



From the Director's Desk



Entrepreneurship Education in U.S.A. and US

I recently visited USA to explore academic interactions and linkages with five highly rated entrepreneurship education and training institutions. These were : Babson College and Harvard Business School, Boston; University of Wisconsin-Whitewater and Madison; and Carnegie Mellon University, Pittsburgh. Let me share what I observed and learnt.

Entrepreneurship education is now an integral part of business education in USA. This is because more and more students choose business start up as a career option. Inadequate jobs, fewer challenging opportunities, information technology revolutions etc. are driving new MBAs and Graduates to self-employment. For similar reasons, particularly unemployment, we are encouraging our youth to take up entrepreneurship in a developing country!!!

American universities invest a lot in teaching material development, good curriculum, readings and references. They are backed by research support, endowment funds and lot of time for research. We simply lose out on all three fronts here. Successful business houses and entrepreneurs have yet to develop a tradition of being supportive to education, institutions and scholars through research chairs. In India, money for training is far more easily available than for enhancing knowledge through research.

For academic linkages, Babson's family business (succession) course, UWW's Technology Centre and CMU's Enterprise Centre for commercialisation of technology are very appealing.

European Case Bank (on which more information is provided in this issue elsewhere) is an example of how much importance is given to case studies and teaching methodology. Indian entrepreneurship development institutions must take advantage of the Case Bank as well as develop own unique case material. It is time we have a pool of Indian cases for entrepreneurship training and education.

No university conducts behavioural/psychological tests. Joining entrepreneurship courses is either compulsory (Babson) or out of choice. Hardly anybody talked about the 'competencies'. Yet some teachers talked about the same entrepreneurial traits as we have known.

However, not a single institution has the variety of entrepreneurship programmes as some of our institutions have been offering. This is because Entrepreneurship Centres or Departments in USA have been part of education system and primarily focus on students. Our national coverage, numbers we serve and the diversity of target groups and activities in entrepreneurship are quite unique.

A balancesheet of the visit would lead to the following score card : (i) In entrepreneurship competencies, intrapreneurship, summer camps, micro enterprise development and comprehensive EDPs, we are ahead. (ii) For family businesses, executive education, i.e. growth programmes etc., there is a lot of common ground. (iii) In transfer of technologies, commercialisation of innovations, venture capital, global alliances etc., we have a lot of catching up to do.

And finally, even in USA, the Federal Government (through Small Business Administration) provides substantial support to Universities for creating and running on campus, business counselling courses and business start-up programmes. Where unemployment is a problem, subsidised initiatives for generating self-employment are universal. We, therefore, need not be unduly ambitious about commercial viability of EDPs and ED Institutions in India; and certainly not be apologetic about training grants.

Dr. V. G. Patel

THE NATIONAL CONVENTION OF ENTREPRENEUR TRAINER-MOTIVATORS

The EDI organised a 2-day National Convention of Entrepreneur Trainer-Motivators, involved in conducting EDPs/Self-Employment Awareness Programmes, on 23rd and 24th October

Dr. Y.K. Alagh began his inaugural address by congratulating the institute for releasing this valuable directory. Dr. Alagh stated that EDI is contributing at such a point in history

devised ways & means which could ensure better results.

In some of the impact making sessions like 'Changing Economic Scenario and Entrepreneurship Development', 'Role of ETMs in Entrepreneurship Development : Opportunities and New Approaches', etc., the presentors focused on the changing economic scenario and small scale enterprises (SSEs) in India. They insisted on the need for effective EDPs and support system (SISIs, TCOs, etc.) which is supportive to SSEs right from the beginning, helping them avoid under-financing, etc. They also advocated the necessity to create an entrepreneurial culture through the use of mass media and other means. The presentors also placed emphasis on the need for ETMs to be updated with latest information by attending several training programmes. According to them, the ETMs as resource persons, should have regular communication with agencies like DICs, SISIs, Local Industry Associations, potential entrepre-



Dr. Y. K. Alagh, Union Minister of State for Power and Science & Technology, presenting the award to Mr. Hasmukh Modi, the First winner of the ETM awards. The other two winners were Mr. Hiten Babulal Vaso and Mr. Suresh P. Ganatra

1997. This seventh National Convention had been organised to :
- provide a forum for exchange of field experiences of ETMs and to deliberate on the efficiency of the current practices adopted in developing entrepreneurs through EDPs

- share findings of research taken up by EDI and other agencies in the field of Entrepreneurship
- expose the participants to the changing economic scenario and their role in that
- help them evolve a long term plan for the growth and success of Entrepreneurship Development related activities on a sustainable basis.

The convention was attended by as many as 75 ETMs, teachers and chief executives of IEDs, CEDs, TCOs, DICs, SISIs, NGOs, VO & RECs from all over India.

The inaugural function of the Convention was organised on 23rd October, 1997. Dr. Y.K. Alagh, Union Minister of State for Power and Science and Technology, was the Chief Guest for the occasion.

The function began with the welcome address of Dr. V.G. Patel, Vice-President and Director, EDI, who apprised the participants of the Directory as well as the Best Entrepreneur Trainer-Motivators' Award which was instituted by EDI. He thanked Dr. Alagh for managing time for the function in spite of his busy schedule.

Besides inaugurating the National Convention, Dr. Alagh also released the National Directory of Entrepreneur Trainer-Motivators and Resource Persons and presented the awards to the Best Entrepreneur Trainer-Motivators.

when there are opportunities galore in various fields. He believes that this is the time of technology revolution and one must always move on the faster path of the economy. However, he also stated that it is not just technology which is the



Dr. Y. K. Alagh, Union Minister of State for Power and Science & Technology, releasing the National Directory of Entrepreneur Trainer-Motivators and Resource Persons. Also seen is Dr. Alagh, inaugurating the 2-day National Convention of Entrepreneur Trainer-Motivators

only source of growth but there are other factors as well, like; the kind of organisation, incentives, flexibility, etc. and this is where, he said, decentralised development, which he considers so important, comes in. In this context, he cited a few examples of small entrepreneurs who have grown because of flexibility and the ability to respond to the changing market conditions. According to him, what is important is the way an entrepreneur integrates the advantages of the world market with the work force. Dr. Alagh concluded his speech by once again congratulating the award winners and the institute for their good efforts.

In the subsequent sessions of the convention the ETMs shared their experiences, evaluated the constraints faced by them and

neers and existing entrepreneurs. The need for an atmosphere of autonomy was also felt necessary.

Besides, the sessions on EDP evaluation study, focusing on findings and important lessons for ETMs and ED organisations were also regarded as highly beneficial by the participants. The participants also presented papers on certain important topics like, 'A Note on Entrepreneurship Development in NER : Its problems, prospects & approach', 'Problems of EDP trainers', 'Entrepreneurship Development of Tomorrow: Role of ETMs', etc.

In the concluding session of the convention, the Chairperson Dr. V.G. Patel, Vice-President and Director, EDI, initiated the discussion on 'How to Raise EDP Performance and Training Effectiveness'.

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S&T STUDENTS EMBARK ON AN ENTREPRENEURIAL JOURNEY

A Technology-Linked Entrepreneurship Development Programme was organised for science and technology graduates of Gujarat, under the sponsorship of National Science and Technology Entrepreneurship Development Board, Department of Science and Technology, Government of India, during September 8 to October 11, 1997 at EDI Campus. This programme aimed at orienting the participants towards enterprise creation in two important sectors namely; Plastics and Food & Agro Processing. It was attended by 37 aspirant youngsters. The programme made a tremendous impact because it pinned complete focus on establishment of enterprises by these potential entrepreneurs, in Plastics and Food & Agro Processing sectors. In this move towards its goal, it succeeded in creating maximum awareness about the

opportunities available in the aforesaid sectors.

Surrounding the crucial requirements of these potential entrepreneurs, the classroom training was designed accordingly. It was divided into four parts, namely:

Information Needs: Aiming at increasing accessibility to information on procedural aspects, sources of help, etc. the programme devoted three complete days for the purpose. The participants were updated on various aspects of procedural formalities, important regulations, etc.

This stemmed from the major concern that lack of information affects the ability of these entrepreneurs in setting up their own ventures. The participants were given clear understanding & guidance on total support network available for starting their enterprises. Senior officials and experts from

support organisations like; District Industries Centre, Gujarat State Financial Corporation, Gujarat Industrial Development Corporation, Gujarat Small Industries Corporation, Small Industry Service Institute, Gujarat Industrial & Technical Consultancy Organisation and Centre for Entrepreneurship Development, shared their varied knowledge and experiences, highlighting the services available, besides information on the procedures to follow.

Business Opportunity Identification: Considering that search for goods/services to be manufactured not just problematises the entire situation for potential entrepreneurs but also leaves them confused, this programme invited experts from relevant spheres to provide guidance on business opportunities available in Plastics and Food & Agro

processing. The sessions focused on updating the participants with general information on the products in the aforesaid sectors, their specific application, machinery available in the market, criteria for selection of raw material and machinery, technology involved, etc.

Behavioural Inputs: This, an indispensable part of any EDP, gave valuable insights into the traits of a successful entrepreneur. After the three days' Achievement Motivation Training, the motivation level of participants was considerably increased and they claimed a significant change in their personality.

Technical and Managerial Inputs: The training also comprised Technical and Managerial Inputs wherein a session each on production, marketing and finance management, besides 'How to Prepare a Project Report', were held. The participants were also given clear understanding on how to conduct techno-economic survey on the projects identified.

After the training inputs, the participants took up techno-economic survey on some products selected by them like Injection Moulded Plastic items, Blow Moulded Plastic items, Mechanical Seals, Foundry items, etc. in the Plastic Processing sector and Products like Potato Wafers, Dehydrated Potato Products, Milk Products, etc. in the Agro & Food Processing sector. Each participant was

attached to an industrial unit based on their selected project. After the field study and technical training, participants prepared their detailed project report under the guidance of Programme Director, Mr.N.Ramesh.

The valedictory function of the programme was held on 11th October 1997 at EDI Campus. Dr.V.G.Patel, Vice-President & Director, EDI, in his valedictory address invited the participants to set up their ventures and thus make best use of the training received. He also talked about 'Starting Crisis' in business and as to how an entrepreneur needs to forestall his strategies at an appropriate time to cope with the problems.

The programme received encouraging response, leaving the participants well informed and motivated enough to set up their own ventures, so much so that one unit has already been commissioned. Mr.N.Ramesh, the Programme Director opines that such product oriented programmes highly benefit the potential entrepreneurs and in such programmes, he says, the trainer is also very clear as to what to offer his participants.

A long term follow-up support for these participants has also been planned by the institute. A formal meeting of these participants with the Programme Director is held every second Friday so that the participants can discuss and find solutions for the problems they come across in the process of setting up.

SRI LANKANS RESOLVE TO COMBAT POVERTY AND UNEMPLOYMENT

A Sri Lankan delegation comprising ten officials and executives from Regional Rural Development Project - Kandy, visited EDI on a study tour from August 4 to 23, 1997. The study tour was structured in a way to help the officials exchange ideas about concepts, organisational aspects, instruments and problems of small and medium enterprise promotion in India, thereby helping them acquire necessary skills to implement the strategies in order to facilitate rural entrepreneurship and sustainable economic development in Sri Lanka. It was with this intention that Sri Lanka's RRD - Kandy requested EDI to organise this study tour and share its RED experiences with the officials.

The EDI organises 'Rural Entrepreneurship Development Programmes' with the basic intention of offering greater scope for self-employment and micro enterprise creation amongst rural youth. Interestingly the Rural

Entrepreneurship Development (RED) Division of the institute has been successfully collaborating with many NGOs in this regard and has institutionalised the activity in the NGO sector as a major strategy to make the approach sustainable.

Abiding by its coherent approach, the institute focussed on covering all aspects of REDP, in this study tour. The main purpose was to help participants understand the special needs of different target groups with regards to rural entrepreneurship, besides helping them initiate, plan and implement rural entrepreneurship development activities. In addition, this study tour also focused on equipping the SriLankan officials and executives with skills for counselling the prospective rural entrepreneurs in launching and managing micro enterprises successfully.

In order to realise the aforesaid objectives, the programme content elaborately

covered all the critical aspects of enterprise creation and management. Simultaneously, field visits were also arranged and the participants were taken to business units and institutions engaged in providing support services to entrepreneurs. Furthermore, the classroom lectures, group discussions, case study, games/simulation exercises, audio visuals, role plays, interaction with support system officials, together concentrated on the development of skills, knowledge and attitudes necessary to help these officials become effective trainers in guiding potential rural entrepreneurs. The participants were given complete training on the three phases of Entrepreneurship Development Programme module, i.e. the pre-training phase where the officials gained knowledge on potential entrepreneur selection, centre feasibility study and programme promotion strategies, the training phase, where the participants were given expert training on all aspects of business opportunity identification & guidance, project report preparation, market survey & feasibility, financial management, etc. and the post training phase where the follow-up strategies in order to achieve a good start-up rate were discussed in detail.

Although combating unemployment and helping the rural poor start their ventures, call for a great deal of planning, determination and zeal, it is definitely not impossible and these officials of RRD-Kandy, are on their path to creating a unique niche in this direction.

In an interview with Mr. Ranjith Wijetilake, certain other aspects of the study tour came to the fore.

Q.1: According to you what were the main objectives of this study tour and how far has the tour been successful in realising its objectives?

A.1: Since we all are in some way or the other engaged in poverty alleviation and self-employment promotion in rural areas, we wanted to know as to how India functions and deals with the problems of Rural Entrepreneurship Development, so that we could then implement those strategies for tackling similar problems in Sri Lanka. Besides, we all wanted to develop our training skills and capability for creation of employment opportunities. Today I feel all of us are better equipped. We feel we can now advise the policy makers in our country and make them aware about all that is happening in India in the field of entrepreneurship development. We were impressed by the way trainers are involved here in Entrepreneurship Development Programmes and we feel our country should also implement several developmental programmes in the areas of poverty alleviation, income generation, etc.

Q.2: What is the most serious problem in Sri Lanka and how do you intend to tackle it now?

A.2: I feel unemployment is the most serious problem in my country. And after this tour, I feel I should be able to identify better business opportunities in my country and organise training programmes accordingly, talk to policy makers and convince the promotional unit to go in search of potential entrepreneurs and identify their requirements and needs.

Q.3: What do you feel about the training methodology adopted in this study tour?

A.3: The training methodology was perfectly planned to include both field visits and classroom training. There was a perfect balance of theoretical as well as practical knowledge. Field visits and meetings with entrepreneurs trained by EDI were most appreciated and benefitted us immensely. This study tour was extremely informative and has equipped us in a better way to deal with the issues of poverty and unemployment in the rural areas of Sri Lanka.



After the well focussed Study Tour of the officials of RRD-Kandy, Study Tour on Rural Business Development for the officials of Ministry of Plan Implementation, Government of Sri Lanka, was organised during 1 - 14 September, 1997. Seen above are the participants during their visit to Gobind Zips India Pvt. Ltd., Village: Zak, Taluka: Dehgam, Dist: Ahmedabad

THE CHIEF COORDINATORS OF ED CELLS SET A NEW ORDER

Perceptive to the urgent need to propagate the concept of entrepreneurship at the College and University level for science and technology graduates and to orient the youth towards self-employment, the National Science and Technology Entrepreneurship Development Board (NSTEDB) formulated a scheme under which Entrepreneurship Development Cells (EDCs) were established in technical educational institutions to promote the activities, envisaged by NSTEDB, at a regional level. Although increasing the number of entrepreneurs by tapping latent entrepreneurial potential, can be effectively attained through integrated and need based training programmes for New Enterprise Creation (NEC), there is also a need to think in terms of organising a variety of programmes in order to solve unemployment problem on one hand and generate income for strengthening the base of EDCs on the other. Such an approach would reduce substantially the dependence of EDCs on government grants. After DST showed interest in revitalising the ED cells in order to make them self-reliant, EDI organised a Workshop for the Chief Coordinators of ED cells.

Flashing new opportunities, this 3-day workshop for Chief Coordinators of ED cells was organised at EDI campus during September 22 - 24, 1997. The EDI shared its own experiences on the new initiatives taken for promoting entrepreneurship, so that other ED cells could adopt the same. The central objectives of this workshop were to:

- orient these chief coordinators to various Entrepreneurship

Development activities for S&T personnel, encourage them to share amongst themselves experiences of their EDCs in developing entrepreneurs come out with action plans for implementing income-generating activities so as to make EDCs self-sustained.

Drawing attention on the need for change in the ED cells for self-reliance, Mr. Ramesh Dave, Faculty member, EDI, initiated the discussion by calling upon the participants to review the present activities of ED cells, their emerging role in the changing economic scenario and ways and means of reaching their individual pinnacles by achieving self-sufficiency. Mr. Dave also recalled that since the basic purpose of introducing entrepreneurship in educational institutions is to develop an 'entrepreneurial personality' among students, the task demands an integrated approach consisting of creating entrepreneurship awareness, orienting students towards self-employment, helping them launch small scale enterprises and providing them counselling support. He then highlighted various activities and training interventions that could be initiated in each of the aforesaid areas.

During the workshop, Dr. B.K. Jain, Director, NSTEDB, reviewed the progress made by ED cells and also invited the delegates to discuss the issues that demanded serious attention in their respective ED Cells. He then urged them to stress on four vital areas, i.e. 'Training', 'Education', 'Research' and

'Extension', for promoting entrepreneurship among science and technology students effectively. Covering the problems and issues discussed in implementing ED activities, the emerging role of educational institutions in promoting

promoting entrepreneurship among science and engineering graduates. Expressing concern over the financial constraints faced by the ED cells, Dr. Patel emphasized that the ED cells should try to prove their credibility by conducting



Dr. V. G. Patel, Vice President & Director, EDI and EDI Faculty Members with the Chief Co-ordinators of ED Cells.

entrepreneurship, and training interventions available for emergence and growth of small business ventures, the delegates were divided into four groups and asked to present their future action plans for the coming three years under the title 'Vision 2000'. In this, they recommended that ED cells should be made Centres of Excellence in promoting entrepreneurship. They also accepted to initiate some programmes keeping their self-reliance in view.

The workshop also edged out on the changing economic scenario in the wake of globalisation/liberalisation and the emerging role of educational institutions in promoting entrepreneurship. Dr. V.G. Patel, Vice-President & Director, EDI, in his concluding address, referred to DST's contribution as a bright spot in

effective programmes and counselling services for existing entrepreneurs so that they can then easily price their extension services and thus, become self-sufficient. Creation of a 'Corpus Fund' to take care of establishment and recurring expenses, he said, would generate a sense of security and stability. Mr. Ramesh Dave, Workshop Director, concluded the workshop by offering thanks to the NSTEDB, DST, Govt. of India, for providing EDI an opportunity to organise such a workshop.

SOME OF THE IMPORTANT RECOMMENDATIONS OF THE WORKSHOP

- * In order to give stability to ED Cells, there is a need to create a 'corpus fund' to take care of establishment and recurring expenses.

- * NSTEDB may take the initiative with All India Council for Technical Education (AICTE) and concerned state-government departments in establishing uniform norms for the functioning of ED Cells.

- * For arriving at intra-departmental as well as existing entrepreneurs' support, ED Cell must constitute an Advisory Committee under the chairmanship of Vice Chancellor/Head of the Institution consisting of heads of departments, outside experts and existing entrepreneurs. The Advisory Committee, so formed, should meet at least twice a year to discuss the activity plans of the ED cells, problems emerging in the process and likely solutions for the same.

- * It was also recommended that the delegates may send their course curriculum to EDI for compilation and subsequently, arrive at a uniform course curriculum.

The institute also organised 'Entrepreneurship Orientation Programme for Project Leaders of ED Cells' during October 17 - 22, 1997. The objectives of the programme were to equip the project leaders of EDCs to launch, organise and implement ED activities for S&T personnel and develop their skills, attitudes so as to initiate and promote ED activities for S&T potential/ existing entrepreneurs. This one week residential programme was organised under the sponsorship of National Science and Technology Entrepreneurship Development Board (NSTEDB), Department of Science & Technology, Government of India.

NATIONAL DIRECTORY OF ENTREPRENEUR TRAINER-MOTIVATORS (ETMs)

In order to develop a network of trained ETMs for professional interactions, the EDI, in 1989 compiled and published a comprehensive NATIONAL DIRECTORY OF ETMs. Looking at the encouraging response received by this Directory and considering the rapid growth of ETMs' cadre as also their significant role in training, counselling, assisting and motivating potential and existing entrepreneurs, a need for updating the Directory was strongly felt. Besides, IEDs, CEDs, TCOs, STEPs, RECs, EDCs, DICs, SISIs, NGOs/ VOs had also recognised the Directory as highly useful and impact making in helping them identify appropriate expertise in different fields. This was further reinforced by the National Entrepreneurship Development Board (NEDB) which extended support in the form of financial assistance that helped the institute

in bringing out this useful reference tool. Hence a revised version of the 1989 Directory has been published by EDI.

The updated version includes profiles of existing as well as new ETMs, and resource persons who mainly co-ordinate EDPs and/or provide specialised inputs on certain important aspects of EDPs.

The Directory covers profiles of total 348 ED professionals out of which 279 are Trainer-Motivators and 69 are Resource Persons. The State-Citywise classification of these ED professionals, their expertise in conducting EDPs for different target groups and their areas of specialisation facilitate easy access to necessary information. The Directory has been priced at Rs. 190 with a discount of 10% for educational/training institutions, government/non-government departments and libraries.

EUROPEAN CASE BANK

Beneficial to Practitioners, Academicians, Entrepreneurs and Students.

The European Case Bank is created, maintained and run by the European Case Clearing House Ltd. (ECCCH) Cranfield University, U.K. It claims to be the largest single source of management case studies in the world. It holds and distributes all cases produced by the world's best-known management teaching establishments as well as individual case studies in many languages by authors from every corner of the globe. It was established 25 years ago. It has two main functions: on one hand, it assists users of the case method by providing access to a vast range of material and bringing unpublished studies into the public domain and on the other, it supports authors by providing a mechanism for publication, thereby bringing their works - and the reputation of their parent institutions - to the attention of the world's teaching community.

It offers courses and workshops to encourage wider use, better understanding of the case method, promotes increased professionalism in case writing and teaching.

Royalties (based on sales) are paid to member institutions and organisations whose case studies they distribute, allowing them to make a significant contribution to university research into the practice of management.

As we are in the age of Internet and Information Superhighways, a lot of case details are available at finger tips. The Case Bank has its own website (<http://www.ecch.cranfield.ac.uk>). Information services include COLIS - Case On-Line Information System, CODIS - Case On-Disc Information System and Electronic Bibliographies.

There are more than 14,000 case studies. Therefore, there is something of interest for everyone.

FORTHCOMING PUBLICATION OF EDI

A Handbook for New Entrepreneurs

The handbook covers all aspects of setting up and managing a business/ industry successfully, including the development of soft skills essential for an entrepreneur. The handbook will be a comprehensive guide not only for prospective entrepreneurs but also for trainers of potential entrepreneurs, counsellors and business consultants. The book is being published by Oxford University Press.

INTER REGIONAL CENTRE FOR ENTREPRENEURSHIP AND INVESTMENT TRAINING

AT EDI

'Inter-Regional Centre for Entrepreneurship and Investment Training', sponsored by United Nations Industrial Development Organisation (UNIDO) and Government of India, has been set up at EDI.

Rationale for IRC

Developing countries, by and large, are endowed with natural resources as also certain competitive advantages that offer a variety of industrial opportunities. A systematic approach to identification of business opportunities, formulation and appraisal of business plans and focussing on cost effective technologies is bound to open new vistas for industrial development. An enabling environment and effective support system add to the pace of development.

Research by UNIDO indicates that lack of entrepreneurial abilities as also of well-studied industrial projects act as key constraints to industrialisation of developing countries.

The challenges of the day — thinking global, developing competitive edge through new/appropriate technologies, promoting private investments, facilitating strategic alliances/joint ventures leading to 'collaborative competition' — can be met only through building capacities of individuals & institutions responsible for investment promotion/ industrial development. Further, capacity to perceive viable business opportunities, relate the same to one's competitive advantage and translate such ideas into industrial ventures call for supply of competent entrepreneurs.

Thus, the IRC envisions to build country capacities for promoting investments in industrial sector and developing appropriate competencies of entrepreneurs to formulate, launch and successfully manage enterprises.

The IRC's Mission

The IRC's mission is to develop and strengthen indigenous capacities of selected

developing countries in Asia and Africa for investment promotion and entrepreneurship development leading to accelerated industrial development and globalisation of economies.

What IRC has to offer

- * Investment Opportunities Identification : Training programmes (one week) for entrepreneurs, consultants, development officers, business counsellors, officials engaged in investment promotion and professionals in corporate and project planning.
- * Industrial Project Preparation and Appraisal : Training programmes (three weeks) for investment decision makers, consultants, bank officials and project analysts.
- * Project Planning, Implementation & Monitoring/Evaluation : Training programmes (three weeks) for senior officials & consultants responsible for planning and implementation of industrial projects.
- * Investment Promotion & Capital Market Development :

Workshops (one week) for policy-makers, investment promotion officers, consultants and financial specialists.

- * Joint Ventures and Strategic Alliances in Competitive Industries : Workshops (one to two weeks) for entrepreneurs, investors, consultants, policy-makers and investment promotion officers.
- * New Enterprise Creation : Entrepreneur Trainer-Motivators' programmes (four weeks) for SME promotion officers, entrepreneurship trainers, NGO workers in micro enterprise, teachers and business counsellors.
- * Enterprise Performance & Growth : Training programmes (three weeks) for consultants, business counsellors, industry promotion officers and resource persons involved in supporting existing entrepreneurs in SME sector.

* Competitive Edge Through Appropriate Technologies : Sector-specific workshops (one week) including in-plant and technology exposure for entrepreneurs, investors, policy-makers, technical consultants and investment promotion officers.

IRC aims to serve

Afghanistan	Kyrgyzstan
Seychelles	Bangladesh
Lao	Sri Lanka
Bhutan	Malaysia
Sudan	Botswana
Maldives	Tajikistan
Cambodia	Mauritius
Tanzania	China
Mongolia	Turkmenistan
Ethiopia	Mozambique
Uganda	Indonesia
Myanmar	Uzbekistan
Kazakhstan	Nepal
Viet Nam	Kenya
Pakistan	Zambia

ANNOUNCING THE EIGHTH TRAINING PROGRAMME ON INDUSTRIAL PROJECT PREPARATION AND APPRAISAL

(February 16-March 6, 1998)

The first programme offered by the 'Inter-Regional Centre for Entrepreneurship and Investment Training' (set up jointly by the UNIDO and Government of India) at the Institute, is scheduled to be organised during February 16 - March 6, 1998. This is also the eighth UNIDO supported programme in the series organised by EDI.

Programme Objectives :

- * To enhance knowledge and skills of participants in preparation and appraisal of Industrial Investment Projects
- * To facilitate experience sharing among participants in the area of Project Development Cycle
- * To develop a core group of professionals well-versed in industrial project identification, preparation and appraisal leading ultimately to well studied industrial

projects and prudent investment decisions

Nominations are invited from development financial institutions, commercial banks, private and parastatal project consultancy organisations and government institutions engaged in industrial project preparation and appraisal. For Indian participants, the subsidised cost of participation is Rs. 25000/-.

For International participants, the subsidised cost of participation is US \$ 2250. Fellowships are available on a selective basis for participants from least developed countries (LDCs) to cover travel costs and/or cost of participation. Those desirous of seeking this facility must apply in a prescribed form available from UNIDO/ UNDP country office.

Full fellowships for the training programme may be available

through development projects sponsored by international or regional funding bodies, bi-lateral technical cooperation agencies and governments. Candidates are encouraged to contact these organisations/agencies in their respective countries.

The programme will be organised at EDI. All enquiries may be addressed to :

Mr. B.P. Murali, Project Director, IRC Entrepreneurship Development Institute of India
P.O. Bhat - 382 428

AND/OR

Mr. J. MOONGANANIYIL
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THE NATIONAL CONVENTION (Cont. from Page 1)

According to him, sensitisation is of great value, hence creating awareness should be regarded as most important. Stressing on the need for a good selection process, Dr. Patel called for innovations in EDPs to suit the local needs and achieve a remarkable start-up rate. He then focused on some of EDI's self-sufficient programmes like 'Intrapreneurship Development', 'Summer Camps', etc. which the ETMs can take up and expect complete co-operation and support

from EDI. Dr. Patel urged the ETMs to resolve to take up their work as a challenge and deliver success in its most real form.

The ETMs felt that the convention indeed took up the matters that concern them the most. They felt enlightened on the strategies to be adopted to deal with problems that they very often face, thereby ensuring a commendable start-up rate in the target group.

SEMINAR ON CURRENT TRENDS IN ENTREPRENEURSHIP RESEARCH

The third EDI National Seminar on Current Trends in Entrepreneurship Research will be organised between 18-20 March, 1998. This Seminar series has been started with a view to promoting research in Indian entrepreneurship and related issues. The Seminar provides a platform for the concerned scholars to come together to share their research findings with the larger academic fraternity. In addition to the general sessions, the third Seminar intends to have special technical sessions on themes like Impact of Emerging Policy Imperatives on Entrepreneurship; Technological Innovation, Venture Capital and Entrepreneurship Promotion; Entrepreneurship Dimension in Transitional Economies; Entrepreneurship in Education; and Regional and Transnational Entrepreneur Networks.

For further information, interested scholars may write to the Seminar Director at EDI. The last date for receipt of abstracts (not more than 500 words) of proposed papers is 15 January, 1998.

FORTHCOMING PROGRAMMES OF EDI

(On Campus)

(December 1997 - March 1998)

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|---|---------------------------|
| 1. Succession Planning for Entrepreneurial Continuity (SPEC) for sons and daughters/wards of existing entrepreneurs | February 16-28, 1998 |
| 2. Workshop/Symposium on Approaches to Entrepreneurship Education | December 22-23, 1997 |
| 3. Workshop on 'How to do Business with South Africa' | January 5-8, 1998 |
| 4. Programme on Industrial Project Preparation and Appraisal | February 16-March 6, 1998 |
| 5. National Seminar on Current Researches in Entrepreneurship | March 18-20, 1998 |
| 6. Women ETM Programme for Commonwealth Member Countries (COMSEC-sponsored) | March 23-April 17, 1998 |

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