs is being explored with NID.

Similar interventions for design development are planned for Jute based handicrafts at Ghazipur and

upgradation programme for brass metal units.

For technology and marketing support to RIP units, the EDI-STR has established effective linkages with several institutions such as CIPET (Lucknow), NEDA (Lucknow), RTI (Gandhi nagar), Metal Handicrafts Service Centre (Moradabad), IIT (Delhi), Polytech Transfer Centre-CSIR (Lucknow), CGCRI (Khurja), NID (Ahmedabad), Handicrafts Promotion Corporation (Bhopal), Gramteen Development Services (Lucknow), CCN Handicraft Export (Lucknow), etc.

for handloom/ powerloom cluster at Maunath Bhanjan in near future. EDI-STR has also planned to organise a skill

## STUDY TOUR OF NGO OFFICIALS FROM NEPAL

The institute organised a study tour for Nepal based NGOs engaged in income generation activities. The study tour focussed on Micro Enterprise and Micro Finance Development in India. Thirteen officials selected by Micro Credit Project for Women, Nepal, visited EDI during Feb. 2 - 13, 1998. Micro Credit Project for Women routes its activities through these officials involved in income generation activities.

With a view to ensuring maximum growth potential and return of services, the NGO officials from Nepal, were in India to learn about formation of Self-Help Groups (SHGs) and their modus operandi. The study tour took up some main issues with the objective of appraising the officials on the structure, processes and behaviour of an SHG and helping them evaluate the approaches to micro-enterprise development in India.

The NGO officials are expected to form SHGs at grassroot level and then play the role of intermediary financial institution between the banks & SHGs. This enhances the capacity of SHGs in terms of savings mobilisation and ensures deeper involvement in productive activities as the officials also guide the SHGs in utilising the loan in the right direction.

Some of the sessions in the workshop were : Familiarisation and role clarity on Micro Enterprise and Micro Finance, Approaches to Micro Enterprise Development, National and Inter-National Experiences in Micro Credit etc. Field visits were also an integral part of the study tour. Visits to micro credit linked micro-enterprise, Urban Credit groups promoted by Anarde Foundation, etc. gave the participants an opportunity to learn from the experiences of other NGOs as well as acquire knowledge on how NGO officials form SHGs and then play the role of an intermediary financial institution between the banks and SHGs besides performing several other income generation activities.

## SUMMER CAMP - A DIRECTION TO LIFE

Come Summer — and for the youngsters at EDI, a world of knowledge, creativity and achievement opens up.

Like every year, this year also the institute organised its 'Summer Camp on Entrepreneurial Adventure' for the youth during May 19 - 29, 1998. The seventh camp in the series was open to students of Higher Secondary Schools and Colleges. 34 students from various parts of the country participated in the camp.

The camp aimed at foster-

ing entrepreneurial traits among youth, besides enabling them to realise their latent potential and develop their capabilities to meet the challenges ahead.

Meetings with achievers was highly appreciated by the students. According to them, the meetings imbued them with an



Mr. Utkarsh Shah, President, Gujarat Chamber of Commerce & Industry, giving away the certificates to the participants of the Camp.

urge to prove themselves in life, be successful in whatever career they choose for themselves. Achievers like Mr. Rohit Patel, Director, SYMCOM Corporation, Mr. Jagdish Zhaveri, Managing Director, Crown Television, Dr. V.G. Patel, Vice-President

The inputs of the programme were accordingly designed to reach the desired goals. In keeping with the objec-



Participants of the Fifth Summer Camp on Entrepreneurship Stimulation for children, organised by the institute during May 5-9, 1998. Also seen in the picture are Dr. V. G. Patel, Vice President and Director, EDI, Dr. Sunil Shukla, Camp Leader and some other Faculty Members of EDI.

## SECRETS OF FAMILY BUSINESS MANAGEMENT

A business enterprise concretizes the aspirations, dynamism and entrepreneurial traits of its promoter. In other words, setting up and effectively managing an enterprise are testimony to the capabilities and leadership qualities of a person. However, to enhance and augment an established enterprise's multifaceted image, it is important to have these values inculcated in the succeeding generation. To train the successors of established enterprises and to ensure long term viability of business, EDI has been conducting training programmes on Succession

Planning for Entrepreneurial Continuity (SPEC) for past 9 years. 9th programme in this series was organised by the Institute during February 16 - 28, 1998.

Over the years, the programme has received enthusiastic response. The participants felt that the programme has helped them in understanding the environment of family business, besides building their confidence in handling future problems.

This year, the programme probed into some important areas such as:

& Director, EDI and Dr.Y.K. Alagh, Member of Parliament & EDI Governing Body Member deluged the youngsters with motivation, drive to excel and the spirit to succeed. The interactions, said the participants, acted as a motivational force in their life and inspired them to be more achievement oriented.

The motivation development exercises coupled with exposure to potential opportunities existing in industries and other occupations gave the participants adequate exposure to various career options and substantially raised the aspiration level in them.

The participants felt that EDI had given them a unique opportunity to see the world, acquire some unique competencies and traits of an entrepreneur and be an achiever in life. They stated that these ten days were an opportunity of a lifetime for them.

According to them, the teaching methodology adopted was very interesting and effective. The innovative tools & techniques that were employed ensured maximum participation of all those present.

The valedictory function of the camp was held on 29th May 1998. The chief guest for the function was Mr. Utkarsh Shah, President, Gujarat Chamber of Commerce & Industry. Mr. Shah urged the participants to make use of the training provided in the camp and always work towards success. He said that success always follows hardwork and if one is willing to work hard, success is sure to be the ultimate result. Mr. Shah felt that today children should aim at success without forgetting their basic human values. He concluded his address by emphasising that children should effectively make use of this training and try to develop a well rounded personality.

Dr. Sunil Shukla, the Camp Leader, endorsed the view of Mr. Utkarsh Shah and also expressed that the camp received excellent feedback from the participants.

- \* Dynamics of Family Business
- \* Transition Management
- \* Entry Strategy, Career Growth, Creativity, Leadership, Entrepreneurial Motivation and Competencies
- \* Entrepreneurial Environment and Possibilities for Product Innovations and Structural Changes in Indian Industries
- \* Overview of Business Management and Basic Business Strategies
- \* Soft skills, i.e. Communication, both Oral and Written, Problem Solving and Decision Making

(Contd. on Page 4)

## EDI AWARDS

### BEST NGO TRAINER-MOTIVATOR AWARDS FOR RURAL ENTERPRISE DEVELOPMENT

Unemployment and poverty pose major challenges to the development of India. EDI has evolved a strategy to generate sustained rural employment through Rural Enterprise Development (RED) approach, primarily with the co-operation of Non-Government Organisations (NGOs). The strategy focuses on development and conversion of rural human resources into productive assets, i.e. making them self-employed and job creators in non-farm sector activities. So far EDI has conducted 12 Trainers' - Training Programmes on RED and trained about 285 functionaries of NGOs, with funding support from SIDBI, NABARD, RGVN and Ford Foundation. It has also implemented about 375 RED programmes in collaboration with NGOs all over India, training 9375 rural unemployed youths. Of these 9375 trainees, 5030 have started their own enterprises. The Trainer-Motivators from NGOs conduct RED programmes in their respective areas as per the EDI-RED pedagogy. Each programme consists of about 25-30 participants. EDI and NGOs then help these participants in establishing their enterprises. Evaluation studies of these programmes show that the start up rate is 60 per cent and one enterprise on an average provides employment to 2.5 persons.

To recognise the contribution of Trainer - Motivators of NGOs, to the cause of rural enterprise development, EDI has instituted the 'BEST TRAINER-MOTIVATOR AWARDS FOR RURAL ENTERPRISE DEVELOPMENT' with effect from the year 1998-99. The awards will consist of a cash prize of Rs. 11,000/- plus citation as first prize and Rs. 5,000/- plus citation as second prize. The Awards will be given to two best RED Trainer-Motivators from NGOs, biennially.

Institutionalisation of this award will

- \* recognise the contributions of NGO trainer-motivators towards rural enterprise development.
- \* boost the morale of trainer-motivators as well as NGOs to work for rural enterprise development.
- \* raise the status of the cadre of RED trainer-motivators.
- \* attract the talent in voluntary sector to the profession of rural entrepreneurship training and development.
- \* encourage NGOs to undertake and institutionalise RED activities, all over the country.

Awards will be open to all Trainer-Motivators who have implemented at least 3 REDPs in any region of India. Since one of the objectives is to raise the status of the cadre and attract good talent to this profession, the candidate should be a full-time employee of an organisation and not on ad-hoc training assignments. The candidates must have been trained by EDI either in the 4 weeks Trainers' Training Programmes on RED or 6 weeks Accredited Trainers' Course or 4 weeks National Trainers' Course.

### BEST BANKER AWARDS FOR RURAL ENTERPRISE DEVELOPMENT (RED)

Support of banks and financial institutions in providing loans to the trainees trained under Rural Enterprise Development Programmes have been an important part of the RED approach of EDI. To recognise the contribution of Bankers to the cause of rural enterprise development, EDI has instituted the 'BEST BANKER AWARDS FOR RURAL ENTERPRISE DEVELOPMENT' (with effect from the year 1998-99.) The awards will be given to 5 Best Bankers (one from each of the five regions of India) who have provided loans under RED programmes. The five regions comprise: (1) Northern Region : H.P., U.P., Haryana, Punjab (2) North-Eastern States (3) Eastern Region : Orissa, West Bengal, Bihar (4) Southern Region : Kerala, Tamil Nadu, Karnataka, Andhra Pradesh (5) Western Region : Gujarat, Rajasthan, Maharashtra, Madhya Pradesh. The awards will consist of citations and a cash prize of Rs. 5,000/- and will be given biennially.

The Award has been instituted with the following objectives. It will;

- \* recognise the contribution of Bankers in rural enterprise development.
  - \* boost the morale of Bankers to work for rural enterprise development.
  - \* sensitise the environment of micro credit financing in rural areas for non-farm sector.
  - \* lead to a wider appreciation of the RED approach among banks, financial institutions and development administration.
- Awards will be open to all Bankers who have provided loans in any region of India to the EDI co-ordinated REDP-trained potential entrepreneurs. Awards will be decided separately for each of the five regions on the basis of overall relative performance of the Bankers in providing loans to the trainees.

Both the awards will be presented during the inaugural function of Rural Entrepreneur Trainer - Motivators Meet on 11<sup>th</sup> November, '98.

## DEVELOPMENT THROUGH SELF-ASSESSMENT

The EDI organised a 'Training Programme on Development through Self-Assessment for DIC Officials of the Gujarat State' during March 16 - 20, 1998. Mr. C.K. Koshy, Additional Chief Secretary, Dept. of Industries & Mines, Government of Gujarat, inaugurated the programme. The Guest of Honour for the function was Mr. Ashok Chawla, Commissioner of Industries, Government of Gujarat. Thirtyfive officials participated in this programme, which was sponsored by Commissionerate of Industries, Government of Gujarat.

Against the backdrop of the changing economic scenario and as per the recommendations of the Abid Hussain Committee, District Industries Centres need to play more of promotional roles rather than regulatory ones. This is important for the industrial development of the districts and can be achieved by bringing about an attitudinal change in DIC officials and updating their knowledge. It was with this realisation that Government of Gujarat approached the Institute for organising this 'Training Programme for DIC Officials' aiming at development through self-assessment.

Mr. C.K. Koshy, the chief guest for inaugural function, stated that after the economic reforms in 1991, Gujarat has been successful in taking the advantage of policies and has reached the top position. He felt that the changing scenario today, demands a change in the role played by administrators and officials working in the developmental departments so that a healthy change and improvement is seen in the society. He urged the officials to make best utilisation of this training programme so that they feel better equipped to perform their role as facilitators rather than just inspectors.

The guest of honour, Mr. Ashok Chawla, emphasized upon the need for DIC officials to play the role of promoters rather than regulators. He opined that the industry inspectors should be equipped with skills to apprise the entrepreneurs of the new economic policies, reforms, etc. This, he said, would lead to an increase in quality and overall production, thus improving the living standards.

Dr. V.G. Patel, Vice-President & Director, EDI, opined that the programme would give the necessary push to the officials in the direction of understanding their role in a better way and performing them beyond a restricted/ fixed framework. He highlighted three qualities, i.e. knowledge, skill and attitude as necessary for these officials.

The programme curriculum was designed to ensure maximum participation of the officials and aimed at bringing about an 'attitudinal change' in them, by equipping them with knowledge and skill in various areas of operation. Some of the important sessions were: 'New Economic Policy and its Impact on SSI', 'Emerging Role of DIC', 'Developing Competencies - Psychological Test and Behavioural Test', 'Developing Growth Plan', etc. 'Interaction with Successful Entrepreneurs' and Inputs on Govt. Policies were some of the other impact making sessions.

The feedback of the participants was very positive and they stated that it was an enlightening experience for them. Their conviction to bring about a change in their work areas spoke volumes on the success of the programme. It is also heartening to learn that the good feedback has prompted Government of Gujarat to sanction two more programmes for DIC officials; first of this was organised in the month of April 1998 and the second in June 1998.

The workshop was conducted by Mr. Ramesh Dave, Sr. Faculty, EDI.



Mr. C. K. Koshy, Additional Chief Secretary, Dept. of Industries and Mines, Govt. of Gujarat, addressing the participants during the inaugural function of 'Training Programme on Development through Self Assessment for DIC officials of the Gujarat State'. Also seen in the picture are (right to left) Mr. Ashok Chawla, Commissioner of Industries, Govt. of Gujarat, Dr. V.G. Patel, Vice President & Director, EDI and Mr. Ramesh Dave, Programme Director.

## EIGHTH TRAINING PROGRAMME ON INDUSTRIAL PROJECT PREPARATION AND APPRAISAL

EDI organised the 'Eighth Training Programme on Industrial Project Preparation and Appraisal' during February 16 - March 6, 1998. This was the first programme offered by Inter-Regional Centre (IRC) for Entrepreneurship and Investment Training (set up jointly by the UNIDO and Government of India) at EDI in line with its mission to build country capacities for promoting investments in industrial sector.

The programme was attended by 20 professionals from development financial institutions, commercial banks and professional organisations and government institutions engaged in Industrial Project Preparation and Appraisal. The participants represented 12 developing countries in Asia & Africa such as; Bangladesh, Bhutan, Cambodia, China, Indonesia, Tanzania, Sri Lanka, Seychelles, Ethiopia & India.

The programme objectives were to enhance knowledge and skills of participants in preparation and appraisal of industrial investment projects; facilitate experience-sharing among participants in the area of project development cycle; and develop a core group of professionals well-versed in industrial project identification, preparation and appraisal leading ultimately to well-studied industrial projects and prudent investment decisions.

In consonance with the objectives, the course contents focused on providing insight into some important aspects like; Market Analysis, Technical Analysis, Financial Analysis, National Cost - Benefit Analysis, Computer Model for Feasibility Analysis and Reporting (COMFAR), Entrepreneurial Assessment and Project Development cycle.

The participants were also taken on Industrial/Institutional visits to provide them practical knowledge.

The valedictory function of the programme was organised on March 6, 1998. The Chief Guest for the function was Ms. Pratibha Karan, Jt. Secretary, Dept. of Industrial Policy & Promotion, Ministry of Industry, Government of India and Special Guest was Mr. Wilfred S. Nanayakkara, UNIDO Country Director for India & Bhutan.

The Chief Guest, Ms. Pratibha Karan said that the world is witnessing an irreversible process of



Seen in the picture during the valedictory function of the programme are Ms. Pratibha Karan, Jt. Secretary, Dept. of Industrial Policy & Promotion, Ministry of Industry, Dr. V.G. Patel, Vice President & Director, EDI, (on her left) Mr. Wilfred S. Nanayakkara, UNIDO Country Director for India and Bhutan (on her right) and Mr. B. P. Murali, Prog. Director.

liberalisation, privatisation and globalisation. For the industrial ventures to emerge, sustain and grow in such a dynamic environment, the 'managers' should foresake traditional management tenets and focus more on changes in the business processes and strategic alliances. The 'entrepreneurs' should sharpen their competencies and aim at meeting global standards even if they have to operate locally; and the 'investment decision makers, appraisal officers and the like' should try to take decisions not on the basis of local economy or local markets, but on the strength of the competitive edge of an enterprise, said Ms. Karan.

Ms. Karan felt happy that twenty professionals from 12 countries had taken part in this training programme and mentioned that this was an indication of the importance being given to acquisition of skills in the area of investment decision-making.

She felt that the presence of Mr. Nanayakkara was a firm indication of the involvement of UNIDO. From Government of India, she assured EDI of

continued support in this important initiative. Ms. Pratibha Karan concluded by congratulating the participants for having successfully completed the training programme.

The participants felt that the programme was extremely beneficial, giving them expert knowledge on certain significant areas like project development cycle; identifying data requirements & analysing their suitability for preparation of industrial feasibility studies; discussing the stages of feasibility report preparation, carrying out computer supported comprehensive appraisal of financial & economic viability of projects through COMFAR, taking rational industrial investment decisions and understanding the process of assessing a promoter on entrepreneurial competencies.

According to the Project Director, Mr. B.P. Murali, the programme was rated at a very high level. The programme inputs were highly appreciated by the participants who said that they had acquired deep insight & knowledge on the subject.

(Contd. from Page 3) SECRETS OF FAMILY BUSINESS MANAGEMENT

A variety of teaching methods such as case discussions, role plays, sensitivity training, written exercises, lectures and discussions were employed to impart knowledge and develop skills. Participants were also exposed to a series of experiences in succession planning. Moreover, besides the institute's faculty members and other distinguished experts, corporate connoisseurs were also invited to speak on the subject and share their experiences.

As follow-up support, the institute offered to help them through counselling and other ways in the process of implementing their entrepreneurial plans.

The valedictory function

was presided over by Dr. V.G. Patel, Vice-President and Director, EDI. Dr. Patel felt that the course curriculum should keep the current trends & scenario in view so that the participants learn how to effectively carry on with their activities. The participants expressed that the programme had broadened their understanding in terms of family business and the issues related to them. They felt that it had given them some concrete ideas about the strategies to be adopted, besides enabling them to learn how to communicate their ideas. One valuable suggestion received was to involve parents in these programmes. Steps in this direction are being taken for the forthcoming programme.

## 'MEET' OF THE CHIEF EXECUTIVES OF NATIONAL AND STATE LEVEL ED ORGANISATIONS



Chief Executives of National & State Level ED Organisations

Left to Right : Shri B. P. Rayaguru (IED, Orissa), Dr. B. N. Biswal (Head Ent. NISIET), Shri Lakshman Prasad (IED, Bihar), Shri M. L. Gupta (Director, DST), Dr. P. N. Misra (CEDMAP), Shri Md. Zakir (CGM, IDBI), Dr. Sundeep Khanna (Principal Sec. Con. & Ind., Govt. of M.P.), Dr. V. G. Patel (V.P. & Director, EDI), Shri Ramesh Dave (Sr. Faculty, EDI), Shri G. Nagaraju (CEDOK), Shri P. C. Gupta (HPCED), Shri B. V. Rathod (MCED), Dr. S. P. Mishra (IED, UP) and Shri H. K. Mittal (National Consultant, UNIDO)

To strengthen entrepreneurship activities at the national level and empower the state-level ED institutions to cater to the growing needs of entrepreneurial activities among masses, EDI took the initiative by providing a forum to the Chief Executives of Institutes of Entrepreneurship Development (IEDs)/ Centres for Entrepreneurship Development (CEDs) for exchange of experiences so that logical solutions could be found for problems affecting entrepreneurship development.

This year, Centre for Entrepreneurship Development Madhya Pradesh, hosted the meet at Bhopal during 6th and 7th May, 1998. Chief Executives of several state level institutions, representatives of EDI and National Institute for Small Industry Extension and Technology (NISIET) and senior officials of IDBI, Department of Science and Technology and UNIDC participated in the meet.

Bearing in mind the need to bring about a change in tools, techniques & approach adopted for

entrepreneurship development, some of the issues that were discussed widely were :

### Corpus Fund

Most of the IEDs/ CEDs are facing problem of finance to meet their day-to-day requirements. Hence in the last Meet a decision was taken to raise corpus fund and to get assistance for working capital from financial institutions. The delegates were informed that the U.P. Govt. has taken a decision not just to create corpus fund in the IED but also to contribute Rs. 1.25 crore (50% of the total planned amount). Dr.V.G.Patel, Vice-President & Director, EDI said that while importance of corpus fund to IEDs/ CEDs cannot be ruled out, it is equally important that commitment from State Govt comes first and then other institutions be approached.

### Nodal Status

The need for according Nodal Agency status to IEDs/ CEDs was also emphasized upon. The delegates felt that since IEDs/ CEDs are being considered as

nodal agencies of respective states for ED activities, all the programmes (EDPs, PMRY, etc.) should be routed through IEDs/ CEDs.

### New Programmes initiated by IEDs/CEDs

The meeting provided a forum for exchange of ideas on new initiatives taken by different organisations for not only generating more revenue, but also for giving a chance to trainers to test their own competencies in activities other than EDPs. The innovative programmes by different IEDs/CEDs were also discussed at length.

### Changes in present EDP structure

It was felt that certain changes should be brought about in conducting EDPs, keeping pace with the increasing awareness about self-employment activities, product requirements, cost, etc. Dr.V.G.Patel, Vice-President & Director, EDI, said that evaluation of EDPs should be taken up by each IEDs/CEDs to put its achievements / shortcomings be-

fore planners and policy makers, sponsors and also to introduce changes in the training technologies for different target groups. This, he felt, would strengthen credibility of the organisation and the programme.

### Creation of Forum of ED Institutes

It was decided that a 'Federation of Entrepreneurship Institutions' should be formed to fulfill the needs of all ED institutions. Members also discussed that the Federation's immediate work will be to prepare the base paper for submission to the Planning Commission and Finance Minister, Govt. of India, for allocation of resources for ED activities. Preparing a proposal for micro and tiny industries, i.e. smallest among the small units should get priority. It was also decided that the cases of EDP trained entrepreneurs need to be put up before financial institutions and government organisations.

Heads of all the organisations were of the view that national level ED institutions like EDI,

NIESBUD, NISIET should take up the task of preparing literature, organising Trainers' Training Programmes & specialised area programmes. It was also felt that these institutions should provide faculty support in organising programmes which are new/innovative in nature.

Dr. Sundeep Khanna, Principal Secretary, Commerce & Industry Dept., Govt. of M.P. and Chairman of CEDMAP, Bhopal also interacted with delegates in the concluding session of the meet. Dr. Khanna assured all organisations engaged in entrepreneurship development activities of his complete support and involvement.

The meeting reviewed the working methodology, facilities, resources, problems, etc. of ED organisations. All the delegates responded positively to the recommendations made after the evaluation. It was also unanimously agreed upon that new models of inputs and innovative training programmes be introduced by these organisations.

## FORTHCOMING INTERNATIONAL CONFERENCES / SEMINARS

**Third International CEFE Conference and Institutional Trade Fair**  
(14-18 September, 1998 - Belo Horizonte, Brazil)

The theme of the conference is "How can enterprise training be developed in a sustainable way?" The programme will be useful for entrepreneur-trainers, HRD managers and small business owners. A trade fair follows the conference on product and services of enterprise training organisations.

For more information, write to:  
Rainer Kolshorn

CEFE International GTZ, Postfach 51 80 65726 Eschborn  
Germany Fax: ++49 6196 791115 E-mail: rainer.kolshorn@gtz.de

### 28th European Small Business Seminar

(16-18 September 1998 - Vienna, Austria)

The theme of the seminar is "Creating Jobs: New Demands on SMEs and Their Support Partners". The seminar focusses on the role of SMEs in changing society, contribution of SMEs in reducing unemployment, role of SMEs in European economy, etc. The seminar is targeted at entrepreneurs from successfully growing SMEs, management trainers, consultants, financial agencies and policy makers. For more details, write to:

ESBS Secretariat / WIFI Osterreich

Wiender HauptstraÙe 63, P.O.Box 130

A-1045 Vienna, Austria,

Tel: ++43 1 501 05 3025, Fax: ++43 1 502 06 253

E-mail: 28thesbs@wk.wifi.at <http://www.wifi.at/efind/efmd.htm>,

### 25th International Small Business Congress

(11-14 October, 1998 - SAO PAULO, Brazil)

The theme of the Congress is "Employment - The Great Challenge, Small Business - The Great Solution". The Congress touches the issues on small business and job creation; globalization, trade blocs and small business; small business financing; entrepreneurship education; technological innovation, etc. The Congress will be useful to small business owners, managers, financial agencies, academicians and researchers.

For more details, write to:

25th International Small Business Congress

Rua Itamirindya, 1, 05429-060 Sao Paulo SP, Brazil

Tel: (5511) 815 4319 / 212 8213, Fax: (5511) 210 6419

E-mail: isbc98@acsp.com.br

### The 26th Annual International Small Business Congress

(12-15 October, 1999 - Toronto, Canada)

The theme of the Congress is "Small Business - Smart Business". The Congress focuses on management practices to be followed to become smarter and more competitive in the global economy. The Congress would also highlight the importance of business information, business management practices and finance. The Congress will be useful to SMEs.

For more details, write to: ISBC'99 Conference Secretariat,

Fax: (613) 954-5492, E-mail: isbc1999@ic.ge.ca

URL: <http://strategies.ic.ge.ca/isbc>

## New EDI Publication 'CLEARS' BULLETIN

EDI has launched a quarterly publication entitled 'CLEARS' bulletin (Current Literature on Entrepreneurship and Related Subjects). In this publication, bibliographies of journal articles published in about 100 national and international periodicals are indexed. The issue for the first quarter of 1998 has already been released.

The publication caters to the information needs of ED organisations, TCOs/ NGOs, Business Schools, Students and Research Scholars working in the area of entrepreneurship. The annual subscription is Rs. 200/- (4 issues). For a sample copy of the bulletin and subscription order form, please write to : The Librarian at EDI, Ahmedabad.

**FORTHCOMING PROGRAMMES AND WORKSHOPS OF EDI  
AUGUST-DECEMBER, 1998**

**NEW INITIATIVE**

- Postgraduate Diploma in Business Entrepreneurship and Management (August 1998-July 1999) for Graduates from any discipline.

**For Potential Entrepreneurs**

- Open Learning Programme in Entrepreneurship (OLPE) (October and December batches). 9 – month correspondence course with personal counselling.

**For Existing Entrepreneurs**

- SIDBI sponsored Growth Programme for Women Entrepreneurs at Chennai (August 27-30 & November 28-30).
- One-day Sector-Specific Seminars at EDI campus on Challenges & Opportunities in
  - Drugs & Pharmaceuticals September 18
  - Food & Agro Processing September 30
  - Communication/Electronics October 30
  - Bio-technology November 26

**For Bankers / Officers from Financial Institutions**

- Advanced Training Programme on Financial and Economic Analysis of Industrial and Infrastructure Projects through UNIDO's Software – **COMFAR III** Expert at EDI campus (September 14-25)
- Best Banker's Award (November 11) to recognise those 'entrepreneurial bankers' who financed REDP-trained entrepreneurs.

**For Teachers / Educationists / Academicians**

- Faculty Development Programme in Entrepreneurship at EDI campus (December 28, 1998 – January 15, 1999)
- Workshops in Delhi on Introducing Entrepreneurship in Formal Education System
  - At school level November 5
  - At higher education level November 6

**For NGO Chief Executives / Trainers and Extension Workers**

- 2-week Trainers' Training Programme on Rural Entrepreneurship Development (RED) at Lucknow (September).
- SIDBI sponsored Refresher Workshop on Informal Micro Credit Delivery System (IMCDS) at Lucknow (October)
- Workshop on RED strategy at Calcutta (August 18-20)
- SIDBI sponsored 4-day Workshop on IMCDS at Hyderabad (August) and Jaipur (October 12-15)
- National Meet of NGO Entrepreneur Trainer Motivators (ETMs) at EDI campus (November 11-13)
- Best Rural ETM's Award (November 11) to recognise his/her contribution to REDP movement.

**For ED Trainers, Business Counsellors & Consultants**

- Business Opportunity Guidance (BOG) based on Information Technology (INFOTECH) at EDI campus (August 12-14)
- Effective Business Counselling Programme at Chennai (August 22-26)
- Skill Development Programmes for organising
  - Students' camp on Entrepreneurship (November 26-28) and
  - Growth-cum-Counselling Programme (November 30 – December 5)
- Introduction of New Management Inputs in EDPs at EDI campus (December 7 – 12)
- Best Women ETM Award (November 11) to recognise their contribution in promoting activities among women

**International Programmes**

- Commonwealth Secretariat sponsored Women ETMs' Programme for developing countries at EDI campus (September 1-25)
- UNIDO sponsored 9<sup>th</sup> Training Programme on Industrial Project Preparation & Appraisal at EDI campus (December 5 – 22)

For further information please contact : Publicity and Promotion Cell at EDI

**“ENTREPRENEURSHIP” IN  
NORTH-EAST REGION**

Mr. Gunir Hazarika, Hon'ble Minister of Industry, Govt. of Assam inaugurated a one-day workshop on 'Growth of SMEs & Entrepreneurship in NER', organised by EDI at Indian Institute of Entrepreneurship (IIE), Guwahati.

Highlighting the problems faced by the North-East Region such as; inadequate infrastructure, absence of indigenous entrepreneurship, non-availability of trained manpower, lack of proper communication network with the rest of the country, higher growth rate of population, etc., Mr. Hazarika mentioned that 'Entrepreneurship' is one of the options that can change the face of the region. It will not just accelerate the process of growth but also reshape the economy. He appealed to the youth of the region to come forward and set up their own ventures. Such a step, he said, would provide self-employment opportunities as well as generate employment for others. While appreciating the initiatives taken towards accelerating the process of entrepreneurship development in the region, the Industry Minister of the state felt that the workshop is a great attempt to facilitate existing/potential entrepreneurs, trainer-motivators, policy-makers and officials of the support network in understanding long term strategies required for growth of SSIs and entrepreneurship in the region. Mr. Hazarika expressed hope that the workshop will motivate the people, sensitise the environment and bring about a general awareness on the importance of SME growth in the Region.

While briefing the participants on the objectives of workshop, Mr. Sareen, the Workshop Director, mentioned that the workshop would aim at

- exposing the participants to the changing socio-economic scenario and their role in it,
- sensitising the environment for growth of SMEs & entrepreneurship in NER,
- creating awareness about entrepreneurship & importance of SME growth in NER and
- identifying organisational & institutional support that can be provided to ETMs to help them accomplish their goals.

**SIDBI AWARD**

During the workshop, the 'Best Entrepreneur Trainer-Motivator Award for North East Region' was also presented. Looking at the significant and multidimensional role an Entrepreneur Trainer-Motivator (ETM) plays in promoting entrepreneurship, especially in the rather difficult North-East Region, Small Industries Development Bank of India (SIDBI) announced an award, comprising a cash prize of Rs. 21,000/- and a citation, for the Best ETM of NER.

The award was presented to Mr. Jiten Ch. Kalita, Ass. Faculty, Indian Institute of Entrepreneurship (IIE), Guwahati.

Highlighting the achievements of Mr. Kalita, Mr. S.B. Sareen, the Workshop Director and Faculty, EDI, mentioned that Mr. Kalita had conducted 12 full-fledged EDPs and a number of short duration awareness programmes. Out of 314 trainees that he has trained, 104 have already set up their enterprises. This success rate of 33% is indeed an achievement considering the poor geographical location, illiteracy as well as infrastructural constraints of the area. Mr. Kalita truly draws our appreciation on account of his dedication and commitment, said Mr. Sareen.

The workshop focussed on the following issues :

- \* Scope for SME development in NER
- \* Necessary & sufficient conditions to facilitate SME development in NER
- \* Entrepreneurship & socio-cultural ethos & values in NER

**LATEST PUBLICATION OF EDI  
HANDBOOK FOR NEW ENTREPRENEURS**

Edited by Dr. P. C. Jain  
(Published by Oxford University Press)

The handbook is designed to serve as a manual for those considering or engaged in entrepreneurial activity and provide a step-by-step guide to building your own business.

This handbook is designed in such a way that each chapter can be read alone or as part of a thematic unit. Taken together, the various chapters demonstrate that the entrepreneur is the ultimate general manager, responsible for orchestrating the relationship between different parts of the enterprise. This book will be highly useful for business persons, new entrepreneurs, managers, students of management studies as well as those involved in technical and vocational training and consultancy.

The handbook costs Rs. 595/-. It is available at all leading book-stalls and EDI. EDI offers 10% discount to educational /training institutions, Government, semi-government departments, libraries, NGOs/VOs and ED organisations.

Published by : Publicity & Promotion Cell, on behalf of the Entrepreneurship Development Institute of India, Near Village Bhat, Via Ahmedabad Airport & Indira Bridge, P.O. Bhat 382 428, Gujarat, India  
Telephone No.: (079) 2864084, 2864331, 2869068  
Fax : (079) 2864367  
E-Mail : edindia@ad1.vsnl.net.in  
Gram : ENDINDI, Ahmedabad

Bangalore Office : No. 133, XI 'A' Cross, II Stage, West of Chord Road, Bangalore-560 086.  
Telefax : (080) 3496580, 3490384  
E-mail : ediro@giastp01.vsnl.net.in

Lucknow Office : 432/36 Kala Kankar Colony, Old Hyderabad, Lucknow-226 007.  
Phone : (0522) 387820 Fax (0522) 387856  
Email : edinro@lw1.vsnl.net.in

Designed & Printed by : Chandrika Printery, Mirzapur Road, Ahmedabad-380 001. Phone : 5620578