CHAPTER - 5
CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT
CHAPTER - V

CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT

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CHAPTER - V

CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT

5.1 INTRODUCTION :-

Progress of any nation depends on its income. And to earn more and more income one must have to develop its industries. To develop industries, one has to develop entrepreneurs and prepare more and more numbers of entrepreneurs. All the persons are not born entrepreneurs, they are to be made. It is a myth, and was believed by too many and, for too long that entrepreneurs are born and not made.

The development of entrepreneurs and entrepreneurship is vital for economic development of a country. It was firstly recognised by the Gujarat Corporations (Gujarat Industrial Development Corporation- GIDC, Gujarat Industrial Investment Corporation - GIIC, Gujarat State Financial Corporation - GSFC, Gujarat Small Industrial Corporation - GSIC). To accelerate industrial development, the Gujarat Corporations first thought of developing small entrepreneurs in a systematic manner in 1969 and creating more and more entrepreneurs was the prime objective of these corporations.

The concept of entrepreneurship revolves around the conviction that by giving certain bare minimum requirements in
terms of attitude and aptitude, most can be trained to become entrepreneurs. This is nothing but one of the human resource development activities. This activity aims at enhancing motivation, improving skills, and developing risk taking capabilities of human beings.

In 1970, Gujarat Corporations started imparting training in entrepreneurship. It was the pioneering step in the country, which turned out to be a phenomenal success. Over a period of nine years, nearly 80 Entrepreneurship Development Programmes (EDPs) were conducted. Those who have completed their training successfully in that nine years i.e. 1970-79, over fifty per cent of them had set up their own industrial units in GIDC Estates and at other places of Gujarat and other states.

Enthused by their success in bringing about a perceptible change in public perceptions, the Gujarat Corporations, together with the State Government, set up in May 1979, an independent body, viz., "THE CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT" - (CED).

The CED is a young organisation, sponsored by four institutes of Gujarat, namely, GSFC, GIIC, GIDC and GSIC. It was legally incorporated as an autonomous registered society. But as an operating organisation it is about 30 years old, having operated
as the Entrepreneurship Development Programme (EDP) division of GIIC from 1970 to 1979.

The State Industries Commissioner manages CED. Its Governing body includes Managing Director of the four Gujarat Corporations (GIIC-GIDC-GSIC-GSFC) an academician, a banker, an entrepreneur and other prominent personalities. There are other organisations which are engaged in development activities, including the Gujarat Corporations and the District Industries Centres, which work in close co-operation with CED. Specialised programmes in collaboration with other organisations were often conducted by CED.

CED has about 25 full time trainers - motivators. This strong team of trainer-motivators conducts and monitors programmes throughout the length and breadth of the state. Even in areas having very small population, sometimes as little as 2000, many EDPs are conducted. CED staff keeps itself abreast of development in the field of entrepreneurship. In-house training programmes are very much common and in nature routine one. Besides these, trainer-motivators, periodically attend programmes which are conducted by other relevant organisations like the Indian Institute of Management - IIM, Entrepreneurship Development Institution (EDI), Institute of Entrepreneurship, etc.

To enrich the contents of its EDPs, CED draws expertise ideas. It invites visiting faculties from reputed business
schools, professionals like management experts, advocates and chartered accountants, etc. for taking sessions in the EDPs, whenever necessary.

The work of CED is as good as nursery, where in, seeds are sown, nourished and developed to get the fruit out of it. In the same way CED generates the ideas to prepare entrepreneurs, finds out the ways and means to develop them and by using that ways and means prepares a real entrepreneur who will earn national income for the country.

CED tries to develop the ideas to prepare entrepreneurs from the rural areas. They know that the people of rural areas are illiterate. They have skills and knowledge but they do not know how to use it so CED, through its various programmes, especially in rural areas motivates and provides incentives to the people to become an entrepreneur. For this it has developed, different types of programmes regarding management of firms (units), markets and people those who are working with them. e.g. marketing cum finance programme, management appreciation programme, EDP, etc.

CED is a non-profit oriented service organisation aiming at human development of certain kind, namely entrepreneurship. Its clients are not a standardised lot, they range from Aadivasis, women and farmers to the graduates. CED is neither
purely an academic institution like, IIMA nor only a training institution, such as polytechnic. It is neither purely an instrument of state policy like a department of the Government nor a purely autonomous organisation like a private sector corporation. It is a learning - innovating organisation. It imparts knowledge to the trainees as per their needs of doing business. The training force of CED has a strong sense of commitment to the aims of CED. Entrepreneurship development programme's trainers are truly a friend, philosopher and guide of the trainees.

5.2 OBJECTIVES OF CED

Nurturing of entrepreneurship and developing knowledge about entrepreneurship are the basic missions/ objectives of CED.

As per the item 4 of minutes of the Governing Board dated 19-6-1981, the primary objective of the CED is to identify, train and develop entrepreneurs to set up manufacturing industrial enterprises. As per the Memorandum of Association of CED, the main mission/ objective is to search, encourage, identify and select potential entrepreneurs and develop them for setting up tiny, rural, small and medium scale and other industrial, commercial or servicing ventures with a view to accelerate industrial development and expand productive employment in the state and in the country.
Another motive is to conduct or sponsor researches to extend, sharpen and bring up to date know-how in the field of entrepreneurship development and to undertake or sponsor researches in techniques of industrial development.

Over and above these basic goals, there are other goals of CED, which are as follows:

1. Better service to the trainees/clients of CED.
2. To provide effective training to entrepreneurs
3. Entrepreneurship development and personality development of trainees.
4. Maximisation of the number of entrepreneurship trainees.
5. Getting good results in training, i.e., ensure that a high percentage of those trained set up their units.
6. Rural industrialization.
7. Industrial development of Gujarat
8. Generating employment opportunities through new industries.
9. Spreading over entrepreneurial training to other states.

In brief, the basic function of CED is entrepreneurship development, over and above this, it is also pursued for many other goals such as balanced regional and national industrial development,
a sense of self-reliance and dignity for the low social status of individuals, upliftment of backward communities through entrepreneurship, etc.

5.3 ACTIVITIES OF CED

We have seen the various objectives of CED. All such goals/ objectives are to be accomplished by undertaking such activities as training, providing consultancies to other states and institutions, and holding of knowledge sharing seminars, etc. These in turn are to be secured through a variety of means such as training for self-employment, setting up of training centres, running of technical workshops, etc. establishment of common facility centres, preparation of training courses, conducting of market surveys, providing of motivation training, publication of materials, maintenance of a documentation facility etc.

CED provides training and instructions in all aspects of setting up and running a venture to potential and existing entrepreneurs, educated unemployed, low income and under privileged groups, women and others. CED also helps and assists them by imparting training and instructions in all matters relating to industry and business, such as motivation management, finance, production, marketing, technology, accounts, labour laws, commercial laws, taxation laws, etc. within and outside Gujarat.
Through the following means, CED performs its above mentioned activities:-

CED conducts various training programmes for entrepreneurs, educated unemployed, women under privileged groups, low income groups, and any other groups for training them in different services such as storekeeping, book keeping and accountancy, costing, salesmanship, servicing, labour laws, etc. and undertakes any other training programmes of self-employment and generation of employment opportunities.

Another activity performed by CED is to provide consultancy anywhere in India and outside independently or in association with any officer, institution or agency, in the field of selection of entrepreneurs, development of entrepreneurs, organising and conducting total entrepreneurship development programme, training to trainees on EDP aspects, holding and sponsoring seminars, conferences and workshops and organisations for the purpose within or outside the state. To perform these activities, CED set up training centres for entrepreneurship development at various places in the state of Gujarat and elsewhere.

Other activity is to conduct training programmes, seminars, workshops, conferences etc. for concerned institutions or groups of individuals directly or indirectly associated with policies and programmes of entrepreneurship promotion and development.
To perform this activity, CED runs technical workshops and laboratories and industrial clinics for (i) training and counselling of potential and existing entrepreneurs, and (ii) conducting research and dissemination of information and know-how.

CED also establishes, maintains, manages and also rents out production-cum-training centres, common facility centres, workshops, halls, hostels, etc.

CED prepares various types of syllabuses for training courses, examinations, tests, diploma and certificate courses, etc.

It conducts market survey for various classes of product so as to enable the entrepreneurs to select the product to be manufactured and to sell their products which are manufactured.

It provides motivation training to persons, institutions, community groups or the like-wise, with a view to develop entrepreneurial attitude among people.

It assists and cooperates with any other body as may be decided by the Governing Body in furtherance of the objectives of the centre.

It co-ordinates with various financial institutions for providing the project cost and the working capital to the entrepreneurs.
It publishes leaflets, books, journals and other reading materials so as to provide the training to the entrepreneurs and disseminate the information regarding the EDP and technical and management development.

It also maintains and runs an up-to-date library and documentation facilities, audio-visual aids, and any other research and training instrument.

It conducts any programme in co-ordination with the state governments or central government or any industrial or other organisations in furtherance of the objects of the centre.

CED organises five types of training programmes:

1. EDP (Entrepreneurship Development Programme)
2. Skills formation for electronics and two wheelers - servicing training programme.
4. Management appreciation programme
5. Entrepreneurship awareness programme.

5.4 IMPORTANCE OF ORGANISATION STRUCTURE

Organising is the managerial function of marshalling various factors and resources necessary to carry out plans. People come together to work in business enterprise for the satisfaction
of their various needs. An individual cannot fulfil these needs by working alone, because of his physical, biological, psychological and social limitations. This is the main reason behind interdependence between one person and another person, between one person and a group and between one group and another group.

Organisations do not run themselves, of course, they must be managed. It is rightly said by Amitai Etzioni, "We are born in organisations, educated by organisation and most of us spend much of our lives working in organisation".

As Aristotle pointed out, man is a social animal. Consequently, men are able to join in co-operative endeavours. They do so in order to accomplish more than they could by working alone as individuals. For this purpose they develop organisations, which can be defined as social units deliberately constructed to accomplish specific goals. An organisation structure must be established because it is the frame work within which a company operates. This frame work is invisible structure that formally and informally, establishes the authority, responsibility, status and roles of each person in relation to all other persons in the group, as shown in figure below:
LINE OF AUTHORITY AND RESPONSIBILITY IN ORGANISATIONAL STRUCTURE

CHART - 5.1
The chart 5.1 of lines of authority and responsibility in organisation structure specifies which individuals and in what general areas are subordinates to which superior. Or, viewed from superior's point of view, it specifies who has jurisdiction over whom and, in general terms, for what. It also defines the interpersonal relationships that will exist between individuals in various jurisdictional levels and divisions. It provides also for executive control of the various units in the organisation. And it is a vehicle for exercising leadership. Moreover, the lines of authority and responsibility from higher and lower levels and between units at the same level constitute lines of communication. These communication lines are in a sense, channels of information flows which, both horizontally and vertically, insure a dynamic interaction among all the members. Thus, the structure of authority - responsibility relationships of work, decisions and of flows of communication is a necessary coordinating device for organised human groups. Organisation structure is the grand strategy; it sets the relationships between people, work and resources.

Many people attempted to draw lines of distinction between formal and informal organisation. Barnard refers organisation as formal when the activities of two or more persons are co-ordinated with an awareness for a given objective. According to him, the essence of formal organisation comes into being when
persons (i) are able to communicate with each other, (ii) are willing to act and (iii) share a common purpose. Informal organisation refers largely to human personalities who make it up and who act in terms of needs, emotions and attitudes, not in terms of procedure and regulations.

As organisation structure is a set of formal, planned relationships between grouping of similar functions, between the physical factors and human beings required for the performance of these functions.

5.5 TYPES OF ORGANISATION STRUCTURE

There are four different ways in which organisation structure can be drawn:

1) Vertical i.e. from "top to bottom"
2) Horizontal i.e. from "Left to right"
3) Circular and
4) Tree

1) Vertical (i.e from "Top to Bottom")

In vertical organisation chart, major functions are shown at the top with subordinate functions in successive lower positions. In other words, it is a chart wherein scalar levels are running horizontally and functions running vertically. The position
of supreme authority is at the top while that of least authority is at the bottom.

2) **Horizontal (i.e. from "Left to Right")**

In such type of chart, the highest positions are put at the left and those with diminishing authority move towards the right. In other words, it presents scalar level in a vertical position and functions horizontally.

3) **Circular**

The centre of the circle represents the position of supreme authority and the functions radiate in all directions from the centre. The higher the position of authority, the nearer they are to the centre, and the lesser the positions of authority, the more distance they are from the centre.

4) **Tree**

The top of the tree represents the Board. The trunk represents the top-level. The roots represent the operating divisions.

Organisation is the division of work among people whose efforts must be co-ordinated to achieve specific objectives. The process of delegation creates an organisational pyramid with multiple levels of management. In almost all the business enterprises, the Board of Directors selects the chief executive then he is delegated the task of running the entire business. He is the top man in the
entire organisation and he has the authority to do everything required to achieve the corporate objectives. But one person cannot do everything required and make every decision required. Therefore, he has to delegate required duties to his immediate subordinates. This leads to the process of delegation and re-delegation and this way delegation creates an organisation pyramid and the process of delegation and redelegation continues upto the bottom line. Following chart (Figure 5.2) of organisation pyramid will make it clear the importance of organisation structure in the enterprise.

5.6 STRUCTURE OF CED

Each and every organization must consist of proper organisation structure. Similarly, organisation structure of CED, also consisted of all the formal mechanisms employed by organisations to facilitate their activities especially recurring activities. Following is the chart 5.3 of organisation structure of CED.
Organisation Pyramid

Society

Shareholders

Supreme policy making body

Top management

Top Executive (MD)

Upper middle mgt. Senior Executive

Middle mgt. Deputies to senior Executives

Head of the Departments

Lower management

Superintendent (General Forman)

Foreman and supervisors

Body of workers (Operating force - Workers, clerks, sales man)

Flow of authority downward

Flow of responsibility accountability upward

Decides basic objectives, Strategies, plans & policies

Formulate and carries out objectives, plans & policies approved by the board.

Ultimately accountable for the operation of the unit

Coordinating activities to attain objectives

Assistants to SEs

Incharge of functional areas of business

Supervisory Management

Figure 5.2
Organisation chart of CED

Honorary Director

Governing Board

Chief Project Leaders

Sr. Project Leader

Saurashtra

North Gujarat

Ahmedabad

Tribal

Sr. Project Leader

Projects

Sr. Project Leader

South Gujarat

Sr. Project Leader

PLS and PFO

Sr. Project Leader

PLS and PFO

Sr. Project Leader

Pl, RIDC and Hostry Training Institute

Deputy Account Officer

Deputy Admin. Officer
Governing Board consists of five ex-officio members: the Chairman, who is the Industries Commissioner of Gujarat, and the Managing Director of GSFC, GIIC, GIDC and GIIC. In addition, there is the Honorary Director and three other directors. The Board is the mixture of institutional representatives and an outside expertise.

Below honorary director, there is CPL (Chief Project Leader) who is the chief executive of CED. Thereafter, there is a regional training-cum-administrative organisation where junior head office managerial staff look after administration and accounts. There is regional chief, who is a Senior Project Leader, there are Project Leaders and also Project Formulation Officer who works under Sr. Project Leader.

As the organisation chart shows, the major positions in CED are those of Governing Board, the Director, the Chief Project Leader (CPL), the Senior Project Leader (SPL), the Project Leader (PL), the Project Formulation Officer (PFO), the Administrative Officer (AO) and the Accounts Officer. The Governing Board is responsible for policy making, very senior level appointments, monitoring the performance of CED, making strategic choices, setting priorities and targets, approving the budget, and the many matters that must be referred to it for rubber stamping under legal provisions.
The Director oversees implementation of the policies and strategic decisions of the Board. Being part time, he seems to have delegated this role very substantially to the CPL.

The CPL is the chief executive, and a frequent invitee to Board meeting. He combines within him the functions of the chief training officer and the chief administrative officer. As a chief training officer, he oversees the regions, state regional targets of training, oversees the selection of centres, oversees recruitment of faculty, devotes special attention to new training programmes such as for women, adivasis, harijans, or out-of-state consultancies. He also keeps in touch with new training technologies, and does high level liaison work with various institutions and governments. As a chief administrative officer he oversees staff appointments, travel and other expenditure, transfers, and so forth.

The Senior Project Leader, in a region, carries major training related administrative and development responsibilities. He visits various places identified by a project leader as potential centres, finalises the promotional strategy, schedules the programmes, creates recruitment facilities, inaugurates programmes, gives lectures in his subject of competence, develops high level contacts with the financial and other relevant bodies and institutions in the region, keeps the CPL briefed on progress, problems, needed modifications, etc., provides support and guidance to project leaders under him, provides
guidance to trainees during final selection of their projects, assesses the programmes, assists in the follow-up work, etc. He also organises the regional office, looks after notifications, collection of deposits and fees, office staff, submission of reports to head office, etc. Finally, he tries to keep in touch with new developments in the field of training, sometimes writes papers, reads publications on entrepreneurship, promotes associations of trainees, seeks information about high potential new products, conceives special programmes etc.

The Project Leader (including APL and DPL) is the manager of a programme. He identifies potential programme sites, does the organisation and promotional work after the site has been selected, advises the SPL on potential faculty, selects trainees from amongst those who apply, acts as a friend, philosopher and guide of trainees once the programme gets underway, pitches in as a faculty member whenever necessary, helps the trainee, select an industry and prepare a project report, and helps the trainees in getting the necessary funding and facilities for his unit. The Project Formulation Officer provides specialised information to the trainees on the viability of projects, the information needed by GSFC, GIDC, etc. on products with profit potential, technical aspects of the product, etc. Besides this, he often sits down with the trainees to assist
them in preparing project reports, and often visits, GSFC, DIC, etc. with them.

The Administrative Officer looks after personnel, staff training, establishment, stationary and printing, records, legal matters, etc. while the Accounts officer looks after the accounts, payroll etc.

5.7 SELECTION OF TRAINEES

There is as such no qualification requires by CED to become a trainee. Any person who wants to start business with having confidence, eagerness and hard working can be selected as a trainee. From any class of people, trainees are selected i.e. Engineers, technicians, workers, industrial labourers, traders, businessmen, sales men, farmers who are looking for alternatives, service men, unemployed people, adivasi, the workers of the closed mills youngsters, women, etc.

There is no fixed educational qualification required for trainee, but a person must have common knowledge about maths and business. Ignoring the educational qualification, the real talented people who are fit to become entrepreneurs or experienced people those who wish to take up challenges by starting their own business are selected. But they have to pass certain examinations of selection taken by CED.
A person who wants to take training from CED has to apply for it to the CED. For that he has to fill-up the form. Then he has to pass two examinations. First one is written test and another one is personal interview. Through these two tests, the selection committee will test person's risk taking ability and his general knowledge through psychological oral test. They also check that whether a person has entrepreneurial characteristics or not.

In written examination, three types of tests are conducted. In first test, questions related to commercial mathematics are asked. It is objective test paper. Candidate has to put " 4 " mark on the correct answer. Under this test calculators are allowed. Around 30 questions are asked out of which candidate has to answer 25 questions.

In second paper, psychology of candidate is checked / tested. He has to give his own views about himself in his answers. Here also he has to put " ✓ " on the correct answer as per his views.

In third paper also he has to put " ✓ " mark on his views. Three options are given - agree, disagree or not decided. Some sentences are given to him, whether he is agree with that sentence or disagree or undecided. He has to put " ✓ " mark on his view.
The total time given to a candidate for written test is 60 minutes. From the result of written test, through merit, they call some candidates for personal interview. From personal interview they select limited trainees. One selection committee is appointed for the selection of trainees.

Above all, in this selection, such person who is firm determined to start his business, immense desire and who is prepared to work hard is selected for this training.

5.8 HOW TO TRAIN TRAINEES?

How to train trainees requires a detail programme about training course which may cover duration, number of trainees, various trainers, methods of training, place, time period of each day, field work, demonstration, etc.

The training course is of three to four weeks duration. It is full time course and about 4 to 5 hours a day. The training is given in Gujarat State and it is non-residential training programme.

During the training following features are discussed in detailed.

- Which type of business one can start?
- Where to start such business / industry?
- How to start such business / industry?
Which facilities and helps are available?
How to manage business successfully?

Regarding all these, appropriate and proper guidance and necessary information are provided by expert and experienced persons who are engaged in businesses. The trainees are given theoretical as well as practical training. They have to prepare project report. By submitting this project report to the financial institutions, they get required financial loan. For this i.e. for preparing project report and getting financial assistance CED's trainers help them.

After getting the training, the candidates are given the actual training of the project, so that they can get the actual knowledge of the project to be undertaken. The trainers act as trainee's friend, philosopher and guide which is very important factor for the success of entrepreneur.

Schedule caste, schedule tribe, socially and educationally backward (Baxi punch) candidates are given scholarship as per the rule of the centre (CED).

5.9 SUBJECTS OF THE TRAINING

Following are the subject areas of training

Key elements of the industry and service oriented units.
Industry and allied services institutions and planning (market and financial arrangements)
Methods to grab industrial opportunity
Methods of market research and survey
Experience of entrepreneurs
Management and business organisation
Preliminary understanding of production and purchasing
Understanding and calculation of working and fixed capital
Sources of finance
Methods to calculate cost and price
Knowledge on accounting methods and balance sheet.
How to prepare the project report to fill up the application for loan
Marketing management and sales techniques
Visit of industries.
Self-introduction, achievement and psychological training by different methods.

Over and above this, there are various programmes organised by CED from time to time.

5.10 PROGRAMMES ORGANISED BY CED

CED's activities has been divided in four segments.

A. ENTREPRENEURSHIP AWARENESS PROGRAMME (EAP)
B. ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDP)
C MANAGEMENT APPRECIATION/MARKETING AND FINANCE PROGRAMMES (MAP/M & F)

D SFP (Skill Formation Programme)

A ENTREPRENEURSHIP AWARENESS PROGRAMME (EAP)

CED conducts around 60 Entrepreneurship Awareness Programme (EAP) for the students of it, Polytechnic, Engineering, Pharmaceuticals, Ayurvedic, Science, Arts, Commerce Colleges, Management institutes to generate Entrepreneurial Awareness. It will create the entrepreneurial culture and environment in the State. The students may opt Entrepreneurial career, rather than Searching the job. The EAP is for one or two days as per the requirements of the group.

Since 2 years ago, CED has extended the entrepreneurial awareness to the teachers, professors, faculties also. Students may get good guidance for self employment from the teachers, CED conducts 3 days short term Awareness Programme for the instructors, teachers, lecturers, professors for strengthen the information skill in the faculties.

B. ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDP)

CED conducts around 75 to 80 EDPs per year in the state and develop 2200 entrepreneurs.
The entrepreneurship development programmes are of three Modules:

1. **MODULE II EDP**

   Duration of this Module is 3 to 4 weeks - Non residential and the fee is Rs. 200/- for the course. A token fee Rs. 25/- kept SC/ST, Baxi Panch, Women, Handicapped & Ex-servicemen. The investment range of the unit is Rs. 1 Lac and below i.e. self employment.

2. **MODULE II EXTENDED EDP**

   Duration of this Module is 4 to 5 weeks and the programme is non-residential and the fee is Rs. 200/- for the course. A token fee Rs. 25/- kept SC/ST, Women, Handicapped & Ex-servicemen. The investment range of the unit is Rs. 1 Lac to Rs. 5 Lac.

3. **MODULE I EDP**

   Duration of this Module is 6 to 8 weeks and the programme is non-residential. The fee for the programme is Rs. 300/- for the course. A token fee Rs. 25/- kept SC/ST/Women, Handicapped & Ex-servicemen. The investment range of the unit is Rs. 5 Lac to Rs. 10 Lac and above.

   In the above three EDPs the area covers i.e. Product Guidance, Information Sources, Market Survey, Managerial inputs,
Project Report Preparation, Counselling, Achievement Motivation and Post Training Supportive Assistance. The full time trainer is being allocated for the programme, so he can act as a Trainer, Motivator and Facilitator.

Selection

Selection is based on individuals high need of achievements, firm determination to start own venture and prepared to work hard for achieving the goal. Selection may take place from the group of employees, Technicians, treaders, merchants, salesman, engineers young graduates, housewives, irrespective of their age, educational qualification, experience, family background etc.

A rigorous follow up is being carried out, so the trainers will prepare their project plans/reports and turnout into own ventures.

The summary of Entrepreneurship Development Programmes (EDP) are shown in Table 5.1.
Table 5.1

Entrepreneurship Development Programmes

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of PRG.</th>
<th>Trainee completed</th>
<th>Total Units started with</th>
<th>% of unit started over trainee completed</th>
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<td>1970-79</td>
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</table>

Source: CED, Gandhinagar

C MANAGEMENT APPRECIATION/MARKETING AND FINANCE PROGRAMMES (MAP/M & F)

CED conducts 1 to 2 days Management Appreciation programmes for existing entrepreneurs to solve their management problems in the area of Technology upgradation, product
diversification, taxation, labour laws, management. CED has specially designed marketing and finance programme for the existing industrialist to solve the finance and marketing problems. The duration of the training programme is for 3 days and the token fees of Rs. 500/- is being charged for the course.

The summary of Management Appreciation Programmes (MAP) are shown in Table 5.2.

**Table 5.2**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of programmes</th>
<th>Trainee completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970-79</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>1984-85</td>
<td>8</td>
<td>177</td>
</tr>
<tr>
<td>1990-91</td>
<td>6</td>
<td>224</td>
</tr>
<tr>
<td>1995-96</td>
<td>3</td>
<td>177</td>
</tr>
<tr>
<td>1996-97</td>
<td>3</td>
<td>70</td>
</tr>
<tr>
<td>1997-98</td>
<td>5</td>
<td>92</td>
</tr>
<tr>
<td>1998-99</td>
<td>6</td>
<td>178</td>
</tr>
<tr>
<td><strong>Total as on 31-3-1999</strong></td>
<td><strong>103</strong></td>
<td><strong>2576</strong></td>
</tr>
</tbody>
</table>

Source: CED, Gandhinagar
D  SFP (Skill Formation Programme)

This training programme is for the electronics, two-wheelers repairing, servicing.

This programme is divided into two parts:

(a) Electronics training

Principles and practical training in electrical and electronics are given in this programme. Training in repairing electronic appliances/equipments, soldering transformers, Radio, musical bells, transistors, etc. are also provided in this programme.

Period for training is 4 months.

(b) Two wheeler repairing, Scooters/Motorcycle Garage Programme

In this programme training are imparted on:

(i) Design and structure of two-wheeler
(ii) Identification of parts and tools
(iii) Technical design of engines
(iv) Repairing of carburettor, electric fittings.
(v) Wiring methods.
(vi) Faults repairing
(viii) Separating and assembling of engine and its parts, of moped, scooter, motor cycle etc.

All these training are generally given by the service engineers of the two-wheelers vehicles manufacturers.
For Admission, Eligibility - S.S.C. (10th Standard) pass with science subjects

- Fees: Schedule caste, Schedule tribe and Baxi punch - no fees and They will get scholarship as per the rule of CED Rs.500/- for others.

- Period (five) months.

The summary of Skill Formation Programmes (SFP) are shown in Table 5.3.

**Table 5.3**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of programmes</th>
<th>Trainee completed</th>
<th>Employment Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970-79</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>1984-85</td>
<td>22</td>
<td>524</td>
<td>91</td>
</tr>
<tr>
<td>1990-91</td>
<td>4</td>
<td>99</td>
<td>65</td>
</tr>
<tr>
<td>1995-96</td>
<td>5</td>
<td>116</td>
<td>33</td>
</tr>
<tr>
<td>1996-97</td>
<td>5</td>
<td>114</td>
<td>11</td>
</tr>
<tr>
<td>1997-98</td>
<td>3</td>
<td>64</td>
<td>10</td>
</tr>
<tr>
<td>1998-99</td>
<td>1</td>
<td>23</td>
<td>00</td>
</tr>
<tr>
<td>Total as on 31-3-1999</td>
<td>102</td>
<td>2462</td>
<td>751</td>
</tr>
</tbody>
</table>

Source: CED, Gandhinagar

The summary of all the programmes is given in Table 5.4.
### Table 5.4

**Summary of Programmes**

<table>
<thead>
<tr>
<th>Year</th>
<th>EDP</th>
<th>Trainee completed</th>
<th>SFP</th>
<th>Trainee completed</th>
<th>MAP</th>
<th>Trainee completed</th>
<th>Total No. of programme</th>
<th>Total trainee completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970-79</td>
<td>87</td>
<td>2,150</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>87</td>
<td>2,150</td>
</tr>
<tr>
<td>1984-85</td>
<td>43</td>
<td>960</td>
<td>22</td>
<td>524</td>
<td>08</td>
<td>177</td>
<td>73</td>
<td>1,661</td>
</tr>
<tr>
<td>1990-91</td>
<td>29</td>
<td>711</td>
<td>04</td>
<td>99</td>
<td>06</td>
<td>224</td>
<td>39</td>
<td>1,034</td>
</tr>
<tr>
<td>1995-96</td>
<td>62</td>
<td>1,692</td>
<td>05</td>
<td>116</td>
<td>03</td>
<td>177</td>
<td>70</td>
<td>1,985</td>
</tr>
<tr>
<td>1996-97</td>
<td>71</td>
<td>1,926</td>
<td>05</td>
<td>114</td>
<td>03</td>
<td>70</td>
<td>79</td>
<td>2,110</td>
</tr>
<tr>
<td>1997-98</td>
<td>68</td>
<td>1,829</td>
<td>03</td>
<td>64</td>
<td>05</td>
<td>92</td>
<td>76</td>
<td>1,985</td>
</tr>
<tr>
<td>1998-99</td>
<td>69</td>
<td>1,976</td>
<td>01</td>
<td>23</td>
<td>06</td>
<td>178</td>
<td>76</td>
<td>2,177</td>
</tr>
<tr>
<td>Total as on 31-3-1999</td>
<td>1,025</td>
<td>26,361</td>
<td>102</td>
<td>2,462</td>
<td>103</td>
<td>2,576</td>
<td>1,230</td>
<td>31,399</td>
</tr>
</tbody>
</table>

*Source: CED, Gandinagar*
5.11 CED'S NEWER APPROACH

I  STEP-UP

CED has started to step-up the entrepreneurs by helping to take more finance, new technology, diversification, expansion of the unit from below Rs. 1 Lac to Rs. 5 Lac. CED in joint collaboration with District Industries Centre will step-up more entrepreneur every year.

II  PROJECT CONSULTANCY

CED has established Project Consultancy Cell in collaboration with University MBA Centre to guide final year students for Industrial Carrier and through counselling- guidance- they will be motivated. CED will start functioning first at GLS-Ahmedabad and gradually with M.S.University- Baroda, Bhavnagar University- Bhavanagar, South Gujarat University- Surat and Saurashtra University- Rajkot.

III  P.G. DIPLOMA IN ENTREPRENEURSHIP AND BUSINESS MANAGEMENT

CED functions through CED-GLS Centre for P.G. Diploma in Entrepreneurship and Business Management Course. Initially 60 students will be admitted alongwith 10 each of SC and ST. The duration will be one year, course fee is Rs. 12,000/- per annum per student.
IV SPECIAL EDP FOR THE TECHNICALLY SKILLED WOMEN

CED intends to train 185 women technically skilled by NIFT and CIPET. Both the institute will impart technical training in Readymade Garments and Plastic Industry. CED will provide EDP inputs and will motivate to start their ventures.

V PROJECT PROFILES CELL

Seeing the resources and emerging opportunities in the industry, the raw material, infrastructure availability and major changes in industrial development of Gujarat in the area of port development, mineral, readymade garment, chemical, petrochemical, gems and jewellery, CED has decided to prepare new project profiles every year.

VI SCHEDULE CASTE/TRIBE AND ART-CRAFT CENTRE

CED has decided to step-up (upgrade) the schedule caste and tribe existing entrepreneurs from existing investment to Rs. 5 lacs and above, by enhancing the productivity by equipping more technology and machineries and equipments.

CED has aimed to step-up the Art and Crafts man, from manual to mechanical works and more productivity.
5.12 OTHER ACTIVITIES OF CED

1. CED has organised two National and one International Seminar for the trainers- motivators.

2. CED has organised COMAP and SIMAP programme in collaboration with EDII and SIDBI.

3. CED has conducted Special EDPs for Closed Textile Mill Workers and Ex-servicemen.

4. CED has published some useful publications for SSI.
   (a) Programme Learning Text for Self-Employment/Entrepreneurship.
   (b) Truth is Beautiful
   (c) Directory of CED trained Entrepreneurs Vol. I & II (English, Gujarati).
   (d) Directory of CED trained women entrepreneurs (English).
   (e) Udyog Sahasik Margdarshika (for self-employment) (Gujarati)
   (f) Bruhad Udyog Sahasik Margadarshika (for Tiny/SSI) (Gujarati)
   (g) CED trained 55 Entrepreneurs Success Stories "Sahas Na Sathware: (Gujarati)
   (h) CED publishes a quarterly magazine "Udyog Prerana- CED Samachar" (Gujarati)
EDP AT CED AT GLANCE

Entrepreneurship
Environment
Creation

Change in Values
Beliefs, Attitudes
and life style

Information
Skill/Tech/Finance
Management

Motivation
Support System

Project Plan
Follow up

Step up
Modernisation
Expansion

Success
Creation

Experience Sharing
Success Stories

Demonstrative Effects
to Environment

Management Development Programme

Self Employment & Employment Generations
Balanced
Industrial
growth
Balanced
Economical
growth
Social Stability and equality

Change in Values
Beliefs, Attitudes
and life style
Entrepreneurship Development process at CED

ENTREPRENEUSHIP DEVELOPMENT PROCESS AT CED

1. BREAKING the psychological barriers
2. AWARENESS of environmental resources opportunities
3. MOTIVATION build-ups for achievement
4. MANAGEMENT training, orientation
5. RESPONSIBILITIES towards society, economy (taxes, legal)
6. SUPPORT SUCCESSFUL venture