



Entrepreneurship Development and Communication Skills



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Entrepreneurship Development and Communication Skill

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Module- 1. Assessing Overall Business Environment In Indian Economy

Lesson 1. Assessing Overall Business Environment In Indian Economy,

1.1 INTRODUCTION

Assessing overall business environment in Indian economy

India's business environment has improved significantly after the commencement of economic reforms in early 1990s. The investors from all over the world find it quite easy to involve in business after the reforms. This has been possible with the help of foreign direct investment and trade liberalization. However, the US financial system has also adversely hit the Indian economy. Of course, as compared to other promising economies, India has several strengths that can help moderate the adverse effects of the worldwide economic crisis. In spite of the global crisis, Indian economy offers abundant opportunities for business.

In 1947 after gaining independence, India initiated a path of industrialization to Achieve economic prosperity. India focused on developing the manufacturing base. Much of the countries development was done through the five year plans. Industries like Iron and steel, oil refineries, cement and fertilizer were brought under the gamut of public sector enterprises. The decision makers then encouraged the development of Small scale industries. They perceived that Indian small scale industries would play a vital role in the economic progress of the country and had immense potential for employment generation. Developing small scale sector would also result in decentralized industrial expansion, better distribution of wealth and to encourage investment and entrepreneurial talent.

The government has initiated several policies for the development of small scale industries. They have made it compulsory for certain items to be manufactured only by the small scale segment. In 1999, the government also established the Ministry of Small Scale Industries and Agro and Rural industries to make policy decisions for the development and interests of the small scale industries.

In the beginning the small scale sector was considered as conventional labour intensive units with old-fashioned machineries and ineffective production techniques. But in the recent time the situation is different. Today they have installed up to date equipment, applied better administration techniques and are much more industrious than before.

Small Scale Industries are situated throughout the nation, though predominantly in the rural areas but they are skill based, wherein the skill for manufacturing is passed on from one generation to another.

These units generally manufacture textile handicrafts, woodcarving, stone carving, metal ware etc. Small scale manufacturing factories are also there in urban areas and more often than not they account for the utmost volume of production. For e.g. Tripper in Tamil Nadu accounts for small scale firms involved in Spinning, weaving and dyeing of cotton attire.

1.2 POST LIBERALIZATION

Post liberalization economic conditions have created enormous growth for the small scale industries. The government has also supported the small scale industries by the way of implementing various policies. The New Economic Policy initiated in early 1990s in India had five main components. These are

- (i) Depreciation of the Indian rupee in order to increase exports,
- (ii) Dismantling of government controls over domestic business,
- (iii) Privatization and Sale of public sector enterprises,
- (iv) Liberalization of monopoly markets to raise overseas and domestic competition, and
- (v) Globalization by opening the Indian market to foreign venture. Fundamentally, the new economic policy was a massive and radical change in the Indian economy. Under the new economic policy, infrastructural sectors such as power telecommunications, roads, ports, harbors, and civil aviation were chiefly targeted for liberalization, direct foreign investment, and privatization. Skilled and compliant manpower is crucial for economic growth. This is being provided by the Institutes of Technology, Institutes of Management, Business Schools, Institutes of Information Technology, etc. The massive increase in the middle class income with high purchasing power is supporting rapid development of consumer economy, and economy of the nation as a whole. It is worth noting that accomplishment of the National Rural Employment Guarantee Act (NREGA) is responsible for increasing the purchasing power of the people at the base. These are also contributing to fight economic collapse.

1.3 BUSINESS ENVIRONMENT IN INDIAN ECONOMY

1. Strong growth momentum

Continuous progression of liberalization since 1991

Better openness to overseas deal and venture

Speedy expansion in export oriented IT and BPO industries

2. Opportunity

- Big and speedily increasing domestic market
- Large and low cost labour strength
- Engineering/IT/English language skills
- large availability of raw material
- Political stability, agreement on economic policies

3. Growth constraints

- High economic deficits, over population and private investment
- severe infrastructure bottlenecks
- Extensive government possession of commerce and domination in banking
- Import tariffs and complex tax regimes
- Restrictions on Foreign Direct Investment in several sectors
- Disproportionate cost of doing business

1.4 GLOBALIZATION AND EMERGING BUSINESS / ENTREPRENEURIAL ISSUES

Globalization is concerned with increasing economic openness, rising economic interdependence amongst the nations, and deepening economic integration.

The key features of globalization are

Economic features: expansion in trade, foreign direct investment and capital flows; mass production and utilization; global competition; trade and investment liberalization policies.

Non-economic features: Loss of national dominion; equivalence of values and cultures. Entrepreneurs must identify the opportunities and intimidation which arise from globalization in the developing countries. Some of them are as follows.

Opportunities

1. Opportunity to manufacture innovative and superior quality products and services and exporting them to other countries.
2. Generating buoyant marketplace for development of industry and services.

Threats

- 1) dominance of seed market by international companies and unfavorable effect on farmers' conventional constitutional rights to save and sell seeds.
- 2) decrease in subsidy, resulting in their increasing cost and a lesser amount of use by small and marginal farmers.
- 3) Import and removal of low cost agriculture and industrial products from outside countries, harmfully disturbing aboriginal production.
- 4) reimbursement mostly accumulate to large and rich farmers, as small farmers cannot go in for export oriented production.
- 5) Rise in the price of food grains.

1.5 ENTREPRENEURSHIP IN GLOBAL ENVIRONMENT- ECONOMIC SOCIAL, CULTURAL AND FINANCIAL IMPLICATIONS

The economic social, cultural, financial and rigid environment in a country affects the nature and growth of entrepreneurship.

The prerequisites of entrepreneurship:

- Access to funds
- Right regulatory and tax environment
- High personal and tax rates can significantly reduce risk taking ability of entrepreneurs.
- The social and cultural environment is the most important precondition In which accomplishment and wealth creation are held in high regard.
- The countries where the motives of entrepreneurs are viewed as suspect, their financial gain is questioned.
- In some countries the failure of an entrepreneur can end an individual's career.
- Yet few countries exhibit a collective preference for the second best, gallant runner up who is poor but noble. These deep rooted social and cultural realities cannot be altered in short term. However successful companies may find ways to encourage and reward entrepreneurial behaviour consistently with social norms.

Working models for entrepreneurship worldwide: Based on government participation in economy and the way society values individual and joint action Accenture developed 3 explicatory models for circumstances under which entrepreneurship can flourish.

I. The free market model: Ex: United States and Canada

- Role of government is partial.
- Public policy can create basic setting required for Entrepreneurial Culture
- But the rest is up to the private sector.
- This model thrives in such culture where entrepreneurial success is celebrated rather than denigrated
- The tax formation rewards initiative & financial gain
- Degree of social protection is fewer.

II. Guided individualism model: Ex: Singapore & Taiwan

- It is based on encouragement of individual enterprise
- Public policy determines broad sweep of entrepreneurial activity by signaling sectors / industries in which entrepreneurial energies can be directed.

III. Social Democrat model: ex: Sweden & Germany

- It combines encouragement of enterprise with emphasis on social protection
- Countries create a sort of social partnership with agreed up on economic and social frame work by all partners.

Characterizing countries entrepreneurial Culture:

i) while determining the Government participation in the economy Entrepreneurship in any country one should consider

- the taxation rate
- To what extent is state ownership seen as appropriate
- How country manage economy through set of laws
- readiness to protect, encourage trade & foreign investments.
- Labour laws, terms & conditions

ii) While determining the social respect for individual Vs collective action one should consider

- country's fairly homogeneous culture
- Extent of wealth distribution-equal or unequal
- society's reaction to success or failure
- people's role in business



Module 2. Concept of entrepreneurship

Lesson 2. Concept of entrepreneur, Entrepreneurship, Functions of entrepreneur

2.1 INTRODUCTION

Entrepreneur plays a vital role in the economic development of a nation. Economic development refers to the income levels and its stability. This chiefly depends on its entrepreneurs. An Entrepreneur is a kind of individual who aims at achieving his goals and who possesses knowledge, skills, inventiveness, drive and spirit of innovation. An entrepreneur always finds opportunities and transforms opportunities into achievement and gains economic benefits. Entrepreneurship involves process of manufacture, innovation in production, usage of new materials, and market etc. An entrepreneur does have that mental attitude to foresee risk and uncertainty with a view to achieve a specific motive.

2.2. CONCEPT OF ENTREPRENEUR

The word “Entrepreneur” is derived from the French verb ‘entrepredre’ which means ‘to undertake’. It means Between Takers. Entrepreneur is another name of Risk Taker. An entrepreneur is an individual who takes moderate risks and brings innovation. Entrepreneur is a person who organizes/ manages the risks in his/her enterprise. “Entrepreneur is an individual who takes risks and starts something new”

During the early 16th century the Frenchmen who organized and led military expeditions were referred to as ‘Entrepreneurs’. During the early 18th century French economist Richard Cantillon used the term entrepreneur for business. Since that time the word entrepreneur means one who takes the risk of initiating a new organization or introducing a new thought, product or service to society.

2.3 DEFINITION

An entrepreneur is an individual who takes moderate risks and brings innovation. An entrepreneur is a person who has possession of a new enterprise, venture or idea and assumes significant accountability for the inherent risks and the outcome. An entrepreneur is "one who undertakes an enterprise, especially a contractor, acting as an intermediary between capital and labour."

According to J.B. Say, “An Entrepreneur is the economic agent who unites all means of production; land of one, the labour of another and the capital of yet another and thus produces a product. By selling the product in the market he pays rent of land, wages to labour, interest on capital and what remains is his profit”. Thus, an entrepreneur can be considered as a person who possesses the initiative skill and drives to set up a business or enterprise on his own and ultimately achieves his desired goals. He brings social change. He looks for opportunities, and finds his own way mainly for economic gains. An entrepreneur is generally a highly calculative individual who always undertakes risks in order to achieve his goals.

According to Joseph Schumpeter, “An entrepreneur in an advanced economy is an individual who introduces something new in the economy, a method of production not yet tested by experience in

the branch of manufacture concerned, a product with which consumers are not yet familiar, a new source of raw material or of new market and the like”.

According to Cantillon “An entrepreneur is the agent who buys factors of production at certain prices in order to combine them into a product with a view to selling it at uncertain prices in future”.

To conclude, an entrepreneur is the person who undertakes risk, combines various factors of production, exploits the supposed opportunities, and creates wealth and employment.

2.4 CONCEPT OF ENTREPRENEURSHIP

The term ‘entrepreneurship’ is associated with the term ‘Entrepreneur’. Though, they apparently look same, conceptually they are different. Entrepreneurship is the process of finding opportunities in the market place, planning for the resources required to convert these opportunities into success and to achieve long term gains. It involves creating capital by exploiting resources in new ways to initiate and operate an enterprise. Entrepreneurship can be defined by describing what entrepreneurs do. For example: "Entrepreneurs use individual inventiveness, and take on calculated risk to create new business ventures by raising capital to apply inventive new ideas that resolve problems, meet challenges, or satisfy the needs of a clearly distinct market." But the entrepreneurship is not limited to business and profit: "Entrepreneurship involves bringing about change to achieve some benefit. This benefit may be financial but it also involves the satisfaction of knowing you have changed something for the better.”

"Entrepreneurship is essentially the act of creation requiring the ability to recognize an opportunity, shape a goal, and take advantage of a situation. Entrepreneurs plan, persuade, raise resources, and give birth to new ventures."

According to Cole “Entrepreneurship is the purposeful activity of an individual or a group of associated individuals undertaken to initiate, maintain and aggrandize profit by production or distribution of economic goods and services”.

According to Higgins “Entrepreneurship is meant the function of foreseeing investment and production opportunities, organizing an enterprise to undertake a new production process, raising capital, hiring labour, arranging the supply of raw materials, finding site, introducing a new technique, discovering new resources or raw materials and selecting top managers for day to day operations of the enterprise”.

The above definitions highlight risk factors, innovative ideas and resource organizing aspects and an individual or group of people who achieve goal through production or services. To conclude ,entrepreneurship is a set of activities performed by an entrepreneur.

2.5 FUNCTIONS OF ENTREPRENEURS

An entrepreneur always seeks opportunity. He also manages and coordinates production and services. He has to start with a small scale enterprise. He not only finds the business opportunities but also utilizes the other resources like 5 Ms-man, money, machine, materials and methods. However, the main functions of the entrepreneurs are as under:

1. Idea generation: This is the most essential function of the entrepreneur. Idea generation is possible through the vision, insight, observation, experience, education, training and exposure of the entrepreneur. It specifically implies proper selection of product and identification of project. Ideas can be generated through surrounding environment and market survey. It is the chief function of the

entrepreneurs to generate as many ideas as possible so as to select the best business opportunities for a commercially-viable business venture.

2. Determination of objectives: Another function of the entrepreneur is to determine and lay down the objectives of the business. Entrepreneur should be quite clear regarding the following things:

(i) The nature of business

(ii) The type of business

This indicates whether the enterprise belongs to the category of a manufacturing concern or a service-oriented unit or a trading business. Thus, the entrepreneurs can attempt to venture in accordance with the objectives determined by him.

3. Raising of funds: Fund raising is the most essential function of an entrepreneur. All the actions of a business depend upon the financial support and its apposite management. It is the sole accountability of the entrepreneur to raise funds from both, internal and external agencies. In this regard, he should be aware of the different sources of funds and the official procedure to raise funds. He should be well aware of different government sponsored schemes such as PMRY, SGSY, REGP, etc.

4. Procurement of raw materials: Another important function of the entrepreneur is to procure raw materials. Entrepreneur has to find out the cheap and regular sources of supply of raw materials, which will enable to reduce the cost of production.

5. Procurement of machinery: The next function of the entrepreneurs is to procure the machineries and equipments for establishing the new venture. While procuring the machineries, he should specify the following details:

(a) The details of technology

(b) Capacity of the Installed machines

(c) Details of the manufacturers and suppliers

(d) After-sales service

(e) Warranty period of the machineries and instruments

All these details are to be minutely observed by the entrepreneurs.

6. Market research: Another important function of the entrepreneur is market research and analysis of product. Market research involves the systematic data collection regarding the product which the entrepreneur wants to manufacture. It has to be done indefatigably in order to know the details of the product, i.e. the demand for the product, the supply of the product, the cost of the product, the customers, etc. while initiating an enterprise.

7. Determination of form of enterprise: Entrepreneur has to consider the nature of the product, level of investment, nature of activities, types of product, quality of product, quality of human resources, etc. to decide the form of enterprise. The principal forms of ownership organizations are sole proprietorship, joint venture, Joint Stock Company and cooperative society. Determination of ownership right is crucial on the part of the entrepreneur to obtain legal title to resources.

8. Recruitment of manpower: Entrepreneur has to perform the following activities while undertaking this function:

- (a) Estimating manpower need of the organization
- (b) Forming selection procedure
- (c) Devising scheme of reimbursement
- (d) Forming the rules of training and development

9. Implementation of the project: Entrepreneur has to work on the implementation of the project. The acknowledged project is to be implemented in a time-bound manner. All the activities from the initial stage to the final stage are to be accomplished by him in accordance with the implementation schedule to manage cost and time, as well as to manage competition. Thus, implementation of the project is an important function of the entrepreneur.

To conclude with, all these functions of the entrepreneur can precisely be put into the following categories:

- (i) Innovation
- (ii) Risk bearing
- (iii) Organization
- (iv) Management



Lesson 3. Entrepreneurial characteristics, Distinction between an entrepreneur and a Manager, Agri-entrepreneurship-concept, need and scope

3.1 INTRODUCTION

CHARACTERISTICS OF ENTREPRENEUR

An entrepreneur is important for economic progress. He is the individual who introduces innovative things in the market. He is considered not only as a simple owner of capital but also as the business leader. He is a person with innovative skills, drive and aptitude who always finds business opportunities and promptly utilizes them for exploitation. M.M.P. Akhouri, ex-Executive Director, National Institute for Entrepreneurship and Small Business Development (NIESBUD), New Delhi, considers entrepreneur “as a character who combines innovativeness, readiness to take risk, sensing opportunities, identifying and mobilizing potential resources, concerns for excellence and who is persistent in achieving the goal.”

To be successful, an entrepreneur should have the following characteristic features.

- 1. Need to achieve:** Entrepreneurs must have strong and keen desire to achieve higher goals. Their inner instincts motivate them to achieve higher goals: majority of the people dream of achieving something but do not work towards achieving their dreams whereas Entrepreneurs act incessantly to accomplish the goal and turn their dreams into reality. For them, success is achievement.
- 2. Independence:** Majority of the entrepreneurs establish their own business because they abhor working for others. They prefer to be the boss of their own self and want to be enjoy responsibility of their own decisions.
- 3. Risk-bearing:** Entrepreneurs are the individuals who take decisions under unfavourable circumstances and thus they are willing to take risk, but they never prefer gambling with the results. They opt for reasonable risk rather than playing wild gamble. In a way they undertake calculated risk which is supposedly enough to be exciting, but with fair chances of success and fruitful result.
- 4. Locus of control:** According to Rotter’s locus of control theory, an individual perceives the outcome of an event as being either within or beyond his personal control. Entrepreneurs believe in their own capability to manage the consequences of their endeavour by influencing their socio-economic environment.
- 5. Determination:** Entrepreneur always sticks to his job. They take personal interest in solving the problems while setting up the project. They keep on working quite sincerely until their projects get implemented.
- 6. Positive self-concept:** Entrepreneurs are never negative in their action. They always try their best to convert their dreams into reality and prove their caliber. They utilize their positive knowledge to support their thinking. They never entertain negative attitude.

7. Ability to find and explore opportunities: Entrepreneurs seek opportunities. They convert the problems and challenges into viable opportunities. They plan out using their intelligence and achieve their goals in realizing an opportunity.

8. Hope of success: Entrepreneurs set their goals with a hope of success. This is because they set their goals that are practically possible.

9. Flexibility: Majority of the successful entrepreneurs measure the pros and cons of a decision and change their decisions as per the situation. They on no account feel indisposed to revise their decisions. They are always open to face any situation.

10. Analytical ability of mind: Entrepreneurs always keep aside their personal likes and dislikes. They are always pragmatic in their approach. At times they opt for experts rather than friends and relatives to assist them. They generally evade emotional and sensitive attitude towards their business.

11. Sense of efficacy: Entrepreneurs are always goal oriented. They usually solve their problems themselves. They set their goals for future and plan accordingly to accomplish them.

12. Openness to feedback and learning from experience: Successful entrepreneurs always get immediate feedback of their performance. They modify their plans on the basis of the feedback received from the environment around them. They keep learning from their own experience and never get disheartened having received unfavorable information. On the contrary, they get stimulated by unfavorable information and involve themselves sincerely in their own tasks to reach their preferred goals.

13. Confronting uncertainty: Successful entrepreneurs are always optimistic and take every problem as the opportunity. They manipulate their surroundings in such a way that the works get accomplished rationally. Thus, their extraordinary insight and skill makes each situation favorable for them.

14. Interpersonal skills: Entrepreneurs always remain comfortable while dealing with people at each level. They interact with raw material suppliers, customers, bankers, etc. for different activities and that is their quality of interpersonal skill to deal with people.

15. Stress takers: Entrepreneurs do have that capacity to work continuously for longer time and side by side solving the problems at the same time. They have to come across number of challenges which many times give them stress. They can face these challenges if they have the capability to work for long hours and keep themselves cool under monotony.

16. Time orientation: Entrepreneurs look forward to future trends on the basis of their past experience and exposure. They stick to the time pragmatically while doing their jobs.

17. Innovators: Successful entrepreneurs are innovative with their ideas. They continuously put their efforts in introducing innovative products, new technique of manufacture, opening new markets and recognizing the enterprise.

18. Business communication skill: The entrepreneurs must possess good communication skill. Both written and oral communication skills are necessary for the entrepreneurs for running enterprise efficiently.

19. Telescopic faculty: Successful entrepreneurs always think in advance. They do possess telescopic faculties that make them think for the future. Future point of reference makes them quite

attentive to the changing circumstances of the time and they tend to manufacture goods and commodities as per the changing demands.

20. Leadership: Entrepreneurs should have the quality of leadership. The quality of leadership will allow them to influence people by means of communication towards the accomplishment of goals. As the leaders, they should provide the necessary motivation by guiding, inspiring, assisting and directing the members of the group for accomplishment of unity of action, efforts and purpose. The quality of leadership also allows them to reduce the problems. Good organizational work depends upon efficient leadership of the entrepreneur.

21. Business planning: Planning relates to deciding in advance what, when and how to do a thing. Entrepreneurs should be well-equipped with dexterity and knowledge to set up their business plan. A successful entrepreneur always follows the doctrine of management while setting up his business. The planning can perform as a link between the current positions and probable future form of the enterprise. It provides a sense of vision to the entrepreneurs to cope with risky and uncertain situations.

22. Decision making: Decision-making skill is an elemental distinctive of an entrepreneur. This helps them in choosing a particular course of action at every stage of creation of an enterprise out of numerous alternative courses for the purpose of achieving particular goals. Hence, decision making is essential at all times and mostly at circumstances of uncertainty and risk.

23. Ability to mobilize resources: Entrepreneurs must have the capability to marshal all the inputs to acquire the end product. They have to mobilize Man, Money, Material, Machinery, Market and Method efficiently to realize the ultimate product as entrepreneurship is a function of gap filling and input completing.

24. Self-confidence: Entrepreneurs must have self-assurance to accomplish the task efficiently and powerfully. They must take decisions on their own in unsure and perilous situation and should stick to it assertively even if there occurs preliminary setbacks.

3.2 DIFFERENCE BETWEEN ENTREPRENEUR AND MANAGER

1. An entrepreneur is involved with the start-up process whereas a manager with running the business
2. Over a long period of time an entrepreneur assumes financial, material and psychological risks whereas a manager does not have to bear risks
3. An entrepreneur is driven by perception of opportunity whereas a manager by the resources he currently possesses
4. An entrepreneur initiates change whereas a manager follows rules & procedures
5. An entrepreneur is his own boss whereas a manager is a hired employee
6. An entrepreneur gets uncertain rewards whereas a manager gets fixed rewards and salary

3.3 AGRI – ENTREPRENEURSHIP CONCEPT, NEED AND SCOPE

As India is a nation mostly dependent upon agriculture, it needs to focus on this sector. This specialty will increase agri-preneurs with distinctive traits and skills to utilize opportunities in great

quantities in the field of agriculture. Agriculture is the main foundation of the Indian economy because of its high contribution in employment and livelihood creation. It supports more than half a billion people that is up to 52 per cent of the workforce. It is also a significant resource of raw material and demand for many manufacturing products, particularly fertilizers, pesticides, agricultural equipments and a variety of consumer goods.

Agripreneurship: It can be defined as generally sustainable, community oriented, straightforwardly marketed agriculture. Sustainable agriculture denotes a holistic, system oriented approach to farming that focuses on the interrelationships of social, economic and ecological process.

Need for Agripreneurship:

- growing demand of macrobiotic and quality foodstuff both in India and overseas
- Private segment is disposed to come into agribusiness at all levels of function.
- To decrease mal nutrition as most of the women and children in the country are mal nourished.

Scope for entrepreneurship development in Agriculture:

- Technologies those reduce the expenditure of production and increase the benefit of the farmers will unlock new opportunities for Agri-entrepreneurship.
- New technologies that are trouble-free , time saving and relieve farmers from hard work will also provide opportunity for entrepreneurship in agriculture.
- Technologies that supply social and psychosomatic reimbursement to farmers will also provide opportunity for entrepreneurship in agriculture.

On farm Activities:

Depending upon the geological location and resources accessibility, the probable areas of entrepreneurship in agriculture are:

- (1) Agro produce processing units:** These units do not manufacture any novel product. They simply process the agriculture produce. e.g., Rice mills, Dal mills, Decorticating mills etc.
- (2) Agro produce manufacturing units:** These units produce completely innovative products based on the agricultural produce as the key raw material. e.g., Sugar factories, Bakery, Strawboard units etc.
- (3) Agro-inputs manufacturing units:** These units manufacture goods either for automation of agriculture or for increasing production. E.g., Fertilizer manufacturing plants, insecticides manufacture units, food processing units, agricultural equipment etc.
- (4) Agro-service centers:** These include the workshops and service centers for repairing and serving the agricultural equipments used in agriculture.

Off-Farm Vocations:

Entrepreneurship development is also beneficial in various off-farm activities such as cloth stitching, knitting, needlework, cloth printing, carpeting, dari making, wrapping and synthetic bag making,

agarbatti making, candle making, rope making, case making, bamboo-work, distilled water making, grease extraction, chalk making, biogas mechanic, electric cabling, mason, woodwork, black smithy, solar mechanic, electrician, auto mechanic, welding, pottery, and other rural crafts.

The possible areas of entrepreneurship in allied activities of agriculture

This includes the activities like, Dairy technology, Horticulture, Goat rearing, Rabbit rearing, Floriculture, Fisheries, Shrimp farming, Poultry farming, Sheep rearing, Vegetable cultivation, Nursery farming, Grafting, Farm forestry, etc...



Lesson-4. Importance of planning, budgeting, monitoring, evaluation and follow up in running an enterprise

4.1 INTRODUCTION

Planning is an essential step to achieve success in any programme. Planning for an enterprise, can be considered as a primary preparation to initiate new venture and its development.

Planning-Importance

It has been observed that a lot of business plans fail in achieving desirable goals because of poor planning. Of course, no such model of planning exists that can guarantee the success of new venture. Recent studies, however, indicate that there are obvious similarities amongst the key groundwork planning that most successful entrepreneurs accomplish before they set up their new ventures. The planning should be in such a way that it should not only provide a good start to new venture but should maintain the same success throughout for a long time. Every determined individual should approach to get good result, examine own abilities and limitations, make an advance insight of problems that may come, decide whether a planned venture can be anticipated to be successful and grow in the long run; and, finally, if assured, carefully plan the course of conduct of related activities necessary to sustainable progress. Thus, business planning is regarded as essential to a superior start in entrepreneurial career.

4.2 PROJECT PLAN – A BASIC DOCUMENT

A project plan spells out the main features and the future prospects of a planned business. Besides, it provides insights into vital issues that are to be attended to and sorted out to achieving the ultimate goal. Some suggest that a project plan is a well defined written document, based on significant facts, records and estimates. It portrays by and large description of a business proposal, attempts to justify its technical practicability as well as commercial accomplishment. **Project Plan-Benefits and Utilities:**

A project plan is quite a useful tool to bring greater success in attaining objectives of a business. Some of the major benefits and utilities are:

- **Highlights basic elements.** A project plan lays stress on the basic elements generally in about every business. The basic elements include ownership, business locality, purpose, policies and strategies, resource necessities, budget estimates, and probable ways and means to carry out goals.
- **Deals with decisive issues.** A decision should be taken whether to go for a particular business or not. More importantly, a project plan justifies the individual capability and aptitude to mobilize resources available.

- **Assists in evaluation.** A project plan helps in evaluating by and large merit of an innovative business thought.
- **Serves to gain support.** A project plan certainly helps in looking for and acquiring required monetary assistance from external sources.
- **Helps timely implementation.** A project plan document works as a manual to be followed in the procedure of organizing, directing, coordinating and controlling planned activities designed at ensuring well-timed accomplishment of objectives.
- **Facilitates registration.** A project plan is important for seeking permission to engage in a business from a competent authority. Both permission and registration through competent authorities are quite necessary to initiate and carry out any business activity and to seek monetary support from commercial banks.
- **Prepares groundwork.** Project planning is one of the critical elementary tasks necessary to make ready the groundwork for a new large or small venture, and seldom for expansion, diversification of an existing unit.

4.3 IMPORTANCE OF BUDGETING

A budget is generally a statement of probable outcome during a designated time period. It is expressed in financial terms – as revenue, expenditure and capital budgets and in non financial terms – as in budgets of direct labour hours, materials, physical sales volume or units of manufacture. Budgeting is a key managerial procedure because it constitutes functions of planning, controlling and coordinating. The principal objective of budget is to guarantee the best possible utilization of available funds for the purpose of producing at lowest cost and selling in a competitive market at highest profit. George R. Terry has described budget as “an estimate of future needs, arranged according to an orderly basis, covering some or all the activities of an enterprise for a definite period of time.” Thus, a budget constitutes an avowal of planned or anticipated results in terms of quantity for a specific future period. In simple words a budget is a statement of anticipated outcome expressed in statistical terms.

The purpose or importance of budgeting:

- To plan for the efficient and smooth running of an enterprise.
- To sustain the manufacture schedule
- To coordinate the various activities of an enterprise.
- To cause control on various departments.
- To help in decentralization
- To help in allocation of authority
- To plan and manage receipts and expenditure.
- To manage the expansion.
- To arrange the funds.

- To control the research projects
- To set up principles of evaluation.
- To help the organization in its counteractive action.

The budgets are classified into different types such as revenue and expense budgets, sales budget, production budget, production cost budget, and selling and distribution cost budget, capital expenditure budget, cash budget and master budget. The budget coordinates production, sales and finance.

Budgetary control:

Budgetary control is important to plan, carryout and control the operations of the business. The entrepreneur finds it quite useful in planning the development of his business. “Budgetary control is a device or technique of managerial control through budgets.” George R. Terry has described budgetary control as ‘a process of finding out what is being done and comparing the actual results with the corresponding budget data in order to approve accomplishments or to remedy differences by either adjusting the budget estimates or correcting the cause of difference.’ The process of budgetary control includes planning, coordination, recording, control, appraisal and follow up various activities planned and implemented based on budgets. Budgetary control provides a platform for managerial control, direction of sales effort, production planning and control over stocks.

4.4 MONITORING AND EVALUATION OF AN ENTERPRISE

Monitoring and evaluation provides learning from past experience. It motivates the company to improving service delivery, planning and allocating capital and demonstrating results as part of responsibility to key stakeholders. Though evaluation is distinguished from monitoring, they are in fact mutually dependent. Monitoring presents what has been delivered and evaluation answers the question “what has happened as a result of the intervention?” Impact evaluation means particular aspect of evaluation that focuses on the ultimate benefits of an intervention.

Monitoring: It is standard methodical collection and analysis of information to track the development of programme accomplishment against predetermined targets and objectives. It relates to keep a cautious check of project activities over a period of time. Each project needs advanced proposals and objectives. Monitoring system should work out to keep watch on all the activities, including finances. This will let the project staff to know how things are going, as well as giving early warning of probable problems and difficulties. Monitoring should be done while a project is being implemented to improving the project design. It provides information on where a project is at any given time with respect to targets and outcomes. Moreover, it focuses particularly on efficiency, and the use of resources. It does help in clarifying the objectives of the programme .It links activities and their resources to objectives. Monitoring converts objectives into performance indicators and sets targets. It regularly collects data on these indicators and compares actual results with targets. With its help reports regarding the progress can be passed on to the managers and alert them to about any forthcoming problem.

Evaluation: It is an objective appraisal of an ongoing or recently finished project, programme or policy, its design, implementation and results. Evaluation deals with questions of cause and effect. It assesses the value, worth or impact of an intervention and is characteristically done on an episodic basis. Generally, it is done annually or at the end of the phase of a project or programme. An evaluation studies the outcome of a project with the aim of informing the design of future projects.

Evaluation looks at the significance, efficiency, and sustainability of an intervention. It provides evidence of why targets and outcomes are or are not being achieved and addresses issues of causality. Evaluation analyzes why planned results were or were not achieved. It assesses specific causal contributions of activities to results. Evaluation examines implementation process. It explores unintentional results. Evaluation provides lessons, highlights significant accomplishments or programme potential and offers recommendations for expansion.

Impact assessment

- Seeks to capture and isolate the outcomes that are caused by the programme
- ReviewS all previous Monitoring &Evaluation activities, processes, reports and analysis
- Provides a thorough understanding of the various causal relationships and the mechanisms through which they operate
- May seek to manufacture, compare, contrast a range of interventions in a region, timeframe, sector or reform area

The reasons to undertake M&E

Monitoring and evaluating an enterprise enables to improve the management of the outputs which will have the greatest impact. M&E plays an important role in keeping projects on track, create the base for reassessing priorities and create an evidence base for existing and future projects through the logical collection and analysis of information on the implementation of a project. M&E during project implementation perform two main functions

- M&E as a legitimization function - **PROVING**

Do we achieve the desired benefits for the right target groups?

Do we achieve these benefits as efficiently and effectively as we can?

- M&E as learning function - **IMPROVING**

DO we do thing correctly?

Could we do things better?

IMPORTANCE OF MONITORING AND EVALUATION

1. Offer invariable feedback to improve customer's service.
2. Recognize potential problems as early as possible and propose probable solutions.
3. Observe the user-friendliness of the project to all sectors of the target population.
4. Observe the effectiveness with which the different components of the project are being implemented and propose steps for improvements.
5. Evaluate possibilities up to which the project is able to achieve its general objectives.
6. Provide guiding principles for the setting up of future projects.

7. Try to improve project design.
8. Consider views of stakeholders.
10. Show necessity for mid-course corrections. Reliable information allows managers to keep track of progress and regulate operations accordingly.

4.5 FOLLOW UP

Follow-up does not require being expensive. It can be easily achieved through phone and email. Follow-up relates with responding to business queries, inquiries, and complaints if your business is relatively new. Many businesses fail soon after they are launched only because they didn't propose good consumer support along with their products and services. Every consumer has distinctive requirements and as a smart entrepreneur, it's your duty to find out the expectations of consumers from your products as well as your company. The consumers are not satisfied merely with the quality of your product but they also want proper after sale treatment that will maintain longtime relations between your company and consumers. Contented and satisfied customers are your biggest asset. They are the ones that promote your business in incredible ways by referring your products and services to others in their social circle. They not only provide you the feedback regarding your products but also help directly or indirectly in making your products more popular. Your reputation is the gift of your customers.



Module 3. Managing competition; entrepreneurship development programs; SWOT analysis; Generation, incubation and commercialization of ideas and innovations

Lesson 5. Managing Competition In Modern World And Entrepreneurship Development Programmes

5.1. INTRODUCTION

Competition is universal. Competition is defined as organizations' battle with other organizations for some gainful outcome in various forms and fields viz market, customers, ranking, or resources. Managing competition through competitor intelligence is a powerful tool for entrepreneurs. Competitor intelligence is a process of gathering information about competitors, their acts, and how their acts will influence the organization.

5.2. WAYS OF DEFINING COMPETITORS

There are three ways to define possible competitors.

The first approach is the 'industry perception'. It identifies competitors as organizations that provide similar services or similar products. For example, the car company, the automobile industry, etc. The competitors in each of these above mentioned companies produce similar types of products or services. With this approach, an organization can get an idea about the market. Competition is at its peak when competitors are in plenty. All these business rivals exploit the same tactics to achieve similar targets- the major one being- drawing maximum customers

The second approach is the marketing perception, which says that competitors are organizations that fulfill the same customer requirement. For example, if the customer needs technical information, the competitors might arrange for scientists, print and electronic media, etc. Here, the competition depends on how well the customer's requirements are understood and how well different organizations have been able to fulfill the requirements.

The third approach is the strategic groups' perception. In this approach, the competitors follow more or less the same strategy in a particular market. It can be found even within a single industry also. For example, two mostly used strategic factors in grouping competitors are price (low to high) and quality (low to high). Price, quality, geographic scope, product line, market share, profits and product uniqueness are the possible dimensions for identifying strategic groups. The intensity of competition can be understood from how effectively each competitor has been able to develop a competitive advantage.

But, it is always to keep in mind that there will be other organizations working hard to secure the same customers, resources, and outcomes that you also want.

5.3. COMPETITIVE INFORMATION

a) Type of Competitive Information to be collected:

In order to collect information of what the competitors are busy with, one should consider following tricks:

- Variety of products or services offered by the competitors.
- Specific features of the products or services offered by the competitors.
- Their products' plus and minus points.
- The style of business management by the other parties.
- The success percentage of the competing companies must be taken note of.
- The way the competitors handle new trends in business

b) Principles for managing competition

The entrepreneur has to adopt certain principles for managing competition. Some of them are as mentioned below :

- sorting of opportunities must be done promptly .
- an attempt must be made to study the psychology of the customer
- a record ,a watch on the movements of the competitors must be maintained
- To maintain a safe and healthy business identify and visualize the upcoming business trends

5.4. ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDPs)

Entrepreneurs play a major role in the socio-economic development of a nation. Therefore, the role of entrepreneur is of great significance to a country like India where the country is facing problems of poverty and unemployment. Recognizing the significance of small scale industries in creation of employment and financial development, the Government of India began to give promotional packages to facilitate setting up of innovative enterprises. Thus, Entrepreneurship Development Programmes (EDPs) started in late sixties. This programme was meant for a specific group of new entrepreneurs.

5.5. THE OBJECTIVES OF THE ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDPS)

- To develop the entrepreneurial quality by increasing the supply of entrepreneurs to achieve the goal.
- To analyze the environmental set up in regard to micro enterprises and improve their performance by the supply of well trained entrepreneurs .
- Know pros and cons in becoming an entrepreneurs and to provide self-employment to a large number of young men and women.

- Enhance the growth of small-and medium-scale enterprise sectors which offer better potential for employment generation and dispersal of industrial unit.
- Develop a broad vision about the business enterprise in rural areas where local entrepreneurship is not really available.

5.6. THE INDIAN EDP- An Admirable Model

It is generally believed that entrepreneurs are born but EDPs have proved that wrong in Indian context. Ordinary persons can also be converted into successful entrepreneurs through well-designed training programmes conducted by the Entrepreneurship Development institutes. The Entrepreneurial Development Programmes are well-designed and inclusive of modular packages considering the needs of the potential entrepreneurs. In the Indian context, EDPs are usually conducted for four to six weeks and the curriculum adopted by the training institutes for imparting training is also quite uniform.

5.7. PHASES OF EDPs

The EDPs normally pass through following three important phases:

- Pre-training phase
- Training phase
- Post-training or follow-up phase

Pre-training phase:

This phase is the preliminary phase for launching the programmes. It includes following activities:

- i) Recognition of promising area, generally a district
 - ii) Selection of a project leader to coordinate the programme
 - iii) Arrangement of infrastructure for the programme
 - iv) Identification of good business opportunities
 - v) Promotional campaigns
 - vi) Establishing contacts NGOs and related agencies which can contribute to the programme
 - vii) Procedure of application forms.
- d) Selecting the trainees through particular procedure
 - e) financial arrangements
 - f) Preparing and finalizing the training syllabus and arranging guest faculties to impart training
 - vi) Contacting the support agencies such as DICs, SFCs, SISI, banks, NSIC, District Magistrate, etc. for support .

vii) Organizing industrial motivational campaigns to have as many number of applications as possible.

Training phase: During the training, entrepreneurs are provided proper guidance for setting up enterprise. Most of the Entrepreneurship Development institutes generally carry out full time training programmes of 4-6 weeks duration.

Training Phase: Motivational course content is provided to trainees that build and develop confidence in building entrepreneurs. It aims at empowering with decision-making skills to set up a new venture. The training also makes them grab new opportunities. Information regarding how to plan a project is also provided to trainees. For Industrial exposure and to have first-hand knowledge of factory layout, business sites, etc. plant visit/in-plant training are arranged.

Post-training phase: Post-training phase is also known as the phase of follow-up support. During this phase, post-training guidance and services are rendered to the participants of the Entrepreneurship Development Programme (EDP). During this phase, the training organization helps the entrepreneur in sorting out the problems through counseling. A committee is form consisting of members generally drafted to help the entrepreneurs.

Usually, follow-up action meetings are planned thrice a year after the completion of training and the following methods are generally used for follow-up:

- a) Postal feedback form
- b) Telephonic follow-up
- c) Personal contact by the trainer

5.8. Challenges faced by EDPs: The low level of performance by the EDP is usually faced owing to the following problems in organizing and conducting EDP trainings:

- a) Scarcity of sufficient number of specialized and dedicated organizations
- b) Insufficient trainer motivators to motivate people for undergoing EDPs and to impart training
- c) Identification of wrong projects
- d) Lack of entrepreneurial culture and background
- e) Disinterest shown by the supporting agencies and financial institutions to support the entrepreneurs
- f) Lack of proper linkages
- g) Selection of wrong individual for training
- h) Insufficient counseling after training
- i) Lack of continuous post-training support services for the project



Lesson 6. SWOT Analysis

6.1. INTRODUCTION

It has always been important for any enterprise to know and understand how it fits in and interacts with the surrounding environment on both an internal (office/factory/shop environment) and external level (how the business operates with the outside world). Examining the environment proves fruitful to develop a strategy for both long and short term plans. The process of liberalization and economic reforms, of course, create remarkable opportunities for development of numerous industries but it also put up new challenges against the industries. The 21st century, would guarantee a bright future for industries provided that a conscious and sincere effort is made to avoid all hurdles. The entrepreneurs have to give more importance to the quality of their production and hence, sufficient attention must be there on research and growth. Innovation is very much necessary to maintain constant progress. And for that, an entrepreneur has to analyze the existing situation. The analysis of the current situation is done by conducting (1) Internal Analysis and (2) External Analysis, jointly known as SWOT analysis that refers to identifying the strengths, weaknesses, opportunities and threats of an organization. SWOT Analysis is basically a tool, often used by organizations in planning its future. This tool can be explained in a better way as under:

S - Strengths

W - Weaknesses

O - Opportunities

T - Threats

The Internal Analysis of the organization includes the organizational position with respect to different functional areas like Production, Finance, Marketing & Distribution and so on. This will reveal its strength and weakness. The External Analysis will include the industry performance, competitive activity and a review of the growth and decline of the user industries.

6.2. Analyzing the Business

The most influential way to evaluate the business is to perform a SWOT analysis of the company. It is important to know that the SWOT analysis is only based upon information that is known by the assessors, but SWOT is still a powerful tool considering its immediate benefits. It's quite obvious that recognizing the Strengths and Weaknesses before tackling the Opportunities and Threats is the best way to approach the analysis. There is no fixed way of doing a SWOT analysis, but it should be done in the most comfortable way. The objective of SWOT should be to plan a strategy for the future to improve your company's overall performance.

6.3. STRENGTHS AND WEAKNESS

Every business must assess its strengths and weaknesses sporadically. It can be done by the management itself or by some outside expertise. The sole aim of SWOT analysis should be to overcome their weakness gradually and transform it into its strength later on.

Some of the strengths of an organization are:

- a) Accessibility of required infrastructure
- b) Sufficient manufacturing capability
- c) Skillful manpower
- d) Quality assurance and quality control
- e) Manufacture at low cost
- f) Facilities for product development
- g) Good locality
- h) Wide network
- i) Motivated employees
- j) Latest equipments installed
- k) Brand name at National/Regional/Local level
- l) Consistency in gaining profits
- m) Good financial position
- n) Efficient administration
- o) Human resource development
- p) Excellent transportation
- q) Healthy competition

Some of the Weaknesses of an organization are

- a) Increasing expenditure of operations
- b) Union pressures
- c) Low level of employees
- d) Lack of raw material
- e) Lack of capital
- f) Weak credit in market
- g) Problem of utilization of capacity
- h) Out-of-date technology

- i) Poor planning
- j) Insufficient infrastructure
- k) Less number of trained technicians
- l) Poor managerial expertise
- m) Unorganized work culture
- n) Ineffective co-ordination
- o) Brand name not recognized on a National/Regional/Local level
- p) Poor location for business
- q) Too much waste

Recognizing these weaknesses require one to be honest and practical. This is an important part as to realize what needs to be done to minimize weakness in the future.

6.4. OPPORTUNITIES

If the business is to achieve its goals, an entrepreneur has to know the parts of the environment to be monitored. A business has to monitor environmental forces like customers, competitors, distribution channels, suppliers, etc. as they can affect its profits. A marketing intelligence system should be developed to track important developments. For each trend or development, management needs to identify the hidden opportunities and threats. An opportunity is an area of need in which a company can perform profitably.

Some of the **opportunities** of an organization are:

- a) Rising population
- b) Increase in disposable earnings
- c) Skilled workforce
- d) trouble-free accessibility of money
- e) Appropriate technology
- f) Positive government policies
- g) Availability of market information, distribution outlets and media.
- h) Existence of good cultural environment.
- i) Opponent going bankrupt

6.5. THREATS

Some developments in the external environment characterize threats. An environmental threat is a challenge posed by an unfavourable trend or development.

Some of the **threats** of an organization are:

- a) Scarcity of power, water, fuel
- b) Negative response by the market
- c) Recession
- d) Cut throat competition
- e) Political unsteadiness
- f) End of season approaching
- g) Technical obsolescence
- h) Financial crisis in the market
- i) Ever-increasing interest rates
- j) Resource crisis
- k) Difficulty in retaining technical expertise
- l) Rising cost of wages
- m) Change in customers' tastes and preferences
- n) Existing product becoming old-fashioned

On completion of a SWOT Analysis, an organization can know 'where it stands'.

Therefore, it can proceed to develop specific objectives and goals for the future.

6.6. ADVANTAGES OF SWOT ANALYSIS

The advantages for conducting a SWOT Analysis are mentioned as under:

1. An entrepreneur can come to know the demand and can accordingly choose respective field, keeping their strengths in mind.
2. It certainly helps in the development of innovative technology.
3. An entrepreneur can make an analysis as to develop a completely new product, or to just bring slight change in the existing product.
4. Improvements can be brought about in the practice of production.

5. New goals can be set through SWOT on the basis of previous findings.
6. Short term task and long term task can be planned.
7. Opportunities and threats can be recognized.
8. Better plans can be formalized for effective communication & implementation.
9. Major functions & minor-functions can be set out in achieving the objectives of the firm.
10. Expansion of the range of services and benefits.
11. The social, political, legal, economic, technological factors can be analyzed
12. An analysis of the competitor's strategies can be made and their policies can also be known.

6.7. CASE STUDY

To understand SWOT analysis better, let us go through a case study of **SWOT Analysis** conducted in a **five star Hotel in Bangalore**:

The **strengths** of this five star Hotel are

- 1) It has got more than 95 years of experience
- 2) It has hotels in different places in India
- 3) It has many heritage properties which adds to its charm and represents Indian culture
- 4) It has a few low budgeted hotels, which caters to the needs of middle class tourists
- 5) It has hotels not only in big cities but also in small cities which are of tourist importance

The **weaknesses** are

- 1) It has tough competition from rivals, and hence their concentration is diverted.
- 2) It has very few low budget hotels, which are of need today.
- 3) It has more than one hotel in one city, which is a waste of investment.

Its **opportunities** are

- 1) There is availability of government support in the form of land and financing of projects.
- 2) There is an increase in the tourist inflow in India, India is expecting to receive 2.4 million tourists, i.e., there will be lot of business.

Its **threats** are

- 1) Its competitors are also located nearby the hotel.
- 2) It has to face the threats of various resorts, which people are looking for now-a-days.

3) It also has threats from smaller hotels, which tourists prefer, because of cheaper rates and almost the same kind of hospitality.

Therefore, this hotel has to overcome its threats and weaknesses and concentrate more on its strengths and opportunities available.



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Lesson 7. Generation, incubation and commercialization of ideas and innovations

7.1. INTRODUCTION

It's always very difficult to initiate business and it's even more difficult to maintain it smoothly. This process of establishment of business begins with generation of innovative ideas followed by the incubation of those ideas and finally leads to the commercialization of the same ideas. All these three steps are inter related.

7.2. GENERATION OF IDEA

All Entrepreneurs need to have ideas to initiate their entrepreneurial ventures. The process of generating ideas is itself an innovative process. The question is from where an Entrepreneur can get the idea. Different researchers have tried to find out the source of an entrepreneur's ideas. The sources for idea are as under:

Common sources:

Individual interests or hobbies

Work experiences, knowledge, and skills.

Existing products and current services, surrounding the environment.

7.3. HOW TO GENERATE IDEAS

(1)Environmental scanning: Entrepreneurs should make use of available information to catch the current developing trend in business and for that he should keep reading local, national, international; news papers, magazines, journals, commercial articles, and should keep watching commercial news on TV. Moreover, it may look like a difficult task but the potential entrepreneurs should do it passionately to get in touch with the current scenario.

(2)Use of Creativity to problem solving: entrepreneurs should use their creativity to have solution of unusual problem. Creative thinking means to link new concepts in extraordinary manner.

For example, here are a few specific techniques:

The checklist method, in which an entrepreneur makes use of different questions or statements and thereby develops new ideas.

Free association, in which an entrepreneur develops a new idea through a series of word associations;

Attribute listing, in which an entrepreneur develops a new idea by looking at the constructive and unconstructive attributes of a product or service.

Any of the above mentioned methods help generate potential entrepreneurial ideas.

(3) Brainstorming: One of the most popular approaches to generating ideas is brainstorming. It is an idea-generating process for getting dynamic solutions that gives a large number of alternatives. Brainstorming is a simple technique that can be done with friends or colleagues. In a brainstorming session, a group of people get together, mostly in a relaxed atmosphere, where everyone feels free to broaden their minds and imagine beyond the ordinary. A group leader presents the issue or problem to be solved and ensures that all participants identify with it. Then members put up as many ideas as they can in a specified time by explaining them orally. Participants are motivated to come up with as many ideas possible and to build on one another's ideas. In brainstorming sessions, discussion is nonstop as participants propose a good number of ideas. No participant is allowed to criticize the ideas of other participants during the brainstorming session. Moreover, all ideas delivered by the participants get recorded and are further put for discussion. The purpose of brainstorming is to open up as many alternatives as possible. It can lead to strong arguments and counterarguments but it is certainly a fruitful way to generate abundant ideas.

(4) Focus groups: These groups of people's present information about projected products or services in a prearranged setting. In a focus group, a moderator focuses the group discussion on number of issues. For example, a focus group might look at a proposed product and answer specific questions asked by the moderator. Secondly, the focus group might be given a moral general issue to discuss and the moderator simply leads the discussion based on interpretations made by the group. Thus, a focus group can provide an outstanding technique to generate innovative ideas.

(5) The Role of Intuition: Intuition is a cognitive process through which we knowingly or unknowingly make decisions on the basis of our knowledge and experience. It is perhaps a sudden outcome of the mind. Even though structured or systematic approaches to generating ideas are important, intuition also plays an important role. Intuition is certainly a powerful source of new ideas if you learn how to use it effectively. However, the best approach of all could be to combine the structured with the intuitive as both of them complement each other. We should listen to that intuition and use more structured approaches to modify our ideas.

7.4. IDEA INCUBATION

Idea incubation means to exercise the ideas in reality. It begins with basic elements by the one who considers the particular idea as the best to be used. He/she involves others in the process and proves the idea to be perfect. Finally, the idea results into a new product believing that it is capable enough to avail fund successfully and is also commercially useful. Numerous companies promote idea incubation by grouping workforce collectively in cooperative environments. Cooperative groups work best for idea incubation so as to identify strengths and weaknesses of the idea, and thereby product which is more refined and strong can be gained. Several companies offer their services as professional idea incubators. These companies use a trained staff that can think innovatively. There are lots of Idea incubation firms which provide support to product development throughout the process from the initial vague concept to viable manufacture. Successful idea incubation can result into all types of products. Finally, what requires is strong leadership and administrative skills along with entrepreneurial guts. Once an idea is incubated, it needs to be further developed and commercially presented. This depends a lot on the team leader who can motivate the employees to use the idea in productive way.

Business incubators are programme,s intended to speed up the successful improvement of entrepreneurial companies. Incubators differ in the way of their services, in their organizational constitution, and more or less in the types of consumers they serve. Successful completion of a business incubation programme increases the probability that a new company will continue in business for the long period.

7.5. The incubation process:

- Help with business fundamentals
- Networking management
- Promotional support
- Speedy Internet access
- assist with financial management
- Access to bank loan, funds and security programmes
- Deal with presentation skills
- Linkage with higher education resources
- Links to strategic partners
- Access venture capital
- Comprehensive business training programmes
- Advisory boards and mentors
- organization panel identification
- Technology commercialization assistance
- Intellectual asset management

Entrepreneurs who wish to enter a business incubation program must apply for admission. Acceptance criteria vary from program to program, but in general only those with feasible business ideas and a workable business plan are admitted. It is this factor that makes it difficult to compare the success rates of incubated companies against general business survival statistics. Although most incubators offer their clients office space and shared administrative services, the heart of a true business incubation program is the services it provides to start-up companies. The amount of time a company spends in an incubation program can vary widely depending on a number of factors, including the type of business and the entrepreneur's level of business expertise. Life science and other firms with long research and development cycles require more time in an incubation program than manufacturing or service companies that can immediately produce and bring a product or service to market.

7.6. COMMERCIALIZATION

It is the process of introducing a new product into the market. It's the most important aspect of business as the success of any product depends a lot on the way it's being commercialized.

The Commercialization Process:

Commercialization of a product is possible with only the following three facts:

1. **The launching period:**

The time to launch any product in the market should be decided after observing the market condition and consumers' interests.

2 **Place to launch its product:.**

A product can be launched at a single place or at many places at a time. This depends a lot on the company's resources, in terms of capital, administrative intelligence and operational capacities. Smaller companies usually launch in attractive cities or regions, while larger companies launch their products at national or international level at a time. Multinational companies do launch their products at international level as they have that capacity as far as finance and skilled staff is concerned.

3. **To decide primary target consumer group:**

This primary consumer group should consist of innovators, early adopters, heavy users and/or opinion leaders. This will guarantee the success so as to be used in nearer future by other buyers in the market place.

Thus, commercialization of new product is perhaps the most important aspect that needs to be taken care for the success of new product



Module 4. Government schemes and incentives for promotion of entrepreneurship

Lesson 8. Government Schemes and Incentives for Promotion of Entrepreneurship

8.1. INTRODUCTION

Throughout the world, micro and small enterprises (MSEs) are considered as an important constituent of the national economies, as they significantly contribute to expansion of employment. Considering the importance of micro and small enterprises, the Central and State Governments have been implementing several schemes for promotion of these enterprises such as;

8.2. PRIME MINISTER'S EMPLOYMENT GENERATION PROGRAMME (PMEGP)

Government of India has approved a new credit linked subsidy programme known as Prime Minister's Employment Generation Programme (PMEGP). It has been done by merging the two schemes that were in process till 31.03.2008 specifically Prime Minister's Rojgar Yojana (PMRY) and Rural Employment Generation Programme (REGP) that were meant for creation of employment opportunities through establishment of small enterprises in rural and metropolitan areas. PMEGP will serve as a central sector scheme to which shall be administered and monitored directly by the Ministry of Micro, Small and Medium Enterprises (MoMSME). The Scheme shall be implemented and governed by Khadi and Village Industries Commission (KVIC), which is a statutory organization under the administrative control of the Ministry of MSME as the single nodal agency at the National level. Whereas at the State level, the State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) as well as banks will implement the Scheme. The Government subsidy under the Scheme will be routed by KVIC through the recognized Banks to the entrepreneurs in their Bank accounts.

8.3. OBJECTIVES OF PRIME MINISTER'S EMPLOYMENT GENERATION PROGRAMME (PMEGP)

I. The chief objective of the scheme is to produce more and more employment opportunities in both, rural as well as urban areas of the country. For this purpose, setting up of new self-employment ventures/projects/micro enterprises shall also be done.

II. It also aims at bringing together a widely isolated traditional rural and urban youth seeking employment and providing them self-employment opportunities.

III. Through the scheme, the government wishes to provide a sustainable employment to a large segment of traditional rural and urban unemployed youth in the nation, and thereby to help them.

IV. It is also an attempt to increase the earning capability of rural and urban youth.

8.4. CONDITIONS OF ELIGIBILITY FOR BENEFICIARIES

1. The age should be above 18 years.
2. There will be no limit of income for setting up projects under PMEGP.
3. The beneficiaries should have studied at least up to VIII standard for setting up of project costing more than Rs.10 lakh in the manufacturing sector and above Rs. 5 lakh in the business /service sector.
The assistance under the Scheme is provided only in case of new projects sanctioned particularly under the PMEGP.
4. Self Help Groups alongwith those belonging to BPL are also eligible for assistance under PMEGP provided that they must not have availed benefits under any other Scheme
5. The institutions should be registered under Societies Registration Act,1860.
6. Production Co-operative Societies and Charitable Trusts are also eligible for the scheme

8.5. MARKET DEVELOPMENT ASSISTANCE SCHEME FOR MICRO/ SMALL MANUFACTURING ENTERPRISES/ SMALL & MICRO EXPORTERS

The scheme offers financial support by manufacturing Small & Micro Enterprises in International Trade Fairs/ Exhibitions under MSME India stall. It also offers funding for sector specific market studies done by Industry Associations/ Export Promotion Councils/ Federation of Indian Export Organization. SSI Associations that initiate anti-dumping cases are covered under the scheme.

8.6. OBJECTIVES OF MARKET DEVELOPMENT ASSISTANCE SCHEME FOR MICRO/ SMALL MANUFACTURING ENTERPRISES/ SMALL & MICRO EXPORTERS

- (i) The scheme aims at encouraging Small & Micro exporters for tapping and developing markets in foreign country.
- (ii) Through this scheme, government wants to motivate the representatives of small/ micro manufacturing Enterprises to participate under MSME India stall at International Trade Fairs/ Exhibitions for further exposure.
- (iii) Further the scheme also aims at popularizing the implementation of Bar Coding on a large scale.

8.7. SCHEME FOR ASSISTANCE TO TRAINING INSTITUTIONS

The Scheme provides financial assistance to establish new institutions (EDIs) and to strengthen the infrastructure of the existing EDIs. The chief objectives of the scheme are development local entrepreneurship and thereby to develop new micro and small enterprises and to create self-employment in rural as well as urban areas, by providing training to new generation entrepreneurs in setting up of enterprises. The assistance shall be in the form of capital grant specifically for development of infrastructure.

8.8. RAJIV GANDHI UDYAMI MITRA YOJANA

The Union Micro, Small and Medium Enterprises Ministry launched the Rajiv Gandhi Udyami Mitra Yojana to provide assistance to entrepreneurs in the Northeastern region. Beneficiaries from the Northeastern region, and those belonging to the SC/ST/physically handicapped/women categories, will not have to contribute for the establishment of service enterprises of micro-manufacturing

enterprises, under the scheme. The scheme aims to provide assistance to entrepreneurs through lead agencies or Udyami Mitra, who would provide guidance to the entrepreneurs in completing various formalities necessary for the establishment of the enterprise. This includes preparation of project report, arranging fund, use of technology, and marketing, setting up of plant with machinery along with getting approvals, clearances and NOCs as and when required. The Yojana was anticipated to provide end-to-end support for establishment of new micro and small enterprises.

8.9. OBJECTIVE OF RAJIV GANDHI UDYAMI MITRA YOJANA (RGUMY)

The objective of the scheme is to provide support and assistance to the new generation entrepreneurs, who have already completed EDP/SDP/ESDP or vocational training from ITIs, through the selected lead agencies. Under This scheme, financial assistance is provided to the selected lead agencies i.e. **Udyami Mitras** for rendering assistance and support to the new generation entrepreneurs.

8.10. CREDIT LINK CAPITAL SUBSIDY SCHEME FOR TECHNOLOGY UPGRADATION

The Scheme aims at facilitating technology upgradation by providing capital subsidy to SSI units, including tiny, khadi, village and coir industrial units, on institutional credit availed of by them for modernization of their production equipment. The Scheme before its revision provided 12 per cent capital subsidy to SSI units, including tiny units, on institutional finance availed of by them for induction of well established and improved technology in selected sub-sectors/products approved under the Scheme. The eligible amount of subsidy calculated under the earlier scheme was based on the actual loan amount not beyond Rs.40 lakh.

A large percentage of SSI units continue with outdated technology and plant & machinery because of insufficient investment and lack of awareness. With increasing competition of the economy, the survival and growth of the SSI units are critically dependent on their modernization and technological upgradation. Upgradation of both the process of manufacture and corresponding plant and machinery is necessary for the small enterprises

It is in this background that the ceiling for loans under the Scheme was raised from Rs. 40 lakh to Rs. 1 crore and rate of subsidy from 12 per cent to 15 per cent.

8.11. NATIONAL AWARD SCHEME

The Micro, Small & Medium Enterprises (MSMEs) in India have seen an immense development in the last few decades. The MSMEs have made us notice remarkable growth in terms of quality production, export-import, modernization, product development very much beyond expectations. Entrepreneurial efforts have made it possible to produce a large number of items, which previously were imported. In some cases new variants so produced are having additional attributes and are quite user friendly as well. This all has been possible due to the farsightedness of entrepreneurs of MSMEs

8.12. SCHEME TO SUPPORT FIVE SELECTED UNIVERSITIES / COLLEGES TO RUN 1200 ENTREPRENEURSHIP CLUBS.

The scheme is to support five universities to run Entrepreneurship Clubs and each university should be from Northern, Western, Eastern, Southern and North East region. Each university is supposed to run 240 clubs per year and each club should have a membership of 50 entrepreneurs. In a period of 5 years, 3 lakh entrepreneurs are to be benefited in all.

8.13. OBJECTIVES OF THE SCHEME

The scheme is to encourage entrepreneurs. Moreover, this scheme will perform a very important role in bringing the entrepreneurs, universities and MSME-Development Institutes (MSME-DI) together. Because of this scheme it will be possible for entrepreneurs to come together and solve their common problems.

8.14. SCHEMES FOR WOMEN ENTREPRENEURS:

A. Mahila Udyami Yojana (MUY): IDBI has set up special fund under this scheme with corpus fund of Rs.5Crore to provide seed capital assistance to the women entrepreneurs intending to initiate projects in SSI sector. This scheme is implemented by SIDBI. 51% of equity should be managed by women.

B. Stree Sakthi Package (SBI): Under this scheme, EDPS are exclusively designed and conducted for women entrepreneurs. Moreover, an amount of Rs.25000/- is provided without collateral security.

C. Priya darshini yojana: It is implemented by Bank of India. Financial assistance is provided to women entrepreneurs

- Max. loan provided in the scheme is upto 2 lakhs for term loan and 1 lakh for working capital.
- Assets acquired with finance are hypothecated as security.
- Repayment period is 3-5 years.
- Margin money is 20% depending on type of activity.

Besides these programmes other schemes such as PMRY, SEPUP (Self Employment Programme for urban Poor.),SGSY, IRDP and Rashtriya Mahila Kosh help women entrepreneurs in providing financial assistance.

In conclusion Government incentives available are of two types of subsidies.

- Investment subsidy to establish more enterprises. It includes various subsidies such as capital investment subsidy, transport subsidy, power generator subsidy, and social subsidy to women entrepreneurs.
- Other subsidies include Export / import subsidy, tax subsidy, excise subsidy/ duty exemption, and capital subsidy for technology upgradation



Module 5. Venture capital; Contract farming and joint ventures, public-private partnerships; Characteristics of Indian farm machinery industry; Social Responsibility of Business

Lesson 9. Venture Capital: Origin and Evolution

9.1.INTRODUCTION

Origin and Evolution

For the Indian industries, venture capital is quite a new concept. As the name indicates, it deals with providing financial support and stability to new entrepreneurs to initiate and capitalize their business. General Doritos set up the American Research and Development Fund (AR and D) at Massachusetts Institute of Technology in 1946 to finance the commercial utilization of innovative technologies developed in universities in USA and that's where the origin of venture capital lies. This organization provided finance to 100 companies nearly for 11 long years and made its investment 35 times. Noticing the grand success of the AR and D, big companies in the USA like Xerox, 3m and General Electric also jumped into the field of venture capital. This trend was suddenly followed by Japanese. The early 1950s noticed the growth in number of companies undergoing venture capital. In UK it was seen during the 19th century when European Merchant Bankers supported the growth of industry in their dominions like South Africa, India and USA. Ultimately in India also some companies showed interest in venture capital. The TATA Group's Investment Corporation of India successfully developed a number of companies like Associated Bearings, CEAT Tires during the period of Independence. Afterwards, venture capital financing was first started by IFCI which sponsored The Risk Capital Foundation In 1975.

9.2. CONCEPT OF VENTURE CAPITAL

Venture capital is a kind of equity financing specifically for providing fund to high risk projects. It is based upon the partnership formed between the entrepreneur and the venture capitalist and thus, represents an effort to new entrepreneurship which goes further for the conventional projects. Venture capital is an investment in such types of enterprise where the uncertainties are yet to be reduced to minimum risks. It is generally provided to the entrepreneurs with good business thoughts as well as sound knowledge of the particular business but lacking financial resources to execute them. Venture capital can open doors for such new entrepreneurs.

Thus, venture capital can be considered as equity support to finance new concepts that involve a high risk and at the same time, have high development and profitability. Venture capital is important enough to facilitate the small and medium entrepreneurs to initiate innovative enterprises. It is very

much linked with inventiveness, novelty, high development and high profit. It is regarded as the launching platform to innovative entrepreneurship.

9.3. AIMS OF VENTURE CAPITAL:

- a) It satisfies the ambition of entrepreneurs.
- b) It gives life to potential business enterprise.
- c) It provides proper direction to guide new entrepreneurs.
- d) It helps in building enterprise.

9.4. FEATURES OF VENTURE CAPITAL:

- a) It assumes a high level of risks in the anticipation of earning a high profit.
- b) It finances high-risk projects.
- c) It actively guides the innovative enterprise.
- d) It takes generally 4 to 5 years to attain the desired level of profit.
- e) It is fundamentally a long-standing venture and the incomes are in the form of capital gains.
- f) Venture capitalists normally discontinue their investment in the assisted company when it reaches a definite juncture of profitability.
- g) It carries a royalty related to sales generated by the company after commercialization.

9.5. VENTURE CAPITAL: FINANCING STEPS

Once the company decides to opt for the venture capital funding route, it becomes essential to follow proper system and procedure. In India, the typical venture capital fund raising process involves the following steps:

1. Identifying the accurate investment financier – The Company should prefer to work with an Investment Banking firm (IB) that offers the following skill set:

- a. Very good perception and vision of venture capital business
- b. Good understanding of company's trade and production
- c. aptitude to tell a good and factual story about the company
- d. knowledge of dealing with the Venture capital
- e. Good set of connections in the Venture Capital community

2. Preparation of Investment Memorandum and Financial Model:

After the finalization of the investment banking firm, the company should work to prepare the Investment Memorandum (IM) and a Financial Model (FM) in coordination with the investment bank. A good IM is very important for the company's business as it addresses most of the investor's key questions and queries and helps the investor to make up his mind for the company. A Financial Model includes various business variables like revenue drivers; cost drivers, capital expenses etc. in a Microsoft Excel file and projects the company revenues, profitability, cash flows and finance necessities for next 5 to 7 years.

3. Short listing and approaching the venture capital funds:

The next step is to list out the investors whom the investment banker will approach on behalf of the company. While short-listing the investors, it should be kept in mind that the short listed investors should be comfortable with the company's production, stage of business (seed stage, early stage, growth stage, pre-IPO etc.) and the company's finance necessities.

4. Meeting the Venture Capital Funds:

The investment banker approaches the venture capital finances and starts making presentation to them. The purpose of these presentations is to arrange the first meeting between the promoters of the company and the investors. In the follow-up meetings, the company tries to convince the investors about the investment. Once the investors are convinced, they issue a Term Sheet.

5. Signing the Term Sheet:

A Term Sheet (TS) generally covers all the key terms and conditions of the investment. The valuation of the company and the transaction structure are the most important terms in the TS. There are a number of other important terms related to investor's exit, board memberships etc, which are also covered in the Term Sheet. Once there is an agreement on all the terms, a non-binding Term Sheet is signed between the company and the investors.

6. Due Diligence by the Investors:

After the Term Sheet, investors conduct a due diligence process on the company. Generally investor's due diligence process focuses on the following aspects of the company and its expansion plans:

- a. Financial
- b. Production
- c. Technical

7. Signing the shareholder's agreements and funds transfer

Once the investors are pleased with the outcome of the due diligence process, they issue a Shareholder's Agreement (SHA). SHA covers all the terms of the Term Sheet and other important terms and conditions regarding dispute resolution, non-compete, lock-in, share transfer process etc. Generally lawyers from the company's side and the investor's side are also involved in this process. Once there is an agreement, all the shareholders of the company and the investors sign the SHA and investor transfers funds to the company.

9.6. SOURCES OF VENTURE CAPITAL

The important sources of venture capital in our country are as follows:

1. Programme for Advancement of Commercial Technology (PACT): It was the first venture capital funding in India, started in 1995 to finance Indian firms in commercializing the innovative technologies. It was started by Indo-US joint ventures known as Programme for Advancement of Commercial Technology.

2. Technology Development and Investment Corporation of India (TDICI):

Technology Development and Investment Corporation of India (TDICI) was the first venture capital company of India and it was promoted by ICICI in 1986.

3. Risk Capital and Technology Finance Corporation (RCTFC): It is an autonomous body launched by Industrial Finance Corporation of India (IFCI). It promotes and supports the entrepreneurs especially engaged in technological development.

4. Venture capital scheme of IDBI: This scheme of IDBI is emerging as one of the major sources of venture-capital funding. It is meant specifically to support projects which promote innovative and experimental technologies in Indian conditions.

Following is the list of some of the players engaged in the venture capital finance in the India:

- a) ANZ Grindlays Bank
- b) Credit Capital Venture Fund (India) Ltd
- c) 20th Century Venture Capital Corporation
- d) APIDC Venture Capital Ltd
- e) Canbank Venture Capital Fund
- f) Gujarat Venture Finance Ltd
- g) Industrial Development Bank of India
- h) IL and FS Venture Corporation
- i) SBI Capital Venture Fund
- j) Pardeshiya Industrial and Investment Corporation of Uttar Pradesh Ltd (PICUP)

9.7. CRITERIA ADOPTED BY VENTURE CAPITALISTS TO PROVIDE VENTURE CAPITAL FINANCE:

The following criteria are taken into consideration by the venture capitalists while going for investment decisions:

- a) The reliability, business insight and the entrepreneurial spirit of the management team are considered as the most essential factors.
- b) The background of the entrepreneur and his administration team
- c) The technical practicability and commercial feasibility of the project, procedure or service
- d) Huge and speedily developing market opportunity
- e) Advantage in terms of price or cost
- f) Guts for satisfactory profitability over a period of four to seven years.

9.8. MERITS OF VENTURE CAPITAL:

- (a) Venture capital helps in promotion of industrialization in the country.
- (b) It helps in developing and promoting innovative technologies.
- (c) It helps the new entrepreneurs to convert their thoughts into reality.
- (d) It enhances employment opportunities.
- (e) It develops entrepreneurship in the country.



Lesson 10. Contract Farming and Joint Ventures

10.1. INTRODUCTION

CONTRACT FARMING

Contract farming can be considered as an agreement between farmers and processing and/or marketing firms which aims at production and supply of agricultural products. The arrangement also involves the customer. Under such arrangements farmers are supposed to provide a specific product in good qualities. Thus, the risk gets distributed between the processor and farmer. Contract farming when efficiently organized and managed, reduces risk for both parties. Contract farming can develop markets and proves to be profitable for both the sponsors and farmers. The approach of contract farming is widely used now-a-days, not only for tree and other cash crops but for fruits and vegetables, poultry, pigs, dairy produce and even prawns and fish. The contract farming system should be seen as a joint venture between agribusiness and farmers.

10.2. MERITS AND PROBLEMS OF CONTRACT FARMING:

Advantages for farmers

- The sponsor supplies production services through advances at his credit
- Contract farming promotes new technology and also enables farmers to learn new skills
- Farmers' price risk is often reduced
- Contract farming opens up new markets for small farmers

Problems faced by farmers

- Farmers face the risks of both market failure and production problems
- Sometimes all contracted production is purchased
- Sponsoring companies may exploit a monopoly position
- The staff of sponsoring organizations may be indifferent in allocating exact quota
- Farmers may become indebted when their calculation regarding production and excessive advances get wrong

Advantages for sponsors

- Contract farming with small farmers is politically acceptable
- Working with small farmers solves the problem of land constraints

- Production is more reliable as farmers are responsible for production
- As the farmers are involved, the quality is much more consistent

Problems faced by sponsors

- Contracted farmers constraints turn out to be the problems of sponsor at later stage
- Communication constraints may affect farmers' capability to produce to managers' specifications
- Poor administration and poor consultation with farmers may lead to farmer's dissatisfaction
- Farmers may sell outside the contract
- Farmers may divert inputs supplied on credit to other purposes

10.3. TYPES OF CONTRACT FARMING IN ASIA :

Contract farming initiatives in Asia can be classified into two broad categories:

- a) based on motivations and goals of contractors
- b) based on structure and scale of operation.

A. Based on Motivation and Goals of Contractors

It includes following types of contract farming.

1. Socially Motivated Contract Farming

Because of modernization, agriculture sector has been affected in rural areas. As a result, many of the grassroots organizations and NGOs turned towards contract farming to promote alternative agriculture systems, such Japan's teikei system which is capable of protecting the environment and improving the welfare of farmers.

2. NGOs' Use of Contract Farming to Promote Alternative or Community Supported Agriculture

These alternative agriculture schemes are mainly small-scale and target the domestic market. Products are distributed through consumer cooperatives or through farmers' markets. In some instances, however, the schemes have been initiated by foreign NGOs acting as sponsors for contract farming in poor areas of developing nations. For example, the Japanese International Volunteer Center has been involved in promoting contract farming of organic crops as part of its sustainable rural community in Thailand (Furusawa, 2005).

3. Contract Farming Promoted by Local Government

Contract farming involves a multipartite arrangement initiated by government, usually in aiming for broader development. The arrangement characteristically involves a government organization, such as that of the Lao PDR, and a private company mutually participating with farmers.

4. Purely Commercial Contract Farming

Contract farming in Asia is recognized by its purely commercial orientation. This type of contract farming is becoming more and more important for the agriculture sector in Asia. In countries such as the People's Republic of China (PRC) and Thailand, private-sector-led contract farming is comprehensively used for the production of non-traditional, high-value agricultural products for sale to other countries.

Interest to promote private-sector-sponsored contract farming has gained momentum in other Asian countries such as Viet Nam, the Lao PDR, and Cambodia. In the case of such transitional economies, government has played a very important role by facilitating agribusiness firms' access to land and financing. This type of contract farming can potentially help improve farmers' incomes.

5. Contract Farming for Socially Responsible International Trade

In this regard, agribusiness firms in developed countries like Japan are opting for contract farming of safe food in developing countries at lower production costs and thereby to show corporate social responsibility. Of all the types of contract farming, this type of contract farming seems to be the most convincing in terms of its potential involvement to comprehensive poverty diminution in developing countries.

B. Based on Structure and Scale of Operation

Based on Structure and Scale of Operation, contract farming ventures can opt to follow the large-scale, centralized model or the small-scale, decentralized model.

1. Large-Scale, Centralized Model

Generally, large-scale, centralized model is ideal for crops that are subject to inflexible processing standards that require an advanced practice from farmers, that entail numerous changes in farm machinery, and that involve momentous long-term investment (Eaton and Shepherd, 2001). This model is preferred for crops that require more capital than labor input.

2. Small-Scale, Decentralized Model

The small-scale, decentralized model is favoured for crops that do not require that much processing, but only need to be graded and packaged for resale. Production typically involves negligible interim investment (Eaton and Shepherd, 2001). This model is preferred for products that require labour much more than capital-intensive.

In Asia, small-scale and decentralized contract farming is mainly characterized by the subcontracting of crop production through mediators. Such brokers are emerging as the preferred arrangement for contract farming in developing areas. In this type of arrangement, agribusiness firms acquire crops from mediators who in turn make their individual arrangements with farmers

10.4. SUCCESSFUL VENTURES IN INDIA:

- 1. Pepsi Foods Ltd.** In Punjab having contract with farmers for Tomato crop, Basmati rice, groundnuts
- 2. Appachi's Integrated Cotton Cultivation**
- 3. Ugar Sugar's experience with Barley**

4. Kerala Ayurveda Pharmacy

10.5. JOINT VENTURE

A joint venture is a kind of enterprise owned by two or more participants. It is a combination of subsets of assets contributed by two (or more) business entities for a definite business function. It is basically a long-term contract which is specific and flexible. A joint venture can be a partnership of firm, a corporation or any other form of business organization which the participating firms choose to select. It is a type of development stratagem adopted by business firms. A joint venture is a unit formed between two or more parties to take on profitable activity collectively. The parties agree to create a new entity jointly and then they share in the revenues, expenses, and control of the enterprise. The venture can be for short time or a continuing business relationship. A joint venture may be a corporation, limited Company, partnership or other legal structure. In short, business structure formed by two or more parties for a specific purpose is known as Joint ventures.

10.6. CHARACTERISTICS OF JOINT VENTURE:

- Contribution of money, property, effort, knowledge, skill by partners
- Joint property interest in the subject matter of the venture.
- Right of mutual management of the enterprise.
- Right to share in the property.

Thus, joint ventures are having limited scope and time. Each partner must have something distinctive and significant to offer to the venture and at the same time provide a source of gain to the other participants. However, the participants' competitive relationship does not get affected by the joint venture agreement.

10.7. REASONS FOR FORMING A JOINT VENTURE:

- Build on company's name and fame
- Spreading expenditure and risks
- Improving financial resources
- Access to innovative technologies and clientele
- Access to modern administrative practices

Few examples of joint ventures in agriculture:

1. Avesthagen forms global Joint Venture with Limagrain in Atash Seeds Private Limited.
2. NAFED joint venture with cooperative federations/marketing societies
3. KRIBHCO Reliance Kisan Limited Joint Venture

10.8. BENEFITS OF JOINT VENTURE:

Entrepreneurship Development and Communication Skill

- Joint ventures perform a valuable function in assisting companies in the process of restructuring.
- It can facilitate a firm to attain market penetration into new areas overtime and can develop new product markets.
- It can also be used by minor firms as a component of long-term strategic plan.



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Module 6. Meaning and process of communication, verbal and nonverbal communication; listening and note taking.

Lesson 11. Communication process

11.1. INTRODUCTION

Communication is a process whereby information is encoded and imparted by a sender to a receiver using a channel or medium. The receiver then decodes the message and gives the sender a feedback.

Why Communication? The purpose of communication can be to gain information, obtain directions, understand others, solve problems, share interest, see how another person feels, show support, etc.

11.2 THE CHARACTERISTICS OF A GOOD COMMUNICATOR:

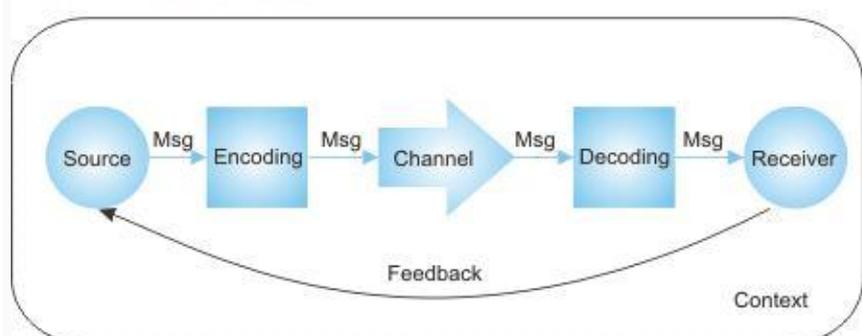
An Active Listener: He must be an active listener. He must be attentive while listening to someone. He should be able to understand the difference between hearing and listening. He must not listen for the sake of listening but should try to interpret in his mind. Overall, he should be successfully able to decode the encoded message. This depends on his listening skill and approach.

An Effective Presenter: Generally, most of the people like to acquire knowledge. They keep attempting to gather as much information as they can. But, when it comes to sharing the information or knowledge, they fail. The reason is that they lack the skill of transforming the information. To have certain knowledge is something different from being able to share the same knowledge successfully. So, one needs to be effective presenter. For that, one requires self-confidence, accuracy, proper timing, etc.

A Quick Thinker: In order to be good communicator, one must be having thinking power. After thinking, one must be able to express one's thoughts quickly. Every time, we cannot depend upon our past memory, sometimes quick thinking helps us in communication.

A Win-Win Negotiator: Negotiation is very important part of communication. During the interviews sometimes we need to argue and negotiate. Ultimately, we need to have convincing power. This leads to successful negotiation in the end.

The Communications Process



Source:

Source includes the reasons for communication, topic and content for communication usefulness of the communication, etc. The person who initiates communication on the basis of reason, content and usefulness of communication can be considered as the source of communication.

Encoding:

The process of transferring the information you want to communicate into a form that can be sent and correctly decoded at the other end can be considered as encoding. It shows the ability to convey the information. But, while encoding one must eliminate sources of confusion. e.g. cultural issues, mistaken assumptions, and missing information. Before encoding, one must know the audience.

Channels for Verbal Communication:

Face-To-Face meetings, telephones, video conferencing, lecture, interview, oral examination, discussion, debate, speech, etc can be considered as channels for verbal communication.

Channels for Written Communication:

Letters, E-Mails, memos, reports and other forms of Digital communication etc can be considered as channels for written communication.

11.3 STRENGTHS AND WEAKNESSES OF VERBAL COMMUNICATION:

Strength- In verbal communication, body language plays a vital role. We can convey a large number of messages using effective body language and it makes an unforgettable impact on the mind of the opposite persons.

Weakness- It is not possible to give long list of directions using verbal communication. We cannot go on speaking every time. Only verbal communication can create chaos while it reaches the last person. Every person's thought process influences the individual understanding during verbal communication.

11.4 STRENGTHS AND WEAKNESSES OF WRITTEN COMMUNICATION:

Strength- Written communication is a proof of communication. Whatever we write, it becomes a proof forever. That is why, the government depends and believes more in paper work rather than the other form of communication. Not only that, the majority of worldwide business and correspondence also is based on written communication.

Weakness- Written word cannot show a person's actual feelings. Sometimes it leads to misunderstanding and misinterpretation. It is also dependent on the various punctuation marks, symbols and all that. So, if one is not clear with all this, it can convey wrong message.

11.5 EFFECTIVE DECODING:

Listen actively:

One should make others comfortable by selecting appropriate behaviour that suits one's personality while listening. (Ideally nodding head). People can speak @ 100 to 175 WPM but can listen intelligently @ 300 WPM. So, one should develop the ability to concentrate on different spoken

words at a time. If it is difficult to concentrate then one should repeat the speakers' words in mind. One part of human mind pays attention, so it is easy to go into mind drift. One must listen with a purpose. Because listening without purpose can be considered as hearing and not listening.

Reading information carefully:

One should read the information with care. One should try to understand the hidden message while reading something. One must not remain under any kind of confusion or dilemma. As and when one feels, one should ask question for better understanding. It will solve almost all the confusion.

11.6 INFLUENCES AFFECTING THE RECEIVER:

The prior knowledge can influence the receiver's understanding of the message. Sometimes the blockages in the receiver's mind can also affect the understanding ability of the receiver. The surrounding disturbances can cause problems for receiver and he may not receive the exact or correct message.

11.7 FEEDBACK:

Feedback can be Verbal Reactions and Non-Verbal Reactions. It can be Positive or negative. Remember that what someone says and what we hear can be amazingly different. So, one must respond. One should repeat back or summarize to ensure that one understands. One should restate and ask, "Have I understood correctly?"

11.8 CONTEXT:

The sender needs to communicate the context to the receiver for better clarity in the communication process. He should keep in mind various cultures such as corporate, International, Regional culture, etc. this will help him to communicate accordingly. Further this will help him to use the most appropriate language as per the surrounding culture. i.e. Location or place (Restaurant, Office, Auditorium, Room, etc) and as per the situation.

11.9 SIX WAYS OF USING NON-VERBAL COMMUNICATION SKILLS EFFECTIVELY:

EYE CONTACT:

Eye is a direct and most expressive part of our body through which we can convey various messages at a time.

Different ways of Eye Contact

- Direct Eye Contact: (Shows confidence)
- Looking downwards (Listening carefully or Guilty)
- Single raised eyebrow (Doubting)
- Both raised eyebrows (Admiring)
- Bent eyebrows (Sudden focus)
- Tears coming out (Emotional either happy or hurt)

FACIAL EXPRESSION:

Facial expressions are very much important for an effective and successful communication. It makes the whole process of communication interesting. Smile covers the most part of facial expression. Smiling is a powerful cue that transmits happiness, friendliness, warmth, liking, affiliation. Even the negative feelings such as disliking, hatred, sorrow and disinterest can also be conveyed through facial expressions.

GESTURES:

If you fail to gesture while speaking, you may be perceived as boring, stiff and unanimated. A lively and animated communication captures the attention of the listeners, makes the communication more interesting and provides a bit of entertainment. Head nods, a form of gestures and positive reinforcement to the listener indicate that you are listening.

POSTURE AND BODY ORIENTATION:

You communicate numerous messages by the way you walk, talk, stand and sit. Standing erect, but not rigid, and leaning slightly forward communicates to the listener that you are approachable, receptive and friendly. Furthermore, interpersonal closeness results when face to face communication occurs. Speaking with your back turned or looking at the floor or ceiling should be avoided as it communicates disinterest to your audience.

PROXIMITY:

Cultural norms dictate a comfortable distance for interaction with audience. One should look for signals of discomfort caused by invading young audience's space. Some of these are rocking and leg swinging and to counteract this one should move around the classroom to increase interaction with the students. Increasing proximity enables one to make better eye contact and increases the opportunities for students to speak.

Paralinguistic:

This facet of nonverbal communication includes such vocal elements as

- Tone, Pitch, Rhythm, Loudness, Inflection, etc.



Lesson 12. Types of communication

12.1. INTRODUCTION

There are mainly two types of communication.

- Internal Communication
- External Communication

Internal Communication

A vital means of attending company concerns is through effective internal communication which includes

- Downward Communication (From higher management to lower management)
- Upward Communication (From lower management to higher management) and
- Horizontal Communication (Between peers)

12.2 Downward Communication

It is a kind of communication where employees can be better motivated and it leads to more efficient system of work. But they need guideline from higher management about clear job direction and organizational strategies so that they can do their work more efficiently. It helps the employers to build confidence and feeling of ownership as they feel to be an important part of an organization. Employers who communicate effectively have more productive employees and it leads to successful management in any organization.

12.3 ADVANTAGES OF DOWNWARD COMMUNICATION

The juniors always accept the direct instructions from the superiors as they feel to be involved in the decisions.

The downward communication helps in understanding the short & long terms plans of the management & so, it becomes easy to work.

By its authoritative nature the downward communication leaves no scope for misunderstandings or rumours.

Here, the lower workers like labourers & the juniors learn about the economic condition, the achievements, awards & the international contacts which inspires them to work properly.

A particular responsibility can be easily allotted to the juniors in downward communication.

The relations between the management & the staff get improved & healthy as they can share their thoughts through downward communication

12.4 DISADVANTAGES OF DOWNWARD COMMUNICATION

- 1. Distortion or misunderstanding-** During the downward communication as the message reaches to the last point, it gets completely distorted creating misunderstanding between the management and the employees.
- 2. Under & Over Communication-** At times the employees out of their temperament or habit, add something of their own or omit something from the message resulting into under or over communication.
- 3. Delay in work-** It is very lengthy process and as the information passes form one to another channel, it takes too much time and it causes unnecessary delay in work.
- 4. Loss of information-** The information gets lost and it does not reach up to the final level.
- 5. Built-in-resistance-** In downward communication the lower employees may oppose the decisions or can't accept them heartily. They do not obey such decisions and sometimes they deliberately ignore the orders of the superiors.

12.5 IMPROVEMENT IN DOWNWARD COMMUNICATION

- The managers should keep themselves well-informed regarding their employees and the work system.
- Every organization has its own communication system & managers should stick to it. It should be decided earlier how to give information.
- The field of particular managers should be brought into his notice so that when the problems arise at lower stage, they can be solved immediately.
- It is necessary to manage the proper channel while sending information from higher employees to lower employees.

12.6 UPWARD COMMUNICATION

Executives can get sincere and frank comments from employees because of upward communication and it helps executive to understand the complaints, problems and suggestion of employees. It is very important to involve lower management in decision-making. It can bring a miracle in a company and it is possible mainly because of upward communication. It is the modern style of running a company. Effective upward communication makes executives aware about the wishes and aspirations of their employees.

12.7 ADVANTAGES OF UPWARD COMMUNICATION

- 1. Light atmosphere-** An effective upward communication creates light atmosphere as the low level employee can initiate the communication.
- 2. Sense of security-** As the low level employee can initiate the communication and can get his problem solved he feels a sense of security.

3. Rapid Implementation of policies- As the company or organization invites the low level employees to initiate the communication, it ensures the speed in any work and any policy can be easily implemented as it is suggested by the employees themselves.

4. The chances of failure /loss become less- Naturally when the employees themselves can suggest new policy and system the chances of failure become less.

12.8 DISADVANTAGES OF UPWARD COMMUNICATION

- The superior's superiority complex affects the communication.
- Sometimes the employees are disinterested in upward communication because of their mentality or attitude.
- Inferiority complex among the juniors also does not allow them to take part in communication.
- Sometimes the upward communication is deliberately disturbed as the managers lose temper when they don't like certain matters. So, the juniors themselves omit certain information before it reaches the superiors.
- The upward communication ignores the mediators and it creates problem in communication.
- Many a times the employees misuse the upward communication for their own interest.

12.9 IMPROVEMENT IN UPWARD COMMUNICATION

- The channel of the upward communication should be established after careful observation. To listen to the complaints is only a half task and to solve the complaint is quite difficult. So proper care should be taken while handling grievances.
- If the suggestions of the juniors seem proper, only then they should be implemented.
- The managers should encourage the employees to converse with them otherwise upward communication is of no use.
- The matters forwarded for review must be direct and precise , so there is little space left for 'editing' .

12.10 HORIZONTAL COMMUNICATION

Horizontal communication between peers is very important for problem solving in a company but sometimes it is formal during meetings and writing reports and so it remains of no use. It is more informal as compared to upward and downward communication as the employees can put aside their position and can participate in communication. It is considered more effective and powerful due to equal status and equal intellectual level of the sender and receiver.

12.11 ADVANTAGES OF HORIZONTAL COMMUNICATION

- It helps in gaining speed & efficiency.
- There are no chances of distortion during horizontal communication.
- It encourages the employees of the lower stage as they are directly involved in interaction.
- It helps in proper co-ordination among the various departments.

12.12 DISADVANTAGES OF HORIZONTAL COMMUNICATION

- It creates a feeling of jealousy among the superiors as they may feel that they are ignored.
- It also leads to internal chaos as seniors & juniors are considered equal in communication process and both have to participate in the communication process at the same time.

12.13 EXTERNAL COMMUNICATION

Messages to persons outside the company can have far-reaching effects on its reputation and ultimate success.

The right letter, proposal, report, telephone call, or personal conversation can

- — win back a dissatisfied customer
- — create a desire for a firm's product or service
- — help negotiate a profitable sale
- — Motivate performance
- — Create g
- oodwill

Difference between Oral and Written Communication

| Oral | Written |
|-------------------------------------|---|
| Immediate feedback | Delayed feedback |
| Shorter sentences; shorter words | Longer sentences; longer words |
| Conversational | More formal |
| Focus on interpersonal relations | Focus on content |
| Prompt action | Delayed action |
| Less detailed technical information | More detailed technical information |
| More Personal pronouns | Fewer personal pronouns |
| More colloquial language | More complex construction |
| Simpler constructions (Temporary) | Useful for permanent record; detailed documentation |



Module 7. Note taking and notemaking.

Lesson 13. Note taking and note making

13.1 INTRODUCTION

Note-taking and note-making

The human mind has a particular storage capacity and therefore, it is essential to know how to efficiently make notes of what one wishes to commit to memory. We speak of note-taking with regard to more or less verbatim notes from a book or lecture. We speak of note-making with regard to notes that be, in our personal language, an outline depiction or statement on what we read, heard, or thought about something.

13.2 FORMAL ASPECTS

An **extract** is a factual reproduction of a passage from a given wording. It is useful for afterwards verbatim quotations. It is essential, therefore, to note for each extract the exact bibliographical data (title, author, reference page number, etc.). It will put you in trouble if you do not do this because it will cost you a lot of time to later find the correct data for a quotation of your source! Make it a habit, therefore, to always add such data to your extracts.

An **abstract** is a condensed but truthful record (summary) of a longer text passage. It is relatively common for articles in journals, for example, to start with an abstract. Depending on the purpose of his reading, however, a reader may want to create his own abstracts because he is interested in a specific part or aspect of a publication only. Abstracts, like extracts, should always contain clear references to their source.

Another way of making notes is to selectively **underline** or **highlight** remarkable paragraphs, phrases or keywords in a book or article. You may also want to write some remark on the margin. This presupposes, however, that you own the book or article. Under no circumstances underline or squiggle words in a book that you have on loan from a library! It is most irritating for other readers, and it is a misdemeanour!

Notes are often made under time pressure (in lectures, for example). It is useful, therefore, to develop a regular set of abbreviations.

13.3 AIMS AND CONTENTS OF NOTES

The structure and contents of notes differ according to their purpose. Before making notes good readers should prepare their notes depending on the aim and perception under which they view a text. It is noteworthy that The purpose of a writer is one thing – the purpose of the reader is another **and** other questions, other answers!

This does not imply that it is impracticable to view a topic or object from the viewpoint taken by the writer. On the contrary, understanding means viewing things from the perception of another person, and that is necessary for enlarging and recuperating one's own knowledge. But even the author's point of view - if we can capture it - does not represent an 'objective or true meaning'.

The purpose of note making is that notes should help you take stock of and process ideas on a specified task and topic. They should not only help you retain information what you read, they also help to critically re-evaluate things from a distance. To serve that purpose they must be a condensed but truthful record of their source, and they must be selective. Focus on the most important issues, therefore, not every detail, unless you have good reason to note down a specific detail. During a lecture, watch for cues from the tutor as to what information is most germane. Notice how s/he has planned the material.

There is little use of notes if you do not use them for reconsideration. And to be useful at the stage of revision they should contain the title of their source and an epigrammatic description of its main parts. They should pick out keywords or key phrases which characterize the line of argument and conclusion. To this you may add your own important remarks, interpretation or questions which seem worth remembering when afterwards reviewing the notes. It is essential, though, to always keep your comments separate from arguments presented by the book or article. This can be achieved, for example, by dividing your notes in two columns: One for extracts and abstracts, and one for comments or other annotations.

13.4 NOTE-TAKING METHODS

There are a number of ways to take notes. However, there are four general ideas that could help you to improve your note taking:

- Separate major ideas.
- Try to limit your notes to one conception or section per page.
- Use abbreviations and/or symbols to avoid long sentences.
- Write down the information in your own words.

Six Different Note Taking Systems

| Types of Notes | Descriptions & Example(s) | When to use (advantages) |
|----------------|---|---|
| Maps | Shows spatial relationships (super ordinate, subordinate, and coordinate) between categories. | Describes structures (types, parts). Describes functions (types, parts, leads to). Describes concepts (attributes, range of examples). Describes phrases and sub phrases for procedures. NOTE: Extremely flexible procedure for |

| | | |
|---------|---|--|
| | | showing relationships. Excellent for all procedural knowledge courses. |
| Chart | Shows relationships between topics and subcategories of information about the topics. | Creates parallelism between and within categories, thus making it easy to compare and contrast. Excellent for any subject matter that requires the student to learn the same categories of information about topics. |
| Diagram | Shows exact or abstracted representation of a structure, function, or procedure. | Helps in developing an image of a structure, function, or procedure. |
| Graph | Shows numerical relationships. | Useful when numerical comparisons are included in a text. |
| Outline | Major topics in super ordinate—subordinate relationship. | Not recommended as primary note taking technique. Does not allow for rapid comparisons within or between categories. Tendency to reproduce author's organization. Should use in conjunction with other techniques. |

13.5 WHY GOOD NOTE-TAKING IS IMPORTANT

Effective note-taking is an important practice to master at university level. You have a lot of new information and you need to develop dependable mechanisms for recording and retrieving it when required. But note-taking is also a learning process in itself, helping you to process and comprehend the information you receive.

Good note-taking...

- enables you to circumvent unintentional plagiarism
- helps you to focus on what is important in what you are reading or hearing
- helps you to understand and remember material, and make connections
- helps you to make-up the assignments you're researching
- provides a personal record of what you've learnt and records your questions and ideas
- sets you up for exam revision

Making your note-taking more effective

The two key doctrines for note taking are [1] to be scrupulous and accurate, and [2] to be active and not passive.

The most efficient note-taking is **active not passive**. Active learning helps you to make sense from what you learn. Passive learning allows you to be an unfilled vessel into which information is poured with no way of making meaning from it. You cannot remember things you learn without interest..

Passive note-taking includes:

- underlining words
- copying from online documents
- to write everything you hear in a lecture
- copying lots of direct quotes and not putting the ideas in your own words
- writing notes on everything you read, as you are not sure of the important points
- just accepting the available sources as suitable evidence without evaluating them

Active note-taking means:

- it is related to your thinking regarding what you want as your material
- Getting answers to any doubts you may have regarding the topic
- looking for connections within the topic and outside the topic
- writing notes mostly in your own words i.e. to make original notes
- copying direct quotes only when it is required

13.6 TAKING NOTES IN LECTURES

Trying to listen, think, read from slides, and write notes at the same time is not just difficult - it's plain impossible! So cut down the amount of notes you take in lectures and do more listening:

What you do before and after lectures can be as important as what you do during them. If you can anticipate the main points, you will find the lecture easier to understand, and you will have a better idea of when something is worth taking a note of. So:

13.7 BEFORE THE LECTURE...

- Think about the title and outline of the lecture and how this is connected to the rest of the part
- Think about what you already know about the topic, and what you anticipate to learn from the lecture

- If it's a entirely novel topic, try to get a basic idea of what it's about beforehand - read an introductory paragraph from a textbook or encyclopaedia, for instance.

13.8 DURING THE LECTURE...

- **Listen for clues** during the lecture to help you to systematize your notes.
- **Identify key words** - for example, notice when words or phrases are being repetitive. Highlight or circle in your notes any words that look as if to be really noteworthy.
- **Be an active listener** - try to connect what is being said to what you already know (this is where the advance preparation is required!). Ask yourself, Am I astounded? If not, why not? How did he/she get to that conclusion?

13.9 AFTER THE LECTURE...

- Spare sometime soon after the lecture to sit somewhere quietly and consider what you have just learnt. Recapitulate and write what you think were the key points in a few sentences. Add anything you need or want to find out more about, and any questions it raised in your mind.



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Module 8. Individual and group presentations, impromptu presentation, public speaking Group discussion; Organizing seminars and conferences

Lesson 14. Impromptu presentations

14.1. INTRODUCTION

Impromptu presentation is quite similar to that of a coup. It can unnerve the best public speaker. One of the most daunting experiences a person can face is the request to deliver a speech without notice. When caught off guard, many people can suffer extreme anxiety about speaking off the cuff. That's the reason perhaps that smart people are always well-prepared.

Teachers sometime assign impromptu speeches based on homework assignments. This would be unusual in the classroom, unless the teacher is attempting to make a point about the importance of preparedness. While this may seem like a cruel trick from a student's point of view, it is actually a great preparation for life. Adults often find themselves called upon to stand and deliver at social events, business meetings, club meetings, and family functions. Rarely may you also be asked to stand and deliver a speech without warning and without much time to organize your thoughts.

An impromptu presentation is quite testing and its success rests more with your audience believing your spoken words unscripted or unprepared where you would speak without preparation, develop content, and choose words as you are speaking. In the field of business, this does not necessarily mean that you have no prior knowledge or background regarding the topic. Knowing your subject matter is the best way to prepare for impromptu situations. In some circumstances, you may be asked to respond to an idea that you have not considered before. At this moment you should try to think on prior experiences to formulate a response and you should organizing your thoughts into a logical order and the response should also be clear as well as confident which enhances your credibility and makes you appear thoughtful and knowledgeable.

The grammatical explanation of the term “impromptu” can be given as follows;

(Impromptu :) adv. /a. 1. extempore; unrehearsed–n. 2. improvisation

In fact a good impromptu presentation requires more effort; effort to make it sound unpolished, candid and energetic.

14.2. Some impromptu presentation Scenarios:

Impromptu speaking may not be as glamorous as prepared speech, but it is an equally a vital skill simply because of the fact that there are so many scenarios where you find yourself speaking without more than a few moments of preparation. It's of no surprise that “impromptu speaking sessions” are found within Toastmasters meetings, college communications courses, and public speaking seminars.

Following are few situations where you find yourself speaking off the cuff:

- The **scheduled speaker is unavailable** (or late), and you've been asked to fill in.

- You are **sitting on a panel and** answering questions from the audience.
- You are fielding **questions after your own talk.**
- You are **facing an interview** on television, radio, webinar, or telephone.
- You are invited (at the last moment) to **say a few words at a company gathering**
- You are asked to provide a **brief status report for your project** at a department meeting
- You are forced to **join the debate** at the parent association meeting for your child's school.

It's also worth noting that the better you are at giving prepared speeches, the more and more you will be invited to speak with no time for preparation at all. Your friends and colleagues will recognize your speaking skill, and when they need "someone" to say a few words... you'll be that someone!

14.3. There are a few things you can do to avoid panic and discomfiture while impromptu presentation

1. **Feel free to admit that you have not prepared a speech.** But this should be done in a professional way! This should not look as an attempt to gain pity, but in a way to put yourself and your audience at ease. Then, take time to jot down a quick outline. Zone out the audience. They will be okay with chatting and sipping water for few moments.
2. **Enlist interesting and significant points** about the given topic, which will be related in some way to the event you're attending. If you do nothing else, write down an introductory sentence and an ending sentence. Your ending line is more important. If you can speak gracefully, it will be a success. Keep your zinger for last.
3. **Capture the topic.** Your aim is to deliver a one-way talk, off the cuff, so you are in absolute control. Get relax and make it look your own. Everyone will applaud your effort.
4. **Begin with your opening sentence, elaborate it, and proceed to your way to ending sentence.** Fill in between the speech as many points as you can and elaborate each one as you go. Just remember the zinger you've reserved for the end.
5. **As you deliver your presentation, concentrate on diction and tone.** This really works! Your mind can't think about too many things at once, so think about your words and controlling your tone.
6. **You should stick to the basics** and aim for a solid beginning. You can refer a particular date, person or a place. Then you can locate your subject into this framework. Ensure that each of your point is self-standing. Use dynamic verbal imagery and the active tense to reinforce your responsibility. The conclusion of your presentation should bring everything together—wrap up, re-emphasize and confirm.
7. **Develop understanding.** Don't let your audience be in the dark. If you want them to understand something, spell it out. If you want them to do something, you must ask them to do it.

8. **Always use pace and pauses.** Be alert to your pace and pauses. You wish your audience to follow you and remain engaged. With a slower delivery pace you can aim for your audience to react to your words and thereby you can have your eye over your next point.
 9. **Anticipate situations where you may be called upon to speak.** For example, if you are attending an engagement party for a close friend or family member, there are reasonable chances that you might be asked to speak. Similarly, if one of your close colleagues is scheduled to speak (e.g. your boss, your peer, or your report), it's also reasonable to presume that you will find yourself speaking. As you go ahead with the event, do a few mental exercises; try to guess what you might be asked to speak about, and how you would respond. Even if your guess isn't accurate, it's quite amazing how those prior thoughts will help you to speak.
 10. **Wrap your response around a simple template or framework.** If you practice this a few times, you will find that your mini-speeches are much more polished and coherent.
 11. **Turn your impromptu session into a Question & Answer session.** In situations where you are asked to speak when the scheduled speaker is absent, it may not be wise to launch into a 45 minute impromptu speech. Even the most accomplished speakers are prone to meander in that situation. Instead, turn the session as a **Question & Answer session**, which breaks it up into a series of very small impromptu speeches and it shall be easier for you to answer individually. Moreover, the content comes directly from the audience, so you are guaranteed to deliver what they are seeking.
 12. **Use personal stories.** Storytelling is a much required skill for prepared speaking, but it is equally useful for impromptu speaking as well. Stories are emotional, real, and interesting. If you stick to personal stories, you'll find that it is much easier to speak even without preparation because the events happened to you.
 13. **Avoid the tendency to go on, and on.** Stick to a coherent message, and then be quiet. Rambling on will only weaken your overall speech. If you must speak for some more time, shift into a **Question & Answer**.
 14. **Take it easy.** Everyone wants to speak perfectly every time, but demanding perfection from you during an impromptu speech is just like setting the bar too high. The audience recognizes that you've been thrown in at the last minute, and they will understand your situation. So, take it easy.
 15. **If you have time before your presentation,** create an outline of the major themes or points and set it to memory with a memorization trick, like an acronym. Never try to cram the entire speech in detail; just remember the order of important points. Although you may only have a few seconds to prepare for any particular impromptu situation, you certainly can prepare yourself to be ready when called upon.
- 14.4. If you suddenly lose your train of thought or draw a complete blank, there are a few you can do to keep from panicking.**
1. Pretend as if you're pausing for a purpose. Walk back and forth slowly, as if you're letting your last point sink in.
 2. There shall always be a person in the crowd. Stare at one of them and try to draw a response from him or her while you think.
 3. If you need more time to think, you can ask the audience a question; "Do you have any questions," or "Is it alright?"
 4. If you still can't remember what to say, make up a reason to pause the presentation. You can say, "I'm sorry, but my throat is not working properly. Can I please have a glass of water?"

Someone from the audience will go to get you a drink, and thereby you will have some more time to think of two or three points to talk about.

If these tricks don't appeal to you, think of your own. The trick is to have something ready in advance.

I'm pretty comfortable when I have days or even weeks to prepare a speech, but I REALLY struggle when I'm asked to speak at a moment's notice. Do you have any tips for impromptu speaking?- Matthias K.

"If I am to speak ten minutes, I need a week for preparation; if fifteen minutes, three days; if half an hour, two days; if an hour, I am ready now." - Woodrow Wilson



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Lesson 15. Public speaking and Group discussions

15.1. INTRODUCTION

Public speaking

A speech generally has three parts;

(1) introduction,

In the introductory part, one has to thank the organisers of the meeting and then introduce the topic. The main function of the introduction is to prepare and motivate the audience to listen. For this purpose the speaker can cover some areas of common interest. The speaker should also show concern for the welfare of the audience and thus make a favourable impression in the first part of the speech.

(2) the body

The main part of the speech is its body and there should always be a logical development of thought. There may be some digressions but they should not be long enough to cause a distortion to your thought development. Digressions are to maintain the attention of the audience. A good speaker is one who can feel the interest of audience throughout the speech. The speech should be supported with humour, anecdotes and illustrations. The language and style should not create difficulty for the audience. There should also be a rise and fall of tone as per the content of the speech.

(3) The conclusion.

A good speech should have an effective ending. Because of an abrupt end, the speech loses its charm. 'Great is the art of beginning,' said Longfellow, 'but greater is the art of ending'. The main purpose of the conclusion is to bring forth the central idea. The best way to do it is to give a brief outline of the key points. It should not exceed more than a minute or two. There are a few typical ways to indicate that you have come to the concluding part of the speech, such as "Let me end by saying, One last point, To sum up, To conclude, Before I conclude Etc".

15.2. WELCOME ADDRESS/VOTE OF THANKS

You may be asked to welcome an audience or propose a vote of thanks when someone is invited as a speaker on a special occasion. It may also happen that you may be asked to chair a meeting or deliver a speech. Many a times it so happens that though you may be adept in your field of operation, but feels shy to address a gathering. A good speech always establishes the reputation of the speaker. But if the audience feels that it has gained nothing from the speech, the meeting proves to be a failure.

15.3. PLAN

A lot of planning is required for making a perfect speech. An effective speech generally depends on three major factors - the topic, purpose and audience. A good speaker should have a clear view about the audience, their level of understanding as well as their interest. The topic chosen should create some interest in them. The speech should not prove to be futile. There should always be a specific purpose behind any speech.

15.4. WELCOME ADDRESS

It is a custom or tradition to begin the welcome address by directly mentioning the name of the chair person, one or two important persons present on the stage, the chief guest and referring to the audience.

15.5. SAMPLE WELCOME ADDRESS

It is my privilege to welcome our beloved chairperson who has given his consent to preside over the function in spite of his busy schedule. I also extend a warm welcome to our distinguished guest Dr Mahesh Jani, Director, Satyam Computers, Anand, who has responded to our invitation to declare open our new computer class. He is a distinguished person in the field of computer science and technology. It is really kind of him to have his consent to address the student on this auspicious occasion. I am sure the students will certainly get important tips from his talk. I also welcome the faculty members and the students present over here.

15.6. VOTE OF THANKS

The vote of thanks is the last item of an organised meeting. People generally know that it is time for them to leave the meeting and they are in a hurry to go, and therefore the vote of thanks should be very brief.

15.7. SAMPLE VOTE OF THANKS

On behalf of the institute and on my personal behalf, I offer my sincere thanks to the Chairman for having presided over the function. He has always been available for all our academic activities. I am also grateful to Dr Mahesh Jani for his inspiring speech. I am sure that his speech will motivate the students up to great extent. I also thank the organisers of the meeting, faculty members and the students who have listened to the speeches with great zeal and enthusiasm.

15.8. GROUP DISCUSSIONS

In these days of extreme competition, employers are not satisfied with mere interviews for employees to assess their performance in a group. Human beings are social animals and they interact in several groups every day- social, academic, professional and political. Hence group discussion has now become a crucial criterion for choosing candidates for superior positions in professional life.

Following are three major objectives of group discussion. They are to test

1. The candidate's prior knowledge of the subject matter.
2. His capability to converse with others.
3. His behaviour in the group which may replicate his personal traits, leadership, qualities, attitudes, spirit of tolerance, self-assurance, etc.

The observation of group discussion helps the judge to have a clear idea of the participants' confidence, tact, temperament, attentiveness and ability to convince others with their line of thinking and argument.

15.9. PROCEDURE

There are generally five or more than five people in a group discussion. The candidates who assemble for a discussion are provided with serial numbers such as 1,2,3, and so on. Clear

instructions are given that they are not supposed to disclose their names. They bear number tags during the discussion and each one is communicated by the number. The judge does not decide who should initiate the discussion or how long each candidate is allowed to speak. The candidates are left to themselves. The judge may assign few topics for discussion and the members of the group are supposed to opt from those topics. The judge stands aside and closely observes the performance of the participants and evaluates their personality and behaviour in group. Moreover, one candidate from the group performs the role of leader as one of the main objectives of conducting group discussions is to find out whether candidates have the qualities of leadership. And it develops the quality of leadership. Therefore, the candidate should give enough evidence of ability to gently but convincingly influence the group and become the leader.

15.10. Misconceptions about group discussion

There are some misconceptions among the people that a group discussion tests various skills such as debating skills, communication skills, and as such they are expected to take control of the debate, thereby not allowing others to voice their views and facts in support of their argument. They also try to contradict the views of other participants, hoping they will be noticed and appreciated.

15.11. Strategies for group discussion

After the selection of the topic, the candidate shall decide either to speak in favour of the topic or against it. The candidate should have sufficient prior knowledge either to contradict or to support the topic. The language should always be quite simple and lucid. The candidate should be careful while contradicting the views and opinions of other participants. Blunt statements such as 'Your arguments are illogical', or 'You are absolutely mistaken', do not leave good impression. The candidate should disagree without sounding offensive and as politely as possible. It is always necessary to listen with great attention and react with relevant comments. Constant interruption must be avoided while others are speaking. The discussion leads to nowhere if all the participants speak at the same time. Some candidates have that habit to interrupt and even mock at other participants. This strategy will badly affect them. There shall not be any loss of points if a candidate openly supports the views of the other candidates but of course some valid reasons must be given as to why you support a particular point. In case your views are strongly criticised, you must not be upset. Criticism should be taken positively.

15.12. Some patterns of starting a group discussion:

- We have gathered here to discuss...
- Let us get down to our discussion.
- Shall we set the topic?
- Shall we start?

15.13. Some patterns for interrupting a discussion:

- I'm Sorry to interrupt you ...
- Excuse me; I would like to add...
- Can I make a suggestion, please?

- Can I say something....?
- Sorry but I don't agree with you.
- If I am allowed to make a point here ...

15.14. Some patterns of ending a discussion:

- I think it covers everything.
- It is time now to wind up.
- Shall we put an end to the discussion then?
-

15.15. A MODEL GROUP DISCUSSION

(5 participants)

The judge

Dear friends, we have assembled here for a lively discussion. You are all young and at one time or other you will each choose a life partner. What will you do? Would you go for a marriage of your choice or one arranged by your parents? You are free to speak on anyone of the two alternatives.

5th Speaker

Thank you, sir, for giving us a very interesting topic. Friends, I would like to speak in favour of one's own choice of marriage. There was a time when people depended entirely on their parents for marriage. Marriage negotiations were on the basis of caste, social status and dowry. Now time has changed. Marriages based on one's own choice have become very common. It is the result of an understanding between two self decided partners. Because love is a strong binding force here, it is sure to be successful. One doesn't normally find dispute between the partners

4th Speaker

Sorry to interrupt you but I don't agree with you. I have come across a number of cases of divorce even in marriages of choice by oneself. Young couple lack worldly experience. They are governed by their emotions and passions. My dear friend speaks of love that binds young people but it is not real love. It is nothing but blind passions. Marriage is an important decision. Even a single wrong step can ruin the lives of the young couple. Love is always blind. The young couple consider only love and nothing else. They are not concerned with family background, society, their future, or commitment. This creates problems in their future life.

3rd Speaker

I completely agree with speaker 4. Young people take their decisions in haste but parents on other hand take consider all aspects before they arrange the marriage of their children. They would always like to see their children settled happily in their social life. Such marriages always remain successful. The partners lead a peaceful married life without stress and tension.

1st Speaker

I cannot understand how you can be this much sure of the success of such marriages. Is it not possible that considerations of money, position, status and caste mislead parents? They are not concerned with the inner personality of the bridegroom, his approach and his character.

2nd Speaker

I agree with 1st speaker. Parents give more importance to money, profession and reputation but ignore individual qualities and character. There is no charm in such a dull life. Therefore, marriages of own choice are much better.

4th Speaker

Our friends do not understand that marriages of choice are actually the influence of western culture. The main purpose of life is to lead a peaceful and happy life. Generations and generations of Indians have seen the success of marriages of parents' choice. Our forefathers led an extremely happy life. You can't say the same about marriages of one's own choice that mostly end with disappointment, divorce, suicide or even murder.

2nd Speaker

.Our friend has reacted severely. If marriages of choice fail, it is only because of the interference of society and other people around them. They can't accept that their children revolting against their wishes. They try to their best to separate the couple. In marriages of choice, young people don't get support from parents. There is more relief between husband and wife, which is really good for the smooth functioning of the family.

3rd Speaker

I disagree with the previous speaker that parents do not support their own children. Parents are known for their parenthood only. Parents are attached to their children up to great extent. Even if parents are concerned with money, who do they require it for? Not for themselves, but for their children only. I again would like to say that a marriage arranged by parents is certainly better than a marriage of choice. Yes, parents are concerned about the financial status of their son-in-law or daughter-in-law, but only because they want their children to be happy.

The Judge

Well, friends! It's nice and wonderful discussion we had. Let's put an end to it now. Thank you for your active participation.



Lesson- 16. Seminars and Conferences

16.1.INTRODUCTION

Every day we take notice of similar meaning words such as workshops, summits, symposiums, seminars and conferences and get confused by the use of different words for educational settings. Well, there is no need to get confused or puzzled as there are understandable differences in the functioning and execution as well as purpose of these meetings and congregations. In this lecture we will focus particularly on seminar and conference which give the impression to be the most similar amongst all types of meetings described here.

The two terms “seminar” and “conference” often sound similar and are generally used together but both of them have slight differences between them. Of course, both, seminars and conferences are formal meetings of similar minded individuals. Participants assemble and talk about topics of common concern. However, one major difference between seminars and conferences is that while seminars focus on imparting knowledge and skills to the participants, conferences are all about sharing opinions and views on the subject matter.

Conference is a kind of meeting for consultation or discussion.

and

Seminar is a kind of meeting for an exchange of ideas.

In the fast world with rapidly developing technology, people should strive to keep themselves updated with the day-to-day advancement in their field of specialisation. One of the efficient means of doing it is to attend national and international seminars and conferences organised in their field of specialisation.

Organizing a seminar or conference is an important way of raising the profile of your work or engaging with key stakeholders. It can also be considered as an opportunity to share and exchange with other experts in your field. Such an event is really a good opportunity to present the outcome of your work and to attract mass attention to your project. It is very important to pick a clear subject matter for your event and to know where you want it to reach. Organizing an event is a huge and difficult task – like your regular activities, it has to be for a specific reason otherwise it will be wastage of important resources. Both seminars and conferences share one point and that is heavy reliance on audio visual aids to help a teacher to impart knowledge in an easier manner to the participants. A seminar or conference must be aimed more at raising awareness of your project or a particular issue. It should generate support for future work and it should support a particular law or policy for your project. You can also use the event as an opportunity to meet and to develop network with promising associates for future work. Being clear on your aim will help to focus your efforts and shall enable others to see why they should take part.

16.2. SEMINAR

In a seminar, the findings of original research and advanced study are verbally presented to an elite crowd. Seminars are generally of shorter duration and it is possible to have quite a lot of business seminars inside a conference which may last for a few days. A seminar has an educational implication to it. For example, a seminar may be organized to enhance the skills of people involved in a particular profession. In such a case, experts are called who give lectures to the participants and all participants receive a certificate at the end of the seminar. In seminars, there is little active participation from those attending and it is usually the faculty or the expert disseminating knowledge

in the form of lectures. The lead speaker has to present the paper with utmost clarity, using a rather formal style of language. The speaker should adopt the right intonation pattern and body language. For this purpose it would be advisable to record the presentation and then actually analyse it. Finally, the president is authorised to read out the findings of the seminar in the concluding remarks.. The main purpose of any seminar is to share newly-acquired knowledge and information with prominent individuals in the field and obtain their viewpoints on the subject matter. There is no limitation on the number of paper presentations. Topics are announced in advance and there are a few presentations related to the topic.

16.3.CONFERENCE

The purpose of a conference is to focus on a central theme and allow people to share their experiences and views. A conference requires a different kind of environment and is usually helpful at a place which also has accommodation and dining facilities for the participants. A conference is more about sharing of opinions and thoughts on a topic of common interest.A conference may include a formal lecture, audio-visual presentations, exhibitions, etc. Thus, a conference may involve a wide range of activities. Moreover, in a conference, the presentation is mostly verbal but there is no special bar on reading a written description. Like all other meetings, a seminar or conference begins with a welcome address followed by the declaration of the topic. The leading speaker gives the background of the study done, the particulars of the investigating procedures, supporting points or evidence of the findings and ultimately the results. After the presentation is over, there is a serious discussion. The participants shed more light on the subject matter from different angles. There is a healthy atmosphere for authentic ideas. The author may not have thought on certain lines but the discussion may help gain an innovative dimension and perceive to the theme and polish up a variety of ideas. Thus, conferences are organized by institutes and companies where attendees get information about most modern trends and developments in the industry. There are consumer conferences that are organized by companies and service providers to educate and put up relationships with their consumers whereas Educational conferences invite luminaries in the chosen field of study to enlighten the attendees with their expert knowledge.

16.4. AN EXAMPLE OF CONFERENCE

A national conference on 'The use of computer while study in colleges” is organised at Trivedi Engineering College, V.V.Nagar under the auspices of the Computer Instructors Association. About 250 students from different colleges attend the conference. Conduct the conference by allotting suitable roles to the students.

| | |
|----|------------------------------|
| 1. | Welcome Address |
| 2. | Introducing the guest |
| 3. | Chairman's introductory talk |
| 4. | Keynote address |

| | |
|----|--------------------------|
| 5. | Comments by the audience |
| 6. | Vote of thanks |

16.5.Seminars vs conferences

- Seminars and conferences are based on different educational settings with different purposes and functions.
- While seminars intend to impart knowledge and skills to the participants, conferences are intended to sharing of opinions and views on the selected subject matter.
- Conferences are congregations attended by like minded people who share their views for the common good while seminars are to enhance the skills of the participants



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