

ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

From the Director's Desk

EDII in 1996-'97

The new year promises to be one of further growth, strategic changes in priorities and more collaborative and partnership activities with ED institutions. The plan reflects our perceptions of the national entrepreneurship scenario and the role this national resource institution must play and therefore, I share these perceptions here.

In Entrepreneurship Education, the key activity of this year will be the expansion of Open Learning Programme in Entrepreneurship (OLPE) with a target of over 1000 learners from the current 400. New states will include U.P., Haryana and Bihar in the North and Kerala in the South. We also hope to reach out to the North-East Region. OLPE offers excellent opportunities for working with state institutions including IEDs, CEDs, TCOs, NGOs, ED Cells and trained trainers and teachers. We hope to have a vast network of counsellors and OLPE promoters. Continuation of the valuable support of Friedrich-Naumann Stiftung and fellowships for science & technology learners from NSTEDB must be acknowledged to consolidate as well as expand this new programme.

Almost 50 per cent of the EDII resources will be committed to Rural Enterprise Development. We have come a long way from urban entrepreneurship activities to this major thrust in rural areas for the poor. This is consistent with national priorities and concerns. SIDBI and NABARD's continuous support is further strengthened by the KVIC-EDII MoU to implement REDPS all over the country in a big way. A vast network of NGOs is being involved and to ensure enterprise creation, we are balancing training activities with programmes encouraging new credit initiatives.

Performance and growth of existing small and medium enterprises remain high on our agenda, given the new challenges facing the industrial sector. We are excited about a new initiative in the form of 'Intrapreneurship' programme since success of companies depend on dynamic managers and executives as well.

Institution building for entrepreneurship development will take us to Rajasthan, Andhra Pradesh and Kerala where new state ED institutions are expected to become operational. Hopefully, the national Rural Entrepreneurship Institute at Nasik being set up by Government of India will also come into being. A search for competent Executive Directors to build these organisations promises to be interesting. To sensitise policies and environment for entrepreneurs, the EDII is well placed as a Member in two national bodies, the National (Shri Abid Hussain) Committee to review policies and programmes for SSI and the National Entrepreneurship Development Board.

We are enthused about a concrete shape being given to our national commitment to serve the cause of women in business. Gender sensitising the support system to facilitate entry and growth of women in business is a new national initiative this year with the support of Government of India under the Gender Planning and Training Project. This would lead to partnership activities in 5 States (Kerala, Karnataka, Maharashtra, Madhya Pradesh and Uttar Pradesh).

Funds are getting scarce every year. We have moved on to identify marketable and financially stand-alone programmes. Entrepreneurs as well as institutions, so used to subsidised training and counselling respond slowly. But, it is better for all of us to identify certain "core" activities which meet the criteria of

- (a) Serving the primary mission of the organisation;
- (b) Meeting a national or state need;
- (c) Professionally adding to the stature of the organisation; and
- (d) Promising financial self-sufficiency.

DR. V.G. PATEL

National Committee on SSI Policies

The Department of SSI & Agro and Rural Industries, Ministry of Industry, Government of India, has constituted an Expert Committee under the Chairmanship of Shri Abid Hussain, to suggest reforms in the existing policies and subsequently design new policies for small and medium enterprise development which will facilitate growth, viability and efficient enterprises that can adjust to technological change and remain internationally competitive. Dr. V.G. Patel, Vice President & Director of the EDII has been invited to be a member of the committee which comprises of the following experts:

1. Dr. R.A. Mashelkar, Director

General, Council of Scientific and Industrial Research. 2. Shri H.C. Gandhi, Former Secretary, Technical Development, Ministry of Industry, Government of India. 3. Shri J.V. Shetty, Chairman and Managing Director, Canara Bank. 4. Dr. J.S. Sandesara, Hony. Professor, Department of Economics, University of Bombay. 5. Dr. Sailendra Narain, Managing Director, Small Industries Development Bank of India. 6. Shri S.A.T. Rizvi, Development Commissioner (Small Scale Industries), Government of India. 7. Dr. Rakesh Mohan, Economic Adviser, Ministry of Industry.

Comprehensive terms of

reference have been prepared covering examination of promotional and productive policies, definition of legal framework reservation policy; institutional arrangements for transfer and dissemination of technological information and meeting long term and short term financial requirements; impact of fiscal policy and tax concessions; various regulatory laws and procedures etc. The first meeting was held on 19th February 1996.

Membership of this prestigious committee would help the EDII contribute to emergence and growth of entrepreneurship apart from providing a deep insight into various issues and options related to the SSI sector.

National Seminar on Business Response to Changing Environment:



This seminar was the second in a series of seminars the EDII has been conducting biennially to bring together scholars working in the field of entrepreneurship and related areas. The first seminar "Current Trends in Entrepreneurship Research" was conducted in 1994. This year, a broader theme was selected purposefully. The EDII, in the recent past, had undertaken enquiries into the implications of the ongoing changes in the economic environment across the globe. This seminar was conceived as a further step in the direction of generation and dissemination of ideas and reflections on related themes.

The seminar took place on the campus from March 13-15, 1996 and was attended by more than 35 academicians, management experts and representatives of

the banking and corporate sector. Other than the EDII, the participating institutions included the Indian Institute of Management (Ahmedabad and Bangalore), Indira Gandhi Institute of Development Research (Bombay), National Institute of Science, Technology and Development Studies (New Delhi), Gujarat Institute of Development Research (Ahmedabad), National Institute of Banking Management (Pune), Sardar Patel Institute of Economic and Social Research (Ahmedabad), Centre for Development Studies (Trivandrum), Indian Institute of Advanced Management (Visakhapatnam), Indian Institute of Technology (Bombay), Centre for Asian Studies (Amsterdam, the Netherlands), Industrial Development Bank of India (Bombay), Arvind Mills Limited

(Ahmedabad) and Airfreight Limited (Bombay).

Thirteen (13) papers dealing with a wide spectrum of issues related to support policies, specific industry experiences, technology, finance and managerial strategies were presented at the seminar. The role of the state and the potential of market forces in ensuring rational allocation of resources as also efficient performance of private enterprises were deliberated upon. The need to evolve a technology policy and the significance of prudent monetary management were two core issues that evoked intense interaction amongst the participants. This seminar provided a unique intellectual forum where economists, management professionals and corporate executives shared diverse perspectives on the changing economic scenario in the country.

TRAINING PROGRAMME ON INTRAPRENEURSHIP DEVELOPMENT

While success of an enterprise depends on vision and capabilities of its promoter, the growth largely depends on many more factors. In small and medium enterprises, the promoter (the entrepreneur) and the enterprise are so closely related with each other that the enterprise and the promoter are seen as synonymous.

An enterprise grows faster if its decision makers and executives are also entrepreneurial, i.e., are able to perceive further business opportunities and are capable of innovating, keeping the current enterprise and its available resources as a base. This process is called **intrapreneurship**. It involves speeding up innovation within the organization by making better use of entrepreneurial talent. The importance of intrapreneuring has become a focal point in most

organisations as it gives the executives an ability and opportunity to experiment and try out new ideas. Realising its

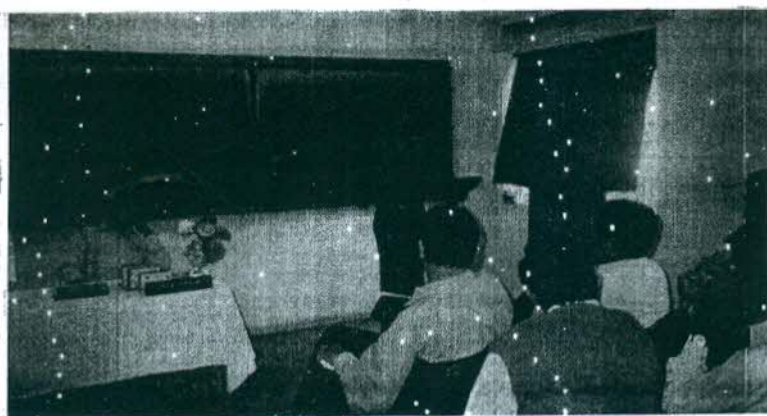
importance, particularly in the changing economic environment, the Institute conceived, developed and, implemented an intensive 10 days programme on Intrapreneurship Development during 06 - 16 February,

(SIDBI) in which 22 managers, executives and owner-managers of industrial enterprises from various parts of the country

realise their latent entrepreneurial potential which often remains dormant.

Apart from academic sessions, discussions, simulation exercises, role plays, practicum and case studies, field visits were also organised. The participants were also asked to prepare and present their intrapreneurial action plan, i.e., what course of action they would undertake having attended this programme and also what strategies they would be following to implement their plans. Three best intrapreneurial plans were awarded with mementos, by the Institute.

Thus, the first ever programme on intrapreneurship was found to be very successful in achieving its objectives. Most of the topics received high rating by the participants in their feedback..



A participant giving his feedback of the programme during the valedictory.

importance, particularly in the changing economic environment, the Institute conceived,

1996. The programme was sponsored by Small Industries Development Bank of India

participated.

The programme was basically conceived to help executives

Programme on Business Strategy Formulation with Economic Reform

(29 January to 2 February, 1996)

The EDII had developed and conducted programmes on Strategic Management for Small and Medium Enterprises which was later modified by adding inputs on international marketing in keeping with specific requirements of the SMEs. Considering the rapid changes in global and domestic environment with respect to business and macro economic policies and the vulnerability of Indian small and medium enterprises in facing the resultant changes, it was imperative to reorient and redesign the contents of these programmes. The programme structure now evolved included information on the reform sequencing, examination of the impact of such macro economic changes on private enterprises in various

industries, and simple techniques and analytical tools to analyse the internal and external environments of the participating firms. Emphasis was laid on practical knowledge and participants were called upon to present the results of their own firm analysis as well as environmental analyses adopting the specialised tools and techniques imparted in the sessions.

The participants found the inputs to be of great practical value. However, the need to reach out to more such small enterprises through product or sectoral associations was also brought home which will be examined in depth during the ensuing programmes in this critical thrust area.

Hi-tech EDP : Plasma Research Link:



Tower Game in process during a session.

Hitherto ED organisations have been conducting EDPs for Science and Technology graduates based on local business opportunities. However, in the present competitive new environment, new products and processes have gained considerable importance. Linking with the output of research labs offers one option. We had proposed to conduct one pilot EDP with sponsorship of Department of Science and Technology, New Delhi in collaboration with Institute for Plasma Research (IPR), Ahmedabad. The technologies developed by IPR were first studied in detail and project

profiles were prepared to guide and counsel the entrepreneurs. The programme received excellent response from science and technology graduates and professionals.

Sixteen (16) participants were selected for the four weeks' training programme, held from February 05 to March 01, 1996. It covered identification of new business opportunities, assessment of technology, enterprise launching and management. Visiting faculty members were called from ICICI, Technology Information, Forecasting and Assessment Council (TIFAC), SIDBI, SFC

and private industries. Existing entrepreneurs in the field of plasma processing were also invited to share their experiences with the group. The projects selected by the participants include Aluminum Nitride Powder, Plasma Nitriding, Production of Zirconia, Coating on Metal, etc. Investment ranges from Rs. 25.00 lacs to Rs. 2.00 crores. The feedback received at the end of the programme was not only encouraging but also an indicator that similar programmes linked with other national laboratories are much in demand. One more such programme is proposed for 1996-97.

Entrepreneurship Development Training Skills for KVIC officials:

Khadi and Village Industries Commission (KVIC) has broadened the base of its economic activities by bringing more village industries/schemes under its purview. Exclusive Trainers' Training Programme for officials of KVIC are being conducted to consolidate this mission.

The second programme, in this series, was organised during December 18, 1995 to January 12, 1996. This was attended by

23 officers from various KVIC centres spread throughout the country. By the end of this intensive training programme, the participants were convinced that ED inputs imparted along with KVIC technical training for skill development would enable creation of micro enterprises and self-employment based on KVIC technologies. This programme also created a more receptive/conducive environment for the EDII-KVIC rural projects.

NGO-Banker Interface Programme:

Realising that there are arduous difficulties in smooth credit flow to the REDP trained entrepreneurs from regular channels of credit (bankers), the SIDBI sponsored a NGO-Banker Interface

Programme in order to create a climate of trust between these two sectors. The interface was organised in Hyderabad from 28-30 November 1995. 13 Chief

Executives of NGOs and 15 Bank Managers participated in this programme which focussed on experience-sharing wherein bank managers were apprised of

the RED approach and the competencies of entrepreneurs undergoing these REDPs. It was followed by an intense discussion on the issues related

to smooth credit flow. Reports received from the NGOs, subsequent to the workshop are very encouraging since credit-flow is far smoother than what it had been in areas from which the bankers participated in the programme.



WE WELCOME



Abhijit Bhattacharya Ph.D. (Economics) (Moscow)

Associate Senior Faculty

Economist specialising in problems of economic transition in CIS and Eastern Europe, Trade Ties of India with CIS and economic reforms in the former Socialist Block besides extensive experience in distance learning. Currently heading the Open Learning Programme in Entrepreneurship (OLPE).

A. Narayanan MBA (Finance)

Faculty

Exhaustive industrial experience in large corporate houses. Presently handling training programmes in working capital management, management control systems, project report preparation and project appraisal and informal credit systems.

Himank Priyadarshi M.Phil. (TISS)

Assistant Faculty

Specialising in advanced research methodology in social sciences and engaged in research oriented activities in the field of entrepreneurship.

Naresh Singh M.Phil. (Sociology)

Associate Faculty

Rural sociologist engaged in action research and working with NGOs/VOs all over India since the last five years. Main areas of interest are sociology of development, research and training methodology for development projects and capacity building of NGOs/VOs.

Sanjay Pal M.Sc. (Economics) MBA

Academic Trainee

Specialises in the field of marketing. Currently involved in devising strategy for marketing of products produced in rural areas.

Wg.Cdr. A.S. Guglani M.A., LL.B., A.M.Ae.S.I.

Sr. Manager (P & A)

With 28 years in commissioned defence service and 3 years in the industry, he has rich exposure in personnel management and industrial relations and is currently heading the Personnel, Administration & Estate dept.

Training in the Horticulture Sector :

Kerala Horticulture Development Programme (KHDP) promoted by the Government of Kerala with support from European Commission is engaged in facilitating horticulture development in Kerala through training, research and extension activities. Interactions between KHDP officials and EDII, to explore the possibility of applying entrepreneurship in the horticulture sector - a pioneering attempt resulted in a 2-week training programme at Cochin from December 27, 1995 to January 9, 1996. The programme was targeted at project staff of KHDP and 'Master farmers' who would be working as resource persons to promote horticultural activities. Twenty seven (27) delegates comprising 16 project staff members from KHDP and 11 master farmers participated in the programme. The major inputs of the programme, viz., entrepreneurial competencies, finance and accounts, project management and marketing were found to be valuable and beneficial to the participants. The KHDP has indicated its interest in continuing its association with the EDII for more such training programmes.

Trainers Training Programme for Indo-Dutch Project Management Society (IDPMS)

Indo-Dutch Project Management Society (IDPMS) is an autonomous institution set up by the Government of Karnataka and the Netherlands Government. IDPMS is working through NGOs for rural development in certain parts of Karnataka. In order to add value to its activities, a training programme was organised at Bangalore during February 1-29, 1996 for 22 IDPMS staff members as well as NGO representatives in response to their request to equip them with requisite skills for organising Rural Entrepreneurship Development Programmes (REDPs).

Entrepreneur Trainer-Motivators (ETMs) Programme in Ghana:

An Entrepreneur Trainer-Motivators Programme was organised in Accra (Ghana) during October 30-November 17, 1995 in collaboration with Management Development and Productivity Institute (MDPI), with funding support from the Commonwealth Secretariat. The basic objective of the programme was to institutionalise ED activities in the African continent. 20 participants representing 11 African countries participated in this programme. It was observed that following action points are essential in order to concretise ED activities in the African continent :

- A workshop for policy-makers in the African countries to help them understand the concept of entrepreneurship and its importance in the economic growth. Such a workshop would also facilitate in strengthening the network amongst these countries.
- Establishing a focal institute (nodal agency) to work exclusively for ED activities in African countries.
- Follow-up mechanisms to evaluate activities carried out by the trained trainers in implementing ED activities in their respective countries which would also point out the problems faced by them.
- Refresher courses for the trained trainers to help them further their knowledge in specialised areas of entrepreneurship development.

INVOLVEMENT OF NGOs/VOs IN INFORMAL MICRO CREDIT DELIVERY SYSTEMS

The EDII organises around 150 Rural Entrepreneurship Development Programmes (REDPs) every year in collaboration with more than 100 partner NGOs/VOs spread all over the country. The major objective of such programmes is to help the REDP trainees (rural youth, women and unemployed) to start their enterprises after attending training programme. However, some of the participants are not able to start their venture despite having been provided with technical support and follow up from NGOs/VOs. The major cause is that regular channels of credit (commercial banks) do not consider such trainees credit worthy. Therefore, the EDII has initiated a process wherein NGOs/VOs are motivated to provide credit to the trainees by initiation of informal credit and saving related activity. The major problem, however, in this direction is that not many NGOs/VOs are exposed to the informal credit delivery systems and its management. Keeping in view this need, the EDII has initiated training programmes. So far the Institute has organised four workshops for Chief Executives of NGOs/VOs followed by, three weeks training programmes for operational level functionaries of NGOs/VOs.

Executives was organized at Ahmedabad from Feb. 26 - March 01, 1996. The major objective of the workshop was to create awareness regarding savings and credit systems and informal credit delivery methods amongst the Chief Executives.



Field Visit of a Self Help Group (SHG) in a village at Kheda District, Gujarat, managed by Lalbhai Group Rural Development Foundation.

20 CEs representing 18 NGOs/VOs from the states of Orissa, Rajasthan, West Bengal, U.P., Maharashtra, M.P., Gujarat, Punjab, and Haryana participated in the programme which was sponsored by KVIC.

The issues discussed in the workshop are related to the mobilization of savings in the rural society, role to be played by the NGOs/VOs in initiating the process with the help of Self Help Groups, developing an

accounting system for SHGs for the purpose of loan disbursement, use of loans, repayment and investment of income in more enterprise development activities as well as on quality of life.

Mobilization of savings is essential in order to accelerate the process of growth of economy of the country. The rural society has far more potential in comparison to the urban society as regards mobilization of savings. Initiation of the process of savings mobilization in the rural society can lead to circulation of credit for enterprise development which in turn will lead to more income and

employment generation and eventually result in a better quality of life. NGOs/VOs can play a crucial role in whole process by forming and managing SHGs at the community level and linking them with various financial institutions for bulk financing.

Almost all participants found that the inputs related to micro credit delivery system very useful.

"All the objectives have been fulfilled by this visit and it has shown us a way to work with new horizons" was the reaction of one participant. Another participant mentioned "we have been inspired by the workshop to adopt and implement micro credit delivery system with new challenges".

Training Programme of Functionaries of NGOs/VOs on Informal Micro Credit Delivery Management :

The recent training programme was organized at Ahmedabad from March 11 - 30, 1996. The objectives of the training programme were: (1) to train NGOs/VOs functionaries in the process of group formation with reference to savings and credit schemes; (2) basic accounting skills and record keeping; (3) developing savings and credit

schemes for the groups and assisting the group in adopting the same; (4) assessing project proposals as well as the claims of the owner managers of micro enterprises and (5) auditing accounts, bank loans, managing repayments and overall management of the credit schemes. 29 functionaries representing 18 NGOs/VOs from the states of M.P., H.P., Rajasthan, Haryana, Gujarat, Assam, Manipur, Orissa and Imphal participated in this programme sponsored by KVIC.

The major issues covered during the programme were : (1) Case studies of NGOs/VOs both national and international : Their experiences on micro credit. (2) Capacity building of NGOs/VOs with special reference to formation and management of SHGs at community level. (3) Managing group accounting system of savings and credit. (4) Preparation of project report for enterprise development.

Micro credit is a very challenging task as those who have funds (financial institutions) are not very keen to enter and provide credit and those who are willing (NGOs/VOs) to borrow money and provide credit, cannot, as they lack skills in credit management of borrowed funds.

A workshop for the Chief

FORTHCOMING INTERNATIONAL CONFERENCES/PROGRAMMES

1. **19th UK Institute of Small Business Affairs National Small Firms Research Conference**
(20-22 November, 1996)

Theme : Enterprising Futures.

Abstracts and suggestions for symposia should be sent to Dr. Monder Ram, at the UCE Department of Management, and conference information can be obtained from the Conference Administrator, University of Central England Business School, Perry Barr, Birmingham B42 1BR, UK.
Tel. & Fax : 0121 331 5464

2. **26th European Small Business Seminar (Vaasa, Finland)**
(11-13 September, 1996)

Further information can be obtained from the ESBS Secretariat, Centre for Continuing Education, University of Vaasa, PO Box 297, FIN-65101 Vaasa, Finland.
Tel. : +358 61 3248 489
Fax : +358 61 3248 488

3. **23rd International Small Business Congress (Athens, Greece)**
(24-27 November, 1996)

Theme : Globalization and the SMEs.

For information, contact : 23rd ICSB Congress Secretariat, 10 Loukianou Str., GR 106 75 Athens, Greece.
Tel. : (301) 680 0554
Fax : (301) 680 0549

4. **Women Mean Business : Planning and Managing Effective Support for Women's Enterprise (Durham, UK)**
(4 August - 7 September 1996)

For women in senior management positions responsible for designing strategy, planning, implementing and/or managing projects and programmes for small-scale enterprise in the South. Cost : UK Sterling Pound 4500. For further details, contact : Marjorie Sadler, Small Business Centre, Durham University Business School, Mill Hill Lane, Durham DH1 3LB, UK.
Fax : +44 9 374 4765
E-Mail : m.e.sadler@Durham.ac.uk.

5. **Women Mean Business : Promoting and Developing Women's Business (Durham, UK)**
(4 August - 19 October, 1996)

Designed to assist those planning and managing a range of key support services for small businesses who need to develop and strengthen own skills, ability and knowledge of key business practices. Cost : UK Sterling Pound 8750. For further details, contact : Marjorie Sadler, Small Business Centre, Durham University Business School, Mill Hill Lane, Durham DH1 3LB, UK.
Fax : +44 9 374 4765
E-Mail : m.e.sadler@Durham.ac.uk.

6. **Small Enterprise Promotion Programme (Nairobi, Kenya)**
(26 August - 20 September 1996)

Aimed at increasing numbers of staff from government and non-governmental organisations who are involved in providing assistance to small and micro-enterprises. The course is jointly organised by Cranfield International Development Centre and Kenya Institute of Management. Fee : UK Sterling Pound 4500. For further details, contact : Course Administrator, International Development Centre, Cranfield School of Management, Cranfield, Bedford MK43 OAL, UK.
Fax : +44 1234 754420
E-Mail : J.C.Wheeleley@Cranfield.ac.uk.

FORTHCOMING PROGRAMMES OF EDI

(July-December 1996)

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| 1. Faculty Development Programme (FDP) in Entrepreneurship for Teachers of Science & Technology institutions (DST Fellowships) | EDII campus | July 29-Aug 24, 1996 |
| 2. Regional Trainers' Training Programme for Extension Workers of NGOs/VOs on Rural Enterprise Development (SIDBI sponsored) | Ranchi | July 09-Aug 03, 1996 |
| 3. New Enterprise Creation Programme for Govt.officers/officers of public sector enterprises and bankers of Colombo Plan countries (GoI Fellowships) | EDII campus | July 29-Sep 06, 1996 |
| 4. Women Entrepreneur Trainer-Motivators Programme (Commonwealth Secretariat Fellowships) | EDII campus | Aug 26-Sept 20, 1996 |
| 5. Faculty Development Programme in Entrepreneurship and Small Business Promotion for Technical Teachers of Colombo Plan countries (GoI Fellowships) | EDII campus | Sept 23-Nov 01, 1996 |
| 6. Foundation Programme for Entrepreneur Trainer-Motivators (DST Fellowships) | EDII campus | Sept 23-Oct 18, 1996 |
| 7. Programme on Informal Micro Credit Delivery System for operational-level functionaries of NGOs/VOs (SIDBI sponsored) | U.P. | Sept 11-Oct 1, 1996 |
| 8. Intrapreneurship Programme for Managers/Executives/Supervisors of SSI units (SIDBI sponsored) | EDII campus and Bangalore Regional Centre | Oct 23-29, 1996
Jan 27-Feb 02, 1997 |
| 9. Succession Planning in Entrepreneurial Continuity (SPEC) for sons and daughters/wards of existing entrepreneurs | EDII campus | Oct 28-Nov 09, 1996 |
| 10. Functional Appreciation Programme for Existing Entrepreneurs on Critical Decision-making Techniques for SMEs | EDII campus | November 1-5, 1996 |
| 11. Programme on Industrial Project Evaluation and Investment Decisions for Entrepreneurs/Bankers/Project Officers/Consultants | EDII campus | November 18-29, 1996 |
| 12. Gender, Technology and Entrepreneurship : Training for Women with Technical Education/Training (ICCO-sponsored) | EDII campus | November 18-30, 1996 |
| 13. Trainers' Programme on Entrepreneur Selection, Motivation, Counselling & Competencies (DST Fellowships) | EDII campus | December 09-20, 1996 |
| 14. Programme on Business Opportunity Identification | EDII campus | December 09-14, 1996 |
| 15. Programme on Project Report Preparation for Trainers/Entrepreneurs/Consultants/Bankers | EDII campus | December 16-21, 1996 |

Contact : Programme Coordinator
Entrepreneurship Development Institute of India
P.O. Bhat 382 428 Dist. Gandhinagar (Gujarat)
Tel. 7864331/7869068 Fax : (79) 7864367
E-Mail : edindia.ahd@Access.net.in

7. **Strategies for Change : Managing NGOs (Cranfield, UK)**
(15 September - 18 October 1996)

To help senior NGO staff members to develop knowledge and competencies, and to manage rapid organisational changes of late 1990s. Fee : UK Sterling Pound 4750. For further details, contact : Course Administrator, International Development Centre, Cranfield School of Management, Cranfield, Bedford MK43 OAL, UK.
Fax : +44 1234 754420
E-Mail : J.C.Wheeleley@Cranfield.ac.uk.

8. **Building Enterprise : Promoting and Developing Small Business (Durham, UK)**
(18 September - 19 October, 1996)

For senior staff of promotion and development agencies in the South who want to : develop and strengthen skills and ability to deliver key support services; devise appropriate strategies; enhance knowledge of key business practices. Cost : UK Sterling Pound 8750. For further details, contact : Marjorie Sadler, Small Business Centre, Durham University Business School, Mill Hill Lane, Durham DH1 3LB, UK.
Fax : +44 9 374 4765
E-Mail : m.e.sadler@Durham.ac.uk.

New Publication

"Evaluation of Entrepreneurship Development Programmes" by Dr. Dinesh Awasthi and Dr. Jose Sebastian. New Delhi, Sage Publications, 1996. Rs.250/-.

This book attempts to evaluate the effectiveness and impact of EDPs (Entrepreneurship Development Programmes) in India. The study is based on data generated from extensive interviews with 1500 EDP trainees, non-trainees and officials. The book assesses the efficacy, degree of success or failure of EDPs and evaluates the role of support agencies in promoting first generation entrepreneurs through these programmes.

The pioneering study should be of interest to researchers, trainers, teachers and students who are operating in the area of entrepreneurship and related subjects.

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