



Training
Programme on
Focussed
Behavioural Event
Interview Technique

F B E I

**TRAINING PROGRAMME ON
FOCUSSED BEHAVIOURAL EVENT
INTERVIEW (FBEI) TECHNIQUE**

When called upon to finance a business venture, banks and financial institutions have to assess business plans and in the process, meticulously scrutinise applications for setting up new ventures, expansion of business or even revival of sick units in the category of small and medium enterprises. A high

weightage, therefore, has to be given to the viability of the project in terms of its technical, market and financial aspects. The

entrepreneur, the person - behind - the project, however, is often appraised through a conventional approach, taking into account only his family background, education and work experience. This system can hardly evaluate accurately the entrepreneur's capabilities to implement and manage the project, for profitable survival requires an edge derived from competency and a superior capacity for execution. The problem seems to get compounded when credit is extended without adequate collateral to first generation entrepreneurs, urban or rural, unemployed graduates and women, who do not possess business acumen and experience.

In order to identify and assess competent entrepreneurs, the **Entrepreneurship Development Institute of India (EDI)**, has developed, a successful, programme, 'The Focussed Behavioural Event Interview (FBEI)', a technique that has originated as a result of extensive research (in developing countries) to assess 13 essential entrepreneurial competencies associated with entrepreneurial success in business and industry. This technique provides credit and appraisal officers in the banking and financial institutions with useful data regarding the entrepreneur's competencies and equips them to decide on two major aspects:

- * the capabilities of an entrepreneur to implement and manage the project successfully through judgement and reflection.
- * the viability of the project and whether it is worth financing, by realistic assessment.

Feedback

A 5-day workshop on "Assessing the Entrepreneur" had been organised at EDI in November 1993. 18 participants representing 7 developing countries had participated in the programme and their encouraging comments like-

- " The person - behind - the project is equally important.....
FBEI is a pragmatic way of understanding a promoter".*
- " An entrepreneur with high competency level can convert a
not-so-attractive business opportunity into a grand success".*
- " FBEI can help us understand who can be given a business
loan".*
- " Financing projects- even small ones- is a challenge in view
of liberalisation/globalisation.....competencies matter FBEI
is a smooth way of assessing an entrepreneur"*

resulted in yet another FBEI programme being organised at EDI.

Objectives

The main objective of the programme is to develop the requisite skills in the credit and appraisal officers to use the FBEI technique to assess an entrepreneur's competencies before financing his/her business plan. The programme will help promote :

1. An insight into entrepreneurial competencies that distinguish successful entrepreneurs from failures ;
2. Skills and confidence to use the FBEI technique to assess an entrepreneur's competencies ;
3. Capacity to modify and use the FBEI technique for different target groups like rural, unemployed and women entrepreneurs, etc.

Participation

The programme is open to executives and officers of credit and appraisal departments of banks and financial institutions

Venue & Duration

The full-time residential programme will be organised at the EDI campus from **16-20 January, 1995**. The campus, set in picturesque surroundings, is equipped with training and hostel facilities of international standards. The Institute has won the prestigious 'Aga Khan Award' for architecture in 1992.

Programme Fee

Rs. 8,000/- (Rupees Eight Thousand Only) for Indian participants and U. S. \$ 800 (US Dollars Eight Hundred) for foreign participants. The fee includes board/ lodging (A. C. accommodation on single occupancy basis) besides cost of training material.

Nomination

Nomination must be made in the enclosed proforma and mailed along with a Demand Draft of Rs.8000/- from Indian participants or U. S. \$ 800/- from foreign applicants in favour of Entrepreneurship Development Institute of India to :

Mr. BP Murali

Entrepreneurship Development Institute of India
Ahmedabad, Near Village Bhat

(Via Ahmedabad Airport and Indira Bridge)

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The last date for receiving nominations is

December 1, 1994.

involved in appraising and processing business plans for financing small & medium enterprises, as well as for expansion, diversification and revival of sick enterprises. It will also be of relevance and interest to entrepreneur promoters or trainers who need to identify and train new entrepreneurs.

Programme Content :

- * Overview of present assessment system.
- * Introduction to entrepreneur's competencies and their association with successful implementation and management of business plans.
- * Focussed Behavioural Event Interview (FBEI)
Technique : process and method.
- * Application of FBEI to different target groups.
- * Interviewing entrepreneurs : The FBEI mode.
- * Introducing FBEI within the present assessment system : problems and strategies.

Pedagogical Methods

The programme uses extensive experiential and participatory methods- 'learning by doing'. This involves case studies, interviewing entrepreneurs, group discussions and presentations.

Follow-up

EDI would continue to keep in touch with the alumni of the programme and offer assistance, wherever necessary and feasible, in order to ensure use of FBEI in the assessment system.

Faculty

The EDI faculty team which was involved in the multi-country research study, to identify entrepreneurial competencies and modify the interview technique to suit conditions prevalent in developing countries besides having the requisite experience in training bankers at national/ international level, would contribute to the programme inputs.