

Programmes for
Performance
Improvement
and Growth of
Existing
Entrepreneurs



Entrepreneurship
Development
Institute of India
Ahmedabad, Gujarat
India

Background

Consolidation and growth of small / medium sector are the essential elements for economic advancement. However, in the face of challenges posed by liberalisation and globalisation, it is necessary that this sector gears up its business operations rather than rely excessively on the protectionist barriers and incentive mechanisms of the Government, to ensure its survival and growth.

Proper training and counselling in the direction of equipping the existing entrepreneurs with skills to encourage planned growth, can bring about a visible change in the performance graph of small scale enterprises.

Thus, anticipating the need for management strategy and growth - oriented awareness and competencies, EDI has planned a variety of programmes for existing entrepreneurs to facilitate planned growth among them, develop skills required for diversifying a business venture, develop second generation entrepreneurs for smooth transition of family business and sharpen managerial skills of existing entrepreneurs.

I) Succession Planning for Entrepreneurial Continuity (Family Business Management)

For : Sons, daughters and successors of family business

Duration : 2 weeks

An aspect that holds validity when it comes to naming factors that help sustain growth and performance of a family business is 'capabilities of founder and the succeeding generation'. To maintain the rising performance level and growth for generations to come, it is extremely important that the succeeding generation imbibes the understanding of forefathers and functions in a way as to enhance the effectiveness of organisation.



Objectives : To prepare nominees of family businesses in a way that they acquire entrepreneurial and managerial skills to ensure smooth transition and in turn achieve success of their enterprises during the times of booms and recession alike.

The programme, therefore,

- ensures that the entrepreneurial vision resulting in the birth and consolidation of an enterprise is transmitted to the next generation of leaders;
- sharpens the capabilities of future leaders of an enterprise so that they acquire the capability to gauge constraints and opportunities in the ever changing competitive environment; and
- sensitises the future leaders about the problems of transition.

II) Growth Programme

For : Ambitious entrepreneurs possessing small scale manufacturing or service units for at least past 3 years and now looking for ways and means to take the enterprise to new heights.

Duration : 3 months (including individual counselling)

Any business venture can grow by virtue of market forces without involving deliberate intervention on the part of the entrepreneur. However, systematic and sustainable growth is a result of planned efforts on the part of the entrepreneur. Training and counselling to entrepreneurs can hasten the pace of this growth process. In keeping with this belief, EDI offers this unique training-cum-counselling programme viz. "Growth Programme", designed in collaboration with Durham University Business School(DUBS), United Kingdom.

Objectives : The programme aims at helping entrepreneurs;

- undertake potential and performance audit to take an objective look into their enterprises and understand as to how well the business is performing;
- understand the potential that the business has for optimally tapping the export market;
- adopt new technologies / upgrade the existing ones for better performance;
- chalk out clear-cut growth / change plans with the support of business counsellors;
- understand competencies that contribute towards top performance ; and
- take the business to new heights in a planned and purposeful manner.

III) Intrapreneurship Development Programme

For : Middle to senior level executives involved in planning, decision-making and implementing critical decisions.

Duration : 5 days.

To ensure that the human resource of an organisation perceives opportunities and is able to bring about innovations, using the current base of organisational resources, it is important to imbue entrepreneurial traits in them.

Objectives : The programme aims at

- developing a spirit of 'enterprise' among participants,
- making them aware of their latent entrepreneurial potential and rendering them capable of innovating,
- ensuring that the entrepreneurial vision resulting in creation of an enterprise is not only sustained but also further developed,
- developing intrapreneurial leadership style among participants, and
- motivating them to become achievers within the organisation.



IV) Programme for Cluster Development

For : Entrepreneurs of a particular cluster.

Duration : 3 months.

Over the last decade, awareness about the significance of clusters and their role to promote economic growth has well been recognised. As a result, emphasis on cluster and network development has increased both in developed and developing countries. Clusters are now widely considered as effective platforms to enlarge the production base, trigger growth, alleviate poverty and redress regional economic imbalances.

This programme has, therefore, been designed for entrepreneurs of a particular cluster so that they undertake industrial promotion of their cluster.

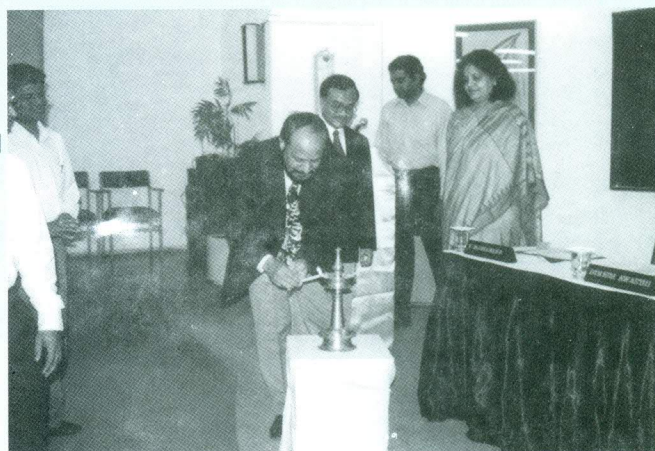
Objectives : The entrepreneurs will

- be equipped with skills to formulate action plans and facilitate shared vision for cluster development,
- be in a position to take up a variety of initiatives directed towards developing a given industrial / artisan cluster.

V) Region / Product Specific Export Workshop

For : Small-scale entrepreneurs interested in starting export operations, existing small-scale exporters, potential entrepreneurs.

Duration : 15 days.



The onslaught of globalisation and liberalisation has made the Indian economy more integrated with the global economy. With the gradual disappearance of the protective shield, the domestic market is thrown open to international competition. The SSEs have the advantage of adaptability and flexibility vital for maintaining competitiveness in the international market, but unfortunately lack of knowledge about international business environment severely restricts the scope of their export activities.

This programme, therefore, aims at equipping existing and the potential small-scale entrepreneurs with knowledge of international business and creating awareness about market potential of various countries and products.

Objectives : This workshop will :

- impart necessary knowledge on export marketing, procedure and documentation, costing and pricing, terms of payment, export finance and insurance and role of various export promotion organisations, methods of assessing export capability of individual units ,
- familiarize the participants with the existing business opportunities in the specific country,
- identify products which have good market potential,
- inform the participants about various export promotion schemes offered by financial institutions to small scale exporters,
- apprise them on how to promote joint ventures and technical collaborations among small and medium enterprises from India and select countries.

VI) Management Development Programmes

Executives and Managers need to constantly innovate and evolve practical ideas about critical management issues. In the ICE-age (Information, Communication, Entertainment), it is mandatory for all to think beyond the confines of one's discipline and administrative responsibilities. These ideas can be evolved through carefully structured developmental initiatives.

In this context, Management Development Programmes (MDPs) provide a chance to; complement natural skills with new knowledge, identify opportunities for growth and build individual strengths. The idea is to incorporate broader strategic considerations into management decisions.

Counselling in Work Situations

For : Department Heads of SME organisations and Performance Appraisal Coordinators.

Duration : 3 days

Objectives : Managers of the future need to be effective team players especially in the era of techno savvy business and should be in a position to understand the needs of the organization in perspective. Accessing business opportunities is a challenge in the context of the individual/ team performance. The objective of the programme is to enhance awareness and understanding of the counselling process for effective team results.



Transformational Leadership

For : Senior and Top Level Managers from small and medium scale organizations, institutions and voluntary agencies, which are in the stage of growth and consolidation.

Duration : 2 days

Objectives: Organisations constantly face great challenges in day-to-day operations and existence. Meeting such diverse challenges need innovative and creative bent of leadership. Individuals at responsible positions across the organization need to acquire these transformational leadership skills to constantly provide new directions and destinations in the changing environment. This programme intends to equip the participants to bridge the crucial gap between routine survival management and transformational leadership.

Enhancing Organisational Performance

For : Middle & Senior Level Managers from organizations, institutions and voluntary agencies, which are in the phase of vision building for the next 5-10 years.

Duration : 3 days

Objectives: Organisations essentially conduct self-analysis and self-assessment surveys to understand their performance better and address strategic issues for improving their overall performance. Organisational assessment is often used as a diagnostic or a starting point for organisations implementing internal change or strategic planning / growth process.

This programme intends to provide an approach to organizational diagnosis in which the participants (organisations) have some measure of control over the assessment.

Conflict Management

For : Operational / Implementation Managers / Executives at Front and Middle Level who operate within the organisation on internal customer concept.

Duration : 3 days

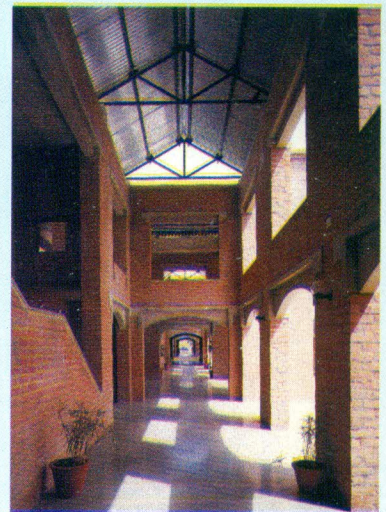
Objectives : The ultimate goal of an individual is to be accepted by people at all levels in the organisation. One of the reasons for the emergence of conflict management as a major tool in modern business is the need to integrate individual needs into the organisational goals. The programme would equip the participants with conflict management skills, which would, boost team productivity, improve employee interpersonal interactions and smoothen out difficult situations.

Emotional Intelligence and Beyond

For : Middle & Senior Level Managers who are handling high-pressure jobs with internal and external interactions .

Duration : 3 days

Objectives : This programme aims at developing the emotional side of management, human mechanisms and intuitive processes involved in decision-making. The programme helps managers and professionals understand their emotional intelligence and its effects on business. Individuals are exposed to discovering the forces behind their authority and power. This programme will also help them understand related developments in the field like, spiritual intelligence.



CoRT Thinking

For : Front and Middle Level Executives from the functional areas of management.

Duration : 2 days

Objectives : Individual, technological and organisational effectiveness and upgradation do not materialise just by imparting training to employees but also depend on the desire to create a burning attitude for creativity. In a change-oriented business scenario, the enterprising and creative bent of mind needs to be provided the razor edge for sustaining this desire for innovation and the efficacy of work. This could be incorporated through programmed instructions. This concept originally developed by the great management guru ,Dr.Edward De Bono, Founder of Cognitive Research Trust (CoRT),intends to provide the participants with an insight into their abilities and application of abilities to professional and personal situations.

About the Institute

Entrepreneurship Development Institute of India (EDI), an autonomous and not-for-profit Institute, set up in 1983, is sponsored by apex financial institutions ; the Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India Ltd (IFCI), Industrial Credit and Investment Corporation of India Ltd. (ICICI), State Bank of India (SBI) and the Government of Gujarat.

EDI's pioneering activities in entrepreneurship development training have established that people from all walks of life can become business owners . It has demolished the myth that entrepreneurs are born, and cannot be made. Through well conceived training interventions and capacity building activities, over last 15 years, EDI has equipped thousands of people with entrepreneurial skills. To pursue its mission further, EDI has helped set up twelve state-level exclusive entrepreneurship development centers and institutes.

One of the more satisfying achievements, however,was taking entrepreneurship to a large number of schools, colleges, science and technology institutions and management schools in several states by including entrepreneurship inputs in their curricula.

The University Grants Commission had assigned EDI the task of developing curriculum on Entrepreneurship. In view of EDI's expertise in Entrepreneurship, Gujarat Textbook assigned to it the task of developing textbook on entrepreneurship for 11th and 12th standards. Realising that education is an apt medium to reach out to a wider section of society, the Institute has contributed in institutionalizing entrepreneurship in business education.

EDI also organizes a variety of programmes around thrust areas like Entrepreneurship in Education, Micro-Finance and Micro-Enterprise Development, Performance & Growth of Existing Entrepreneurs, Entrepreneurship Environment & Support System, Performance Improvement of ED Organisations, and Strategic International Programmes. The target groups include rural poor, youths, potential entrepreneurs, existing entrepreneurs, women, government officials, trainer motivators, company executives and bankers.

In order to broaden the frontiers of entrepreneurship research, EDI has established a Centre for Research in Entrepreneurship Education and Development (CREED).

These successes and commitment have culminated in recognition of its achievement by the Government of India and the State Governments. In the international arena, the entrepreneurship development efforts by way of sharing resources and organising training programmes, have helped EDI earn accolade and support from the World Bank, Commonwealth Secretariat, UNIDO, ILO, FNST, British Council, Ford Foundation and several other renowned agencies.

As a partner in the European Union-India Economic Cross Cultural Exchange Programme (ECCP), EDI is responsible for removing cultural barriers and information asymmetries between Indian and West European Entrepreneurs. The European Union has also extended support to EDI for the project on 'Economic Rehabilitation of Kachchh and Saurashtra'

In recognition of its achievements, the United Nations Economic & Social Commission for Asia and Pacific (ESCAP), Bangkok, Thailand, has declared EDI as a 'Centre of Excellence'.

**For more information and to participate in the programmes, please contact :
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