



# EDI REPORTS

Entrepreneurship Development Institute of India

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## From the Director's Desk

### ACKNOWLEDGING THE DEBTS

EDI completed its First Decade of Operations in 1993 and celebrated this occasion on 22nd April this year. Ten years is relatively a short period in the life of an institution. EDI, therefore, is a very young institution. However, the foundation laid and directions picked-up in the early years determine the relevance and ultimate fate of an organisation. Our belief that EDI stands on a very solid professional, financial and physical foundation and that its chosen direction to contribute towards widening the base of entrepreneurship in the country, creating a new supply of business entrepreneurs, inculcating spirit of enterprise among the youth of schools and colleges, involving the rural poor in the entrepreneurial [micro-enterprise] activities, strengthening the entrepreneurial capabilities of existing small and medium enterprises, enlarging and supporting the net-work of ED institutions to make the entrepreneurship development movement well-spread and well-maintained, sensitising the society as well as the policy-makers, bankers and support systems- was confirmed by the feedback and comments received from eminent people attending the First Decade Celebrations.

The Institute's accomplishments have been considerable by any standard. This has been possible because of contributions of many [and definitely not of one or few individuals] and help and support received from a large number of allies. We must acknowledge our debts to them. The first and foremost as far as I am concerned are the sponsors and promoters of the Institute - the all-India financial institutions led by IDBI, ICICI, IFCI and State Bank of India and of course, the Government of Gujarat where the EDPs began. The prestige and strength of the sponsors, with IDBI Chairman presiding over EDI, has given the Institute enviable status, image and leverage. Adequate funding, particularly a corpus fund, gave EDI financial stability and resilience. Business-like attitude and culture of the sponsors, they being financial institutions, developed in EDI a similar business-like concern for quality, price, delivery, market orientation, and responsiveness which are often missing in education institutions and academic organisations.

The end result is that EDI has remained a dynamic organisation, quickly responding to changing national needs and scenario, financially viable and self-sufficient. It is to the credit of the sponsors and Governing Body comprising of eminent persons that purposeful direction is matched by full autonomy, independence and flexibility in execution. In more than one way, EDI is a corporation in its style of functioning.

All this has rubbed on the faculty and staff whose commitment, competence, concern for institutional goals, hardwork and productivity are responsible for finally delivering the goods in an environment in which there is solid team work, sound inter-personal relationship and relaxed and pleasant atmosphere to facilitate the search of excellence.

EDI has been an action-oriented organisation responding to the priorities of national and state governments, as well as a network of ED institutions. In the process of implementing projects and assignments to serve them, fellowships and sponsorships, grants and fees have flown from many sources. We must acknowledge, therefore, our debt to the Government of India, particularly the Ministry of Industry, Department of Small Scale Industry, Department of Science and Technology, who have been instrumental in facilitating some of the core programmes for trainers, teachers and officers. Equally valuable support has been extended by National Bank for Agriculture and Rural Development, Small Industries Development Bank of India, Rashtriya Gramin Vikas Nidhi and the National Council of Educational Research and Training, for our endeavours to work with rural poor, existing enterprises as well as school and college going youth. Among the most critical of the Institute's partners in spreading the entrepreneurship development movement has been the vast net-work of institutions and organisations around the country such as the state-level Institutes or Centres for Entrepreneurship Development and Technical Consultancy Organisations, Entrepreneurship Development Cells in universities and a large number of voluntary organisations.

A few of the Institute's plans received an initial push from a number of international organisations. The Ford Foundation was instrumental for beginning the institute's experiments in the rural entrepreneurship development; the World Bank's initiative and assistance proved crucial to launching the training programmes in Africa; the United Nations Industrial Development Organisation and International Labour Organisation have sponsored a number of activities in the last ten years and the German funding agency Friedrich-Naumann-Stiftung has provided critical support for many programmes and studies. The Commonwealth Fund for Technical Cooperation of the Commonwealth Secretariat has assisted in organising training programmes for development officers of developing countries in the Commonwealth, while the British Council has facilitated faculty exchange and networking with British academic institutions.

A large number of institutions and organisations operating in individual countries have collaborated with the Institute in programmes organised for the benefit of their respective people. The Institute is grateful to these institutions and several others whose names cannot be mentioned without making this list unduly large. While much undeniably has been achieved, the task is not yet complete. Perhaps it will never be complete, given the fact that entrepreneurship promotion has to be a continuing mission. While celebrating its accomplishments of the last ten years, the Institute is confident that it will continue to earn the support of the community it is committed to serve.

## EDI celebrates the Decade Day

A function was organised at EDI campus to celebrate "Decade Day" on completion of the first decade of the

process of developing new entrepreneurs. The ETMs have rightly been called the "New Missionaries" who work

regular employees of EDP conducting and organisations who have conducted atleast 5 non-S & T EDPs.



Shri S.H. Khan, Chairman, IDBI and President, EDI presenting national ETM awards to Mr. P.U. Deshmukh of MCED, Maharashtra (first prize) & Mr. Mahendra Bhavada of CED, Gujarat (second prize).

Institute's existence on 22nd April, 1994 and to felicitate its founding partners, promoters and well wishers.

Dr. V.G. Patel, the Vice-President and Director of the Institute acknowledged the continuing support extended by all the institutions and individuals including the all-India financial institutions like IDBI, IFCI, ICICI and SBI, the Government of In-

towards accomplishing the mission of entrepreneurship development. With a view to recognising the contribution of the trainer/s to this cause, EDI has instituted a biennial Entrepreneur Trainer-Motivators of the year awards w.e.f. 1991. The award is given to two best Entrepreneur Trainer-Motivators on the basis of their performance in non-science and technology [S&T] EDPs. S & T EDPs are excluded as the Department of

To invite nominations from the institutions and individuals involved in this area, EDI approached approximately 200 ED organisations and 525 individuals this year. In all, 18 nominations from 12 organisations spread over 8 states were received. After scrutiny and scoring every nomination, the top 10 candidates were invited to meet the award committee, consisting of Dr. M.V.D. Bogaert, s.j., Co-



Shri D.N. Davar, Former Chairman of IFCI releasing the pictorial biography of EDI during the Decade Day Celebration.

dia, the Gujarat Government and international agencies like the World Bank, UNIDO, ILO, FNST, the Ford Foundation etc. A number of important events were organised as part of the 'Decade Day Celebration'.

National Award for Best ETMs conferred Entrepreneur Trainer-Motiva-

Science and Technology [DST], Government of India has already instituted an award exclusively for the trainer/s of S & T EDPs. The EDI award consists of a citation and cash prizes of:

I Prize : Rs. 21,000/-  
II Prize : Rs. 15,000/-

The competition is open to all

ordinator, C.D. R.S. Agrawal, Managing Director, SIDBI, Bombay. Dr. V.G. Patel, Vice-President, Director, EDI and Dr. D.N. Awasthi, EDI Faculty Member for the personal interview.

Making choice for the committee as tough, given a number of highly committed and

# EDI AT TEN - A Review

Gujarat has been a land of entrepreneurs. It is but fitting therefore that the Entrepreneurship Development Institute of India (EDI) was set up in Ahmedabad, Gujarat's premier city. The birth of this national resource institution in 1983 was the culmination of an experiment launched as early as 1970 in Gujarat to develop entrepreneurial capabilities of people through education and training. The success of this experiment demonstrated that educational efforts can have a multiplier effect on the supply of the human agent in economic development.

A period of ten years is not a long time in the life of an institution but even within its short life, the Institute has already earned a great deal of national and international recognition which is reflected in the support that the Government of India, Government of Gujarat and several other state governments, the World Bank, the International Labour Organization, United Nations Industrial Development Organization, Commonwealth Secretariat, Ford Foundation, Friedrich-Naumann-Stiftung, British Council and several other international agencies have extended to its efforts.

During its short career, the EDI has done a great deal to justify the faith which inspired its establishment. To list some of its notable achievements;

- About 1200 new entrepreneurs in various parts of the country have been developed through programmes organised directly under its auspices.
- Another 10000 first-generation entrepreneurs have been trained through a network of institutions created by the EDI.
- At least 50 percent of the persons so trained have set up their own ventures. This is much higher than national average of 30 percent.
- A large number of developing countries have benefited by the EDI's involvement in their entrepreneurship development efforts. The Institute has either shared its experiences with them or directly organised training programmes with a view to institutionalising entrepreneurship development activities in these countries.
- More than 100 organisations in India and several other organisations in developing countries and Africa are implementing the 'EDP Model' developed by EDI.
- The EDI has induced the inclusion of entrepreneurship-oriented input in school curricula in various states of the union with a view to motivating young pupils for entrepreneurial career.
- Through a comprehensive programme of research and preparation of teaching material the Institute has contributed significantly to advancement of

understanding of entrepreneurship.

- 'The Journal of Entrepreneurship' recognised internationally, provides a medium for the scholars of the developing countries to publish their research output.

The EDI's efforts have demolished the myth that entrepreneurship is inborn. It has effectively demonstrated that entrepreneurship can be 'developed' through planned intervention.

Befitting the innovative character of the Institute is its campus built on 23 acres of land provided by the Government of Gujarat near Bhat village at the outskirts of Ahmedabad city. Designed by an Ahmedabad-based architect and completed in 1987, the campus was selected for the prestigious 'Aga Khan Award for Architect' for the year 1992. In the words of the Award Jury, the campus provides 'an inviting environment for work, interaction and response'. The EDI's accomplishments during the first decade of its existence have been considerable by any standard. While much undeniably has been achieved, the task is not yet complete. Perhaps it will never be complete, given the fact that entrepreneurship promotion has to be a continuing mission. Keeping this in view the Institute in the years to come wishes to move in new directions marked by its characteristic quality and rigour. To list some of the new directions the Institute has set for itself:

- To reach out to a much larger body of potential entrepreneurs through Distance Education Programme of longer duration and through the use of electronic media.
- To accelerate the process of enterprise development in rural India.
- To provide a new impetus to entrepreneurship development among the disadvantaged sections such as women and artisans.
- To strengthen the entrepreneurial capabilities of existing entrepreneurs through a variety of activities.
- To reinforce the training capabilities of a network of institutions engaged in entrepreneurship development efforts in various parts of the country.
- To strengthen boundary relations with schools, colleges, universities and other national level institutions.
- To expand its international activities so as to benefit and be benefited by the exchange of educational and training technologies.

The institute has thrived during its first decade primarily because its educational endeavours have earned for it the support of the community it is committed to serve. As the EDI moves into the second decade, it is confident

# EDI hosts a seminar on Research

A national seminar on 'Current Research in Indian Entrepreneurship' was organised at the campus between 29 March and 31 March, 1994. The objec-

neurship development programmes (EDPs) and socio-psychological dynamics of entrepreneurship were presented and discussed

trends and added that the entrepreneurship research in India must be informed by a strong theoretical foundation and rela-



Ms. Tara Nair, Asst. Faculty presenting the theme paper during the national seminar on Current Research In Indian Entrepreneurship held at EDI campus during 29 - 31 March '94.

tive of the seminar was to create a forum for scholars engaged in entrepreneurship research in different parts of the country to share one another's interest, methodologies and findings. In all 34 scholars belonging to various parts of the country participated.

The seminar started with a welcome address by Dr. V.G. Patel, the Vice President and Director of the Institute and a thematic presentation by Ms. Tara Nair, a Member of Faculty in which the speaker drew attention to the thrust and directions of entrepreneurship research in developed as well as the developing countries. This was followed by nine academic sessions in which a total number of 27 papers relating to policy environment, entrepreneurial role, women entrepreneurship, entrepreneurship education and training, technology choices, evaluation of entrepre-

These papers together pointed to the growing interest in entrepreneurship research and the quality and rigour with which these scholars in various parts of the country were addressing the task. Particularly interesting were the papers analysing the role of personality theory in entrepreneurship development, a critical analysis of entrepreneurship development programme and the strategic and technological choices of Indian entrepreneurs in the context of changing scenario. The participants took a special note of the need to attempt to develop a model curriculum for entrepreneurship education because, to quote Dr. R. A. Sharma, a senior scholar from Delhi University, "no worthwhile research effort can succeed without a strong foundation of education".

Summing up the 3-day deliberations, Prof. Dwijendra Tripathi of the EDI drew attention to the past

to the questions of wider business behaviour. It is not sufficient to study the start-ups alone; equally important is to look at the performance of enterprises created by the new breed of entrepreneurs. He also pleaded for analysing the role of organisations instead of just that of the individuals. One of the most neglected area according to him was the study of entrepreneurial accomplishments of Indian diaspora abroad.

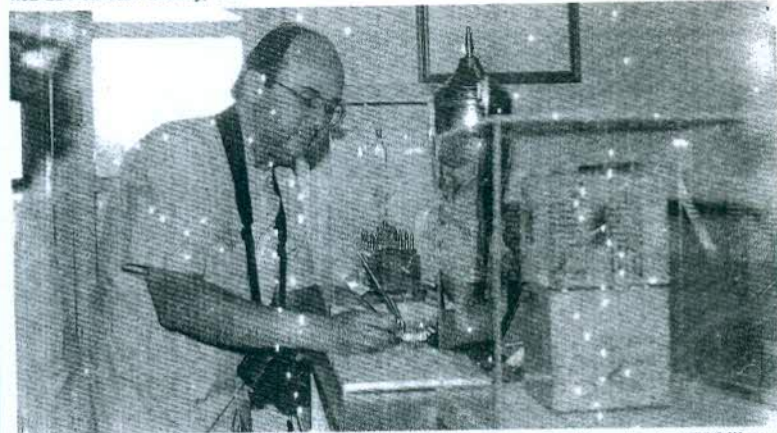
Delivering his concluding address Dr. Patel drew attention to the efforts that the EDI is making to promote research in this area and declared that the EDI intends to organise such seminars every third year. Dr. Dinesh N. Awasthi of the EDI while proposing a vote of thanks, also appreciated the contribution of Dr. Sunil Shukla, Faculty Member, EDI, to the seminar.

## WORLD BANK VICE-PRESIDENT VISITS EDI

Shri Ismail Serageldin, Vice-President of the World Bank visited EDI on 6th February, 1994

undergoing a UNIDO sponsored training programme on Industrial Project Report Preparation

socio-economic and political situation.



Shri Ismail Serageldin, Vice-President, The World Bank signing the visitors book at EDI library.

along with his Sr. Advisor to share his views on sustainable developments. The Vice-President's visit marked the beginning of the Decade Celebration of the Institute which has just completed 10 years of glorious services to the cause of entrepreneurship development in India as well as in the developing countries.

The Vice-President addressed a group of 26 officers representing

and Appraisal. Shri Serageldin emphasized the need of sustainable development and environmental issues in the global context. He also mentioned that there can not be single growth model which can be adopted by all the developing countries. Citing examples of South Korea, Singapore, Indonesia and Vietnam, he made this point clear. He felt that every country will have to evolve its own growth

Shri Serageldin was one of the members of the jury which selected EDI for the Aga Khan Award for Architecture for the year 1992. Appreciating the overall environment and architectural elegance, he felt the award to EDI was well deserved. He also felt that the Institute is very well suited for International Programmes of high quality.

Dr. V.G. Patel Director of the Institute welcomed the guests and

## A Book on 'Created Entrepreneurs'

The first programme to convert potential entrepreneurs into actual owner-managers of manufacturing businesses was held at Ahmedabad in April, 1970. The entrepreneurship development movement, thus, is almost 25

years old and now a vast network of about 200 institutions are involved in it and which has become a national movement spearheaded by national resource institutions like EDI with support

when the EDI completed a comprehensive and authentic study, [sponsored by national financial institutions] of the EDPs conducted in India. The study confirmed the effectiveness and

utility of the strategy to develop the latent entrepreneurial capabilities of people.

With a view to supplementing our insights into the dynamics of entrepreneurship development, the EDI has now completed a study



Shri S. L. Kapur, Secretary (SSI) Ministry of Industry, Govt releasing the book 'Not Born - The Created Entrepreneurs' published by the Institute on the Decade Day celebrations. Also seen in the picture are on his right, Shri S. H. Khan, President, EDI and Chairman, IDBI and Prof. Hiten Bhaya, Chairman, NSTEDB, and on his left Shri V. N. Nadkarni, Ex-Chairman, State Bank Of India.

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based on actual experiences of the entrepreneurs who have emerged from the training programmes which have been documented in the form of a book.

The title of the book which relates cases of 30 trained entrepreneurs, "Not Born - Created Entrepreneurs" itself explains the rationale of the EDPs. The whole movement started with the belief that entrepreneurs can in fact be developed. None of the entrepreneurs whose exploits are described here inherited business or wealth and few of them would have probably moved to industrial field but for the inspiration and training they received from the entrepreneurship development programmes. In that sense they were 'created'.

The book, will inspire those young men and women, who chase the mirage of employment, to feel that they also could develop into their own employers as the entrepreneurs described in this book did. The publication thus may promote the cause of self-employment and new enterprise creation. In the present day competitive environment, nothing else perhaps can better serve the objective of nation's economic and industrial development.

The book is yet another contribution of the EDI to the literature on emerging entrepreneurs. We believe such works will enrich our understanding of the entrepreneurial phenomenon and thus influence not only the content of our training programmes but also formulation of the economic policy at various levels.

The book, which is co-authored by Dr. Jose Sebastian and Mr. Sanjay Thakur, was released by Shri S.L. Kapur, Secretary [SSI], Ministry of Industry, Government of India on 22 April, 1994.

## FUTURE OF ED

As a part of its Decade Day celebration EDI organised a 'National Seminar on Future of Entrepreneurship Development (ED)' on 22nd April, 1994. With the advent of new economic policies in the mid 1990 having liberalisation, privatisation, globalisation as their major plank, the changing economic scenario has opened up new vistas for ED on the one hand, it has also thrown up a number of challenges on the other. The national seminar was organised therefore to discuss the opportunities and threats for ED in the new economic environment.

The seminar, attended by 35 Senior Policy Makers, Planners, Academicians, Chief Executives of Entrepreneurship Development Organisations, was chaired by Prof. Hiten Bhaya, Chairman, National Science & Technology Entrepreneurship Development Board [NSTEDB]. Shri S.L. Kapur, Secretary, Government of India, [SSI & ARJ], Ministry of Industry, and Shri R.S. Agrawal, Managing Director, SIDBI, were the key speakers.

The institute had invited the views of the Chief Executives of the ED organisation on the theme before hand. A note [based on the concerns expressed by the Chief Executives of the ED organisations]

was presented by Dr. Dinesh Awasthi and initiate the discussions. Subsequently, Shri S.L. Kapur shared his views on the newly launched Prime Minister's Rozgar Yojana [PMRY]. He said that, it offers tremendous potential for generating self-employment in the country. He also said that there is a large scope for promoting atleast 100 institutes for entrepreneurship development across the country. During the question answer session, some of the delegates raised their apprehensions about the Yojana and also made certain suggestions to improve its operations. Shri R.S. Agrawal sharing his views on the Future of Entrepreneurship Development said that in the changing economic environment the focus of entrepreneurship development programmes will also have to shift to the existing entrepreneurs. He also suggested to make the activity self-sustaining.

India, said that there is a need to set up more institutes that can spread the message of entrepreneurship to the larger community. Such institutes, on one hand, can effectively take care of the burgeoning unemployment and on the other, break the belief that only certain communities can produce entrepreneurs. He expressed satisfaction over the fact that development of entrepreneurship has been made an integral part of the small industrial policy for India in the latest policy statement.

Prof. Hiten Bhaya, Chairman, National Science & Technology Entrepreneurship Development Board [NSTEDB], released the book titled 'New Initiatives in Entrepreneurship Education & Training'.

Shri D.N. Davar, Former Chairman of IFCI, released a Pictorial Biography of EDI which recounts the progress of the Institute from its birth up to the end of first ten years of its existence.

Shri S.M. Palia, Chairman, Rashtriya Gramin Vikas Nidhi distributed awards to those employees who have completed a decade of service at EDI.

The function was concluded with a vote of thanks by the Vice President & Director, Dr. V.G. Patel who also expressed confidence that the institute will continue to earn the support of the community it is committed to serve.

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successful trainer-motivators. Nevertheless, after detailed deliberations, the Award Committee unanimously selected Mr. Pravin U. Deshmukh, Regional

ties. He said that the small scale sector has a significant role to play in bringing about the much needed vitality in the economies of the North Eastern States, Orissa, Bihar and Madhya Pradesh.

'EDI Marches on' depicting the birth, growth and future directions of EDI. In the children's section, panels on importance of EDPs, few success stories and visuals on 'The Charms of becoming an



Shri S.M. Palia, Chairman, RGVN, presented awards to employees who have completed a decade of service with EDI. In this photograph he is seen awarding a memento to Mr. B.P. Murali, Sr. Faculty, EDI.

Officer of Maharashtra Centre for Entrepreneurship Development for the first award and Mr. Mahendra D. Bharvada, Project Leader of Centre for Entrepreneurship Development, Gujarat for the second award.

Giving away the national awards to winners Shri S.H. Khan, Chairman of IDBI & President, EDI emphasised the need to bring the backward areas of the country within the fold of developmental activi-

Shri Khan also mentioned that IDBI is planning to institute an award for the best female entrepreneur in the country in appreciation and recognition of the entry of women in a high way. He congratulated the EDI for being able to remain a successful resource and training centre.

## Exhibition on EDI

Shri S.H. Khan also inaugurated a permanent exhibition

Entrepreneur' are displayed with the objective of motivating and inspiring children to think of and go for an alternative career in entrepreneurship.

## Two new EDI publications released

Releasing a book on created entrepreneurs that documents 30 cases of successful trained entrepreneurs, Shri S.L. Kapur, Secretary, Small Scale Industries, Government of

# Performance Improvement Programme for Women at Bhubaneswar

Orissa being an industrially backward state, organising a Performance Improvement Programme for women entrepreneurs already in business requires special effort and real concern for them.

Professional thinking on the part of Mrs. Suvarna Rani, Managing Director of 'Manavi', Orissa Mahila Vikas Nigam, who is very much concerned about the mainstreaming of women and gender issues made it possible. EDI was identified for collaboration on the programme because of its national and international status of experience in organising PIPs.

Approximately twenty women entrepreneurs in diverse areas of industry like power connection equipment manufacturing, computer stationery, computer software development, hotel industry, food processing like manufacturing of biscuits & bread, etc. from Bhubaneswar and Cuttack participated in the programme.

Apart from inputs like 'Seven Crises in Business' and entrepreneurial competencies imparted by EDI Faculty, topics like financial management for expansion and growth, market strategy, export opportunities, impact of the new economic policy on small scale sector with specific reference to women entrepreneurs etc. were imparted. The fact that the

parted. The fact that the initial skepticism on the part of the established entrepreneurs, who felt "we are successful entrepreneurs, we know everything" was later converted into wholehearted appreciation of the faculty & the usefulness of the programme speaks for its success. Some modifications in & additions to the existing module, however, can be made to make it more suitable to women entrepreneurs who face problems special to women, especially in an environment like that of Orissa.

An interface with representatives of financial institutions and bankers would help clarify certain misconceptions about women entrepreneurs and being about an attitudinal change on both sides.

More practical hints on market strategy could prove useful and inputs on human resource development, a needful input, can be added.

As the participants of such programmes are a heterogeneous group of established entrepreneurs, care must be taken to provide them with a basketful of new and innovative business opportunities.

Lastly, it is heartening to note that the Nigam expects to organise another such programme in near future at a different location in Orissa with collaboration from EDI.

## Most Popular Employee of the Year 1993-94



Shri V. N. Nadkarni, Ex-Chairman, State Bank of India, awarding the Most Popular Employee of the Year Award 1993-94, to Mr. J.B. Patel, Chief Faculty (Project & Technology), EDI.

## Empowering women through entrepreneurship development strategy

EDI is actively involved in promoting micro enterprise among rural poor. As a part of its strategy the Institute works through a few selected, credible voluntary organisations operating at the grass-root level. The target groups covered by rural entrepreneurship development programmes include rural youth, women, artisans, landless agricultural labourers, etc. At present EDI is working with 60 voluntary organisations in 16 states. The institute is supported by the national financial organisations like NABARD & SIDBI in this endeavour. Special feature of the year 1993-94 in this respect was the emphasis on women entrepreneurs. A number of voluntary organisations implemented the Rural Entrepreneurship Development Programmes [REDPs] for women. Their experiences have been quite encouraging. Here we share the experiences of DUTIES & SODHANA/SRUJANA, operating in Andhra Pradesh, in promoting rural-poor women as owners of small businesses.

DUTIES, a grass root level NGO

based in Nellore District of Andhra Pradesh, conducted a REDP for 29 Devadasis [Matangi - Templemaids] during December '93 and January '94. Though the government had so far mentioned that there are no Matangi in the district the NGO identified 110 Matangis through a field study and brought the fact to the notice of the District Administration. It may be noted that Andhra Pradesh Government passed an act banning the Matangi System in 1987. These socially untouchable women had little hope for the better. But the NGO which had a good rapport with the Matangis could convince them to discard the age old system and find a new path/level of the development. That is how the programme became a response to their felt needs. The 29 Matangis were selected for the REDP and were offered residential class-room training programme followed by on-the-job training and financial assistance from development agencies and banks in the district.

A programme of this nature needed a strong support system, consisting of credit, marketing, infrastructure and counselling agencies. The NGO played a crucial role in ensuring adequate support from these agencies for the programme. State Home Minister, [District Minister] MLAs, district top officials joined hands with the NGO and contributed to sustainable enterprise development among the Matangi women. The result is that 13 women have already launched their units with a financial support of Rs.3,20,000/- from the District Administration. Others are in the process of launching.

There is a community called Kurakula (vegetable growers) in Vizainagaram district of A.P. The peculiarity about the community is that it is not listed in the caste roster schedules of A.P. Government. The children of

to schools are unable to mention their caste since their caste is not in Roster of the government. The same situation prevails in the case of allocation of developmental funds by the government since long. There are no specific developmental schemes for them. They remain underdeveloped and are subjected to humiliation and deprivation. In a survey conducted under the guidance of the present dynamic District Collector it was found that there are about 10,050 such families in the district.

An NGO - SODHANA/SRUJANA - which has been working Kurakulas also joined the District Administration in highlighting the injustice done to the community. Besides recommending the community to be included in the Roster of Government, the NGO and the District Administration have come forward to help the women folk of that community. To start with, about 110 women have been identified in Chipurapalli village. They have been helped by the NGO in forming cooperative thrift society. 35 of them were selected for the REDP as potential entrepreneurs and prime movers of the cooperative to facilitate production, processing and marketing of vegetables grown on their lands collectively. Subsequent to the REDP the District Administration provided them with 3 inwell bores, one open bore-well and 3 electric motors and a shed to undertake vegetable farming. The District Administration and NGO have facilitated the marketing tie-up with institutions like residential schools, hostels, colleges and hospitals to sell their vegetable. The arrangement for cold storage and a vehicle for transportation of the produce is actively being pursued. All this could happen because of the resource base the group has developed over a period, NGO's commitment for the cause and strong and favourable support system, besides the REDP which could help them mobilise the various re-

## EDI Cricket Team



# ORIENTATION PROGRAMME FOR SCIENTISTS AND ENGINEERS OF INDIAN SPACE RESEARCH ORGANISATION, DEPARTMENT OF SPACE (DOS), AHMEDABAD

Many scientists and engineers working with ISRO have over the years acquired state-of-art technology and mobilised some financial resources, the two important factors needed for creation of an enterprise. However the lack was of successful intervention that could harness these resources and put them to productive use with the public sector organisations into any general and ISRO/DOS in particular. A 4-day orientation programme was therefore organised from 1-4 March, 1994 at Vikram Hall, SAC, Ahmedabad specially for the scientists & engineers of ISRO. The training programme was designed to meet the following objectives;

- \* to raise motivation of scientists and engineers;
  - \* to assess and strengthen their entrepreneurial competencies;
  - \* to know how to prepare feasibility study reports; and
  - \* to understand project implementation and new enterprise management skills.
- To meet the above objectives the course was designed keeping in mind the inputs needed to be included in the programme.
- \* Entrepreneurial Motivation and Assessment of Competencies:
    - Motivation Laboratory, Entrepreneurial Competencies, Assessment and Development.
  - \* Project Report Preparation:
    - Outline of a Project Report; market analysis; technical analysis; financial analysis.
  - \* New Enterprise Management:
    - Project implementation; new enterprise management.

In addition, experience sharing, visit to EDI library and computer center were included.

29 participants attended the training programme of which 21 were from SAC, Ahmedabad and rest were from the other centres of DOS. Majority of the participants were engineers with 5 to 15 years of experience in various divisions of the Indian Space Research Organisation.

Dr. V.G.Patel, Vice President

India, inaugurated the programme. While appreciating the initiative of Dr. Pramod Kale, Director of SAC, Ahmedabad, Dr. Patel emphasised the challenges involved in conducting such a programme. He complimented SAC Ahmedabad for taking the initiative to tap the capabilities of the engineers and scientists who have the necessary wherewithal for setting up high-tech enterprises.

## THE PROGRAMME

Based on the training need assessment and the objectives to be achieved in a very short span, higher standard of the participants, a compact 4-day package was designed by Mr. D.G.Allampalli, Faculty Member, EDI. To reinforce the classroom training with live cases scientists and engineers who have successfully set-up their enterprises were invited to share their experiences. In this, EDI went beyond the inputs as well as the schedule by including specialised inputs like presentation of computer software, screening of educational and functional films etc. Feedback was collected from the participants to understand the effectiveness of the training programme which showed that almost all the participants felt that the programme will be useful to them in their new career in entrepreneurship. The inputs on entrepreneurial competencies, motivation, project report preparation (market, functional, technical) and project implementation were appreciated by the participants. They also found the programme 'balanced' and 'down to earth and practical'. Giving the valedictory address, Dr. Pramod Kale, Director, Vikram Sarabhai Space Centre, Thiruvandhapuram advised the scientists and engineers that the new and proposed high-tech enterprises have to serve the needs of other specialised industries like space, communication and electronics besides the needs of the ISRO/DOS. While wishing them a very promising future, Dr. Kale expressed the desire that this new class of entrepreneurs should set an example to the rest of the entrepreneurial community by providing quality products at competitive price. Mr. P.Paniker, Manager, TTIC, SAC, Ahmedabad, the link between ISRO/DOS, engineers and Industry has contributed a lot not only in selecting the par-

# NEED FOR TRAINING TO JOIN THE RACE FOR INDUSTRIALISATION OF DEVELOPING COUNTRIES, SAYS SHRI DINESH SHAH, FORMER FINANCE MINISTER OF THE STATE

The valedictory function of the international training programme on 'Industrial Project Preparation and Appraisal' sponsored by the United Nations Industrial

from Malaysia, India and Kenya shared their views of the entire group about the EDI and the programme.

tions, banks and other developmental agencies for the process of industrialisation in the developing countries.

They were impressed by the With his experience as a one



Shri Dineshbhai Shah, Ex-Finance Minister GoG awarding certificate to a UNIDO participant.

Development Organisation (UNIDO), in association with the Government of India and implemented by the Institute at its beautiful and spacious campus was held on February 11, 1994. Participants from 14 countries viz., Bangladesh, Bhutan, Ethiopia, Indonesia, Kenya, Lao People's Democratic Republic, Malawi, Malaysia, Maldives, Mauritius, Nepal, Tanzania etc. including 5 from India participated in the programme. Six major issues pertaining to project development cycle, marketing aspects of feasibility study, technical feasibility study, national cost/benefit analysis. Computer Model for Feasibility Analysis and Reporting (COMFAR) and several industrial visits were the thrust areas covered. Interaction with institutions engaged in project appraisal was also arranged.

Mr. J.B. Patel, the Programme Director welcomed the Chief Guest, Shri Dinesh Shah, Mr. Ghazali, UNIDO representative and the gathering and gave a brief account of the programme. The inputs and the feedback from the participants.

Three participants, one each

entrepreneurs but also in successful conducting of the programme. Subsequent to the orientation programme, a decision has been made to set-up an 'entrepreneurial club' to guide and counsel these entrepreneurs. This pioneering move will show way to many public sector undertakings/enterprises that right type of training intervention to develop entrepreneurs could be part of their long term strategy career choice and re-development of

EDI campus, the hospitality and the co-operative and helpful attitude of the entire EDI staff. As for the programme, its inputs and faculty, the feeling was that they met with their expectations. And though some of the international participants had come with a lot of apprehensions, all of them would now go back home with good memories and enriching experience of EDI, the programme and India. There was one suggestion that the case study method should be more extensively used to explain some of the complexities of the inputs.

The Chief Guest, Shri Dinesh Shah, Former Finance Minister of the State & present founder Director of Vikasbharati Institute of Policy Studies, Research & Futurology, Ahmedabad, speaking at the function, appreciated the role of the EDI and Dr. V.G. Patel, its dynamic and visionary Vice-President and Director, in doing a great service not merely to the nation but also to the other third world countries in the area of entrepreneurship development by fulfilling the need to join the race of industrialisation.

Shri Shah also mentioned that the Lima Declaration and Plan of Action propounded the goal for the developing countries to attain by the year 2000 AD. 25% share in the world industrial production. With a view to attaining this goal, the UNIDO took up the task of publishing manuals on industrial feasibility studies, project preparation and appraisal that are financially and economically sound and EDI is a milestone in this process. He also reiterated that project preparation, appraisal, market analysis and financial analysis especially

time Finance and Planning Minister of the Government of Gujarat and Chairman of the Gujarat State Planning Board, he felt that well-prepared projects should take into account present and future market trends, a multi-dimensional analysis of alternatives, investment risks and the problems of project financing and implementation before the final choice and investment decision.

Citing India's experience in its early rush for rapid industrialisation, particularly in the Small Scale Sector, he said that the country has ended up with a big scale industrial sickness as the statistics of the sick or weak units before March, 1990, and before the present new liberalisation and globalisation policies were embarked on, show.

Though the causes for the sickness and non-viability are varied, it cannot be denied that better project preparation and appraisal can prevent incipient sickness.

Mr. D.E. Ghazali, Head, Feasibility Studies Branch, UNIDO, who had come all the way from Vienna to participate in the function, delivered the valedictory address and gave away the certificates of participation and mementoes to the participants.

Dr. V.G. Patel, Vice-President and Director, EDI, congratulated the participants on successful completion of a rigorous training, which he felt was no less in value than a degree or diploma. He also thanked the UNIDO, the Govt. of India, the Guest Faculty, national as well as

## DISTANCE EDUCATION PROGRAMME IN ENTREPRENEURSHIP

The time and place fixation and requirement of physical presence have been serious constraints on the coverage of Entrepreneurship Development Programmes (EDPs). As the need of the country for self-employment generation and creation of new entrepreneurs is great and is likely to increase several fold in the wake of economic liberalisation, centralised EDPs may not be sufficient. The Institute, therefore, explored the possibilities of entrepreneurship development through distance learning.

Initial investigation into the viability of the programme suggested that faculty expertise, the national and international reputation, the basic text of the course material available, the familiarity with developing audio and video material and the network linkages with the trained trainer-motivators would place EDI as a strategically advantageous organisation to offer such a programme. A quick and brief survey was also conducted to assess the market and training needs. The survey strengthened the faith in the vi-

ability and feasibility of the programme in general. Supported by the findings of the exploratory studies, the EDI proposes to conduct an entrepreneurship education programme (aiming at imparting knowledge and information regarding starting and managing own business) through correspondence. The course may spread over a period of about one year. During this period, the learning material and assignments would be sent to the learners and there would be periodic contact classes. If and when needed face-to-face counselling would also be arranged. Initially, the medium of instruction will be English. The EDI may even arrange a formal certificate or diploma for this course; but its main goal is to help the learner acquire knowledge and information on business opportunities as also to help him/her develop skills and competencies for setting up and managing own business/industry.

The Institute is planning to launch this programme from January, 1995.

## FORTHCOMING CONFERENCES

01. 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, Institute d'Administration des Entreprises, 47 Ave. De La Foret Noire, F67082 Strasbourg Cedex, France. Phone : 33/88-41-77-85, Fax : 33/88-60-51-18.

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

The conference will be held at Stirling University, Scotland. Further information can be obtained from Dr. Peter Rosa, Scottish Enterprise Foundation, Stirling University, Stirling FK9 4LA, Scotland, U.K.

03. 24th European Small Business Seminar.  
(September, 1994)

The seminar will be held at Slovenia. Further information can be obtained from Mrs. Viljenka Godina, Ekonomski Inštitut Maribor, Razlagovna 22, 62000 Maribor, Slovenia. Tel. : +38-62-27271, Fax : +38-62-25328.

04. European Education for Entrepreneurship Research Forum. (December, 1994)

been issued for this forum. Papers should deal with research on the enabling and understanding environment for dynamic entrepreneurship and identification of the key factors for success in creating/growing enterprises, jobs and Pan European Firms. Further information can be obtained from EPER Programmes Director, PO Box 7759, 1117 ZM Schipol, The Netherlands.

05. The 40th World Conference of the International Council for Small Business.  
(June 18-21, 1995)

The Conference will be held at Sydney, Australia. Further information can be obtained from ICSB conference, GPO Box 128, Sydney NSW 2001, Australia. Phone : 62-2-262-2277, Fax : 62-2-262-2393.

06. Scandinavian Institute for Research in Entrepreneurship.

The Institute has been established to act initially as a coordinating organ for entrepreneurship and small business research in Southern Sweden but eventually hopes to become a Nordic center in this field. The Director is Prof. Bengt Johannisson of Vaxjo and Lund Universities and the Secretary is Dr. Hans Lundstrom of Halmstad University. Further information can be obtained from Prof. Johannisson at Vaxjo University, S-351 - 95 Vaxjo, Sweden or Dr. Lundstrom at Halmstad University, PO Box

## NEW EDI PUBLICATION A Book on 'New Initiatives in Entrepreneurship Education and Training'

Training and education for business development have made great strides all over the

world in recent years. This is a result of growing concern to find strategies to accelerate

A book titled 'New Initiatives in Entrepreneurship Education and Training' with the finan-



Prof. Hiten Bhaya, Chairman, National Science & Technology Entrepreneurship Development Board, New Delhi, releasing the book 'New Initiatives in Entrepreneurship Education & Training' on 22nd April, '94 - Decade Day of EDI.

### BBA COURSE ON ENTREPRENEURSHIP

EDI provided assistance to Gujarat University in developing the curriculum for the 3-year-Bachelor of Business Administration course and also in offering the first module on entrepreneurship titled 'Entrepreneurial Personality Development - I'. In the 2nd year of the course, the 2nd part of the above module will be offered; and the 3rd year will have an elective on business opportunity guidance and project report preparation. Both of these modules will be offered by EDI. Alongside, EDI also strives to develop internal faculty of the BBA course to handle these modules for subsequent batches.

The first year module on entrepreneurship envisages to create an awareness about entrepreneurship, entrepreneurial history, factors responsible for promoting entrepreneurship, the role of entrepreneurship in economic development, the characteristics of entrepreneurship and entrepreneurial process. Four distinct modes of teaching were adopted for this purpose: one, conceptual discussions in the class room; two, class room interactions with the entrepreneurs; three, discussions on written cases; and four, field visits.

Take home exercises, class room quizzes, assignments etc. were administered to generate motivation in the students. An overwhelming proportion of the students confessed their interest in setting up own enterprises. The students in general have been quite sharp and bright in receiving the message provided through various exercises and have been a constant encouragement to the faculty members involved. The students' feedback on the various sessions of the module has been in general quite derivative. As part of the subject, students were also invited to the campus and familiarised with the

industrial development, generate (self) employment, develop less developed regions and improve business performance.

One of the recent advances in our country is the inclusion of 'entrepreneurship' as a subject in the formal curriculum. Further, entrepreneurship which was earlier thought to be associated with only new enterprise creation programmes, is now accepted as equally crucial to continuity and growth of existing enterprises. Hence, programmes to enhance entrepreneurship among owner-managers and managers in corporate sector are also on the increase. Entrepreneurship training has also widened its base to involve different types of target groups such as women, educated and unemployed youth, rural poor, artisans, school and college-going students, managers, technical and non-technical employees and owner-managers of small and medium size enterprises.

These developments present new challenges to educational and training institutions, their teachers and trainers. A number of them have designed new curricula, new inputs and new training methods. Many of these initiatives have not only succeeded in attaining high success rate but also have been very cost effective. Some of these included training methods which could integrate varied needs of participants in a single programme or could deal with larger audience in a shorter time. Such initiatives often are not widely known. A need was strongly felt for creating a common platform at international level to share and discuss such innovations for wide awareness and spread. The Institute therefore responded to this need by organising an International Workshop on Innovations in Training for Entrepreneurship and Small Business Development in April, 1993. A number of innovations were discussed which were eye-opener for many. To further spread the benefits of this exercise, it was decided that these innovations be properly documented and

special support from Friedrich-Naumann-Stiftung (New Delhi) based on the selected papers presented at the workshop has been published by the institute recently. A wide range of initiatives discussed in the book include entrepreneurship in formal education system, new enterprise creation training programmes, and growth and development of existing enterprises. A good number of papers relating to the theme; Entrepreneurship Education' acquaints the readers with different initiatives at almost all levels of formal education, right from KG (Junior Achievement Programme) to graduate and post-graduate levels including management and technical institutions.

Papers dealing with 'New Enterprise Creation Training' share experiences with different target groups and spells out new curricula, and approaches to group entrepreneurship or rural development. The section on 'Enterprise Growth and Development' discusses programmes which have been initiated to assist owner-managers for growth and implementation of quality management system as well as continuity (succession planning) after the main entrepreneur retires. To what extent the contributions of the practitioners and experts involved in training would meet the strict definition of 'innovation' can be debated. Certainly, however, these are new initiatives if not entirely innovations.

The process of innovations is a continuous one. Training methods often get stale. This publication makes trainers, teachers, small business counsellors, as well as sponsors of entrepreneurship and small business development and training to realise how important it is to bring freshness in our endeavours. A lot more is happening around the world in the field of training in general and small business related training in particular. This book, edited by Dr. Gautam Raj Jain, EDI Faculty Member & Mr. Deb Muni Gupta, is a small contribution, docu-