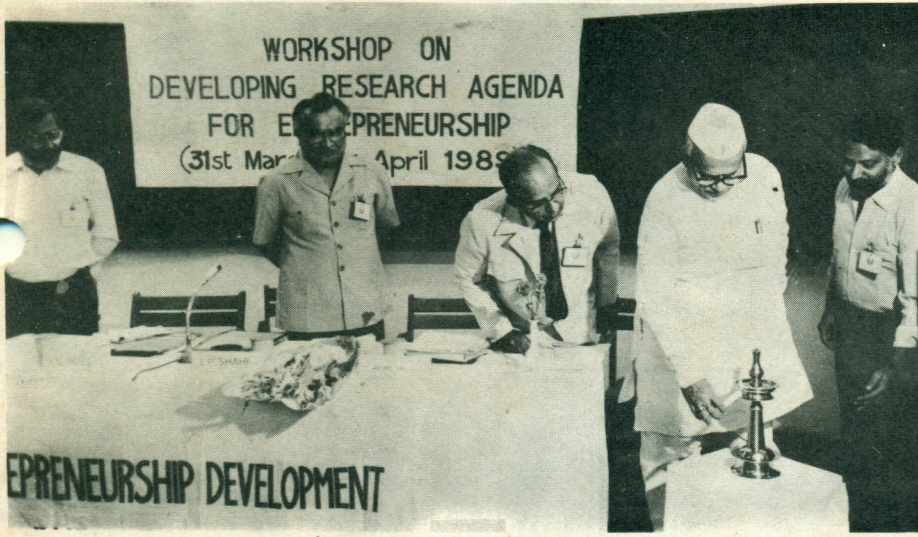




## Entrepreneurship Development Institute of India (Sponsored by IDBI, ICICI, IFCI & SBI)



Shri L.P. Shahi, Hon'ble Minister of State for Education & Culture, Govt. of India lighting the lamp at the inauguration function of the National Workshop on Developing Research Agenda on Entrepreneurship. From Left to Right are Prof. C.H. Pathak, Dr. V.G. Patel, Prof. Vinayshil Gautam and Dr. D.N. Awasthi ..... (Page No. 8)



Shri S.J. Coelho, MD, Ahmedabad Electricity Company (A.E.C.), Ahmedabad distributing certificates to the participants of the Training Programme for DIC Officers of Manipur & Tripura Govts. on Entrepreneurship Development held from May 17-31, 1989..... (Page No. 3)

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## FUTURE LIES IN ENTREPRENEURSHIP ..... BUT

Yes. The next decade will belong to entrepreneurs. The high achievers. The fellows who can stand on their own feet. Those who make their own breaks, those enterprising, challenge-seeking, problem-solving initiators; not those educated or uneducated standing in employment queues, waiting for jobs to be offered, looking at Government for their survival.

Yes. For the young coming out of schools or colleges, for the urban or rural, poor or middle class, disregarding caste or community, religion or language, one common experience has been and will be ..... unemployment.

Yes. There will not be enough jobs, as there have not been enough in the last 3 decades, whatever the rate of economic growth, extent of industrial development, planned and unplanned expenditure.

It is therefore equally true that all of them are being and will be compelled to look for employing themselves ..... i.e. self-employment, generating income for themselves, by themselves, by initiating economic activity on their own, however small.

Yes. The teaming millions will have to think of starting small businesses, creating productive jobs for themselves first, and in the process, for others. Thousands of these will grow, become owners of medium and large enterprises sustaining and accelerating growth, creating motivation and markets for others to enter the 'enterprise sector'. Entrepreneurs have always been 'engines' of growth. "Achieving Socie-

ties" have grown faster than others. Developed economies of today have thrived on the spirit of enterprise.

What about us ?

Yes. We in the country have done a lot to facilitate emergence of entrepreneurship from all walks of life. We have broken the myth that entrepreneurs are born only. We have seen and experienced emergence and growth of thousands of first-generation entrepreneurs creating wealth for the country and jobs for so many.

Yes. We have finally realised the need to focus on self-employment. We have begun to introduce entrepreneurship and self-employment orientation in schools and colleges. We are offering liberal assistance to the rural and urban poor and the middle-class to start small businesses.

But .....

No. Our concern for self-employment generation lacks a sense of urgency. It is a residual effort, not a priority task. For we have yet to integrate 'small business' sector with the rest in our planning process.

No. We haven't realised that self-employment means small-business and that virtually all our past policy, promotion and assistance focus has been on 'Small Industry', not on small business.

No. We cannot be sure that required financial assistance for the 'small man/woman' for the self-employ-

ment venture will be forthcoming.

No. The motivated, enterprising young men/women inspired by the entrepreneurship courses in the schools and colleges may not be able to start own enterprises for none may finance them without 'experience', guarantees or collaterals.

No. A rural poor may not be able to leave his landless labour fate and start a small business, despite entrepreneurship training, motivation and skills.

No. The 'system' is not yet fully prepared to rely on individual's enterprise: the spirit and the project.

For .....

Parents are blindly pushing children towards higher education ... degrees and diplomas .....

Middle-class values have not changed - goal is to find a steady job, however illusive it is; preferably a desk job in Government ...!!!

Neither the parents nor the youth think of self-employment - becoming a business owner. Being on one's own is still not a respectable occupation. It is a 'career of last resort'.

The education system does more to kill or suppress the spirit of enterprise rather than nurture and cultivate it. Entrepreneurship courses are exceptions rather than a rule.

Neither the schools, colleges nor teachers have grasped the significance of entrepreneurship educa-

tion and training. Indifferent demotivated teachers, without training, text-books and temperament won't be able to inspire and turn out enterprising youth, the engines of future growth.

The officers of the organisations extending finance, infrastructure, procedural and other assistance have yet to develop right attitudes, commitment and skills to respond to the needs of the small business entrepreneurs. And the agencies have yet to evolve adequate coverage of self-employment ventures, distinct from Tiny and Small industries.

Our planners and policy makers are yet not ready with a small-business development plan, nor a human resource development plan which treats surplus manpower as a potential resource rather than a liability.

Of Course: We have come a long way. But we have a longer way to go .....

Of Course: Opportunities for self-employment and small business are plenty. That is not a constraint.

f Course: Entrepreneurial potential and enterprising individuals are plenty; and we know enough about 'creating' entrepreneurs ..... This is also not a constraint.

Then ?

What we need is a realisation, concern and commitment in the 'system' that the answer to unemployment problem lies in self-employment and small business.

Therefore:

The future lies in Entrepreneurship.

## TRAINING PROGRAMME FOR DIC OFFICERS ON ENTREPRENEURSHIP DEVELOPMENT



*Participants of the Training Programme for DIC Officers seen along with Shri S.J. Coelho, MD, A.E.C. Ltd., Ahmedabad and EDI Faculty.*

A training programme for District Industries Centre (DIC) Officers of Manipur & Tripura States on Entrepreneurship Development was organised by the Institute at its campus from May 17 to 31, 1989.

The programme aimed at providing DIC officers an orientation on EDP so that they can appreciate the problems of entrepreneurs and give necessary support to them in identification of projects, preparation of project reports, follow-up and also in completing the formalities for launching their units. Thrust was also laid on developing skills and attitudes of the concerned officers for promoting new entrepreneurs and counselling

existing ones.

Nineteen officers from the two North-Eastern States participated in the programme, which was co-sponsored by North Eastern Council (NEC) and Industrial Development Bank of India (IDBI).

The Chief guest at the valedictory function, Shri S.J.Coelho, Managing Director, Ahmedabad Electricity Company, shared his experiences with the participants on his close association with the formulation of DICs in India and their implementation. He also spoke about the efficacy of DICs and how best they can be used to serve entrepreneurs.

District Industries Centres (DICs) for short was a revolutionary concept when it was first evolved and established. It marked a break with the past, and set a trend for the future. For the first time in the country, single window concept with an umbrella cover for industry, particularly in the small scale and medium sector was envisaged.

The framework of the country's Industrial Policy was evolved under the Industrial Policy Resolution of 1956. This epoch making event carved out the respective roles for the public and private sector and set up the commanding heights for the Public Sector, particularly in the capital intensive and infrastructural industries. Pursuant to the Industrial Policy Resolution, the Industries Development & Regulation Act was enacted in 1957. This basic document is still today the bible under which the governmental policy and administration of Industrial Promotion and Development was conceived. Under this Act, the licensing policy and procedures for setting up capacity in the Private Sector and reservation of industries in the small scale sector were initiated and implemented.

While the ID&R Act was evolved as an instrument of industrial promotion, it ultimately ended up by becoming a monolithic structure of rules, procedures, bureaucratic hassles and delays, redtapism and corruption. It provided a convenient handle for the monopolistic and big business houses to strengthen their industrial base and to carve up the industrial capacity among the privileged few. Licences and letters of intent were held in perpetuity without implementation, thus building up monopolistic capacity and limiting production to enable market forces of demand to push up prices and earn huge profits through

blackmarketing and profiteering. Another great distortion of this licensing system was the fragmentation of industrial capacity into uneconomic sizes, to meet the political demands of various States, wrong location of industry again under political compulsions, which would only add to the cost of production and inflated prices.

A sheltered economy based on patronage, protected by trade barriers, and sustained by high prices, fuelled by high demand and low production levels, benefited the industry barons but took its toll of the country and its economy. In this scenario, the centre of authority and power was in State capitals and in Delhi. Every industrialist and upcoming entrepreneur had to pay homage to this seat of power - whether it be the Director of Industries in the State, the Industrial machinery of the State Government, or the Industry Ministry at the Centre with all its paraphernalia and attachments.

A study into the voluminous procedures involved in setting up industries, identified as many as seventy bottlenecks to be overcome in terms of clearances, including letters of intent or SSI registration as the case may be, land clearances, company law approvals, factory inspectorate requirements, financial assistance procedures, banking formalities, capital goods clearances, import licence formalities and a host of others. Setting up an industry became an obstacle race, with one hurdle after another to cross. It was only the tenacious entrepreneurship of a few, or the financial leverages of some, and the political clout of others that overcame these obstacles or shortcircuited many of them in finally reaching the goal.

The problem did not end with establish-

ing the factory. In fact, the real problems share of the market demand, organised selling too name just a few were the problems faced in stabilising an industrial unit on the road to prosperity.

When one reels off the tedious, torturous journey to industrial success, it reads like an exercise in futility which would attract only the diehards or foolhardy. Yet, the Indian businessman or entrepreneur has gone through the maze of labyrinthian processes time and again. It is to the credit of the Indian entrepreneur that he has set up his industry through great stress and strain, and despite all odds, has striven manfully to achieve his prize objective.

It is 1977, that the Government of India announced its new Industrial Policy Statement wherein the main thrust was focussed on effective development of village, cottage and small scale industries. To achieve this objective and to provide the necessary support mechanism to entrepreneurs, the DIC was set up.

The relevant passage in the Industrial Policy statement reads as follows: "In the past, there has been a tendency to proliferate schemes, agencies and organisations which have tended more to confuse the average small and rural entrepreneur than to encourage and help him. The focal point of development for small scale and cottage industries will be taken away from the big cities and State capitals to the District Headquarters. In each district, there will be one agency to deal with all requirements of small and village industries. This will be called the "District Industries Centre". Under the single roof of the District Industries Centre, all the services and support required by small, village entre-

preneurs will be provided. These will include economic investigation of the districts, raw material and other resources, supply of machinery and equipment, provision of raw materials, arrangements for credit facilities, an effective set up for marketing and a cell for quality control, research and extension.

The Centre will have a separate wing to look after the special needs of cottage and house-hold industries as distinct from small industries. The Centre will establish close linkages with the development blocks on the one hand and with specialised institutions like Small Industries Service Institutes on the other. It is the intention of the Government to extend this important organisational pattern to all the districts in the course of the next four years. Suitable financial and organisational support will be provided to the State Governments to achieve this objective. The financial assistance given to small and cottage industries under the rural industries programme will also be extended to all the Districts within the next four years.

For an institution like the DIC to fit into the culture of the private sector industry, it was necessary that the DIC structure and administration be adapted to private sector management culture. The concept of management was introduced by designating the head of the DIC as General Manager and the functional executives as Managers. It was not merely for optical reasons that this basic change in designation was made. It was to emphasise the managerial role in providing industrial guidance and support.

The functional officers in charge of the DIC were not to be viewed as a governmental authority, but to serve as a catalyst/change agent in expediting clearances and approvals from different authorities in the Government. The whole exercise was to evolve an escort

service to industry to obtain clearances and approvals through a single window approach and provide a package of infrastructure and facilities not only to set up the industrial enterprise but also to stabilise the unit in its early years of existence.

Seven basic areas of counselling and assistance were identified to meet the requirements of the entrepreneur in his efforts at setting up an industry :

- 1) Economic investigation
- 2) Machinery and equipment
- 3) Research, extension and training
- 4) Raw materials
- 5) Finance and credit
- 6) Marketing
- 7) Khadi and village industries and rural industries.

The functions of the seven managers who are required to attend to these key functions were identified as follows :

#### 1. Manager (Eco-Investigation)

To survey existing traditional and new industries in the District;

To identify product lines, working out costs of production;

To survey raw materials and human skills in the District;

To prepare simple techno-economic feasibility studies;

To collect available data in the above areas;

To offer investment advice to entrepreneurs.

#### 2. Manager (Machinery and equipment)

To assess requirements of machinery and equipment for various types of small scale, tiny and village industries;

To ascertain sources of machinery and equipment in the country;

To keep lists of suppliers, price lists to advise entrepreneurs;

To help in placing orders;

To liaise with research institutions regarding R & D Developments in machinery and equipment;

To assess felt needs for simple machines in the rural areas.

#### 3. Manager (Research & Training)

To keep abreast of R&D in select product lines and Quality Control methods;

To ascertain problems of entrepreneurs in Quality of raw material production methods and process;

To arrange for training courses in production management of small and tiny units, liaise with SISI and SIET.

#### 4. Manager (Raw Materials)

To ascertain raw material requirements of various units, their sources and prices;

To arrange for co-op or bulk purchase of raw material by groups of entrepreneurs;

To help with control procedures for allotment of raw materials.

#### 5. Manager (Credit)

To explain various credit schemes to entrepreneurs;

To help in preparing application forms to financial institutions;

To liaise with lead banks and other institutions;

To help in appraisal of applications;

To monitor flow of industrial credit in the District.

## 6. Manager (Marketing)

To organise market surveys, market development programmes;

To organise marketing outlits;

To liaise with Government procurement agencies;

To convey market intelligence to entrepreneurs.

## 7. Manager (KVC & RD)

To pay particular attention to KVIC and Cottage Industries.

To liaise with State Khadi Board, organise rural artisan training.

The General Manager of the DIC was to function not only as a coordinator but to provide the necessary escort function of obtaining approvals from different governmental authorities. It was envisaged that the G.M. would be designated as a controlling authority under various statutes, rules and regulations. Invested with such delegated authority, he could provide the necessary clearances and approvals to enable the small entrepreneur to speedily set up his enterprise.

While the programme was well conceived and implemented in right earnest, it was received with considerable enthusiasm by all the States. Since this was a Centrally aided scheme, the non-recurring expenditure was reimbursible hundred percent, the recurring expenditure was reimbursed to the extent of 75%. This provided an opportunity to the State Governments to transfer considerable non-plan expenditure under the Central assistance programme.

In fact this was the intention of the Central Government to motivate the

State Governments to adopt the scheme in its entirety and without too much procrastination or delay. It is gratifying that while it was envisaged to cover all the districts in the country (around 350 at that time), over a period of four years, practically 80% of the districts were covered under the DIC programme in the first year itself.

As one closely associated with the formulation of the DIC and its implementation, I had to visit practically every State to explain the raison d'etre of the scheme, its functional utility, its impact on village and rural development and its intensive employment potential. As a programme of decentralisation of authority and decision making at the cutting edge level, most State Governments realised the full implications and impact of the scheme at the district level. It was for the first time that the Industrial Machinery of the State was redesigned to become fully operational at the District level and within easy reach of the small scale industrial entrepreneurs, who earlier had to run from pillar to post in obtaining all the clearances required for setting up the industry.

Some State Governments had already

developed a well organised scheme of States were Maharashtra, Gujarat and Tamil Nadu. In fact in Gujarat, the precursor to the DIC was the District Industrial Executive Committee under the chairmanship of the Collector. With the institution of the DIC, it was easy to make the G.M. of the DIC the Member Secretary for the District Executive Committee. So alongwith the DIC, the necessary coordinating infrastructure was available to provide a comprehensive support programme on the one hand and a reviewing and monitoring arrangement on the other. This went a long way in stabilising the DIC as the fulcrum of the SSI development in the district.

The DIC at best can reflect the enthusiasm and effort of the industrial policy and machinery of the State Government. If the approach is lackadaisical or lukewarm, the DIC would become a drag and slow down in its momentum. In fact, the whole effort could not only become counterproductive, but could become a source of harassment and an agency for corrupt practices. The DIC is a double edged weapon; it can heal and it can wound. How the DIC is used would largely depend on the approach, flexibility and whole hearted support available from the State industrial administration.

### **IED - BIHAR Nodal Agency of the State**

The Institute of Entrepreneurship Development (IED), Bihar has been given the status of nodal agency in the State. The Institute has been included in all decision-making processes involving small and medium sector, development activities of different target groups and channelization of younger generation towards self-employment and entrepreneurship in the human resource development area.

## INSTITUTE'S FACULTY VISITS DURHAM UNIVERSITY

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Prof. Alan Gibb, Director, Small Business Centre (SBC), Durham University Business School (DUBS), U.K. visited EDI in January 1989 under Faculty Exchange Programme of British Deputy High Commission, Bombay.

During his visit, Prof. Gibb identified areas of common interest in the field of Entrepreneurship Development where various activities could be carried-out jointly by EDI and DUBS for mutual benefit.

Dr.H.C.Raval, Chief of Activities (EDI),

subsequently visited DUBS during May, 1989 and had the opportunity to study various innovative programmes being carried-out by the Small Business Centre, Durham University Business School. He also took sessions in the ongoing international programme and participated in the strategic planning exercise.

EDI faculty's visit to Durham has helped in forming-up the areas of collaboration between EDI and DUBS where adoption of certain programmes being carried-out by SBC in the Indian envi-

ronment is possible. This includes new programme models for existing business-survival, growth, exports and support for the education sector institutions (universities, polytechnics, schools and vocational training). Joint research can also be carried-out by the Institutions in the areas of identifying competencies of Trainer-Motivators and Entrepreneurship.

A Faculty Exchange Programme between the two institutions is being worked out to enhance fruitful interaction.

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## FACULTY VISIT TO CHINA

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Mr. Rustam Lalkaka, Director, United Nations Fund for Science & Technology for Development, New York, visited EDI during December 1988 and discussed on EDI's involvement in promoting Entrepreneurship in China.

Subsequently, UNFSTD requested EDI to design a programme for scientists and technologists who are desirous of initiating hi-tech projects in China. The Institute was required to finalise the procedure for assessing entrepreneurial capabilities of the target group and identify local experts for providing training input.

A 2-member team of EDI consisting of Dr. V.G. Patel - Director and Dr. H.C. Raval - Chief of Activities, EDI, visited China in April 1989 for two weeks and had discussion with President, Vice-President and

faculty members of Management Institute of State Science & Technology Commission of China (MISSTC), Wuhan. The team carried out discussion with scientists and technologists, existing entrepreneurs and owners of small enterprises set up in industrial credit incubators. The team also visited zones specially created by the state for housing hi-tech projects.

Such deliberations helped the team in understanding the local environment and designing a training programme for developing the entrepreneurial capabilities of the said target group to be trained for setting up hi-tech projects.

A 3-week programme is proposed during the month of September 1989 in which EDI faculty members will impart training on Entrepreneurial Competencies, Proj-

ect Report Preparation, Market Survey, Investment Decision-making and Environment in International Financing Institutions. A 3-member team will spend 2 weeks at MISSTC during which 30 scientists & technologists will be imparted training, who are in the process of commercialising the innovations carried out in the laboratories. Necessary training material will be provided by EDI for translation in Chinese language.

The Institute has finalised the Memorandum of Understanding between EDI and MISSTC for further cooperation which will include training of MISSTC teachers, refresher courses for trained entrepreneurs and EDPs in China.

The first EDP in China is scheduled to take place during first week of September 1989.

## NATIONAL WORKSHOP ON DEVELOPING RESEARCH AGENDA ON ENTREPRENEURSHIP

A two-day Workshop on 'Developing Research Agenda on Entrepreneurship' was organised by the Institute from March 31 - April 1, 1989 at its Campus. The main objective of the Workshop was to give future direction to research in Entrepreneurship, given its growing emphasis in the education system, small industry and self-employment policy and for the healthy growth of industrial development in the country.

Four critical areas viz. typology of entrepreneurs, survival and growth of entrepreneurs, entrepreneurial culture and environment, promoting organisations and policy interventions were highlighted during group discussions in the Workshop.

The Workshop was inaugurated by Shri L.P. Shahi, Hon'ble Minister of State for Education & Culture, Government of India. Speaking on the occasion the Hon'ble Minister stated, "Research in the field of Entrepreneurship Development is essential and important for

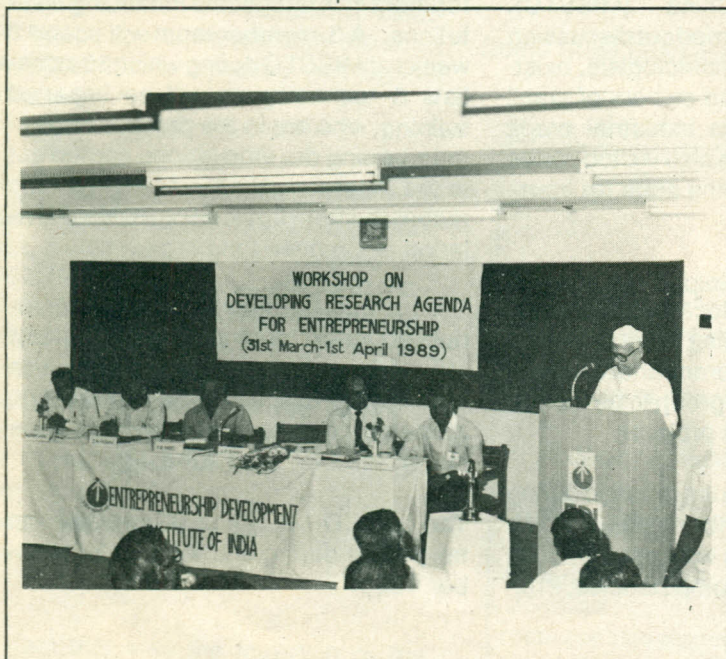
education on Entrepreneurship at different levels viz. school level, degree and post-graduate levels. There is a good case to investigate the conditions which make for a successful entrepreneur - both at personality and environmental level". Stressing the need for evolving a proper information and documentation system Shri Shahi stated, "The parameters of information collection, storage and classification are to be clearly defined and the document should be made available to the entrepreneurs in different fields like trade, commerce, medium and small scale industrial undertakings, agriculture and rural development sector".

He emphasised, "The procedures for setting up an enterprise, the marketing strategy, the problems and prospects of running a small venture have to be clearly spelt out to the entrepreneurs before they launch their enterprise. At the same time the policy makers, planners as well as promoting organisations

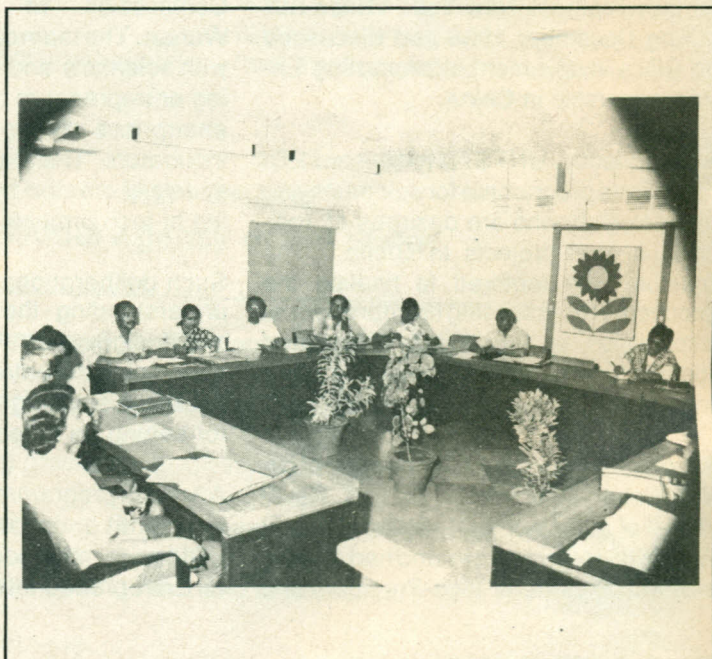
have also to be kept informed about the proper strategy for supporting the entrepreneurs. I am sure this Workshop will benefit all of us who are involved in promoting entrepreneurship and the valuable suggestions made will help in shaping future policies".

During the Workshop, attempts were made to identify gaps and define research areas which could be taken-up for indepth study and analysis by the institutions involved in the field of entrepreneurship research. Eminent scholars, practitioners, policy makers and representatives from financial institutions of the country participated in the Workshop.

The institute is shortly bringing out a detailed report on the Workshop, defining the research areas and problems in entrepreneurship which will be circulated to all the participants and institutions committed to strengthen the base of entrepreneurship in the country.



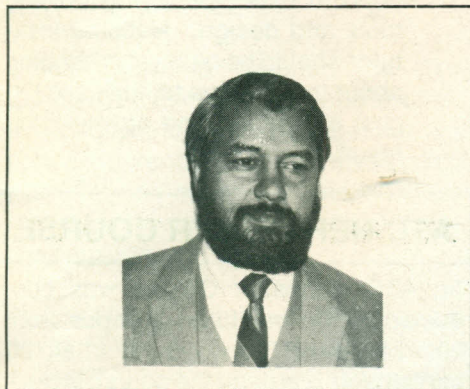
*Shri L.P. Shahi delivering the inaugural address at the National Workshop on Developing Research Agenda on Entrepreneurship.*



*A group discussion in progress on one of the themes of the Research Workshop.*



## INTERVIEW WITH SHRI N.P. SINGH, DIRECTOR, INSTITUTE OF ENTREPRENEURSHIP DEVELOPMENT, LUCKNOW



*Dr. Nagendra P. Singh, Director, IED-Lucknow, is an internationally known resource person in the field of Entrepreneurship Development. He has to his credit more than 60 publications on related areas of development management and entrepreneurship published in reputed journals in India and abroad.*

*Following is the excerpt from an interview with him taken by Ms. Jacqueline Gohel when Dr. Singh visited the Institute on 8th June, 1989.*

**J.G. :** What made you choose entrepreneurship as your area of activity?

**N.S.:** After completing my M.A., Ph.D., I was looking for an appropriate job. I joined I.I.M. and worked with Prof. Mathai as Research Associate with a rural project and came to work with farm enterprise. I came to know more about the rural industries and subsequently I took-up a study on farm entrepreneurship while working as a C.M.A. on the project.

I was utterly fascinated by this field (Entrepreneurship). It was a new area quite unexplored. I moved to S.I.E.T., Hyderabad as faculty in the field of Entrepreneurship and industrial extension. Here I undertook studies on entrepreneurship

specially in the north-eastern region both as a Researcher & Faculty.

Being keenly interested in behavioural science, my focus revolved around understanding the entrepreneur better as a person and also knowing more about trainers who groom them, and even understanding myself better.

I then joined the Management Development Institute (MDI) at Gurgaon and took-up a research study project, "Study on Development Banking & Entrepreneurship", an I.D.R.C. sponsored project. MDI was looking for a person to set-up a cell on entrepreneurship study and training at the Institute. This began my endeavour in institutional building. I brought-out a journal on development banking and in 1977, the bankers got interested in the process of entrepreneurship. Subsequently, SBI and other banks got their first batch of officers trained in entrepreneurship. And now I am with IED - Lucknow and thoroughly involved in the field of entrepreneurship.

**J.G.:** Why was Lucknow selected as a base for establishing Institute of Entrepreneurship Development ?

**N.S.:** People in Uttar Pradesh prior to the establishment of IED, Lucknow were alien to entrepreneurial culture. The grass-root level was an untouched area, however, it has vast potential and there was a political will prevailing. The Uttar Pradesh Government came forward on its own with fund and the Industrial Development Bank of India also actively supported the setting up of an Institute of Entrepreneurship Development.

High enthusiasm and spontaneity prevailed among the people of the State, they were trying to break away from their feudal legacy and work towards self-reliance and economic growth.

**J.G.:** Can you tell us about your experiences during setting-up of IED, Lucknow ?

**N.S.:** I would say that it has been a purposeful, challenging and rewarding experience. We began from scratch with little fund, infrastructure, however, there always prevailed a spirit of enthusiasm among the staff and also the people we worked with. We also received strong support from the Government and IDBI.

There were hitches, at district & village level due to lack of resources, infrastructure. People also at first seemed indifferent, sometimes it so happened that peoples' response did not match with our enthusiasm which sometimes led to frustration.

We have been working for the past 3 years and have found that Western Uttar Pradesh is responding very well to our programmes. Uttar Pradesh has reached a 12% industrial growth in the last three years, hence the environment is highly conducive for entrepreneurs. We have built a dynamic network with support institutions in the State which has helped us in carrying-out our programmes successfully.

With the help of our network with DIC, we have undertaken an entrepreneurial potential survey of every district (60) in U.P. This report indicates potential entrepreneurs

who show inclination to undergo EDP training. This list is our guideline for short-listing while selecting trainee entrepreneurs.

J.G.: What guidelines would you like to give Trainer Motivators ?

N.S.: First of all, Trainer-Motivators should find time from their routine mechanical life to read more on the subject of entrepreneurship. They should involve themselves deeply in the process of the EDP movement. The training they impart to potential entrepreneurs should not remain ambiguous at the grass-root level. It is also necessary for the trainer-motivators to attend refresher courses at a regular interval of two years to increase their professional growth. E.T.Ms should also undertake the work of writing and publishing research reports on various facets of Entrepreneurship besides conducting programmes so that a variety in their job line is maintained.

J.G.: As Head of the organisation, what

specifically do you feel is the responsibility of EDP conducting organisations towards their Trainer-Motivators ?

N.S.: Patrons, sponsors, institutions should take the responsibility of providing opportunities and openings for the career-growth of Trainer-Motivators. In order to keep-up their entrepreneurial spirit, it is essential that they are provided with incentives both in terms of monetary benefits and also rewards like 'Best Trainer Award'.

J.G.: What according to you are the requirements for an efficient EDP?

N.S.: Entrepreneurship Development Programmes have to be undertaken with a missionary zeal. EDP is a powerful instrument and there is no substitute for it, however, if trainers themselves lack entrepreneurial spirit and get into a survival syndrome then EDP will become a routine strategic movement in the country. Also infrastructural and

input resources should be built-up simultaneously so that an EDP does not get into a stalemate.

In the present EDPs, there is a need to experiment with training tools and design. National Institutes should be catalyst in bringing about this change to minimise the cost of training and optimise the result.

## ATC REFRESHER COURSE

An ATC Refresher Course was conducted at the Institute's campus from 29th May to 6th June, 1989. In all, 20 participants attended the course including those from Sixth, Seventh ATCs and one from the Fourth ATC.

During the programme, the participants were initiated to share their experience about the EDPs they had conducted. Problems and issues faced by them were analysed and a strategy for dealing with them was discussed. Inputs on key areas such as Project Identification, Project Report Preparation etc., were also provided.

All the participants were evaluated for their performance on the basis of the documentation prepared by them while conducting their first EDP, they were also given field assignments for assessing their capability to handle a specific task in a location which was quite unfamiliar to them.

For evaluating their knowledge in key aspects of ED and to assess their level of competency for handling such tasks, each participant was given an opportunity to deliver a talk on a given topic. This exercise helped in assessing their knowledge on the topic, language, vocabulary, their confidence level in taking lectures etc. They were further assessed through written test and personal interview. Also a committee consisting of EDI faculty members and an outside expert in the field of ED evaluated the participants. All 20 participants were awarded accreditation.



*Trainers who were conferred Accreditation at the recently held Refresher Programme seen along with EDI Faculty.*

## NINTH ACCREDITED TRAINERS' COURSE SEPTEMBER 12<sup>TH</sup> - OCTOBER 24<sup>TH</sup>, 1989

### WHY THE COURSE ?

Entrepreneurship Development Programme (EDP) has emerged as an effective measure to develop indigenous and new entrepreneurs for the rapid growth of small enterprises which, in turn, accelerate industrial development and generate employment.

In identifying, selecting, training and developing such entrepreneurs, a Trainer-Motivator performs the key-role in the programme.

Our initiatives and plans to develop right kind of human resources for small enterprises would bear desired results only when professionally competent Trainer-Motivators become one of the major bottlenecks in conducting result-oriented EDPs.

EDI-I has formulated and designed Accredited Trainers' Course (ATC) to fill this void. The course aims at grooming well-rounded Trainer-Motivators who can initiate, plan, organise and implement EDPs effectively. Institutions and organisations conducting EDPs or dealing with entrepreneurs are expected to benefit most from this course.

### PARTICIPANTS

Organisations falling under the following categories may nominate participants for this Course :

- Government departments responsible for planning and conducting EDPs including Directorate of Industries DICs etc.
- IEDs/CEDs working at state level.
- Technical Consultancy Organisations (TCOs) involved in or planning to implement EDPs.
- IEDs/CEDs working at state level.

- Training institutions, universities, educational institutions with Entrepreneurship Development Cell (EDC), or Science & Technology Entrepreneurs' Park (STEP), involved in planning and implementation of EDP in their respective organisations.
- Voluntary and other organisations committed to developing potential entrepreneurs.
- Banks and financial institutions.

### WHO SHOULD BE NOMINATED

Those in the age group of 25-30 years, having an aptitude for 'development activities' involving interaction with individuals at various levels - neo-literate rural poor to senior officials in the Government. Their having a firm belief that human beings could be developed, coupled with strong urge to extend one's resources for the benefit of other, would be of importance. Previous exposure to HRD/training activities, small industry development/consultancy and formal management education would help. They should also have abilities to plan, implement and act independently and co-ordinate with a host of organisations for a variety of reasons.

### FEES

Board and lodging arrangements have been made for the participants at EDI Campus. For on-the-job training during the second phase, sponsoring organisations have to bear all expenses i.e. the cost of conducting EDP, salary and other expenses of the participants together with EDI-faculty support expenses.

Organisations eligible for Professional Staff Training Subsidy from IDBI may avail the same.

The total fee for the course is Rs.12000/ per participant which includes board and lodging expenses during Phase and III of the programme, course material and programme related travelling expenses within Gujarat.

### HOW TO APPLY

Details may be obtained from :

Mr. NEERAJ SHARMA  
Course Co-ordinator

Entrepreneurship Development Institute of India  
Bhat (Via Ahmedabad Airport & Indira Bridge)  
P.O. Chandkheda - 382 424  
Dist. : Gandhinagar

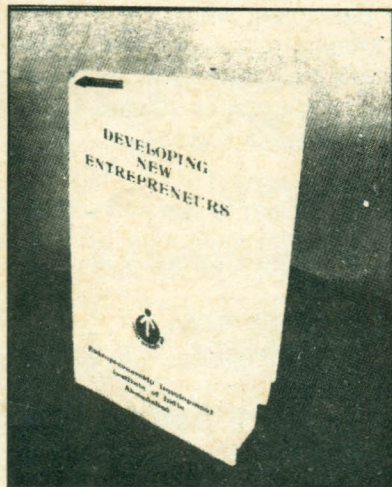
### INTERACTION WITH VISITORS

Shri A.J. Advani, Deputy General Manager and Shri P.D. Shedde, Manager of ICICI, Bombay, visited EDI on June 12, 1989 and discussed in detail about the approach developed and adopted by the Institute for identification, selection and development of entrepreneurial talent in rural and hilly areas.

The focus of discussion was on how to identify and develop entrepreneurs in a place like Bhutan where ICICI is involved in providing professional support for speeding up the process of industrialisation.

EDI experiences of having developed entrepreneurs in Sikkim, Arunachal Pradesh, Adaman & Nicobar islands etc., were discussed at length and a strategy for motivating first generation entrepreneurs in Bhutan was proposed by the faculty members.

## DEVELOPING NEW ENTREPRENEURS



### About the Book

*Entrepreneurship Development Programmes, the EDPs, have now become an almost household word in the industrial promotion arena. The success of the Indian experiences has now spread to developing countries and international development agencies are actively seeking the Indian expertise for the benefit of other developing countries who are on the look out for strategies to develop local entrepreneurs. This book which focuses on the approach and techniques of developing new entrepreneurs is, therefore, a significant addition to our knowledge in understanding the entrepreneurs, recognising the effectiveness of a well-tested Entrepreneurship Development Programme and pre-requisites of success in implementing EDPs.....*

S.S. Nadkarni  
Chairman IDBI & President, EDI-I

No. of Pages : 226 Price Rs.200 U.S. \$ 40

Published by :

Jacqueline Gohel on behalf of Entrepreneurship Development Institute, of India, Bhat, Ahmedabad Airport Gandhinagar Highway, Chandkheda - 382 424 Gandhinagar.

Tele No.: 811068, 811084, 811331, 811423, 811451, 811470

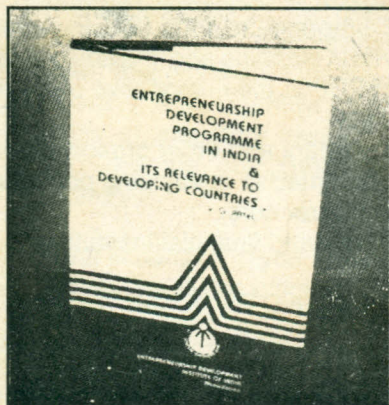
Gram : ENDIND Telex : 121-6224 EDII-IN

Designed and Printed by : MANUL 4. Phone : 46 14 30 - 02 07

For Private circulation only.

## EDI-I PUBLICATIONS ENTREPRENEURSHIP DEVELOPMENT PROGRAMME IN INDIA & ITS RELEVANCE TO DEVELOPING COUNTRIES

Dr. V.G. Patel



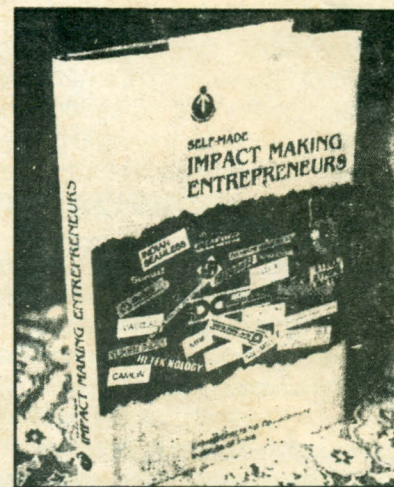
### About the Book

*Because of .... the Indian Experiment in successfully implementing Entrepreneurship Development Programmes (EDPs) and its relevance to other developing countries, the Economic Development Institute of the World Bank specially requested Dr. V.G. Patel to prepare a self-contained monograph on EDP in India. The result is this monograph, in which Dr. Patel has presented the Indian experience in a candid and comprehensive manner and indicated also the manner in which the Indian model can be adapted to the specific contexts of the other developing countries on the basis of his personal experience in several developing Countries. This monograph will certainly be useful and illuminating to all individuals and agencies in the developing countries that are working in the field of entrepreneurial training and small enterprise development.*

-V.V. Bhatt EDI-W  
Washington

No. of Pages : 97 Price Rs.130 U.S. \$ 25

## SELF-MADE IMPACT MAKING ENTREPRENEURS



### About the Book

*This book is about those high achievers who have broken off from their past background in employment, trade, technical services and other disciplines to enter manufacturing on their own. They have made 'impact' on the Indian economy by creating new niches or trends in market, technology and product. Many of them risked their entire wealth, steady careers, family and social lives and at times, even their very existence.*

*Based on 29 self-made, impact making entrepreneurs of 26 enterprises, the book presents unconventionally written, thought provoking achievement stories which are aimed at educating and inspiring the new as well as existing entrepreneurs. The dissection of the process of the emergence of such entrepreneurs is expected to help design entrepreneurship training curricula in future and enable the policy makers and financial institutions to have a clearer view of entrepreneurial perceptions of the existing gamut of policies, incentives, controls, support system and environment in general. This book will also be useful to researchers, academicians and professionals as a source to identify and explore further needs of research in entrepreneurship.*

No. of Pages : 220 Price Rs.250 U.S. \$ 45

