REFERENCES


3) David McClelland: Achievement Motivation can be developed Harvard Business Review, Vol. 43, No. 6, Nov-Dec 1965


# APPENDIX I

## SYLLABUS FOR GENERAL ENTREPRENEURS

### ENTREPRENEUR QUALITY/IDENTITY DEVELOPMENT (EM/LAB)

<table>
<thead>
<tr>
<th>Subject and Coverage</th>
<th>Method</th>
<th>No. of Sessions</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>1. Programme Clarity-Sharing Expecations and Unfreezing</td>
<td>Microlab</td>
<td>1</td>
<td>Microlab may have some impact on quality of TAT stories that participants later on write choice of using ML after TAT is however left to the trainer.</td>
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<tr>
<td>2. Data Collection about self</td>
<td>Imagination exercise instrument (thematic appreciation test) &quot;Who am I&quot;? write up.</td>
<td>1</td>
<td>Proper care needs to be taken in administering TAT to stimulate their thoughts.</td>
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<td>3. Introduction to Need System and Motivational Pattern of Entrepreneur - Conceptualizing entrepreneurial skill and behaviour.</td>
<td>Lecture-cum-discussion</td>
<td>1</td>
<td>It can also be conducted after assessing the achievement imagery. However, as per the trainer's choice conceptual linkage to forenoon session may be meaningful here.</td>
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<td>4. Risk taking behaviour - Hope for success and</td>
<td>Ring toss</td>
<td>2</td>
<td>It may extend to third session, in case group size exceeds 20.</td>
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<td>Step</td>
<td>Title</td>
<td>Description</td>
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<td>5.</td>
<td>Analysing Motive Strengths</td>
<td>- Locating achievements&lt;br&gt;- Imagerys intensity of motives&lt;br&gt;Analysing TAT stories (group and individual)</td>
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<td>It may be continuous sessions or distributed over 2 to 3 days to reinforce the concepts.</td>
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<td>6.</td>
<td>Personal efficacy</td>
<td>- Personal efficacy&lt;br&gt;- Remaing individual life goal&lt;br&gt;- Its linkage to entrepreneurship&lt;br&gt;- Locus of control&lt;br&gt;Analysing who am I (in small groups/individually)</td>
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<td>Can be discussed in depth individual level when the trust is very high in the group.</td>
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<td>7.</td>
<td>Conceptualising entrepreneurial values</td>
<td>- Help and resource use&lt;br&gt;Block building exercise&lt;br&gt;Achievement planning orientation exercise</td>
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<td></td>
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<td>Help sensitising with pygmalion concept. May be processed for the use of help and resource goal setting can also be moulded to the role parental values initiative and self assessment.</td>
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<td>8.</td>
<td>Achievement Planning</td>
<td>Achievement planning orientation exercise&lt;br&gt;Interface with successful entrepreneur and discussion</td>
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<td>By language linkage in enterprise launching/ management practice newly learnt behaviour.</td>
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<td>9.</td>
<td>Tolerance to ambiguities commitment to entrepreneurial goal</td>
<td>Ball game exercise&lt;br&gt;Role play with Bankers/ Officials&lt;br&gt;Discussion&lt;br&gt;Interface with successful entrepreneur and discussion</td>
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<td>Group method can be brought in different phases of programme to give a real experimental learning alone.</td>
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<tr>
<td>10.</td>
<td>Leadership and influencing ability entrepreneur confident</td>
<td>Ball game exercise&lt;br&gt;Role play with Bankers/ Officials&lt;br&gt;Discussion</td>
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<td></td>
<td></td>
<td>Group Discussion.</td>
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### 11. Entrepreneur goal setting
- Sharing entrepreneurial goal
- devising clarity in terms of enterprise building.
- coping with difficulties
- Reinforcing help seeking ability

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<tr>
<th>Individual plan and discussion</th>
<th>2</th>
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<tr>
<td>Simulation based on live cases and experiences</td>
<td>4</td>
<td>Can be distributed in two to three sessions or even one stretch.</td>
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<td>Simulation bases live cases of group.</td>
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### ENTERPRISE LAUNCHING AND RESOURCING

1. **Environmental Analysis**

#### 1. Entrepreneur process and enterprise building
- Characteristics and contents
- Decision making in enterprise building
- Types of enterprises

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<tr>
<th>Lecture/Discussions</th>
<th>2</th>
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#### 2. Environmental scanning and analysis
- Government policy i.e. industrial policy
- Reservation of products for development of SSI Sector
- Government purchase
- Promotional policy

| -do- | 6 field study |
3. Institutions and their role
   - Statutory and promotional
   - role and functions

4. Government assistance and incentives
   - Scope
   - Benefits

5. Sources of information
   - Classification, documentation and use.

6. Procedures for setting up SSI
   - Formalities to be completed of checklist

(II) Project Selection/Formulation

1. Project Identification
   - Generating project ideas
   - Short listing
   - Final selection
     Broad project category, specific sectors and sub-sectors.

2. Product selection
   - Market Segmentation
     - Market survey, market
   - Lectures, reading material and technical notes

Lectures cases

Discussions

1

2

6
alternatives, an overview of the future product development, marketing strategy over time.

- Methodology of updating market survey
- Product selection

Guided field work  2
audio visual
Panel discussion (experience of entrepreneurs).

3. Feasibility
- Industry and firm level feasibility
- Study of typical project report
- Of financial institutions

Lectures case studies  2

4. Determining size
- Manageability
- Future investment opportunities
- Implications of pre-break even level of output

Lecture  1

5. Choosing appropriate technology
- Criteria of selection of technology
- Alternatives to optimal choice
- Selection of plant and machinery
- Skill involved for technology

Lecture check list  2
- Labour and raw material 
  requirement

6. Estimation of Cost 
- Project cost estimates 
- Production costs 
  Group and 
  individual 
  exercise 

7. Time scheduling 
- Project monitoring and 
  review techniques. 
- Summary sessions of 
  project selection 
  Illustrations case 
  studies 
  Lecture 1

(III) Project Appraisal

1. Technical, economic, 
  financial 
  Technical notes, 
  group work 

2. Managerial and marketing 
  feasibility 
  Lectures, panel 
  discussion

(IV) Financial Analysis

1. Means of finance concept of 
  Risk Capital; Long-term and 
  short-term loans; leasing, 
  hire purchase, Expectations of 
  banks/financial institutions; 
  Exercises 4 
  Precautions and procedures 
  for preparing Projected 
  Balance sheet, 
  Profit and Loss A/C, Cash Flow 
  Statement; Ratio Analysis, Rate 
  of Return etc.
(V) Forms Of Enterprise

1. Proprietary
2. Private Limited Company
3. Partnership etc.

(VI) Foreign Collaboration
- Alternative available
- Financial, Technical
- Outright purchase of
- Knowledge, Government of India
  guidelines for collaboration

Enterprise Management

(I) Basic Management Concept

a) Functions of management
   Planning, Organising
   Directing, Controlling
   Coordinating
   Lectures
   Discussions
   Films

b) Principles of Sound Organisation
   Span of control, Authority,
   Responsibility, Accountability.

Provides an overview of the various aspects of organisations and Management in brief.
Provide a feel of Business Enterprise, Management Audit, Time Management.
c) Introduction Business Mathematics and Statistics

- do -
2

d) Business communication
Barriers to Communication Written Analysis, Oral and Written Communication.

- do -
1

(II) Personnel Management

Work motivation, Labour relations - do -
Wages administration, incentives etc.

- do -
2
To train for handling work force. The focus will be Entrepreneurial Management. Film on Personnel Management may be screened and discussed.

(III) Production Management

a) Production Planning and Control routing, Scheduling Despatching, Expediting and Evaluating; Production Scheduling Techniques, Methods and Procedures in Production.

Lectures Discussion Film
4
To equip the participants with managerial skills for planning, formulation of targets, procedures, systems and optimum utilisation based on production control techniques and practices.

b) Quality Control-inspection Standards and specifications - ISI:

Lectures, Discussion, Film
2
Improvement of Quality, use of quality raw material and equipment accuracy in measurements, operation and processes, quality consciousness.
c) Systematic Plant Maintenance and Lubrication  -do-  2

d) Methods of improvement, work Measurement and value analysis Resource utilisation etc.

   -do-  2

e) Industrial safety  -do-  1

(IV) Materials Management

a) Inventory Control:  Lectures  6

   Definition of inventory, types
   Inventory, Storage and
   Issues, Records Inventory case;

b) Materials Handling Equipment  Discussion
   (Analysis and Selection)

c) Economic Order Quality, maximum safety stores, reorder point etc;
   - Make or buy decision  Film
   - Purchase policies and Procedures

d) Classification and modifications
   Standardisation substitution, simplification

(IV) Financial Management Including
   Costing and Accounting Practice

   ABC Control analysis; VEL-analysis; VIEN
   Analysis
   Stores Management
To develop analytical skills for dealing with financial management in small industry. 
To train the participants in the maintainance of accounts and compiliation of financial statements.

a) Tools of Financial Analysis  Lecture, Discussions, Exercises  2
   - Ratio analysis relating to liquidity, leverage, activity profitability, funds flows/cash flows analysis

b) Effect of Income Tax: -do-  1

   - Size of Working Capital, Risk Factor, Management of Cash including bank credit, management of accounts, receivables, management of inventory, effects of inflation on working capital management

d) Financial Accounting
   - Double entry system, books Lectures, of accounts, accounting principles, concept of business income, depreciation accounting, profit and loss appropriation and preparation of balance sheet.

e) Cost Accounting:
   - Cost of goods sold direct Lectures  4
cost-labour, material, Discussions
overheads, price Excerises,
determination profit Films
margins, cost control
budgeting as a means of cost control, Marginal costing

f) Risk Taking and Insurance -do- 1
   - Essentially against Fire,
   Theft, Destruction, Natural
   Calamities, Strikes, Law
   and Order etc.

(6) Marketing Management

a) Role of Marketing in Small Lectures,
industry and business Discussion,
- Importance of consumer’s Exercises
  point of view, consumer’s
  behaviour, buying habits.
- Marketing -do-
- Product Policies, Brand -do-
- Policies -do-

b) Packaging -do- 1

c) Channels of distribution -do- 1
government purchases;

To develop essential skills in marketing arrangement;
To provide practice in qualitative and quantitative analysis to make decisions in the market situation.
d) Role of NSIC, SISI, DIC etc. in marketing

1

e) Pricing Policies and Practices

1

f) Product Mix-Segment of Marketing

1

g) Sales, Control Appraisal of Sales, Performance

1 To give an insight to legislation related to Small Industry and Business, Labour and Taxation laws

h) Management of Receivables

1

i) Advertising and Sales Promotion

1

j) Introduction to Import/Export procedures

1

(VII) Problem Solving and Innovation

- Problem Identification, Lectures 2
  Analysis, Diagnosis Case study

(VIII) Industrial and Business Laws

a) Laws governing Business Operations:

Lectures

1

- Indian contract Act-sale
  of Goods Act, Negotiable
  Instruments Act

Discussions
b) Laws Governing Taxation:
   - Sales Tax Rules (Central and States), Income Tax Rules, Excise, Customs.

c) Laws governing Personnel:

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Social Responsibility And Entrepreneur Discipline

<table>
<thead>
<tr>
<th>Repayment Behaviour Meeting</th>
<th>Lectures, Discussions</th>
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<tbody>
<tr>
<td>Stationery Requirement, to care for Ecology, Environment and Society.</td>
<td>4</td>
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</table>

Sensitization to Social responsibility and entrepreneurial discipline can be done through reference at different stages of training. However, they can be decreased at one point preferably towards the end of the training. The intensity and relevance may be as per the style and size of enterprises. This may be done for reinforcing commitment.
APPENDIX II
MODEL EDP CURRICULUM

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
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<tr>
<td>1st WEEK</td>
<td>1 PROGRAMME</td>
<td>2 PLANNING</td>
<td>3 WHO TO</td>
<td>4 FINANCIAL</td>
<td>5 INFRASTRUCTURE-</td>
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<td></td>
<td>OUTLINE</td>
<td>AND SMALL</td>
<td>APPROACH</td>
<td>ASSISTANCE</td>
<td>FACILITIES</td>
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<td></td>
<td>INDUSTRY</td>
<td>SCALE</td>
<td>FOR WHAT?</td>
<td>FROM SFC</td>
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<td>WHO IS AN</td>
<td>PROJECT</td>
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<td>ENTREPRENEUR?</td>
<td>FEASIBILITY</td>
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<td>2nd WEEK</td>
<td>6 FUNCTIONS</td>
<td>7 ASSISTANCE</td>
<td>8 INDUSTRIAL</td>
<td>9 INDUSTRIAL</td>
<td>FACTORY VISIT</td>
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<td>AND</td>
<td>FROM BANK</td>
<td>SCOPE AND</td>
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<td>ASSISTANCE</td>
<td>OPPORTUNITIES</td>
<td>OPPORTUNITIES (O.G.)</td>
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<td>3rd WEEK</td>
<td>10 PRELIMINARY</td>
<td>11 DEMAND AND</td>
<td>12 SUCCESSFUL</td>
<td>13 EFFECTIVE</td>
<td>14 PROCUREMENT</td>
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<td>ENTREPRENEUR</td>
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<td>4th WEEK</td>
<td>15 MARKET</td>
<td>16 MARKET</td>
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<td>SURVEY (FIELD WORK)</td>
<td>PERSONAL INTERVIEW</td>
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<td>5th WEEK</td>
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SECOND PHASE

| 6th WEEK | 17 PRODUCTION | 18 PURCHASE | 19 FACTORY | 20 LABOUR | 21 CASE STUDY |
|          | PLANNING      | TECHNIQUES  | ACT        | LAWS      | (PLANNING)    |
|          | AND CONTROL   |           |            |           | |
| 7th WEEK |           |           |           |           | |

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<table>
<thead>
<tr>
<th>Week</th>
<th>Course</th>
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<td>24 COSTING</td>
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<td>25 BREAK EVEN</td>
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<td>26 FINANCIAL</td>
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<td>27 LOAN</td>
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<td>28 LOAN</td>
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<td>29 PROJECT</td>
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<td>30 PROCEDURAL</td>
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<td>31 CREATIVITY</td>
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<td>32 CASE STUDY</td>
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<td>33 SEVEN</td>
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<td>34 ACCOUNTS</td>
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<td>36 INCOME TAX</td>
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<td>37 SALES TAX</td>
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<td>38 PRODUCTION</td>
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<td>39 COST CONCI-</td>
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<td>40 MANAGEMENT</td>
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<td>43 SALES AND</td>
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<td>44 RECRUITMENT</td>
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<td>46 INSURANCE</td>
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<td>47 DECISION</td>
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<td>49 MOCK INTERVIEW</td>
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