

# EDI Reports

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## From the Director's Desk



## Memorandum to SSI and Finance Ministers

The network of national and state entrepreneurship institutions, now formalised into Federation of Entrepreneurship Development Institutions (FEDI), had its second meeting in December, 1999. Two major issues were discussed by Heads of Entrepreneurship Institutions: one, of financial instability of several organisations in absence of a corpus fund; and second, of declining sponsorship support for Entrepreneurship Development Programmes. The first is playing havoc with performance of the organisations and the second has put in question the long-term survival of the ED training strategy. It was decided that a representation be made to Finance Minister, Govt of India to make budgetary provisions in the National Budget 2000 since the ED strategy was critical for creating new enterprises and generating self-employment and productive employment as well as their regional spread.

A Memorandum, though hastily prepared, was submitted and did receive serious attention both in the Department of Small Scale Industries, which is directly connected with entrepreneurship development activities as well as the Finance Ministry. EDI was privileged to have the distinguished Minister of State for Small Scale Industry, Gol, Smt. Vasundhara Raje at the Institute and provided us an opportunity to make a presentation about the Federation, the organisational issues, cost benefits of EDPs and need for government support. We were all inspired by her very encouraging comments and response, appreciating the importance of EDPs and assuring support to ED movement by giving serious considerations to our Memorandum. And as a follow-up of this significant visit, we could have Secretary (SSI), Gol, Shri D.P. Bagchi at the Institute shortly after, where further briefing took place.

### **The Crux of our Budget proposal was as follows:**

1. It is proposed to create an entrepreneurship development fund for credit-linked entrepreneurship development and capacity building initiatives. The 2000-01 budget can make a pioneering beginning by providing (a) Rs. 75.00 crore for various E.D. Programmes and institutional support; and (b) Rs. 725 crore for credit for enterprise creation by first generation entrepreneurs from young graduates, unemployed, women, urban and rural poor and employees.

2. As a result, (i) 72,000 new enterprises will come up, providing direct fulltime, sustainable employment to about 220,000 persons at a training cost of only Rs. 1500/- per job created; (ii) it will enhance performance, competence and strength of about 5000 existing entrepreneurs for growth and reduce failures; (iii) national institutional capacity will be built equipping all the states with competent proactive and gender sensitive professionals and officers to derive self-employment and employment generation benefits for years to come.

In response, the Finance Minister has created a fund to remove credit constraints to new (micro) entrepreneurs in the Budget, the SSI department has taken one very positive decision i.e. to form a Committee under the Chairmanship of Additional Secretary & Development Commissioner (Small Scale Industries) for net-working with entrepreneurship development institutes. Our proposal is to be discussed

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*Ms. Vasundhara Raje, Hon'ble Minister of State for Industry and Agro & Rural Industries, Govt. of India, being briefed by Dr. V. G. Patel, Vice President & Director, EDI, on the powerhouse that is the EDI Library and Information Centre. Also seen in the picture is Mr. B. P. Murali, Chief Faculty, EDI.*

in that Committee. Most FEDI Members are represented in this Committee. We have succeeded, therefore, in creating a mechanism within the government for discussing issues related to the ED movement. This is a significant and encouraging development and we should be able to secure necessary support on merit. Our case for support is backed-up by four strong reasons:

1. Entrepreneurship Development Programmes (EDPs) which create new enterprises through the unique Indian approach of identification, motivation, training and counselling, yield one of the best results in terms of investment, output and employment generation for every rupee spent on training. It is sound economics.
2. For the national agenda of "job-oriented growth" and prominence to SMEs, entrepreneurship development strategy is most effective in poverty alleviation and serving "Swadeshi" ideal by creating, developing and strengthening indigenous entrepreneurs. It is sound politically.
3. A comprehensive regional network of national entrepreneurship institutions (EDI-Ahmedabad; NISIET-Hyderabad; NIESBUD-New Delhi and IIE-Guwahati) and nine operating state-level institutions (and 3 more in the offing) already exists, backed-up by over 500 professional and specially trained trainer-motivators in semi-government and non-government organisations. Necessary capacity to develop entrepreneurs from all walks of life in any region of India is available, backed-up by more than two decades of successful experience. We are ready to deliver.
4. Funding for entrepreneurship development programmes

is disappearing in absence of any national scheme or provisions. There is a critical need to be met.

All of us in the ED movement must now soundly present our case for adequate EDP funding and corpus fund support from Centre and State.

**- V.G. Patel**



*Authored by Prof. V. Padmanand and Prof. P.C. Jain, EDI, SAGE has recently published the book titled 'Doing Business in India', Street Smart Entrepreneurs in an Imperfect Market Place. Seen above is Prof. Padmanand presenting a copy of the book to Shri D. P. Bagchi, Secretary (SSI), Dept. of Small Scale Industries and Agro and Rural Industries, Govt. of India and EDI Governing Body Member. Dr. V.G. Patel, Vice-President & Director, EDI is also seen in the picture.*

## NATIONAL CONVENTION OF ENTREPRENEUR TRAINER-MOTIVATORS (ETMs)



*Dr. V. G. Patel, Vice President & Director of EDI proffering his impressions on 'the ideal trainer-motivator', during the National Convention of ETMs held at EDI campus. Also seen in the picture are (From L-R) Mr. S. B. Sareen, Convention Director, EDI, Mr. L. Prasad, Director, IED, Bihar, Mr. R. Jayaraman, Member Secretary, CED-Madurai and Mr. H. K. Mittal, Director, DST, Gol.*

'Technical advancement', 'economic development', 'progressive society', 'innovation' are the buzzwords today and in some way or the other related to supply of entrepreneurs in society. Dearth of entrepreneurs is one of the reasons cited for the economic backwardness of a region.

Becoming an entrepreneur is contingent upon the 'motivation to achieve'. It is here that an entrepreneur trainer-motivator's (ETM) role assumes extra-ordinary significance. It is an ETM who is instrumental in changing the mindset of first generation entrepreneurs, thus inducing them to exploit the environment, existing opportunities therein and assume self-sustaining career in industry & trade. To a potential entrepreneur, an ETM provides guidance by acting as a counsellor, co-ordinator and project formulator. The follow-up and support services extended during the last stages of training further concretize an ETM's zeal to facilitate enterprise creation and growth.

It is, therefore, very important to strengthen this cadre of ETMs by identifying and analyzing and setting right, organizational and individual problems that they come across in implementing Entrepreneurship Development Programmes.

EDI has been organising national convention of ETMs with a view to listing out the problems related to conducting EDPs and providing a platform for interaction among field trainers and ED professionals so that they share their rich and varied experiences and work out effective strategies.

The ninth National Convention of ETMs which was organised during December 27 - 28, 1999 focussed on exposing the participants to the changing economic scenario and their role in that and helped them evolve a long term plan for growth and success of ED related activities on a sustainable basis.

As many as 75 ETMs, resource persons and officials from IEDs/ CEDs, Non-Government Organisations, Voluntary Organisations and Regional Engineering Colleges and Chief Executives of Institutes and Centres of Entrepreneurship Development, participated in the convention.

Mr. S.B. Sareen, Convention Director and Faculty Member, EDI presented a paper titled 'Entrepreneurship Development in the Changed Scenario and Role of an Entrepreneur Trainer-

Motivator'. Mr. Sareen opined that the concept of entrepreneurship should be deeply etched in the psyche of society and that all round efforts must be undertaken to promote it as a respectable and a viable career option.

Entrepreneurship Development Programmes, he said, require modifications in terms of duration and inputs while the overall structure could perhaps be retained. Other than awareness generation of sustainable options available to SSIs, advanced training and teaching equipment, utilisation of computers and the internet must be stressed, he emphasized. Issues of project identification and implementation, product and market diversification etc. could be given more significance.

With regard to inputs, he suggested revision of BOG module and redefined the business management inputs including certain new components in it. Practical on-the-job training, he said, should be an integral part of the programme.

Mr. Sareen concluded by putting forth that the core of ED programmes and institutions is an entrepreneur trainer-motivator and he/ she needs to develop a high degree of

specialisation with regard to BOG and Management so as to meet the requirements of a fiercely competitive industrial environment.

The participants appreciated the efforts on the part of EDI for providing a forum for exchange of field experiences and deliberating on the efficacy of the current practices adopted in developing entrepreneurs through EDPs.

The participating members felt that the EDP model which was evolved around 2 decades back be restructured in context with the recent scenario. Aspects such as; duration training inputs, new sources of finance, product specific programmes, etc. must be reconsidered, opined the members. Accordingly, a revised EDP model will be developed on these lines for use of ETMs.

All those present felt that the convention made them feel the responsibility they had undertaken and how important it was for them, than a person from any other profession, to work with singular motive and determination. The participants opined that such conventions should be organised frequently so that the existing practices could be reviewed and suitable decisions be reached.

## EDI FACULTY ON A STUDY TOUR



*Dr. Naresh Singh, Faculty, EDI (5th from right) seen with other members of the Study tour.*

For the Government of India's prestigious project, the 'India-Australia Training and Capacity Building Project', trainees were drawn from national level training institutions, Government Organisations and NGOs.

EDI was selected, under the category of national resource institutions, and Dr. Naresh Singh, a Faculty Member represented EDI in this training-cum-exposure programme.

The programme focussed on incorporating micro finance component in Integrated Child Development Services (ICDS) project under Indira Mahila Yojana (IMY), being executed by the State Departments of Women & Child Development under the aegis of Department of Women & Child Development, Ministry of Human Resource Development, Government of India. As of now, the project was an assimilation of various components viz., health,

education and nutrition for women and children in rural areas. Recently, the government introduced the concept of micro finance so that women could be oriented towards income generating activities and thus become self-reliant. This, it was felt, would also make the project self-sustainable, making way for the government to withdraw support from one group and extend the same to other.

The trainees identified for the project were, therefore, trained in providing training to the ICDS officials so that they in turn could execute the conversion plan of ICDS project effectively and also provide training to the officials and workers working in the project. The trainees visited Grameen Bank, Association for Social Advancement (ASA), Bangladesh Rural Advancement Committee (BRAC) and Credit & Development Foundation (CDF) at Bangladesh for getting hands on exposure to the working methodology of these organizations. They also visited Bank Indonesia and Bank Rakyat Indonesia, besides various other projects of micro finance in Indonesia that are coming up.

These field visits were followed by a 2-week training programme on micro finance organized by Micro Finance Services Pvt. Ltd. in The University of Queensland at Brisbane, Australia during January 24 to February 4, 2000.

According to Dr. Naresh Singh, "This exposure-cum-study programme had umpteen benefits. I saw from close quarters the growth of micro finance sector at the global plane. The field exposure on different aspects of micro finance in Bangladesh and Indonesia has helped me develop a cross-cultural perspective about the differences in both the methodological framework and the delivery pattern of the micro finance models in India and abroad. The advanced training in Australia has enhanced my knowledge and skills on the subject. The programme would certainly enable me to design effective training modules for the NGOs involved in micro finance sector."



*Dr. V. G. Patel, Vice President & Director, EDI giving away EDI instituted Best Entrepreneur Trainer-Motivator Awards to Mr. Sunil Chandak, Director, Udhogwardhini, Nasik (first winner) and to Mr. Rakesh Kr. Thakur, Programme Co-ordinator, Gandhi Sewa Ashram, Mungeli, MP (second winner) during the National Meet of Entrepreneur Trainer-Motivators.*

It is an attitude of encouraging excellent work that guarantees further remarkable results. EDI has been doing exactly this with its biennial awards for Entrepreneur Trainer-Motivators. The winners of this prestigious national award are judged on the basis of the success of Entrepreneurship Development Programmes conducted by them other than the ones sponsored by the Department of Science and Technology.

The competition was open to all trainers who were full time and have conducted at least five non-science & technology Entrepreneurship Development Programmes. Parameters such as; average success rate in terms of enterprises set up, consistency in performance, location at which EDPs were conducted, commitment to the profession, educational and professional qualification, competence as a trainer-motivator and ratings of referees form the basis of selection. This year there were 25 nominations from 26 organisations spread over 14 states.

The Award Winners :

The first award winner was Mr. Sunil Chandak, Director, Udhogwardhini, Nasik, Maharashtra. Mr. Chandak has conducted 22 EDPs for different target groups in his career of 14 years as an ETM. He has also received training at EDI.

While organising EDPs Mr. Chandak brought about several innovations and changes in the traditional EDP model. But still the results did not satisfy him and he started his own organisation so that he could conduct EDPs in his fashion which according to him were more effective.

He has trained and developed 608 entrepreneurs till date and out of these 463 have already started their industrial ventures, which means a commendable success rate of 75%.

The winner of the second award was Mr. Rakesh Kr. Thakur, Programme Co-ordinator at Gandhi Sewa Ashram, Mungeli, Madhya Pradesh. He took up the challenge of working in the Bilaspur district of Madhya Pradesh laden with several problems like lack of support system, infrastructural constraints, limited market, investment capacity and many other constraints.

He has trained 166 potential entrepreneurs in his career of 6 years, out of which 134 have already set up their enterprises. An enviable success rate of 81%. He conducted his first EDP in 1993 in Mungeli, a small village of Madhya Pradesh where people did not know what EDPs were. Even the bankers were apprehensive and not ready to finance. Mr. Thakur had to convince them and with all his efforts and persistence, he managed to do this. Today, he has established an excellent rapport with bankers and government officials, which makes it easier for his trainees to access them. The hard work and achievements of Shri Rakesh Thakur do not pass unnoticed and draw our heartfelt appreciation.

The awards were presented by Dr.V.G.Patel, Vice-President and Director, EDI. Dr. Patel congratulated the award winners and the entire cadre of ETMs for the contribution they were making to the development of the society. Dr. Patel assured the ETMs of his complete support and guidance whenever required and urged them to go ahead with determination towards their goal.

It was not just the award winners who were elated but all the ETMs present for the function as they felt the awards had brought laurels to the entire cadre. According to the winners, the awards had boosted their morales and motivated them to look for more creative, innovative and effective ways and means of conducting EDPs.

## **ENCOURAGING TRADE COOPERATION BETWEEN THE INDIAN & EUROPEAN SMEs**



*Shri Sureshchandra Mehta, Hon'ble Industry Minister, Govt. of Gujarat giving away his inaugural speech during the Launch Workshop of the ENTRIXIE project in India.*

With the growing accent on economic development, the focus on small-scale sector has become indispensable. Small and medium enterprises have the advantages of adaptability and flexibility, vital for maintaining competitiveness in the international market. This, coupled with knowledge on international business environment, will help them find new markets for their products and services as also new partners for joint venture collaborations. Such inter-regional alliances may take definite shape in the form of technological, technical, financial, management and marketing tie-ups.

As is apparent that there is very little bilateral trade between SMEs in the European locations and those in India. Linkages between the two can help small and medium enterprises, in a variety of ways as such a tie-up will serve as a means to remove cross cultural barriers and apprehensions with regard to trade and investment relationships.

Against this backdrop, the EU-India Economic Cross Cultural Programme (ECCP) has taken upon itself the responsibility of encouraging cooperation between European Union and India in a number of fields.

Entrepreneurship Training and Information Exchange for Small Businesses in India and Europe (ENTRIXIE) is one of the 29 projects short-listed by the ECCP to foster business relationships between the European and the Indian SMEs and will serve as a focal point for information mobilisation and dissemination on enterprise-to-enterprise investment opportunities. SME entrepreneurs of the EU and India will benefit manifold by way of establishing and fostering fruitful business relationships. Initially, the ENTRIXIE project will target SME entrepreneurs of Bangalore and Ahmedabad in India and those in other three partner regions. The partners involved in the project include (1) Training 2000, Blackburn, UK (2) BfZ, Essen, Germany (3) Bfl, Linz, Austria and (4) EDI, Ahmedabad, India. This mutually beneficial relationship will be accomplished by way of providing training and orientation programmes, using telematics, arranging seminars and exchanges as to facilitate partnerships for the willing owners and managers of small businesses in the partner regions.

The inaugural function of the Launch Workshop of the ENTRIXIE Project was held on EDI campus on January 8, 2000. The Chief Guest for the function was Shri Sureshchandra Mehta, Hon'ble Industry Minister, Govt. of Gujarat. The function began with the welcome address of Dr.V.G.Patel, Vice-President & Director, EDI.

Dr. V.G.Patel, in his speech, said that in the ENTRIXIE Project, Ahmedabad and Bangalore have been selected on a pilot basis as they are amongst the leading industrial states. Gujarat, he said, scores above other states as far as good governance is concerned as this included all basic facilities necessary for industries to flourish. This project, he said, will now ensure that SMEs of India & Europe benefit immensely. Highlighting other aspects of the project, he said, that it is based on exchange of information technology, leading to mutually beneficial relationship. He also highlighted the importance of training for entrepreneurs. He concluded by saying that in this pilot project, tie-ups, funding, markets, etc. will benefit both Indian and European entrepreneurs.

Shri Sureshchandra Mehta began his inaugural speech by highlighting how the event brought in a milestone in the global networking of entrepreneurs at a time when the world is keenly awaiting the outcome of the Seattle round of talks of the World Trade Organisation (WTO).

He said that selection of Gujarat is important as it has good infrastructure, resources, besides entrepreneurs who are aware and sound on several fronts. The challenges of the day, he said, are thinking global, gaining competitive edge through new/ appropriate technologies, promoting private investments and facilitating strategic alliances.

He mentioned that the era of liberalisation has exposed the small and medium enterprises of the country to the twin challenges of growth and competition, making it imperative for them to modernise and upgrade their technological capabilities. In this context, the efforts of EDI are appreciable.

He concluded by congratulating all partners and stating that this project will not just benefit the established Pharmaceutical sector of Gujarat but also other sectors viz. Food & Agro, Information Technology, Drugs, Engineering and Leather.

The ENTRIXIE Project will, therefore, immensely benefit the entrepreneurial community at large. The immediate benefits from the project, at the enterprise level will be

- \* Gaining knowledge on enterprise management and opportunity mapping with regard to trans-continental business relationships,
- \* Getting up-to-date information on trading conditions and opportunities in Europe and India
- \* Networking among European and Indian Enterprises leading to linkages in international business, technology transfer and joint collaborations and at macro level
- \* Wider understanding of conditions prevalent in the SME sector in partner countries.
- \* Increased trans-continental trade relationships through synergic effect.

## EXECUTIVE DEVELOPMENT PROGRAMME FOR ZYDUS GROUP : ROUND TWO



*Participants of the Executive Development Programme are seen with (L-R first row) Prof. B. B. Siddiqui, Dr. Sunil Shukla, Programme Director, EDI, Dr. V. G. Patel, Director, EDI and Shri Madhav Kulkarni, Senior Vice President, Zydus Group, Mr. M.A. Suryanarayana, DGM, Training, Zydus Group.*

In 1998-99 EDI had conducted one full round of Executive Development Programmes for Zydus Group, the leading pharmaceutical company of the country. In the first round around 168 Area Business Managers (ABMs) and 32 Regional Business Managers (RBMs) were trained as 'intrapreneurs'. As the company found EDI programmes very important and beneficial, the Zydus group requested the Institute to organise one more round of programmes for them. Accordingly with a view to provide follow-up support and also to impart new inputs, the Institute conducted a series of Zydus Executive Development Programmes between July 1999 and February 2000 at EDI campus and in nine batches about 200 executives were trained. The theme and the contents were finalised through intensive data analysis and as per the requirements of the Zydus group. The programmes were conducted on the following important themes :

1. Interpersonal Relationship
2. Team Building
3. Motivating Self and others
4. Leadership
5. Role Efficacy
6. Vision and Values
7. Stress Management

The programmes were very well received. During the valedictory function of the last batch Mr. Madhav Kulkarni, Senior Vice-President, Zydus Group expressed his full satisfaction with EDI modules, methodology and overall impact on ABMs. Mr. Kulkarni hoped that similar programmes would be organised in future for RBMs and Senior Business Officers also. Mr. M.A. Suryanarayana, DGM, Training of the group thanked Dr.V.G.Patel, Vice-President & Director, EDI and Mr. Ganesh Nayak, President, Zydus Group, for their guidance and suggestions. Dr. Sunil Shukla and Prof. B.B.Siddiqui of EDI conducted the programmes.

## EDI ON THE INTERNATIONAL PLANE

Under the umbrella of the Inter-Regional Centre for Entrepreneurship and Investment Training, country programmes have been planned to build capacities in the areas of investment promotion and entrepreneurship development for developing countries in South Africa, Sub-Saharan Africa and Arab regions.

### In Arab Region

A training programme for trainers engaged in entrepreneurship was held in Bahrain during June - July 1999. As an extension of this training programme, a 1-week Refresher programme was organised during 13 - 17 November 1999. 21 Bahraini trainers took part in the programme. The basic objective of the programme was to initiate preparations for the training of potential entrepreneurs that was then proposed to be held during early part of the year 2000.

Apart from deliberating on certain key aspects of training potential entrepreneurs, the Refresher Programme led to the preparation of an action plan for further activities. Teams were formed to;

- ❖ identify business opportunities,
- ❖ promote the programme & select the participants,
- ❖ finalise curriculum and allocate training sessions.

The programme led to preparation of a training package and finalization of the curriculum for training potential entrepreneurs.

Entrepreneurship Development Programme in Bahrain:

Having developed a core team of trainers through capacity building interventions, it was decided to launch a training programme for potential entrepreneurs to achieve the dual objectives of on-the-job training for trainers and facilitate New Enterprise Creation. Keeping this in view, the training programme for potential entrepreneurs commenced on 4<sup>th</sup> March 2000. This 8-week training programme will provide support to the entrepreneurs in the areas of project formulation, technology sourcing and partnerships with Indian SMEs.

### In African Region

Mozambique offers investment opportunities in every sector of the economy. Developing indigenous entrepreneurship potential to exploit such opportunities will lead to overall private sector development, which is considered to be the main agent for economic transformation.

Inter-Regional Centre conducted a programme on Industrial Project Preparation and Appraisal (IPPA) in Mozambique during Dec. 6 - 17, 1999. This was followed by a preparatory workshop during February 2000 wherein EDI was actively involved in preparing the course outline, finalising the country programme for Mozambique and co-ordinating between other agencies involved in the programme. The focus of the preparatory workshop was setting up a steering committee so as to plan, implement, monitor and evaluate the country programme.

The programme during Dec. 1999 was attended by 15 participants representing the Faculty of Engineering, Eduardo Mondlane University, Mozambique Institute of Export Promotion, Technical Department of the National Directorate of Industries, Centre for Promotion of Investments in Mozambique, National Institute of Quality, Centre for Studies on Industrials Standards and Environment, Centre for Studies in Engineering, Ministry of Industry on SME development, specialists and economists.

This programme was of the basic level and has 11 other stages stretched over 18 months and will finally reach completion with the setting up of an Investment Advisory Committee (IAC) in Mozambique. The objectives of this 12-day basic level programme were to;

- ❖ help the participants understand the UNIDO methodology of Project Appraisal and acquire knowledge and skills in preparation and appraisal of Industrial Investment projects,
- ❖ equip the participants with an understanding of techno-commercial aspects of project report preparation and appraisal,
- ❖ provide an insight into the Project Development Cycle, train them in effectively conducting Market Feasibility, Technical Feasibility and Financial Feasibility of a project report,
- ❖ help them introduce the concept of Social Cost Benefit Analysis (SCBA) - a UNIDO methodology,
- ❖ introduce to them to the UNIDO software COMFAR *Expert III* as an effective tool for project preparation and appraisal.

The programme especially focussed on imparting elaborate details on project development cycle and market analysis, technical analysis, financial analysis and social cost benefit analysis and COMFAR *III Expert*.



The methodology adopted for the programme comprised classroom lectures that lay emphasis on explaining concepts and cases so that the participants could get a deeper and practical insight. Many real life situations were also highlighted and discussed at length. Against the backdrop that Mozambique, in the near future, could witness the establishment of a few institutions, be they for marketing support, technical consultancy or development financial institutions, the discussions bordered around concepts relating

to their setting up and successful management.

The participants felt that the programme had immensely benefited them. They opined that the inputs delivered would directly help them as far as their professional work is concerned. Lectures, discussions, practical exercises and other instructional techniques were rated as excellent.

A similar integral country programme is on the anvil for Sudan in the Sub-Saharan Africa.

## ORGANISATIONAL AUDIT OF PUNB, KUALA LUMPUR : A NEW DIRECTION



*Dr. Sunil Shukla presenting a paper during Entrepreneur Competences Seminar*

Perbadanan Usahawan Nasional Berhad (PUNB), Malaysia, i.e. National Entrepreneur Corporation Limited assigned a very unique task to EDI. The task was evaluating the organisation and giving suggestions for increasing its effectiveness and efficiency. PUNB is seven years old and extends a host of services for promoting entrepreneurship in Malaysia. These include :

- ❖ Entrepreneur Assessment and Selection
- ❖ Entrepreneur Training and Counselling
- ❖ Corporate Monitoring
- ❖ Financial Assistance and Investment Analysis
- ❖ Business Development
- ❖ Technical Assistance

In the recent past, PUNB was in the process of reviewing its operations with an objective of revitalizing the organisation and appointed EDI as consultant to carry out an audit of one of its divisions, i.e. 'Entrepreneur Identification and Development Division (EIDD)'. The objective was to study and audit EIDD and its capability in selecting and developing quality Bumiputra (indigenous Malays) entrepreneurs. A 3-member team comprising Dr.V.G.Patel, Mr. Mayank Upadhyay and Dr. Sunil Shukla (Project Coordinator) after critical analysis of the Division submitted its report. PUNB found the report satisfactory and starting initiating actions

for restructuring the organisation and division on the line of suggestions made in the report.

As a part of the assignment, the institute also developed 'A Manual for Entrepreneur Identification and Selection'. About 25 staff members involved in entrepreneur selection/monitoring were also given training on 'How to identify and select potential entrepreneurs through using psychometric tests and applying 'Focussed Behavioural Event Interview (FBEI)' technique.

The team, during this visit, also made presentation to Shri YB Dato Mustapha Mohamed, the Minister of Entrepreneur Development, Government of Malaysia and to His Excellency, the Indian High Commissioner in Malaysia, Shri P.S. Sahay on entrepreneurship development in Malaysia.

On PUNB's special request Dr. Sunil Shukla conducted a public seminar on 'Entrepreneur Competencies' and 'Intrapreneurship'. 55 participants from leading banks and Entrepreneur Development Ministry of Malaysia attended the workshop. Mr. Mayank Upadhyay also made a presentation on 'Financial Analysis' to 30 PUNB staff members. Overall, PUNB assignment was a new initiative. It opens new avenues for the Institute for serving those organisations looking for restructuring and development.

## PROGRAMME ON 'INTRAPRENEURSHIP DEVELOPMENT' For Corporate Executives

A programme on 'Intrapreneurship Development' for corporate executives, was organised by the Institute of Company Secretaries of India - Centre for Corporate Research and Training (ICSI-CCRT), Navi Mumbai during December 16 - 18, 1999 at ICSI-CCRT premises. The programme was sponsored by IDBI and EDI was invited as resource organisation to conduct the same. A two-member-faculty team comprising Dr.Sunil Shukla and Prof. B.B. Siddiqui conducted the programme and 16 corporate executives attended the same. They were mainly from IDBI, IDBI Bank, ICICI and HUDCO, Department of Company affairs and from a PSU. The Programme was very successful and the participants felt that they will be able to make a difference in their work as a result of the programme. Chief Guest during valedictory function Mr. Ashok Chhabra, Executive Director, Proctor and Gamble, Mumbai was highly impressed with the excellent feedback given by the participants. At the end of the programme Dr. P.Asthana, the Dean, CCRT expected that several such programmes could be planned in collaboration with EDI.

# FORTHCOMING PROGRAMMES OF EDI (April-September, 2000)

Sr.No.	Activity	Location	Duration/Period	Target Group	Objectives & Outcome
1.	Post Graduate Diploma in Business Entrepreneurship & Management (PGDBEM) (Fellowship support from IDBI & SBI)	EDI Campus	1 year Aug. 2000- July 2001	Graduates/Family Business Successors/ Employees	To stabilize this pioneering long-term course with thrust on New Enterprise Creation and Family Business Management specialisation. Target : 60 students.
2.	Post Graduate Diploma in Management of NGO (PGDMN) (First batch) (Fellowship support from SIDBI, NABARD, Sir Ratan Tata Trust & RGVN)	EDI Campus	1 year Aug. 2000 - July 2001	NGO Nominees/ Graduates	This year, a separate PG Diploma batch for NGO stream is planned to give more focussed attention to the NGO needs. Target : 30 students
3.	Ninth National Summer Camp on Entrepreneurial Adventure for College Going Youth	EDI Campus	2 weeks May 09-19, 2000	HSC & College Students	To motivate youth to identify an innovative and challenging career option and plan it entrepreneurially. Target : 30 college students.
4.	Summer Camp on Entrepreneurial Stimulation for School Children (2 Nos.)	EDI Campus Lucknow, U.P.	1 week each May 01-06, 2000 May 29-June 3, 2000	Students in the age group of 12-16 yr. (7th - 10th std.)	To inculcate a spirit of achievement among children at an early age. Productive use of summer vacation. Target : 50 children in 2 camps.
5.	Skill Development Programme For Promoting & Strengthening Women Entrepreneurship in the Asia Pacific Region (Commonwealth Secretariat Fellowships)	EDI Campus	4 weeks June 05-30, 2000	Professionals engaged in Women Entrepreneurship	A comprehensive training package to train Trainer-Motivators and Business Counsellors for initiating, planning and implementing entrepreneurship development activities for women entrepreneurs and grooming them for effective business counselling. Indian experiences on Small Enterprise Creation by women will be shared.
6.	Training Programme on Financial Management of NGO (SIDBI-sponsored)	EDI Campus	1 week Aug 06-11, 2000	NGO Functionaries	To strengthen NGO personnel to manage finance and accounts of their NGOs professionally. Target : 50 Professionals.
7.	National Meet of RED Trainer-Motivators (RETMs)	EDI Campus	3-days Sept 11-13, 2000	NGO Trainers	To provide a platform to RETMs for interactions and experience sharing. Target : 50 RETMs all over the country.
8.	Best Rural Entrepreneur Trainer-Motivators' Awards and Best Bankers' Awards	EDI Campus	1-day Sept 11,2000	NGO Trainers and Bankers	To recognize the contributions of RETMs and Bankers in rural entrepreneurship development. Target: 3 Best RETMs at national level and 5 Best Bankers at regional level.
9.	International Programme on Micro Enterprise Development and Micro Credit Management	EDI Campus	4 weeks Sept 25- Oct 20, 2000	NGO Functionaries	Capacity building of NGOs of developing countries to initiate micro enterprise development related activities in a sustainable way. Target :15 Professionals.
10.	Fourth National Seminar on 'Current Trends in Entrepreneurship Research'.	EDI Campus	3 days Nov. 08-10, 2000	Academicians, Policy-makers	To provide a platform to researchers, academicians and policy makers to share research findings and update their knowledge with the latest trends in Entrepreneurship Development.

# ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

## POST-GRADUATE DIPLOMA IN BUSINESS ENTREPRENEURSHIP AND MANAGEMENT (PGDBEM)

and

## POST-GRADUATE DIPLOMA IN MANAGEMENT OF NGOs (PGDMN)

### PGDBEM offers two specialisations :

New Enterprise Creation : For those who want to start their own business. The specialisation will help develop skills in successfully initiating, expanding and managing a business enterprise.

Management of Family Business : For potential successors / wards / nominees of family business to adequately prepare themselves to join family business and ensure its growth.

### PGDMN aims at:

Developing young men/women to either launch their own NGO or to provide management expertise in an NGO. Special focus will be on Micro-Enterprise Creation and Micro-Credit Delivery Systems, besides providing management aspects of other major interventions of NGOs.

**Features :** ● Saving of one year in acquiring a reputed post-graduate diploma vis-a-vis conventional PG courses, without compromising on academic intensity. ● Also useful for those who wish to become SME consultants, counsellors or entrepreneurship teacher-trainers ● Special inputs on customer orientation, creativity and problem solving, effective communication and negotiation skills, etc. ● Learning through business games, computer simulation, live projects, role plays, case-based teachings and group work. ● Excellent and proximate academic environment backed up by seasoned faculty. ● Selection process based on goal commitment, spirit of enterprise rather than only intellectual/analytical capabilities/academic achievements. ● Special admission criteria for NRI/foreign nationals / their nominees. Learning at an institute appointed as Inter-Regional Centre by UNIDO.

**Fellowships :** Provision for fellowships from Sir Ratan Tata Trust, SIDBI, NABARD and RGVN for PGDMN and from IDBI and SBI for PGDBEM on economic-cum-merit criteria.

**Eligibility / Selection :** Bachelor's degree in any discipline. Students appearing for the final degree examination may also apply. After attitudinal and competency tests, selected candidates will be invited for interview. Last date for submission of filled-in application forms is 9-6-2000. Written test and interview will be held simultaneously at selected centres across the country.

*For prospectus and application form pay cash or send demand draft of Rs. 250/- drawn in favour of EDI, Ahmedabad to EDI Head Office at Ahmedabad or at its regional offices - Bangalore / Lucknow.*



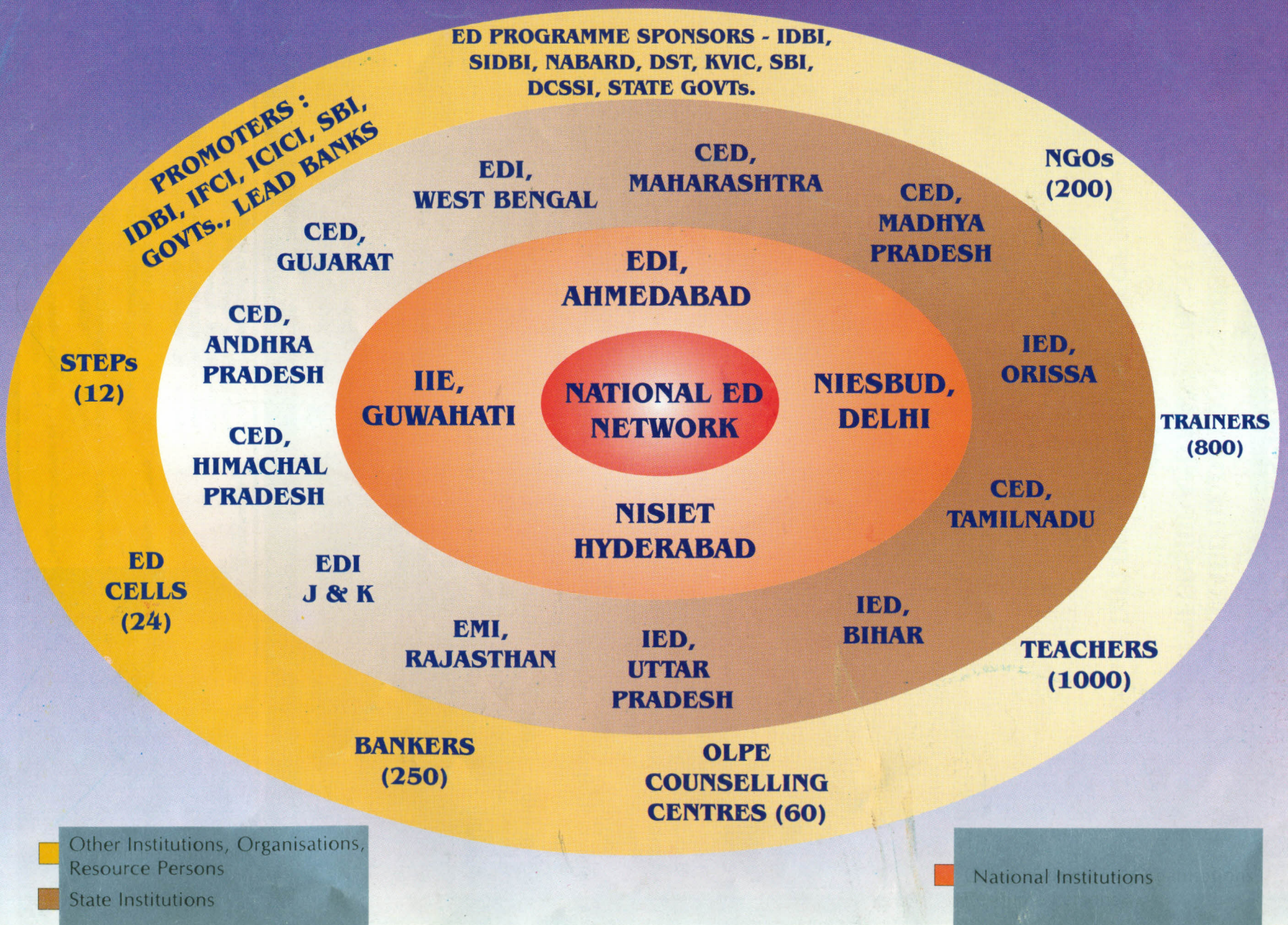
**Published by** : Publicity & Promotion Cell, on behalf of the **Entrepreneurship Development Institute of India**, Near Village Bhat, Via Ahmedabad Airport & Indira Bridge, P.O. Bhat 382 428, Gujarat, India  
Telephone No.: (079) 2864084. 2864331, 2869068 Fax : (079) 2864367  
Website : <http://www.ediindia.org> \* E-Mail : [ediindia@ad1.vsnl.net.in](mailto:ediindia@ad1.vsnl.net.in)

**Bangalore Office** : No. 133, XI 'A' Cross, I Main, II Stage, West of Chord Rd., Bangalore-560 086  
Telefax : (080) 3496580, 3490384 \* E-mail : [ediro@giabg01.vsnl.net.in](mailto:ediro@giabg01.vsnl.net.in)

**Lucknow Office** : 432/36 Kala Kankar Colony, Old Hyderabad, Lucknow-226 007.  
Phone : (0522) 780820 Fax (0522) 780856 \* Email : [edinro@lw1.vsnl.net.in](mailto:edinro@lw1.vsnl.net.in)

**Designed & Printed by** : **Chandrika Printery**, Mirzapur Road, Ahmedabad-380 001. Ph : 5620578  
Email : [chandrika@icenet.net](mailto:chandrika@icenet.net)

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