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From The Director's Desk

Planning for 1994

First, let me convey New Year Greetings to all the trainers, participants and supporters of the entrepreneurship movement in our country. I am confident the next decade will belong to the entrepreneurs. The changes taking place in the macro policy environment and the emerging privatisation, liberalisation and globalisation give one single message quite clearly: Entrepreneurs will have more opportunities, more freedom to operate, less business irritants to deal with, and more competent among them are bound to grow. At the same time, the disconcerting unemployment scenario also demands that self-employment and job creation through enterprise creation will have to be our development strategy and therefore all those with entrepreneurial potential, entrepreneurial desires and urges will become the "engines of growth".

While planning for the next year, we in EDI have started identifying key thrust areas and therefore strategic initiatives expected of national resource institution like ours. The institute has proudly completed its First Decade of services with the end of 1993. Naturally, we are reviewing our contributions and identifying new needs. We invite feedback, comments and suggestions from entrepreneurship institutions, promoters and entrepreneurs to advise us what EDI should do to accelerate as well as strengthen entrepreneurship development movement through training, education and research. The issues we are addressing ourselves while planning for the future are several:

1. In Entrepreneurship Education we have yet to make a dent in nontechnical education stream. It is the arts and commerce graduates who face the unemployment problem more than any one else. What can be done to introduce entrepreneurship education, self-employment orientation, etc. on the same line as successfully done by Department of Science & Technology for science and technical institutions? Not being a part of the university system (UGC umbrella), EDI has not been able to contribute much in terms of curriculum development, teachers training programmes, etc. The same is true for secondary and higher secondary schools. We hope to take strides in this direction in the coming years with the support of NCERT, UGC and Ministry of Human Resource Development.

2. For Rural Entrepreneurship Development, having worked with more than 100 voluntary organisations for implementing rural enterprise creation programmes, time has come to institutionalise the programmes and withdraw from direct programme participation. NGOs as well as IEDs and CEDs have built up sufficient experience. Our concern will be issues related to credit to rural poor and other necessary support in the micro enterprise creation process.

3. Our thrust of activities will reflect growing focus on performance and growth of existing enterprises where a number of core activities have been pioneered including succession programmes for family businesses, growth programmes, functional programmes on international marketing and strategic management and managers for small industries. The time has come for a national thrust on SIMAPs/COMAPs; and TCOs, IEDs, CEDs and Industries Associations must take up these programmes on a large scale. Adequate funding of these programmes will be a major issue.

4. Our focus will also shift to more micro level Research regarding impact of new economic policy on entrepreneurship, role of state governments in implementing new policies and special studies regarding constraints faced by entrepreneurs for entry as well as growth. We will have to respond to emerging priority as the policies take better shape and impact is being felt.

5. And finally we will have to facilitate the Network of entrepreneurship institutions, particularly industries associations, to be self-sufficient in localised training and counselling of new and existing entrepreneurs. We wish to therefore create a major information bank on project opportunities, publish counselling booklets and prepare self-learning video-cassettes for new and existing entrepreneurs. Revised Handbook for New Entrepreneurs will be ready next year. The book "Seven Crises in Business for Competition and Growth" is in the press.

1994 promises to be an year of major changes and therefore institutional strategies and activities mix must also respond to them. And on April 22, 1994 we propose to hold a Conference of Chief Executives of Entrepreneurship organisations, key individuals from state governments as well as central ministries as a part of our celebrations on Campus for completing our First Decade. Let us meet to review and assess the "Future of Entrepreneurship Development".

-Dr. V. G. Patel

NATIONAL SEMINAR ON IMPACT OF NEW ECONOMIC POLICY ON SMALL & TINY ENTERPRISES

EDI recently carried out a Friedrich-Naumann-Stiftung (FNSI), Germany, sponsored research study on Impact of New Economic Policy on Small and Tiny Industry Sector in India. The research study was based on a field survey covering Gujarat,

behalf of FNSI, Dr. J. Axer extended his warm welcome to the delegates and apprised them of the activities of FNSI in India. He reiterated the FNSI commitments to the growth of small scale sector in the country.

majority of the small entrepreneurs felt that the liberalisation would positively contribute to their survival and growth in the long run. The study also indicated that the entrepreneurs operating in a cluster have better and more positive perception of the new



able Minister of State for Industry (SSI & ARI), Govt. of India, (Second from left) inaugurated the national seminar. Also seen in the picture are Dr. V. G. Patel, Vice-President & Director, EDI, (on his right) and Shri S. L. Kapoor, Secretary, Department of SSI & ARI, (Govt.) and Dr. J. Axer, Regional Representative, FNSI, New Delhi. (on his left).

Karnataka and Orissa. In all, 120 entrepreneurs, besides officials associated with the industries promotions of these states, major small industries associations officials etc. were extensively interviewed for collecting the information. The report on the study was subsequently presented in National Seminar on Impact of New Economic Policy on Small and Tiny Enterprises, in Park Hotel, New Delhi on 23rd November, 1993. The seminar was inaugurated by Shri M. Arunachalam, Minister of State (SSI & ARI), Govt. of India and was attended by 52 planners, policy makers, bankers, industries associations, economic journalists and entrepreneurs.

The seminar started with welcome address by Dr. V. G. Patel, Vice-President & Director of the Institute. In the welcome address he highlighted the importance of the study and its relevance in the context of changing economic environment of the country. He observed that the new economic policy in general, and new small industries policies in particular, have not been an unqualified success. Nevertheless, these policies have led to psychological change for the better as far as entrepreneurs are concerned. He also hailed the role of the FNSI and the research study and the National Seminar. On

Subsequently, Dr. Dinesh N. Awasthi, Senior Faculty, EDI, presented the findings of the study under the chairmanship of Sri S. L. Kapoor, Secretary, Govt. of India, Dept. of SSI & ARI. Major highlights of the research study were:

The positive impact of the new economic policies has started showing up as reflected in the positive move of small entrepreneurs towards quality improvement, technology upgradation and investment in human resource development. The perception of the entrepreneurs on 24% equity participation by large units in small ones was positive as it will help in the small industries establishing forward and backward linkages with the large units. The study also brought to the fore the futility of continued reservation policy for small scale industries and recommended that it should be done away with, of course in a phased manner.

Surprisingly, the response on the delay payment ordinance was rather discouraging as the entrepreneurs felt that it will not serve any useful purpose because of the weak bargaining strength of the small sector viz-a-viz the large. Major irritant in the entire policy framework was found to be the withdrawal of preferential and concessional lending, especially among the tiny sector entrepreneurs. Nevertheless,

economic policy than the entrepreneurs operating in isolation. The study also observed that the small sector has shown better resilience compared to the large scale sector in the wake of policy changes as reflected in their responses.

However, the entrepreneurs felt that though the policy is well framed, it still remained on paper and will require concerted efforts on the part of the state governments to implement the new policy in right earnest. To this end, they suggested that the exact policy should be formulated on priority basis in order to facilitate its restructuring. In view of the problems encountered by small enterprises, it was suggested that there should be further de-regulation and simplification of the procedures and formalities, tax reforms and significant changes in labour legislation. The research study normally argued in favour of non-pecuniary support and favoured a gradual shift from the present pecuniary support being extended to the small scale sector. This will require the state governments to lay more emphasis on the infrastructural development and the major irritants will have to be removed if the small scale sector is expected to perform well in a competitive environment. Following the presentation,

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Strategic Management for SMEs in changing scenario

With a view to assisting owner-managers of SMEs in formulating key strategies for their own companies to respond to their immediate and anticipated opportunities and problems in the next 4-5 years and attain their targeted level of profitability and growth, the EDI conducted a 5-day training programme on 'Successful Strategies for Small & Medium Industrial Enterprises' during November 29 - December 03, 1993. The programme was sponsored by the Friedrich-Naumann-Stiftung (FNSI), Germany.

It was felt that since the liberalisation policy is going to change the entire scenario of the SME sector in terms of global competition, technological changes, increased quality consciousness and customers' sophistication, inflation and business cycle, SMEs have no alternative but to adopt the strategic management system. The 'Strategic Management System' allows owner-managers to anticipate changes and their likely impact on business performance far in advance and enables them to act and react quickly to market opportunities and problems.

Comprehensive Plan

It was in this context that the EDI designed and implemented the training programme to help the participants in preparing a comprehensive plan to create strategic

advantages in raising funds, networking, technological adaptation, utilisation of human and financial resources, not only to cope with the changes and the cut-throat competition, but also to keep up with targeted sales, profits and productivity every year.

Sixteen owner-managers and senior executives of small and medium industrial enterprises attended the programme. The training was based on workshop and participatory methods of learning in which participants were assisted by faculty members to actually draw key strategies for their companies with the help of scientific instruments, work-sheets and discussions in small work groups. Role play, sensitivity training, simulation exercises and counselling techniques were extensively used instead of the usual classroom lecture methodology.

The first programme of the EDI with the new pedagogy was warmly received by the participants. They felt that they had never realised the importance of the strategies and had considered them as something expensive and relevant only for the corporate sector. After attending the programme they were assured that now they could successfully analyse all possible problems, issues, threats and opportunities for their highest benefit.

joined the Institute as Assistant Faculty. He is a Ph.D. in Psychology from Utkal University, Bhubaneswar. He specialises in Developmental Psycholinguistics.



Mr. Pradeep Kumar Keshari (34), has joined the Institute as Assistant Faculty. He is M.Phil in International Trade and Development from Jawaharlal Nehru University and specialises in Industrial Economics, International Trade/ Finance and Multi-national Companies.

Mr. R.D. Puranik (31), a Civil Engineer with a Post Graduate Degree in Rural Management, joined the Institute in December 1993 as Faculty.

Youths urged to set up more industries



Dr. V. G. Patel, Vice-President and Director, EDI, while addressing the Executive Heads of CEDs/IEDs, bankers and SSI entrepreneurs on the occasion of 'MCED Day' celebrated at Aurangabad on October 1, 1993, exhorted that youths in the country should go in for setting up their own ventures instead of looking for jobs. He complimented the Maharashtra Centre for Entrepreneurship Development (MCED) on doing good work in the area of ED. He also chaired the discussion held between Heads of various ED organisations on the following points :

- (i) Performance related issues.
- (ii) The New Thrust Areas
- (iii) Organisation related issues

Also seen on the dais are : Shri R. S. Agrawal, MD, SIDBI and Mr. S. L. Soman, Executive Director, MCED, Aurangabad.

23 Participants attend international training programme on 'Industrial Project Preparation & Appraisal'

The fifth International Training Programme in the series on 'Industrial Project Preparation & Appraisal' was organised by UNIDO, Vienna, in co-operation with the Government of India at the EDI, during 4-30 October, 1993. The main objective of the programme was to strengthen the knowledge and skills of the officials of Development Corporations, Development Banks, Finance Corporations and Government Units in the preparation and appraisal of industrial investment projects.

Twentythree participants from 12 countries including Tanzania, Uganda, Indonesia, Bhutan, Bangladesh, Ethiopia, etc., attended the programme which was inaugurated by the eminent industrialist Shri Kapoorbhai Chandaria, Chairman, Chandaria International Group. Ms. P. Scott from UNIDO, Vienna, was one of the dignitaries present at the inauguration.

MANAGEMENT APPRAISAL

In addition to the usual inputs such as, Project Development Cycle, Market Con-

cepts of Feasibility Study, Technical Aspects of Feasibility Study, National Cost Benefit Analysis, COMFAR etc. generally imparted in the first four programmes, topics such as Entrepreneurial Assessment, Management Appraisal and Environmental Impact Assessment were included to orient this training towards medium-scale enterprises. These proved to be valuable contributions relevant to this part of the continent.

The EDI has trained 119 delegates from 18 developing countries during the last two years under this project. The participants rated all the programmes as highly satisfactory in terms of the con-

tribution of the EDI, resource persons and logistic support besides hospitality.

Mr. Areez Khambhatta, Chairman, Pioma Industries (RASNA) and a role model for all aspiring entrepreneurs, was the Chief Guest at the valedictory function. He shared his initial experiences with banks and licensing authorities and advised the bankers not to be rigid while following the rules but assess the entrepreneurs using their gut feelings.

On behalf of UNIDO, Mr. Hans Heep, Senior Evaluation Officer, congratulated the EDI on conducting such a training programme successfully.

Khandsari Project in Mizoram commissioned

On a special request made by the Mizoram Khadi and Village Industries Board (KVIB) and the Ministry of Finance & Industry, Aizawl, the EDI had undertaken a turnkey assignment to establish a mini sugar plant of 100 ton crushing capacity, a first of its kind in the state of Mizoram. The plant is located at Saitual, about 80km. from Aizawl. The In-

stitute has provided technical knowhow in the erection and commissioning of the plant. The turnkey assignment was completed in a record time of 10 months keeping in mind the fast approaching sugar season of 1993-94. The plant was inaugurated by the Chief Minister of Mizoram, Mr. Lal Thanhawla on December 21, 1993.

SNIPPETS

The EDI faculty has been strengthened with four more academics from various fields having joined the institute recently.



Ms. Tara Nair (29), M.Phil in Applied Economics from Jawaharlal Nehru University, has joined the EDI as Assistant Faculty. She works on issues related to gender and entrepreneurship.



Mr. Sunil Shukla (31), has

EDI REPORTS

NEW RELEASE

A video cassette-on successful women entrepreneurs 'THE WORLD OF WOMEN ENTREPRENEURS'

Women today have come out of the four walls and are increasingly becoming economically independent. But it is difficult to procure jobs and women who want to set up their own industries find our orthodox, tradition-bound society a hurdle. Their attempts to seek equality with men or enter a male-dominated area are discouraged. A man still hesitates to accept a woman as his 'Boss'. Financial institutions and banks want a guarantee from husband/father before they lend money to a woman entrepreneur. Despite multifarious roles and many responsibilities - societal, familial, etc. many women have become as successful entrepreneurs, as men. Cases of a few such successful women entrepreneurs deserve to be highlighted and put before society in general and women in particular, especially those who hesitate to step out and be on their own to gain confidence and get motivated to set up their own industry.

The EDI, with the support of the Friedrich-Naumann-Stiftung (FNSt), Germany, has, therefore, produced a videofilm on some successful women entrepreneurs. In this film, we meet a few women who have established themselves as entrepreneurs after passing through many difficulties and are successfully managing their enterprises. The cases selected are of women engaged in small-scale industry.

Here, we also intend to break the general impression that women can only go for traditional items like garments, papads and pickles. The intention is to draw attention to the fact that women can,

without much finance, often without experience or technology, but with their own capability, establish their own industry. They can not only earn for themselves, but also generate employment.

The film, besides presenting live examples of how women, using modern technology or machinery and processes, manage industries with considerable investment and employ numerous people, will bring out and address gender issues.

It is hoped that apart from women, the film will also create an awareness among financial institutions, other developmental agencies and society in general, to extend all possible assistance, guidance and encouragement to women desirous of starting their own industry and becoming successful entrepreneurs.

The cassette will be useful to

- Urban, English-speaking, middle class, educated, prospective, women entrepreneurs;

- Financial institutions, bankers and support system;

- Women Entrepreneurs' Associations & Women's Organisations, and

- Organisations involved in promotion and training of women entrepreneurs.

The duration of the film is 30 minutes and the price is Rs. 250/- (Excluding postage & packaging charges) and US\$ 20 (including postage & packaging). Individuals and organisations desirous of purchasing the cassette should contact the PPP Cell of the Institute.

EDI PUBLICATIONS & AUDIO-VISUALS

EDI Reports

EDI publishes a quarterly bulletin, EDI Reports, covering activities undertaken by the Institute. (Free circulation on demand)

Publications	Rs.	(US\$)
1. Entrepreneurship Development Programme in India & Its Relevance to Developing Countries. -V.G. Patel	130/-	(25)
2. Developing New Entrepreneurs.	200/-	(40)
3. Self-Made Impact-Making Entrepreneurs. -Gautam R. Jain & Akbar Ansari.	250/-	(45)
4. National Directory of Entrepreneur Trainer-Motivators(1989).	80/-	
5. Entrepreneurship Bibliography.	55/-	(11)
6. Strategy of Success in Business & Industry (Hindi) -V.G. Patel.	50/-	
7. A Manual on How to Prepare A Project Report -J.B. Patel & D.G. Allampalli.	100/-	(15)
8. In Search of Identity-The Women Entrepreneurs of India. -Ajit Kanitkar & Nalinee Contractor.	160/-	(15)
9. The Seven Crises & Business Strategy for Survival & Growth -V.G. Patel.		(In Print)
10. Performance Improvement Series for Existing Entrepreneurs of SSIs. (5 booklets)	10/-	(5) (per booklet)

Journal

The Journal of Entrepreneurship
(biannual - single copy)

70/-

Papers

1. Potential of Ex-servicemen for Entrepreneurship: A study -Gautam R. Jain, 1989	48/-	(4)
2. Course for Entrepreneurial Succession in Family Business; A Feasibility Study -Gautam R. Jain, 1989	43/-	(3)
3. The Missionaries- A Study of Entrepreneur Trainer Motivators in India -Dinesh Awasthi, 1989	72/-	(6)
4. Proceedings of National Workshop on Developing Research Agenda on Entrepreneurship -Gautam R. Jain & Dinesh Awasthi, 1989,	81/-	(7)
5. Institution Building for Entrepreneurship Development -Lessons from India -V. G. Patel	-	-
6. Approaches to Entrepreneurship Development -A Trend Analysis -D. N. Awasthi	-	-
7. EDI's Entrepreneurship Development Programmes For New Enterprise Creation. -A Case Study. -V. G. Patel & D. N. Awasthi	-	-
8. Agenda For Change -Entrepreneurship Education in Management Schools.	75/-	(6)

Video Cassettes

1. Five Success Stories of First Generation Entrepreneurs	1,000/-	(100)
2. Assessing Entrepreneurial Competencies	1,000/-	(100)
3. Business Opportunity Selection and Guidance	750/-	(75)
4. Problem Solving -An Entrepreneurial Skill	750/-	(75)
5. Starting Crisis in Business	250/-	(20)
6. Cash Crisis in Business	250/-	(20)
7. Delegation Crisis in Business	250/-	(20)
8. Leadership Crisis in Business	250/-	(20)
9. Financial Crisis in Business	250/-	(20)
10. Prosperity Crisis in Business	250/-	(20)
11. Management Succession Crisis in Business	250/-	(20)
12. Planning for Competition & Growth	250/-	(20)
13. Jewels From the Dust-The Making of the Rural Entrepreneurs	250/-	(20)
14. The World of Women Entrepreneurs	250/-	(20)

Special offer:

The EDI will bear packing & postage on order for all eight cassettes from Nos. 5 to 12.

Kit

1. Achievement Motivation Training (AMT) Kit.	700-	(56)
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Clippings

1. Entrepreneurship Newspaper Clippings Yearbook. 1991.	300/-	(24)
2. Entrepreneurship Newspaper Clippings Yearbook. 1992.	250/-	(30)

Note: All prices exclude postage & packing. 10% discount is allowed to all training/educational institutions, government organisations and libraries on all above publications, audio-visuals.

NEW EDI PUBLICATIONS PERFORMANCE IMPROVEMENT SERIES FOR EXISTING ENTREPRENEURS OF SSIs

A valuable teaching & counselling material for EDP trainers
SSI consultants, counsellors, entrepreneurship teachers,
new as well as existing small entrepreneurs.

With a view to improving the performance of existing entrepreneurs of small-scale industries, the EDI conducts Performance Improvement Programmes throughout the country with active support from the

3. Business Plan for SSI
 4. Cash Flow in Small Business Management
 5. Record-keeping in Small Business Firms.
1. The book titled "Understanding Value Engineer-

knowledge acquired can directly be used for performance improvement and decision-making for achieving growth.

The illustrations provided in the booklet and the method suggested for cost reduction

latter essentially aims at raising funds for financing a viable venture.

Any plan for a manufacturing unit should cover planning for various functional areas. Hence the booklet focuses on planning for each functional area.

This booklet, we hope, would help owner-managers of small manufacturing units to develop a sense for planning that would culminate in improving the performance of their units.

4. The booklet 'Cash Flow in Small Business Management' is prepared for educating owner-managers of small business on the significance and methods of cash flow management. Too often the owner-managers of small businesses are preoccupied with profits and fail to recognise the strong positive relationship between cash management and operational profits. The surest way of improving performance, therefore, is through effective cash management.

The booklet, therefore, focuses on using budgeting techniques to determine the timing and quantum of inflows and outflows of cash in business. Cash budgeting is an effective tool for forecasting the cash requirements at different points of time. It helps the owner-managers of small businesses to control their outflows in line with the expected inflows to the extent possible. It further helps them to plan for additional cash to bridge the gap between outflows and inflows of cash at different points of time. The booklet guides them through a cash budgeting process with requisite formats.

This booklet, we hope, will help develop a sense for cash budgeting among owner-managers of small businesses and improve their performance and profits.

5. The booklet deals with a dry subject called 'Record-keeping' but highlights its needs, its importance and its relevance to planning and managing an enterprise successfully.

Record-keeping is a continuous process. It is a part and parcel of day-to-day man-

agement of SSI. By and large, this is a neglected area in which existing entrepreneurs do not spend time and as a result end up in making a wrong decision at a wrong time.

This booklet deals with an exercise in understanding the need for records, types of records and formulae of records. The importance of record-keeping for managerial decisions and the role and responsibilities of the owner in ascertaining the types of records required and maintaining them as per his needs for the enterprise have to be realised.

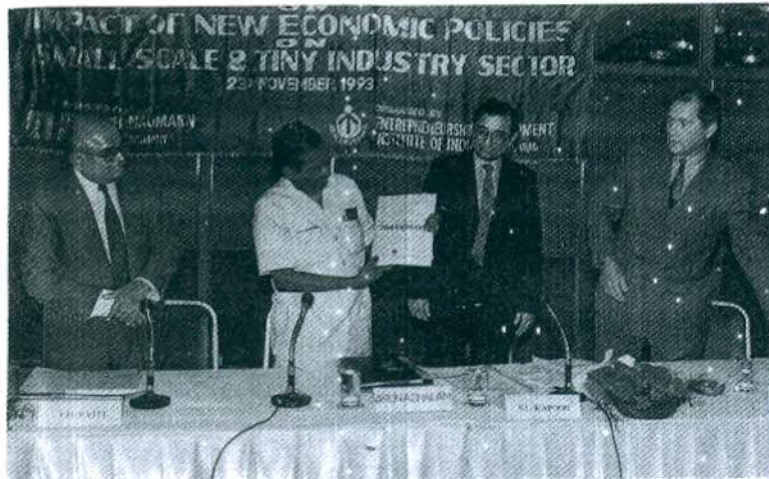
As records are crucial for development and smooth functioning of business firms, this particular booklet will satisfy the need for strengthening this particular area of small enterprise management among existing entrepreneurs.

The booklets are useful for developing new entrepreneurs in teaching them how to manage their enterprises. The EDP conducting institutions can also use them during Entrepreneurship Development Programmes. Organisations involved in consultancy services can advise their SSI clients on the basis of these booklets. And of course, they will be useful to all existing entrepreneurs in managing their units.

The booklets have been prepared in easy-to-understand language and are easily accessible to everybody because of their low price i.e., Rs. 10/- per booklet, (plus forwarding charges Rs. 6/- for one booklet & Rs. 12/- for a complete set). The Institute offers 10% discount to those who place order for more than 25 sets.

We welcome EDP institutions, Technical Consultancy Organisations as well as small business counsellors to make this set of booklets available to all their trainers and clients.

The EDI is also in the process of translating and publishing the booklets in Hindi. All interested persons/organisations can place orders for the same with PPP Cell of the Institute.



Mr. M. Arunachalam, Honourable Minister of State for Industry (GOI), releases a set of 5 booklets published for Existing Entrepreneurs by the Entrepreneurship Development Institute of India, Ahmedabad, under the financial assistance of Friedrich-Naumann-Stiftung (FNSI), Germany, at Hotel Park, New Delhi, during a national seminar on 'Impact of New Economic Policy on Small and Tiny Sector' on 23rd November 1993. On his right is Dr. V. G. Patel, Vice-President & Director, EDI and on his left are Mr. S. L. Kapoor, Secretary, Ministry of Industry, (Govt), and Dr. J. Axer, Regional Representative, FNSI, New Delhi.

Friedrich-Naumann-Stiftung (FNSI), Germany.

Our experience reveals that, by and large, existing entrepreneurs in the SSI sector tend to avoid or spend little time in reading professional literature which can update their knowledge and information. They are indifferent to the advantages of acquiring professional knowledge through such literature. Keeping in mind this aspect, the EDI has, with financial assistance from the FNSI, published a set of five booklets to guide, motivate and direct existing entrepreneurs towards improving their performance. These booklets mainly act as a starting point for "enterprise development" through self-development and self-learning exercises."

Details of the booklets :

The choice of the subject-matter for the booklets is also based on our experience of PIPs.

The 5 booklets are on the following themes :

1. Understanding Value Engineering
2. Cost Consciousness in SSI

ing" has been prepared to create sufficient awareness about the concept of VE, its application in SSI, its advantages and finally the methodology for implementing it in the SSI sector.

Value engineering is indeed an exciting, useful and creative approach to cost reduction. It is also a time-consuming and at times difficult activity. At the same time, it helps entrepreneurs to break down the resistance to change and be more creative in problem-solving. Successful implementation of Value Engineering in the enterprises calls for two important entrepreneurial competencies in existing entrepreneurs, namely persistence and perseverance.

We are sure, the first booklet in this series will lead to enterprise growth and development.

2. The booklet on 'Cost Consciousness' aims at creating awareness among existing entrepreneurs as regards acquiring minimum understanding and knowledge of the term 'cost' and illustrating how

will surely be useful in controlling and monitoring cost. Finally, tips provided in the last chapter will prove to be of highest importance for those entrepreneurs whose ultimate objective of running and managing the enterprise is for profit maximisation and nothing else.

We hope that our conscious effort in creating cost consciousness among existing entrepreneurs of SSI will lead to their performance improvement.

3. The booklet on 'Business Plan for SSI' is prepared to inform owner-managers of small manufacturing units of the framework of a plan for their units. Planning is essential for improving the performance and facilitating the growth of the small manufacturing units.

Business Plan is essentially a tool of operational planning with a time-frame of one year.

The readers must note the difference between a business plan and a project plan as the former is a viable tool for planning the business on a year-to-year basis, while the

Behavioural Inputs in EDPs

The national study on 'Evaluation of EDPs in India' conducted by the EDI reveals that one of the important reasons for poor performance of EDPs was unsatisfactory selection of trainees as many ED organisations did not have competent trainers to administer the behaviour-oriented selection tools and techniques systematically. Another reason was poor handling of motivational training and counselling inputs as there were not many Entrepreneur Trainer-Motivators (ETMs) well equipped with training skills in behavioural inputs of EDPs. Therefore, the key recommendation of the study was to train a few selected ETMs as specialists in behavioural inputs of EDPs.

With this background, the EDI has conceived and designed an advanced training programme to update and upgrade professional skills of trainers/consultants/promoters who are organising EDPs and teaching entrepreneurship course in educational institutions in India

and other developing countries on 'Behavioural Inputs in EDPs'. The programme was organised during December 20-31, 1993, at EDI campus and fourteen trainer-motivators from IEDs, TCOs and technical institutions attended the same. The participation in this programme was facilitated by timely and valuable help from the Department of Science and Technology, New Delhi and Industrial Development Bank of India, by way of providing fellowships to the participants.

The inputs included 3 modules namely, selection, motivation and counselling. The pedagogical method used in this programme was based on experience sharing and participatory methods of learning which involved group discussions and presentations. The feedback of the programme indicated that the participants were satisfied with the inputs. It was felt that this programme could benefit those trainer-motivators who have already acquired a reasonable experience in behavioural science.

Training Programme on COMFAR PACKAGE

UNIDO has developed for professionals engaged in preparing feasibility reports a Computer Model for Feasibility Analysis and Reporting (COMFAR). This software package permits the user to simulate the short and long-term financial and eco-

COMFAR, the EDI conducted a five-day training programme in collaboration with UNIDO, Vienna, between November 1 and 5, 1993 on the EDI campus.

Nineteen officers from developmental banks, financial



Participants of the COMFAR programme are seen with Mr. Bendeckovic (third from right) an expert from UNIDO.

nomical situation of industrial and related investment in medium, large and mega projects to assist in investment decisions. With a view to training all professionals engaged in preparing industrial feasibility studies, appraisal and investment decisions for effective utilisation of full capabilities of

corporations, public sector/govt. organisations involved in project feasibility studies, consultancy services and preparing industrial feasibility study, attended the programme.

Major inputs covered during

Generous support from the Friedrich - Naumann - Stiftung (FNS), Germany, made it possible for the EDI to organise a Performance Improvement Programme for potential and existing women entrepreneurs of Ahmedabad

women with a desire to go in for their own ventures.

The response to the programme was quite encouraging. Fortythree women participated in the programme. Emphasis was given to inputs

participants reveals that they were more than satisfied with the coordination of the programme, training approach and training inputs. There were suggestions that the EDI should conduct more such programmes in the fu-



Participants of Women PIP, Ahmedabad with Ms. Madhulika Kaushik of IGNOU

during December 20-25, 1993.

The programme had two benefits for the women participants viz. low fees and a short duration. The low fees made it possible for the potential entrepreneurs to participate and acquire not merely considerable knowledge, but also an opportunity to develop themselves entrepreneurially. The short duration benefited not only the existing entrepreneurs who could spare time with difficulty but also working

on strengthening and developing entrepreneurial competencies of the participants and making them aware of the crises that can occur in the life of an enterprise. Management aspects like market strategy and financial management as well as new opportunities and new technologies were also dealt with. Inputs on export procedure and opportunities and the impact of the new economic policy of the government on small-scale industry were also imparted.

The feedback from the participation and report generation modules of COFAR;

-Analysis of financial statements generated by COMFAR to take investment decisions.

In addition, two case studies were prepared to help the participants learn several steps of the complex package.

The contribution of Dr. J. Bendeckovic, Chief Faculty of the programme, as resource person and an expert on financial analysis and COMFAR was highly appreciated by the participants. According to Dr. Bendeckovic, release of the new version of COMFAR would solve most of the difficulties faced by the users today and it would be very useful for development banks, consultants, industrial promotion organisations, etc. in India.

ture. In fact, some of them opined that they would like to participate in any other relevant programmes to be organised by the EDI in future.

RED Workshop For NGOs in HIMACHAL PRADESH

A one-day workshop was organised by the EDI at Solan (H.P.), under the sponsorship of the Norwegian Agency for Development Cooperation (NORAD), New Delhi, for non-government organisations (NGOs) of Himachal Pradesh. The workshop was attended by Heads/Representatives of twelve NGOs, operating in different parts of H.P. and actively involved in field-level income generation/enterprise-based programmes, two successful entrepreneurs, a representative of CED, Madurai, and the Adviser, NORAD, New Delhi. The objectives of the workshop were to share the EDI's Rural Entrepreneurship Development experience and approach with NGOs and to provide them a common platform to deliberate on various approaches for promoting economic/income generating activities.

It was a learning experience for both the EDI and the NGOs, as the EDI has recently started organising REDPs through NGOs in H.P. and this interaction has helped in sensitising the NGOs as far as the EDI-RED approach is concerned. For the NGOs the EDI approach added a new and valuable dimension to their own efforts in promoting micro enterprises through training intervention. The workshop also helped in forging a strong link between NORAD, the NGOs and the EDI.

EDI plans to celebrate its decade of service to Entrepreneurship

Entrepreneurship Development Institute of India, an apex institute in the field of training and research in Entrepreneurship Development is dedicated to promoting Entrepreneurship. The institute has successfully completed a decade in the service of entrepreneurship and has made entrepreneurship development strategy a movement. In the past ten years it has played key role in institutionalising entrepreneurship development activities in India and abroad. Its role has widely been acclaimed by the World Bank, ILO, UNIDO, Commonwealth Secretariat, FNSI, NABARD, IDBI, SIDBI and other national and international agencies as reflected in

their continued support to EDI. The Institute owes its achievements to its committed team of staff members under dynamic leadership as also the active co-operation extended by its well-wishers.

We, at EDI, have the pleasure to announce celebration of this pleasant event on 22 April, 1994 on its award winning and elegant campus. Following major activities are proposed for the 22nd April as a part of the celebrations.

- A meeting of all those who have been instrumental in and party to the achievements and success of EDI.

- A meeting of the Chief Executives of the Entrepreneurship Development organisations operating at the states' level, especially to discuss the future of entrepreneurship development.

- Presentation of the Entrepreneur Trainer-Motivators awards for the year 1993 to two outstanding trainer-motivators.

- Opening of a permanent exhibition on entrepreneurship on the campus.

We solicit co-operation of all the concerned persons in strengthening the entrepreneurship movement all over.

Accreditation to Thirteen ETMs

The EDI has been organising Accredited Trainers Course (ATC) to develop training professionals in Entrepreneurship. This course is divided into three phases. Phase I consists of a 6-week classroom training followed by 'on-the-job' training during which the trained trainers are expected to conduct full fledged Entrepreneurship Development Programmes independently.

Those trainers who have completed on-the-job training, i.e. phase - II, are eligible to participate in phase - III which involves a two-week Refresher Course.

Accreditation. Phase-III provides an opportunity to systematically analyse their 'on-the-job-training' experiences and to seek advice and counselling from EDI faculty members. The course also helps the participants to assess their understanding and clarity of the process involved in ED.

One such Refresher Course was organised recently at EDI campus during December 20-31, 1993, in which 13 Entrepreneur Trainer-Motivators from various EDP conducting organisations participated. The major emphasis was given on 'experiential learning' and 'participatory learning' methods. During the course project

assignments were given to the participants as one of the criteria for evaluation of their performance. All the 13 participants fulfilled the evaluation criteria and were awarded 'accreditation' by Dr. V.G. Patel, Vice-President & Director of the Institute. The following ETMs have been awarded accreditation.

- Mr. V.T. Sawant, MCED, Nasik, Maharashtra
- Mr. S.K.B. Salvi, MCED, Chandrapur, Maharashtra
- Mr. R.V. Kale, MCED, Solapur, Maharashtra
- Mr. Y.K. Dafade, MCED, Wardha, Maharashtra
- Mr. U.U. Bhale, MCED, Ahmednagar, Maharashtra
- Mr. M.S. Kadam, MCED, Beed, Maharashtra
- Mr. S.K. Thote, MCED, Yavatmal, Maharashtra
- Mr. G.P. Palsodkar, MCED, Sangli, Maharashtra
- Ms. Ruby A. Patil, TECKSOK, Belgaum, Karnataka
- Mr. A.K. Thakur, IED, Patna, Bihar.
- Mr. Haralal Saha, United Bank of India, Rourkela, Orissa.
- Mr. N.R. Bose, CGCRI, Calcutta
- Mr. Md. Anwar Hussain, NECON, Aizawl, Imphal.

Till date 95 ETMs have been awarded accreditation. The course was conducted by Mr. S.B. Sareen. The programme was well received and appreciated by all the participants.

CONFERENCES AND COURSES IN INDIA & ABROAD

7th International Conference of Small & Medium Enterprises and Trade Fair (February 28 - March 5, 1994)

Theme: Challenges & Opportunities for SMEs in the New Global Economic Environment

Contact : Mr. Chakradhari Agarwal, WASME, 301 Saraswati House, 27 Nehru Place, New Delhi - 110 019. Phone : 91-11-6411417, Fax : 91-11-6852170.

4th Annual UCLA International Research Symposium on Family & Closely Held Business (March 17-19, 1994)

Theme : Government Policy & the Private Firm

Contact : Dr. Alan L. Carsrud or Ms. Stacey Webster, Family & Closely-Held Business Program, Entrepreneurial Studies Center, The Anderson School of UCLA, 405, Hilgard Ave., Los Angeles, California 90024-1481m U.S.A. Phone : 310/825-2985 or 310/825-1808, Fax : 310/206-9102.

The Association of Private Enterprise Education (APEE) International Convention (April 10-12, 1994)

Theme : Liberty, Markets &

Economic Progress

Contact: Dwight R. Lee, Dept. of Economics, University of Georgia, Brooks Hall, Athens, Georgia 30602, U.S.A. Phone : 706/542-3970, Fax : 706/542-3376.

The 40th World Conference of the International Council for Small Business (June 18-21, 1994)

The conference will be held in Sydney, Australia.

Contact : ICSB Conference, GPO Box 128, Sydney NSW 2001, Australia. Phone : 62-2-262-2277, Fax : 61-2-262-2393.

The 8th Nordic Conference on Small Business Research (June 13-15, 1994)

Theme : Theory and Method in Small Business Research

The conference will be held at Halmstad University, Sweden.

Contact : Evalene Eriksson, Centre for Venture Economics, Halmstad University, P.O. Box 823, S-301 18 Halmstad, Sweden. Phone : 46/35/153100, Fax : 46/35/145833.

39th ICSB World Conference Programme (June 27-29, 1994)

Theme : Small Business and its Contribution to Regional and International Development

Contact: Prof. J. J. Obrecht, Institut d'Administration des Entreprises, 47 ave. de la Foret Noire, F67082 Strasbourg Cedex, France. Phone : 33/88-41-77-85, Fax : 33/88-60-51-48.

The 3rd Conference on Internationalising Entrepreneurship Education and Training (July 4-6, 1994)

The conference will be held at Stirling University, Scotland.

Contact :Dr. Peter Rosa, Scottish Enterprise Foundation, Stirling University, Stirling FK9 4LA, Scotland, U.K.

The European Doctoral Programme in Entrepreneurship and Small Business Management

The programme will take place at the Autonomous University of Barcelona, Spain and will last six months from January - June, 1994.

Contact: The European Doctoral Programme in Entrepreneurship and Small Business Management, Department d'Economia de l'Empresa, Universitat Autònoma de Barcelona, Edifici B, 08193 Bellaterra, Barcelona, Spain. Phone: 34-3-581-12-09 or 581-22-64, Fax : 34-3-581-25-55.

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Shri M. Arunachalam, MoS (SSI & ARI), Govt. of India delivered his keynote address. He appreciated the efforts of the Institute to bring into focus some of the critical aspects of the new small scale policy. He promised to look into some of the issues raised in the report and see to it that major irritants are removed as fast as desired by the entrepreneurs. He appreciated the efforts of the FNSI in supporting small scale industries sector in India. He said that he will welcome any concrete suggestions in the direction of strengthening the small scale sector, as the Govt. of India is committed to its survival and growth.

The Hon'ble Minister also released a set of 5 booklets on counselling material for SSI units published by EDI with financial assistance from the FNSI. The release of the booklet was followed by deliberations on the findings of the EDI study in presence of both Mr. S.L. Kapoor and Mr. Prabhat Kumar, Development Commissioner, Small Scale Industries, Gol.

Subsequent to the key-note address, Shri Kapoor, Chairman of the session, initiated the discussions highlighting the key findings of the study. The report generated considerable

discussions and very useful comments and suggestions by the delegates.

The post lunch session was chaired by Shri Prabhat Kumar, Development Commissioner, SSI, Gol. The discussions centered around the current scenario emerging within the small industries sector and the role of the government as well as the industries associations. Shri Prabhat Kumar also informed the house that the Govt. of India is formulating a special tiny industries sector policy and a trust fund for technology upgradation. He invited suggestions from the house in this direction. He also suggested formation of integrated network of small entrepreneurs to have access to information and international level of infrastructure for small industries so that they become globally competitive.

In the concluding session, Dr. V.G. Patel, Vice-President and Director of EDI, made a suggestion that the findings of the research study should be tested on a wider scale. He requested the industries associations to involve themselves in counselling and training of new entrepreneurs. The event was concluded with a vote of thanks by Dr. Patel.